



Università
degli Studi
di Catania



MASTER IN ECONOMICS AND ADMINISTRATION OF
CULTURAL HERITAGE

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**CULTURAL HERITAGE AS A KEY
TO CULTURAL AND ECONOMIC
REVITALIZATION**

MASTER THESIS

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ACADEMIC YEAR 2008-2009

ACKNOWLEDGEMENT

To my beloved father, may God bless his soul, my beloved mother and dearest sisters Shaimaa and Marwa; I wish you all of blessings, happiness and success.

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ABSTRACT

This research aims at illustrating the richness and complexity in the field of the cultural heritage and how it supports the economic revitalization; it is also giving an example on a cultural heritage project to discuss the potential of cultural heritage for the social, cultural and economic change.

In order to discuss the challenges of recognition and acknowledging the importance of cultural heritage and therefore supporting it by both international and public sectors; a detailed study was made about a world heritage site, Stabiae site in Naples, Italy, and its historical significance, its context and the organization that is managing it, RAS Foundation.

In the light of the theoretical background that was studied and provided in this research; two approaches are used in order to analyze both the case study and its context from a boarder angle and to have a more complete vision; *SWOT* and *DIVE* Analysis. New concepts and ideas were used in order to examine the performance of the government and also the stakeholders in managing the cultural heritage site; *Learning Organizations* was one of them.

At the end of the research the implications of findings are mentioned, some recommendations and suggestions for further research are available.

INTRODUCTION

CULTURAL HERITAGE AND ECONOMIC DEVELOPMENT CHALLENGES

The protection of our cultural heritage is an essential part of protecting a sense of identity, a sense of who people really are. The cultural heritage covers many things tangible and intangible such as literature, visual art, music, buildings, customs, ritual, and the objects of everyday use.

Cultural Heritage is more than old monuments. And even if the preservation and restoration of unique historic environments should be justified on its own merits, as a universal value in itself, it may actually also play an important and integral part in promoting sustainable social and economic development. Pelle Persson, head of SIDA's¹ Urban Development Division² said that:

"Heritage must be seen as an asset rather than hinder for development. Inner cities have been neglected but they have a potential for economic development. They are strategically located at a crossroad between past and future. They should not be treated as a museum but as a vibrant neighbourhood."

When Development became a fashion word after World War II it was almost equivalent to Modernization. The social engineers of Modernity regarded Culture, at best, as a colorful yet insignificant consequence of the past, which would eventually disappear. And at worst, cultural tradition was seen as a major obstacle to social and economic development. However, in

¹ SIDA is the Swedish International Co-operation Agency
<http://web.mit.edu/urbanupgrading/upgrading/resources/organizations/Sida.html>

² A future for the past (2003), page 16

the 90's the opposing views of Modernization and Dependency, stressing the importance of linking development to local traditions. *Participation* and *Empowerment* became key words, and Communication and Culture were suddenly in focus.

As a reaction to Globalization in the last decades, culture has often become the same meaning as 'identity'. The 'right to culture'³ has thus tended to make rights and culture, understood as a bounded group of identity.

Heritage is an emerging field of research and, in the light of cultural globalization, an increasingly important part of mutual development cooperation policies.

Financing Cultural Heritage

A report entitled 'Financing the Arts and Culture in the European Union'⁴ contends that Eurostat⁵ suggested that the average national spending on culture of the 27 EU countries as a percentage of GDP for the period 2000 to 2005 varied from 0.3% to 1.2%.

Looking at the cultural priorities of the 27 countries of the EU, some common features can be detected; support for creativity, heritage protection and promotion, and a focus on creative industries is nearly universal, followed by recognition and promotion of national identity, cultural diversity, internationalisation and decentralisation of responsibilities.

Research Problem

Heritage is a consumer asset, as it needs financial support, as well as a productive one. There are questions that come to one's mind; can governments stimulate other sectors' support to the arts and culture? Would an increase in support from the private sector imply a reduction of public funds devoted to the arts and culture? How Heritage can really be an asset rather than hinder for economic development and revitalization?

³ A Future for the Past (2003), Page 7

⁴ Klamer A., Petrova L. and Mignosa A. (2006)

⁵ Eurostat is the term refers to the European Distributors of Statistical Software

Research Methodology

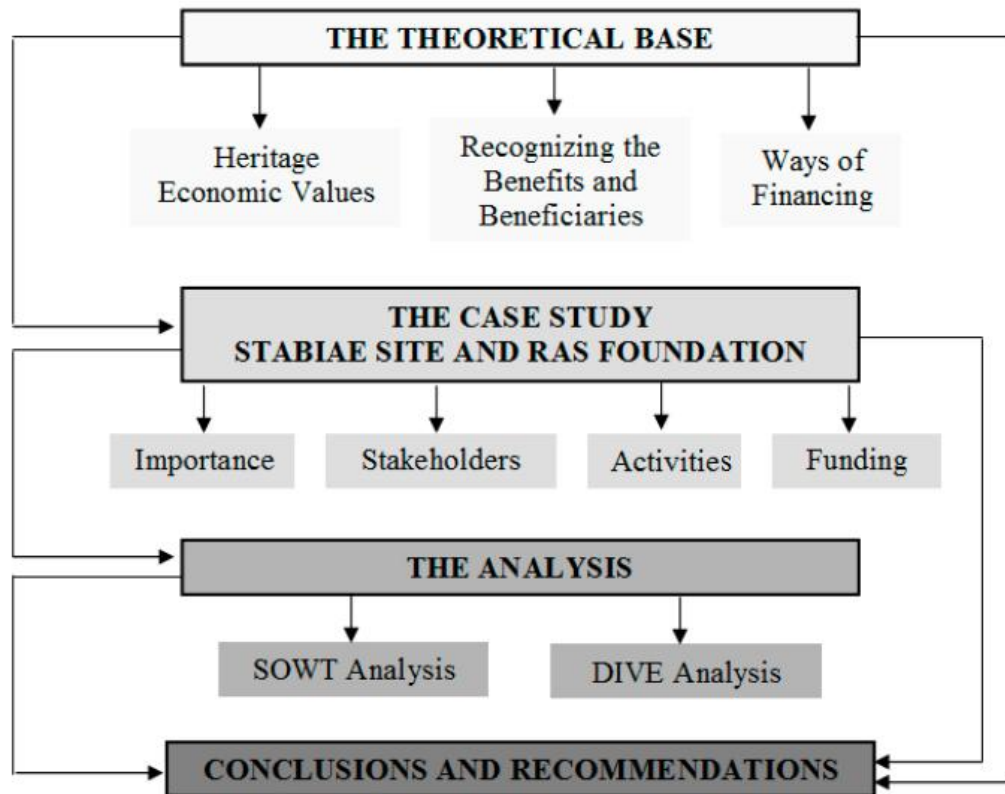


Figure (1): The Research Methodology

In order to discuss those previous questions a detailed study was made about a world heritage site, Stabiae site in Italy, and its historical significance, its context and the organization that is managing it, RAS Foundation. The relationship among this organization and other stakeholders, distribution of responsibilities and how the site is being financed were the major topics to be addressed.

The case study Stabiae site is located in the city of Castellammare in the region of Campania, Italy, a part of a collective world heritage site (Torre Annonziata) designated by UNESCO in 1997 and it is considered the largest concentration of preserved seaside villas in the Roman world that were buried in an eruption in 79 A.D. An in-depth study was made in order to specify the main characteristics of the site and its historic, architectural and artistic importance, also to the RAS foundation which is managing the site. For example, how the Non-profit organization RAS was established,

what services that it presents and what activities that it makes like making a master plan for a major archeological park, holding international workshops and exhibitions, participating in cultural events. Also the relationship between the RAS foundation and other international universities is studied. The funding different ways for the site and the foundation is described, also the foundation is promoting the site.

Two approaches are used in order to analyze the case study from a boarder angle/different points of view:

SWOT Analysis (Strength, Weakness, Opportunities and Threats) which is more a clear descriptive approach about the potential advantages, potential difficulties and disadvantages of a project or organization; and the

DIVE Analysis (Describe, Interpret, Valuate and Enable) which is a stage-like approach, it is more about uncovering the development potentials and capacity for change of the urban heritage and doesn't concentrate more about the disadvantages. This approach was justified in order to analyze not only the site, but also the performance of the organization, for example, in the first stage of this approach 'Describe', a *time- space matrix* is usually used but in this research it is justified to be *time- performance matrix* in order to provide a description about the site in time through the performance of managing the site, the activities suggested in this matrix were depending upon the concept of *Learning Organizations*⁶.

The Conclusion contains the results conducted from the analysis and recommendations.

⁶ The concept of Learning Organizations and its importance are illustrated in Chapter One Section (1-7)

The Thesis Structure

The first chapter represents the theoretical base of the thesis which illustrates the different economic categories of value of cultural heritage, the importance of financing the cultural heritage, the benefits and beneficiaries and the impact of cultural heritage on the quality of life.

Then *the second chapter* discusses the case study and its characteristics, defines the site and its context, the stakeholders, then the different activities of the organization that is managing the site and finally how the site is funded.

The third and last chapter of the thesis is about the analyzing the case study using two different approaches **SWOT** and **DIVE**.

The thesis ends with the *Conclusion* which summarizes the results conducted from the analysis approaches in the last chapter, also the recommendations, limitations of the study and suggestions for further research.

CHAPTER ONE

CULTURAL HERITAGE VALUES AND RESPONSIBILITIES

Introduction

This chapter contains the theoretical basis of the research; it begins with the classification of economic categories of value for cultural heritage, use and non-use values. Then it illustrates the importance of financing cultural heritage and who are beneficiaries whether the residents, the investors and the visitors.

In this research there are two ways to measure the benefits which are applicable to the case study which will be discussed in chapter two; the first way is the Market Price Method and the second one is The Travel Cost Method, then the classification of ways of financing cultural heritage which are public, private and public and private cooperation support and some good examples for it.

The last part of this chapter discusses very important issues related to cultural heritage and how it should be managed; these issues are the sustainable development, Learning Organizations and Tourism and the impact of cultural heritage on the quality of life.

1-1- Cultural Heritage, Economic Categories of Value

Cultural heritage sites differ from other sites and from each other because of their aesthetic, historical, cultural, and social significance, precisely that makes them such very unique places. Environmental economists generally take a comprehensive look at value, using the idea of total economic value. Total economic value is usually decomposed into a number of categories of value. The breakdown and terminology vary slightly from analyst to another, but generally include the following⁷:

Use Value: Extractive (or consumptive) use value, Non-extractive use value and Non Use Value:

1-1-1- Extractive Use Value

In historic living cities, there are direct uses being made of the buildings, for living, trading, and renting or selling spaces. These categories of use are captured by markets and transactions in markets. Unlike a forest for example, the use of a historic city does not consume it unless the use is inappropriate or excessive; destroy the beauty of the site or the character of the place.

1-1-2- Non-Extractive Use Value

Non-extractive use value derives from the services the site provides. For example, wetlands offer filter water, improving water quality for downstream users and national parks provide opportunities for recreation. These services have value but do not require any good to be harvested. The equivalent for historic cities is then clear; some people just pass through the city and enjoy the scenery without spending money there, and their use of the place is not captured by an economic or financial transaction. Measuring non-extractive use value is considerably more difficult than measuring extractive use value.

⁷ See Ismail Serageldin (1999), page 25

1-1-3- Non-Use Value

Non-use value tries to capture the enrichment derived from the continued existence of major parts of the world heritage. Even if not likely to visit these sites, one would feel impoverished if the sites were destroyed. In many cases, this benefit is referred to as *existence value* (the value that people derive from the knowledge that the site exists, even if they never plan to visit it). People place a value on the existence of Pyramids even if they have never seen one and probably never will; if Pyramids were destroyed, many people would feel a sense of loss. Other aspects of non-use value include the *option value*, the value obtained from maintaining the option of taking advantage of a site's use value at a later date, similar to an insurance policy, and *quasi-option value* (derived from the possibility that even though a site appears unimportant now, information received later might lead us to re-evaluate it) for example, areas to be excavated archeologically, Non-use values are the most difficult types of value to estimate. Yet, this category of value has obvious relevance for the assessment of heritage sites.

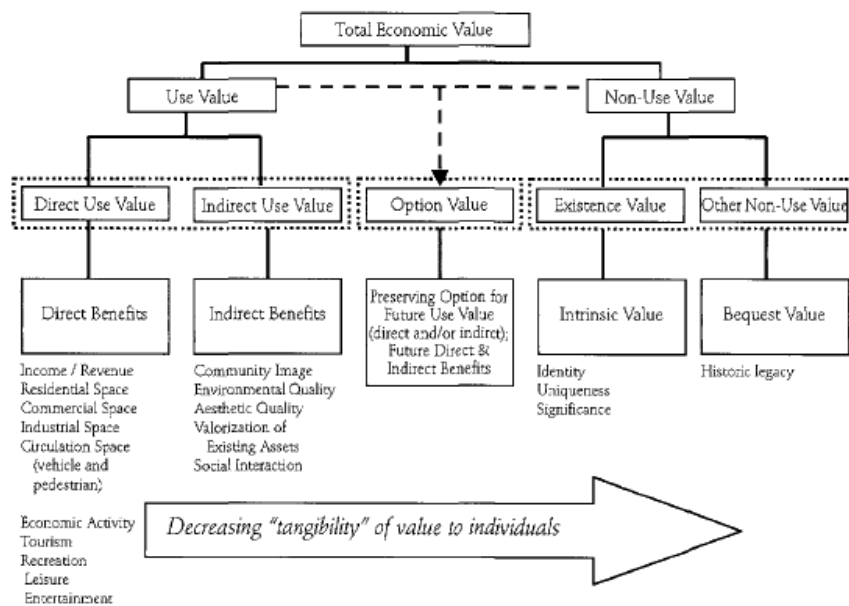


Figure (2): Categories of Economic Values Attributed to Cultural Heritage Assets

Source: Ismail Serageldin (1999)

1-2- The Importance of financing Cultural Heritage

It is quite important for communities to help in recognizing and preserving their cultural assets; these communities therefore will be provided with new economic opportunities and will be enabled to build development on their diverse social, cultural and physical background.

The possibility to generate income from cultural basis creates employment, reduces poverty, stimulates enterprise development by the poor, encourages private investment and generates resources for environmental and cultural conservation. From a human and social perspective, the appreciation of their own cultural heritage brings to communities awareness in their identity; and actually this is the new notion acknowledged for sustainable development. Awareness strengthens confidence is an input for social mobilization and empowerment, promotes inclusion and completes capacity building.

According to the importance of the Cultural Heritage recognized by the international sector few decades ago, financing Cultural Heritage has become more and more both a community and nation responsibility to protect it other than a luxury. New 'cultural policies' have raised and some investment plans have started in many countries. It is quite necessary to identify the target group or beneficiaries of protecting heritage sites.

1-3- Recognizing the Beneficiaries

There are many different actors who are likely to benefit from an investment to protect the cultural heritage sites. These include:

1-3-1- Residents

Making the distinction between renters and owner-residents, who qualify as a special category of investors (housing usually being regulated differently from businesses).

1-3-2- Investors

In businesses in the historic area, who may or may not be residents, including the small traders, the national and the international private sector.

1-3-3- Visitors (Tourists)

To the historic city, some being nationals others international visitors.

1-3-4- Non Visitors

Distinguishing between national and international ones; which could be called "the world at large".

1-4- Measuring the Benefits

There are several methods used in measuring the benefits of the cultural heritage, each has certain advantages and limitations. This research is dealing with two methods⁸ that are:

1-4-1- Market Price Methods

Although many benefits of cultural heritage sites do not enter markets, some do. The most obvious example is when visitors pay a fee to enter the site. The revenue from such fees provides a measure of the value people place on being able to visit the site, by another term, willingness to pay (WTP). Cultural heritage sites might also bring on a variety of economic activities, most obviously in the tourism industry (hotels, restaurants, cafes and shops).

The difficulty generally arises in predicting the impact that changes in the cultural heritage site will have on the quantity of such services, not in estimating their value.

1-4-2- Travel Cost

The travel-cost method uses information on visitors' total expenditure to visit a site to derive their demand curve for the site's services. This method assumes that changes in total travel costs are equivalent to changes in admission fees. From the demand curve, the total benefit obtained by visitors can be calculated (It is important to note that the value of the site is not given by the total travel cost; this information is only used to derive the demand curve.) The travel-cost method was designed for and has been used extensively to value the benefits of recreation.

⁸ For further information about other methods and their definitions, see Ismail Serageldin (1999), page 30

1-5- Classification of Financing Cultural Heritage

In order to have a feasible idea about the sources of financing the arts and culture generally, it is important to refer the data to their specific context. It is also important to identify the organisation of the administration responsible of culture and the cultural policy priorities. The results constitute the basis to analyse the role of the various sectors involved in the financing of the arts and culture and of their interrelation.

The analysis considers:

1-5-1- Public support

1-5-1-1- Public direct support

This includes subsidies, awards, and grants, as well as lottery funds provided by central and lower levels of governments.

In the EU countries, public direct support has shown a general increase, especially in Central and East Europe⁹. A significant rise in state spending on culture is noticeable in Malta and Cyprus due to the higher level of development investment in culture. Among the new members and acceding countries, the growth in central government expenditure on culture is considerable. Among the older EU member states, the increase in central government spending for the period 2000-2004 was more moderate.

It is important to know that the data on the central level are primarily based on reports and budgets of the Ministries of Culture. If the support from other ministries were included, the shares of central and regional governments might change.

⁹ For further information see 'International Data on Government spending on the Arts' (2000)

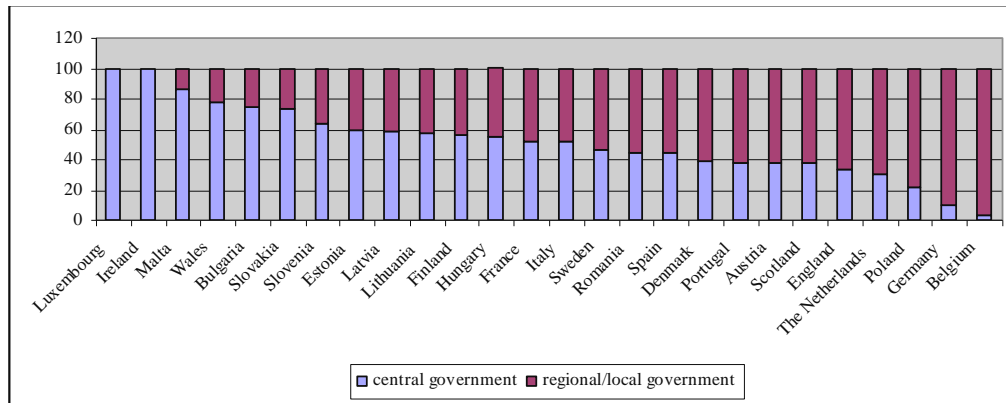


Figure (3): Percentages of public expenditure for culture by level of government (2000-2005)*

Source: National reports of ministries Council of Europe 2006. Reproduced in the Study of 'Financing the Arts and Culture in the EU', (2006, Figure 2, excerpt)

*Public expenditure for culture includes all lower levels of governments: Länder (in Austria and Germany), Communities (in Belgium), Voivodship (in Poland), Regions, Provinces, Counties, and Municipalities.

Most countries have a centralised structure with a central ministry bearing most responsibility; some authority is devolved to lower levels of government, which, in general, operate under the control of the minister. Countries like Cyprus, France, Ireland, Italy, and Luxembourg belong to this group. Countries like Austria, Belgium, and Germany, instead, have a federal organisation; in these cases, a central ministry sometimes does not even exist and lower levels of government (Länder, counties, municipalities) are responsible for most cultural matters. Ireland would be represented as the most centralised system (alongside with most of the East and Central European countries); Germany, Denmark and Poland – as most decentralised.

In many countries, *lottery funds* for culture are important and in some, like Italy, their distribution has allowed cultural interventions that were otherwise impossible. Their collection and redistribution methods vary from country to country. Except for Italy, which distributes a fixed amount

annually to cultural heritage, lottery funds are not insured by any measures, meaning that their contributions to culture can greatly change.

It should be kept in mind that "public spending for culture" represents only a tenth part of the total expenditure on culture in Italy, while most of the money invested in cultural programs comes from private sources (cultural consumption, advertising, donations and sponsorship). Therefore, although the central authorities may prefer to maintain control over their share of budget, important amounts of money coming from the market enter the cultural field on the regional and, no less significantly, communal (municipal) levels¹⁰.

As shown in table (1); trends in public spending on cultures differs from a country to another, also it may be increased or reduced in the same country by different government levels. For example; Italy shows a slight reduction in expenditure by the central government on culture, but there is an increase in expenditure by both regional and local government.

¹⁰ See Klammer A., Petrova L. and Mignosa A. (2006)

	Central Government	Regional Government	Local Government
<i>Australia</i>	Increase in both capital and revenue spending up to 1995/96.	Increase in revenue spending up to 1994/94.	Increase in revenue spending up to 1992/93.
<i>Canada</i>	Overall reduction in support for the arts.	Recent real terms reductions in support for the arts.	Recent real terms reductions in support for the arts.
<i>Finland</i>	Expenditure under pressure due to recession.	Trend data unavailable.	Expenditure under pressure due to recession.
<i>France</i>	Fall in share of total public spending since 1993.	Substantial increase in real levels of revenue.	
<i>Germany</i>	Temporary expansion in support due to unification.	Pressures on public finance due to high unemployment and financial surgery necessary for EMU.	Pressures on public finance due to high unemployment and financial surgery necessary for EMU.
<i>Italy</i>	Reduction in percentage of total state expenditure on culture.	Slight increase in percentage of total regional expenditure on culture.	Increase in percentage of total state expenditure on culture.
<i>Netherlands</i>	Modest real terms fall in cultural spending.	Detailed trend data unavailable.	Detailed trend data unavailable.
<i>Sweden</i>	Spending on arts and museums up by one fifth in real terms.	Modest decline in county council expenditure since 1989.	Increase in support for arts institutions and museums. Decrease in support for cultural activities.
<i>United Kingdom</i>	Direct expenditures have increased marginally in real terms in the early 1990s but have fallen in real and cash terms thereafter.	Not applicable.	Small real terms aggregate reductions in net revenue spending.
<i>United States</i>	Large cash reductions in main funding agency.	Moderate increases in State Arts Agency spending, following marked cash reductions in the early 1990s.	Local arts agency spending increasing in real terms but limited hard evidence.

Table (1): Trends in Public Expenditures on Culture

Source: *International Data On Government Spending On The Arts (2000)*, page 11

1-5-1-2- Public Indirect Support

The analysis of indirect financial support to culture will draw attention mainly to tax expenditures. Tax incentives provide extra funds for culture.

An important and often overlooked form of government support is the indirect subsidy deriving from the creation of a fiscal environment and that provides extra funds for culture through tax incentives. Indirect support refers to income that local and national governments devote from tax reductions and exemptions granted to cultural institutions or to their supporters. Tax incentives take place as tax deductions and special (lower) tax rates for art and cultural institutions. Fiscal support can be qualified to all forms of private support to culture (donations, sponsorships, services or equipment). Within the various devices of tax policy are those that encourage the increased consumption of cultural products and services.

However, tax incentives also costs the government; because in making a donation, the donor pays for only a part of it and the government pays the rest.

1-5-2- Private Support

1-5-2-1 Business Support

Indicators refer to support from business organisations. A shift toward a positive attitude with respect to private business support is noticeable. On the one hand, companies support culture and art financially as part of their marketing strategy; on the other hand, their support is charitable (it has both economic and moral benefits). Private business support can be distributed in various ways: in cash, and in awards and prizes.

1-5-2-2- Non-Profit Organizations Support

Non-profit organization or the '*Third sphere*' a term suggested by Klamer and Zuidhof (2006). Indicators refer to support from non-profit organisations and individuals' donations for culture.

The European Foundation Centre (EFC) defines a foundation or trust as¹¹:

“An independent, separately constituted, non-profit body with its own governing board and with its own source of income, whether or not exclusively from an endowment”.

Non-profit organisations are often explored as third-sphere entities whose goals are to support civic society activities. Looking for new sources of funds, it is necessary to acknowledge the potential of the third sphere for the financing of culture. Obviously its role appears to be increasingly significant.

Different types of non-profit organisations exist among the countries: trusts, private associations (clubs, friends' societies, etc.) and foundations. Because of the lack of data about the impact of other forms of non-profit institutions on culture, this research focuses mainly on the activity of foundations¹².

There is a general increase in the support through donations. In Belgium, Germany, the Netherlands, Portugal, Italy and Spain, art and culture are the priorities of private foundations' support. However, this is not a stable trend as it shows considerable instability during different years. In Italy, in 2001, the share of grant-making activities by foundations of banking origins going to the arts and culture represented 40% of their total support. Non-governmental organisations' support for culture in East and

¹¹ The definition is quoted from the paper by Klamer, A., L. Petrova and A. Mignosa (2006), the three spheres are the central government, the market and the non-profit organization; the third sphere.

¹² The case study in this research is about the role of a non-profit foundation in cultural heritage field, see chapter two.

Central European countries originates from government as well as private international foundations. The scope of foundations' activities varies according to different aspects of development in national culture.

In fact, there is a feature common to most countries is the increasing opportunity for private individuals, companies and non-profit organisations to take an active part in cultural policy, not only supporting the cultural sector but also operating within it. A case in point is Italy which, breaking from its long tradition of public controller of the cultural sector, has in the last years introduced laws to directly involve the private sector in activities connected to heritage preservation and even management of cultural sites¹³. This trend, common to other countries, corresponds to the increased awareness of the need for new sources of support for the arts and culture.

1-5-3- Public-private cooperation to support the arts and culture – Best practices

An interesting initiative aiming to stimulate intervention in favour of the arts while offering the freedom to choose which art organisation to support has been launched in Italy and some East European countries. In Italy, a programme has recently been introduced where people are free to choose a specific institution (art organisation, social organisation, university, etc.) to which they can route 5‰ of the amount of taxes they pay. Similar initiatives have been approved in some Central and East European countries (Hungary, Poland, Slovakia, Romania, and Lithuania), where schemes allow 1 or 2% of tax payments to be routed to non-profit organizations operating in various fields, including the arts and culture.

¹³ See the Memorandum of Understanding between the government of the United States of America and the Republic of Italy in Appendix B

The Dutch case shows the importance of reduced interest rates on loans for the acquisition of works of art. Some individuals can then buy art that would otherwise be unaffordable.

The success of any initiative to stimulate private intervention is very much connected to people's awareness of the social benefits of contributing to the arts. Some governments encourage third sector initiatives by acknowledging their achievements and offering equal partnership in their support.

- Impresa e Cultura, Italy (Concern and Culture):

An important tool to stimulate private support to the cultural sector is the establishment of specialised agencies and organisations, which encourage engagement between business companies and arts sectors. Their operations as facilitators and advocates of co-partnership between business and artists or art organisations can create shared understanding of both parties' values and further increase the fund-raising for the arts and culture from business sources.

In Italy, the "Impresa e Cultura" award which stimulates the engagement of the business sector in supporting the arts. The prize, created in 1997 by a communication company, is now supported by the Presidency of the Council of Ministers, the Ministry of Foreign Affairs, the Ministry of Infrastructures and Transport and the Ministry of Heritage and Cultural Activities, and is sponsored by several local authorities, banks, publishing houses, and companies.

- Guggenheim Museum in Bilbao, Spain:

Another interesting experience of cooperation between the public and the private sector is that of the Guggenheim museum in Bilbao. It is the major cultural project based on co-partnership between Basque Institutions (public and private) and the Guggenheim Foundation. The museum is self-financed by 72% and receives public support of 28%.

1-6- Cultural Heritage and Sustainable Development

The idea of sustainable development is more often associated with protecting the natural environment than with preserving the built cultural heritage. However, there are at least two good reasons for including the cultural heritage in a sustainable development approach:

- There is not always a clear dividing line between *nature* and *culture*;
- The principles of sustainable development are relevant to people's daily environment, which is the sphere in which cultural heritage specialists perform their work.

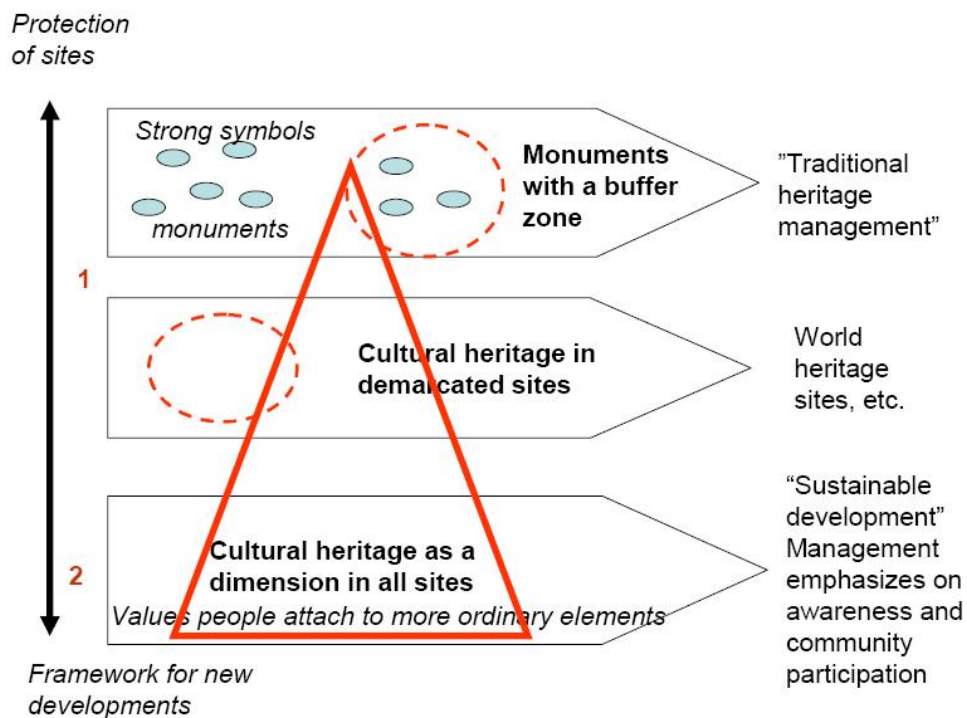


Figure (4): Changes in Cultural Heritage Management over Time

Further considerations provide support for treatment of the cultural and natural heritage and suggest that the principle of sustainable development is of value to the cultural heritage:

- Humans are only the custodians of the cultural heritage and must hand it on to future generations;
- The cultural heritage proves human genius and human history, with their positive and sometimes less positive sides. To preserve it in all its diversity is to show respect for human beings and human creativity and evidences a desire to build a better future while acknowledging the past;
- As with the natural heritage, the cultural heritage specialist has to ensure continuity between past, present and future.
- The cultural heritage is not renewable:

Although valuable new works can be added to it, it cannot be reconstituted once it has been destroyed for it would no longer be the same heritage.

1-7- Cultural Heritage and Learning Organizations

The Learning Organization is a concept that is becoming an increasingly widespread philosophy in modern companies, from the largest multinationals to the smallest ventures. What is achieved by this philosophy depends considerably on one's interpretation of it and commitment to it. The quote below gives a simple definition that is felt was the true ideology behind the Learning Organization.

*"A Learning Organization is one in which people at all levels, individuals and collectively; are continually increasing their capacity to produce results they really care about."*¹⁴

A learning organization must capture, share and use knowledge so its members can work together to change the way the organization responds to the challenges it faces. People must question the old and established ways of thinking. Learning must take place and be supported in teams and larger groups, where individuals can mutually create new knowledge. Most importantly, this process has to be continuous because becoming a learning organization is a never ending task.

Why a Learning Organization? What are the benefits of a learning Organization?

- Capability to cope with change
- Quality of services
- Productivity
- Responsiveness to people needs
- Integrated culture
- Goal correspondence

¹⁴ Richard K., 'Learning Organizations'
http://www.see.ed.ac.uk/~gerard/MENG/MEAB/lo_index.html

- Organizational self-renewal
- Whole organization empowerment
- Survival

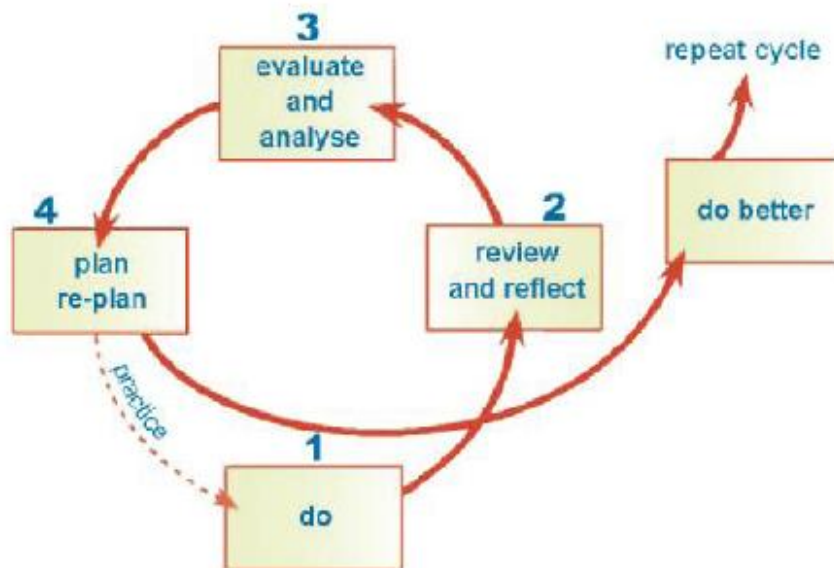


Figure (5): Action Learning Cycle
By Viera Larsson

The organizations that work in the cultural sector should become learning organizations for:

- Creating relationships, more trust, respect, openness and involvement;
- Gaining understanding, analysis, listening and creating visions;
- Facilitating transformation, the acceptance of current reality and finding willingness to change; and
- Reviewing, new changes and self assessment.

1-8- Cultural Heritage Tourism and the Impact on the Quality of Life

Tourism is a growing and complex business. It is fast becoming one of the world's most significant economic activities. In the European Union the travel and tourism industry is estimated to have generated about 1706 billion Euros of economic activity in 2005, while the direct and indirect impact of European tourism accounted for about 11.5% of GDP and 24.3 million jobs (about 12% of total employment). Tourism in Europe is forecast to rise by around 2 to 3% in 2006.¹⁵ The challenge key, as always, lies in finding the right balance between encouraging the expansion of cultural tourism and safeguarding heritage sites and monuments by keeping the volume of tourists to heritage travel destination areas to within optimum sustainable limits.

Cultural heritage tourism is not necessarily about attracting more tourists. What it is about is attracting more "high-value visitors," people who will stay longer and spend more while visiting the town. A community that is attracting mostly drive-by tourists who represent the common expression "*Mordi e Fuggi!*" or "Bite and Escape!" could easily reduce by half the number of people who visit the town and earn significantly more money if those travelers were cultural heritage tourists. Encouraging visitors to stay an extra day is the driving philosophy behind many tourism initiatives, and studies show that museums and heritage sites do indeed encourage overnight stays.

Visitor expenditures are spent on everything from air service and car rentals to food service, accommodation, entertainment, recreation, and so on. It's difficult to estimate tourism's impact; plus, the percentage spent by travelers in individual categories can vary dramatically. Many successful towns have discovered that focusing on their quality of life can bring out

¹⁵ Europa Naostra Council (2006)

positive outcomes, dramatically elevating a region's ability to compete for businesses that create jobs for residents. To fully appreciate the qualitative impact of cultural heritage tourism, it is important to understand that visitors to the community benefits go far beyond the common notion of "heads in beds"¹⁶. Cultural heritage services and facilities can attract potential employers and employees to the community as visitors.

Visitors who then become residents have a tremendous economic impact on everything from construction and real estate sales to restaurant and trade.

Cultural heritage tourism, then, can be a quality-of-life development that is as beneficial for residents as it is for visitors. While some tourism products have the potential to divide and destroy communities, cultural heritage tourism, if done well, can help preserve a community's identity and bring residents together around a common value. Cultural heritage tourism invites residents into the story. They become part of the development, not passive outsiders watching a new tourism product being built in their territory.

¹⁶ See Shilling D. (2009), 'Cultural Heritage Tourism, Practical Applications'
<http://www.azhumanities.org/pdf/chtwrkbnk.pdf>

Summary

- Cultural Heritage sites have economic use values beside its historical, aesthetic, cultural and social values; the tangibility of value to individuals is decreasing while moving from use value to non-use value.

- The possibility to generate income from cultural basis creates employment, encourages private investment and generates resources for environmental and cultural conservation.

- There are many different actors who are likely to benefit from an investment to protect the cultural heritage sites. It is quite important to identify the beneficiaries and the stakeholders. It is also important to identify the organisation of the administration responsible of culture and the cultural policy priorities; the three spheres (the central government, the market and the non-profit sector).

- Strong evidence indicates that, when supporting the arts, the three spheres merge activities and objectives rather than separate them. Thus, the best strategy to follow would be to focus on the interaction among the three spheres and find the best ways to stimulate that collaboration.

Governments could develop the right incentives to stimulate the market and, especially the third-sphere participation in supporting culture. The management of cultural institutions is a tool that can be adopted by the government. People need to acknowledge that the arts and cultural heritage are valuable and that they have reasons to support and contribute to them.

- Cultural heritage tourism can be a quality-of-life development that is as beneficial for residents as it is for visitors. cultural heritage tourism, if done well, can help preserve a community's identity and bring residents together around a common value.

CHAPTER TWO

STABIAE SITE

THE CASE STUDY CHARACTERISTICS

Introduction

The second chapter of this research is about the case study Stabiae site. It begins with a background of Castellammare di Stabia; the city where the case study is located, its history and its cultural significance. Then the characteristics of Stabiae site: the historic, archeological and architectural importance and the cultural potentials and features of the site and the city. Detailed descriptions about the stakeholders and specially the organization that is managing the site which is RAS Foundation are included. The activities of the foundation are creating the master plan of the archeological park which will be the largest one in Europe, preparing the international annual exhibitions and workshops, creating the Vesuvian international institute for archeology and humanities, participating in national and international cultural events and many other activities.

Different ways of financing the site are mentioned such as the Italian government and the European Union funds, sponsorships and donations, publications and hosting visitors and students in the RAS Campus and providing guided tours for them.

The last part is about the ways of promoting and marketing the site which are the publications, websites, international annual workshops and exhibitions and participation in national and international cultural events.

2-1- Castellammare di Stabia, Brief information

2-1-1- Location

In the connection point of the sea plain and the mountains of the Sorrento Peninsula is located a city rich with the layers of civilizations. Castellammare di Stabia today is a modern seaport of approximately 70,000 inhabitants located in the province of Naples, Italy, and serves as the gateway to the Sorrento-Amalfi coast. Its layers of historical fabric are testament to the thousands of years of settlement by Greeks, Etruscans and Roman populations.

The name of the town derives actually from the position of its castle: on a peninsula at about 100 meters above the sea, Castello a Mare means indeed "Castle on the Sea". The position of the city at the base of the mountains is also the source of naturally occurring spring waters, twenty eight in all, which have also given reputation to the modern city. Since ancient times the ancient Stabiae was well regarded and famous for its water, a feature developed by the Romans first and also by the Bourbon kings in the last centuries. Today various cafes along the seafront (lungomare) of the city offer a taste of the waters and a place to sit and watch harbor activity or the sun set over the Bay of Naples. The city also has several spas in operation today, the oldest located along the waterfront with two newer locations on the hillside overlooking the city. The largest spa complex, The New Stabian Spas (Le Terme Stabiane) is also a resort offering massage therapy and physical regimens to promote health.

2-1-2- History and Urban Characteristics

The historical center of the city is a medieval fabric of tight streets and large palaces (for example the Vanvitelli Palace which includes the public library of Castellammare di Stabia inside). Some of the fabric was altered in the following centuries but remains largely in a good condition. Its physical structure is described by a series of streets running parallel to the seafront and a group of four streets diverging from a central point at the base of Faito Mountain (Monte Faito). Like many streets in the Medieval and Renaissance quarters, these streets were frequently built above small streams that run down Monte Faito to the seafront. Their presence provides the link from the seafront up the various valleys of the base of Faito to settlements on the hillside overlooking the city. Many blocks in the historic center were initially built with large gardens in their centers, but gradually over the centuries these gardens have given way to new constructions, leaving today a dense fabric of buildings.

Later stages of settlement of the city are along the line of roads built in ancient times to other parts of the context. The physical confines of the urbanized area of Castellammare di Stabia today are limited by the base of the hillside of Varrano to the south and southeast and the line of the state railway to the north. Outside of these boundaries are a mix of small industrial concerns on the plain towards Torre del Greco and Herculaneum nearby cities, and small villages, villas and farms as well as the Bourbon summer royal palace up the hillside towards the summit of Monte Faito.

The post-World War II decades resulted in an urban fabric of slab apartment buildings and general lack of cohesion. Buildings with no particular orientation to the street have characterized recent

expansions of the city in contrast to earlier periods. In spite of that development, the city retains a strong sense of urbanity and a culture of urban living that seems to overcome the problems in urban planning and design of recent decades. Its compact organization, defined by natural and man-made elements has helped to retain a coherent fabric, making the city easily walkable. The city was known internationally with its beautiful beach, seafront and healthy natural water; the reason many national and international tourists came to the city. But the situation is no longer the same because of the boat building yard and the port which made the sea water polluted, also another reason is the Sarno river which flows into the Bay of Naples in Castellammare di Stabia, unfortunately the fact is the Sarno is the most polluted river in Europe, featuring an ugly mix of sewage, untreated agricultural waste, industrial waste, and chemicals.



Figure (6): the old advertisement about the city showing the beautiful nature, the beach and the old natural spa

The most important trace of the ancients that can be experienced today is the remains of the 1st century AD Roman villas, Villa San Marco and Villa Arianna, on the hillside of Varanno, overlooking the modern city and Bay of Naples. Excavated by the Bourbons in the 18th century and re-excavated beginning in the 1950's.

Cities like Castellammare are facing competition for their home industries not just from the boat building yards of Genoa or Venice, but rather from global competition, perhaps from competitors half way around the world. The Region of Campania alone accounts for billions in tourism annually. The local site of Herculaneum, Pompei and the Sorrento- Amalfi coast are some of the largest tourist attractions in Italy and in the World.

2-1-3- Cultural Features of Castellammare di Stabia

1- Villa San Marco and Villa Arianna in Stabiae Site (The Ancient Roman Villas Built approximately in 79 A.D.)

2- Cave of Saint Biagio Temple (now closed to the public for restoration)

An ancient Christian Temple excavated into the rock; initially, it was used as a Roman temple to the god Apollo and, during the first Christian centuries, as a catacomb.

3- The City Main Cathedral (Built in 1581 A.D.)

4- College and Church of Jesus (Built in 1563- 1623 A.D., the church is not always open to the public and has a huge important library)

5- Basilica of Pozzano (Built in 1419 A.D.)

6- The Historical Center

7- The Old Stabian spas (now closed to the public for restoration)

8- Maricorderia Navy Museum (now closed to the public for restoration)

9- The Shipyard (Built in 1783 A.D.)

10- Monte Faito Itinerary

There is a wonderful view of the Bay of Naples.

11- Reale Palace (Built in 1280 A.D.)

That hosts the "Quisisana Festival" for Cinema and Music since 2005, organized by city of Castellammare di Stabia, Department of Culture with the aim of bringing back into public the use of the Royal Palace Quisisana. In the year 2009 the festival opened with two historical sites Stabiana; the Villa Comunale and the outdoor cinema in the port area. Organizers are aiming to increasing expectations of citizens and tourists who are in Castellammare between the second half of August and early September 2009.

12- "Corto in Stabia" Festival for Short Films

Takes place in Montil Cinema of Castellammare di Stabia

13- Fauto Doc Festival

The International Exhibition of Documentary Cinema that takes place on Monte Fauto Mountain from July to 3 August and organized by the Municipality of Vico Equenze and sponsored by City of Castellammare di Stabia.



Figure (7): The Poster of "Corto in Stabia" Festival 2008

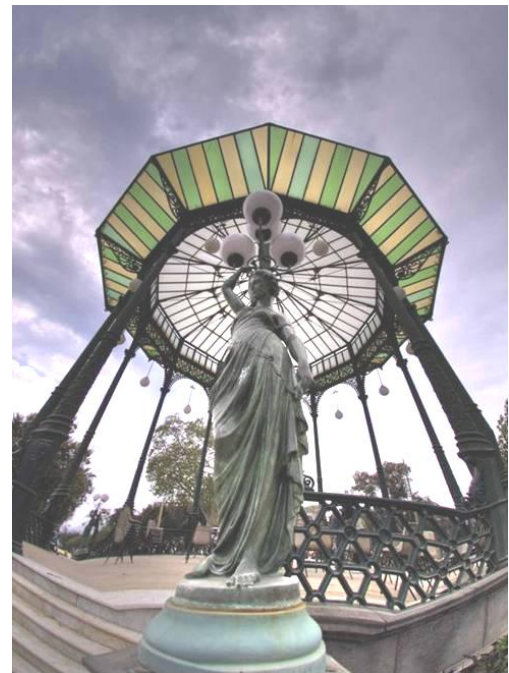


Figure (8): The Cassarmonica, a beautiful music kiosk in the historical center of Castellammare di Stabia

2-2- Stabiae Site

2-2-1- Historic Importance

Stabiae is part of the collective Torre Annunziata World Heritage Site, designated by UNESCO in 1997¹⁷. The site of ancient Stabiae is the largest concentration of preserved seaside villas in the Roman world. The ancient Roman Stabiae is very different from nearby Pompeii or Herculaneum (the internationally known archeological sites). It was buried in the same cataclysmic eruption of A.D. 79 and like those sites, is also gorgeously preserved by the ash and cinder. But those sites were small bustling provincial port towns.

Stabiae on the other hand was not a town at all (with the exception of a village at one end) but rather a series of elite sea view summer villas built directly next to one another along the edge of a sea-cliff for at least 1.8 km. They were places for these elite to entertain and negotiate. Some of the most crucial events of the late Republic occurred in these villas.¹⁸

¹⁷World Heritage Committee, Report of 21st Session, Naples 1997

¹⁸www.stabiae.com/fountaination.../Stabiae_Master_Plan_INGLESElr.pdf



Figure (9): Stabiae Archeological site and the excavated Villas

2-2-2- Architectural Importance

These great seaside display villas were new phenomena in the world of architecture in the first century B.C. They featured numerous dining rooms with calculated panoramic views of sea and mountains, private heated baths, art collections and libraries, cooling fountains and gardens, huge colonnaded courtyards as large as football fields built for the purpose of having a place to have a walk in after dinner. Also there are hundreds of meters of brilliant frescos, often imitating famous works of Greek art.



Figures (10) and (11): Villa Arianna

Not only did many of the most important events leading to the creation of the Roman Empire occur in these villas, but also some of the most important features of luxurious art and architecture were generated here.

And the only place in the Bay of Naples, or in fact in the whole ancient world, where villas like these are well preserved in their total context is Stabiae¹⁹. There, where the site is still largely free of modern buildings, can one excavate several entire complexes, and only there do well preserved villas preserve the view of the Bay from the villas. There can one stand in a frescoed ancient Roman sea view dining room, and feel the view fields and mountains of the Sorrento peninsula behind, just as one could two thousand years before.



Figures (12) and (13): Villa San Marco

¹⁹ Stabia Master Plan, Restoring Ancient Stabiae Foundation (2006)

2-2-3- Cultural Potentials of the site

The uncovering of the original, street-level entrance of Villa San Marco, one of two well-excavated villas in Stabiae site, will be the first major excavations done in Stabiae in over half a century. After some initial digging in the 18th century, work was stopped so that more money could be gathered for excavating Pompeii. The villas that had been exposed were reburied—so well, in fact, that by the mid-20th century they were long lost and their location forgotten.

Although it is very near to the center of the town, the site is difficult to reach today, but with one simple connection (a funicular to the local commuter rail station) it could be reached by tourists from Pompei in only ten minutes. The site could function as a major urban park even when the villas are closed, and obviously a major park could be the key to the economic and cultural revival of the entire region. The site has been a protected archaeological area since 1957 and is still largely unspoiled with modern buildings.



Figure (14): Flora Fresco, the most famous fresco of Villa Arianna, now located in the Archeological Museum in Naples

2-3- Stakeholders

Stakeholders of the site are:

1- The Special Heritage Authority for Archeological Goods in Naples and Pompei (Soprintendenza Speciale per i Beni Archeologici di Napoli e Pompei), which is a public body responsible on archeology excavations and infrastructure of the site. The heritage authority also owns the site.

2- The RAS foundation (Site Management)

The Foundation has been since Feb 2001 an innovative non-profit cultural foundation in Italy with international board representation directly from the heritage authority the soprintendenza, from local supporters in Castellammare di Stabia and from the School of Architecture of the University of Maryland. It is constituted for the stated purpose of "*the creation and management of the Archaeological Park of ancient Stabiae in the archaeological zone of Varano*", located in the modern cities of Castellammare di Stabia and Gragnano (a city close to Castellammare di Stabia). Its charge also extends to "*the care, promotion, and enhancement of the appreciation*" of this archaeological area.

The RAS Foundation is actually a foundation with the ability to receive and spend both state and private funds. It is now also incorporated in the USA in Washington D.C. and the ability to manage private and institutional funds from the USA and Italy is the key to making it a more flexible arm of the Italian heritage authority of Archaeological goods.²⁰

The Foundation is aiming at realizing a major archaeological park at the villas of Stabiae, working together with the other sites of the area would create cultural panorama of ancient Rome: town (Pompei and Herculaneum), farm (Boscoreale) and elite villa (Stabiae).

²⁰ See the appendix A. Statute of the Foundation Onlus Restoring Ancient Stabiae

In its current form, Restoring Ancient Stabiae subsumes the former collaborative undertaking of the same name and for the same purpose, established March 26, 1998, between the School of Architecture of the University of Maryland and the Special heritage authority for Archeological Goods in Naples, and subsequently elaborated through further collaborative agreements, beginning with the American Academy in Rome, which joined this undertaking as a cosponsor one year later, and then through three successive protocols between the University, the heritage authority, and the Comune of Castellammare di Stabia (October 2, 2000); the University, the heritage authority, and the Region of Campania (April 12, 2001).

The "historic" Program Framework Agreement of March 2, 2001, between the Ministry of Cultural Affairs and the Region of Campania, included initial partial funding for the Archaeological Park at ancient Stabiae as planned and designed by the Restoring Ancient Stabiae project, as well as stipulating that the "*Ministry will take steps to realize a special and complete conservation program for the splendid complex of ancient Roman villas already partially excavated on the hillside of Varano*".²¹

²¹ See appendix B. Memorandum of Understanding between the Government of the United States of America and the Republic of Italy

2-4- Activities of the RAS Foundation

The RAS foresees extensive new excavation on at least three villas (Villa Arianna, Villa San Marco and villa del Pastore) and part of a small town site, major experimentation with roofing and conservation, an on-site museum of villas, and associated urbanistic projects including creating access to the site by commuter train from Pompei in ten minutes. To protect the integrity of the area, a maximum of 250,000 tourists will be allowed each year; far fewer than the 2.5 million who visit Pompei.

2-4-1- The Master Plan (the Product Development and Infrastructure)

The Archeological Park

The Master Plan calls for the creation of a pedestrian promenade along the edge of the cliff connecting the various villa excavation sites, giving a continuous panorama of the Bay of Naples. The park should be ringed by trees to allow it to be visible from Pompei. As mentioned before; the visitors could leave the front gates at Pompei and be at Stabiae in ten minutes with a funicular. The site offers opportunities for a major museum of Roman villa culture, and the park could function as a city park and summer evening concert venue even when the villas are closed for excavations.



Figure (15): The designed pedestrian promenade with the panorama of the bay of Naples



Figure (16): The Master Plan

The Archaeological Park will not exist in isolation from the modern cities, but it will be the critical link in a series of urban nodes and regional developments which could reshape and revitalize the entire area; the park would be the “*jewel in the crown*”²² of Castellammare di Stabia, as mentioned in the Master Plan 2006, the key to the other developments, many of which are already in development:

- The waterfront hotels, yacht harbor and restaurants;
- A linked series of urban parks and greenbelt; development of museums and markets of local culture;
- Access to Hiking and “Agri-tourism” in the mountains of the Amalfi- Sorrento peninsula;
- And development of Castellammare di Stabia’s traditional, very famous twenty eight thermal springs and spas.

²² Stabia Master Plan, Restoring Ancient Stabiae Foundation (2006)

Students as a part of the master plan team:

Since the year 2000 the faculty and students of the School of Architecture of the University of Maryland have done a continuing series of design concept studies in areas outside the park. In 2005, four American and four Italian architecture schools was coordinated and who developed proposals to improve access to all the major archaeological sites in the region: Pompei, Herculaneum, Oplontis and Stabiae. These concept projects are influencing the development of Castellammare di Stabia.

2-4-2- Exhibitions:

2-4-2-1- "In Stabiano" Exhibition

The tour of the exhibition "In Stabiano" has been a historic international cultural exchange: it has been the first long-term loan of Italian cultural properties under an Italian-USA Memorandum of Understanding of 2002 which allows the long term loan of cultural properties to USA institutions which participate in the excavation and maintenance of Italian sites²³. Seaside Villas of the Roman Elite has been on a tour to nine American museums till now like National Museum of Natural History, Smithsonian Institution, Washington, D.C. (2005), and San Diego Museum of Art, San Diego, California (2006). A specific catalogue has been produced for the exhibition accompanied by a video.

²³ See the appendix B. Memorandum of Understanding between the Government of the United States of America and the Republic of Italy Concerning the Imposition of Import restrictions on Categories of Archeological Material Representing the Pre-Classical, Classical and Imperial Roman Periods of Italy



Figure (17): Visitor admiring the Flora, Diana, and Medea frescos (right to left) at San Diego Museum of Art, In Stabiano Exhibition

2-4-2-2- " Otium ludens " Exhibition

The RAS Foundation offers the field of archaeology the opportunity to convene and exchange between different cultures. With this spirit, RAS has been organizing another important exhibition, *Otium ludens*; a tour which is planned to reach the audience of the most important museums in the world. Equally, this serves to establish contacts within the cultural and academic environment of each visited country, involving it in RAS's mission to realize the Archaeological Park at Ancient Stabiae.

Otium ludens is an exhibition of huge proportions and importance, including almost 300 pieces, most never shown to the public, the exhibition had been already to the Hermitage in St. Petersburg, Russia (2007) and Hong Kong Museum of Art, China (2008) and will then travel also to Japan and Australia.

2-4-3- Events

2-4-3-1- A “Menu” of Archeo-events

The Institute is already offering some twenty different “archeo-event” hands-on cultural experiences, being developed by persons in Castellammare. They include such experiences as how to paint a fresco, Roman fashion, Roman food, Roman music, health, dance, theater and wine. For example: "Gli Archeo- Laboratori" for elementary school students which contains laboratory of ancient theatre, archeology, roman life, vulcanology ...etc.

2-4-3-2- ARCHEOSTABIA Workshop

A workshop about the archaeological heritage of the Roman city of Stabiae, organized by the Restoring Ancient Stabiae Foundation in collaboration with the heritage authority for Archaeological Heritage Naples and Pompei.

The First workshop was held on 25th of October 2008 and over fifty teachers of Italian universities and several representatives of local bodies participated in this workshop. The second international workshop was on 16-18 October 2009.

The objective of the workshop is to disseminate scientific community at the national activities of the study, conservation, enhancement and promotion activities at the archaeological site of Stabiae; and also opportunity to discuss the future prospects of cooperation between public and private management of cultural heritage, drawing inspiration from the example offered by the activities of RAS Foundation.

2-4-3-3- ARCHEOMED workshop

A workshop about Underwater Archeology, organized by the Restoring Ancient Stabiae Foundation.

The first workshop was held on 30 November- 2 December 2007, the objective of this workshop was the cooperation of universities and research institutes around the world in the field of protection, promotion and discovery of the archaeological heritage worldwide and in particular on the Mediterranean basin, Also encouraging the international protocol for more understanding and cooperation in the Mediterranean archeological research. The second workshop will be on December 2009.

2-4-4- The Vesuvian Institute of Archaeology and Humanities

(Istituto Internazionale Vesuviano per l'archeologia e le Scienze Umane) The Vesuvian “Multicultural” Study Institute, a New Zone for World Scholarship and Artistic Study:

The Vesuvian Institute opened in June 2007, and with accommodations for as many as 180 visitors overlooking the Bay of Naples, it is the first and only large residential research and study abroad institute in Italy south of Rome. The facilities include 70 guest rooms with bath, classrooms, 400 seat lecture hall, theater, restaurant, garden and lounges, and the staff assists in creating itineraries and organizing various events for professor-led study abroad groups from the US, Italy and other countries.

The Institute also offers list of special workshops available to visiting groups ranging from demonstrations of Roman music to ancient food and wine. the Institute hosts nearly forty American institutional visits with programs ranging from geology to classics, all designed with the intention of taking advantage of the easy access to the major archaeological sites and points of interest along the Bay of Naples and Amalfi Coast. USA study abroad programs which are

regularly hosted at the Institute have included the University of Maryland, the University of Wisconsin, Catholic University, Lonestar College, and the University of Arkansas. The Institute provides residence for visiting research teams, independent scholars, archaeologists, photographers, artists, and private cultural travelers to the Naples/Pompeii/Amalfi Coast region.

The Institute is serving:

- Advanced researchers from the institutes in Rome doing archival research, often spending weeks to a semester in residence;
- An Italian archaeological college granting advanced masters in archaeology;
- International researchers who work out of Pompeii;
- USA undergraduate study tours of 20 to 35 students and professors for one to three weeks;
- USA universities and elder hostel groups of 10 to 30, for one to three weeks;
- Visiting artists and tourists (cultural tourists and health tourists, who come to visit the thermal spa of Stabiae);
- Architectural design studios, US universities, 10 to 20 for one to three weeks.

During the course of study in general, students have had opportunity to visit historic and cultural sites in the Vesuvian region including the Stabian Villas, Pompeii, Herculaneum, Poseidonia/Paestum, Vesuvius Mountain, Fauto Mountain, and other historic and cultural sites.

During the summer 2008 program for Lonestar College, students have had the opportunity to complete coursework in World Geography and the History of Western Civilizations. The program also included a field trip to Rome. Table (2) shows the universities that visited the Vesuvian Institute and the involved departments:

Period	University	Department	No. of Students²⁴
April 2009	Duke University Intercollegiate	Center for Classical Studies	50
May 2009	Lonestar College Houston, TX	Geology and History	25
	Oxford University	Archeology	35 (independent researchers)
	University of Maryland	Archeology	35
	Columbia University	Art History and Classics	15 (Graduate Students)
	Miami University	Urban Planning and Architecture	20
June-October 2009	University of Arkansas	Architecture	25
	University of Miami in Rome	Architecture	25
	University of Wisconsin-Madison	Classics, Art History and Roman History	30
	Texas Classical League San Antonio, TX	Latin and Greek	30 (High School Students)
	Canisius College Buffalo, New York	Photography	10
	Rochester University	Volcanology and Roman Engineering	25
	Kenyon College Gambier, Ohio	Fine Arts	20
	Emory University New Orleans, Louisiana	Ancient History	5 (independent researchers)
Year 2010	College of Notre Dame	Classics	40
	North American Cambridge Classics	Classics	35 (teaching Classics trainees)
	College of William and Mary	Classics	20
	Brock University Canada	Classical Archeology	25
	University of Oklahoma Arezzo Archaeology program	Archeology	25

Table (2): University Partners and Programs from the USA and Canada at the Vesuvian Institute

²⁴ Approximate number of American students visiting in 2009 is 350; data were gathered from the Vesuvian Institute records (October 2009).

Campus Whereabouts

The RAS Foundation has received in the year 2007 a formal offer of sale from the Salesian Fathers (now named the International Vesuvian Institute of Archaeology and Humanities) for a fully equipped beautiful residential school complex overlooking Castellammare and the commuter rail station. Various institutes which have written letters of interest in developing some type of participation in this institute include the American Academy in Rome, the British School in Rome, the University of Naples Federico II, and the University of California, San Diego.



Figure (18): View of Bay of Naples from the International Vesuvian Institute of Archaeology and Humanities

2-4-5- Participating in National and International Cultural Events

2-4-5-1 Italy's Week for Culture (Settimana della Cultura)

To promote Italy's cultural patrimony and to open to the public hundreds of cultural sites that are normally closed; All state-run sights (national museums, galleries, monuments, and sites including archaeological, artistic and historical, architectural, archive and library, cinema, theater and music) throughout Italy are admission-free during this annual "Week for Culture," which is usually the second or third week of April. All sorts of interesting guided tours are offered, both within individual sights as well as thematic walks across Rome to visit multiple sights, many of them normally closed to the public.

The regions and provinces, the Ministry of Education and the Ministry of University and Research and other cultural institutions to public and private sectors Participate in a spirit of synergy cooperation.

2-4-5-2 Days for European Heritage (Giornate Europee del Patrimonio)

It began in 1991 by the European Commission to strengthen and enhance dialogue and exchanges in the cultural field between European countries.

The Ministry of Cultural Affairs of Italy participates every year to enhance and highlight the contents of the Italian culture and heritage, with the aim of sharing their common roots with other continental European countries.

Culture sites are admission-free just like the Italy's Week for Culture event.

RAS Foundation Rule in these two events:

RAS provides the guided tours (guides and itineraries) to the Villas in Stabiae site and also organizes music concerts at the Villas at night.



Figure (19): Advertising for the Event Days for European Heritage in the Region of Campania



Figure (20): SYNAULIA Group in "Archeomusica" Night in Villa San Marco during the event of *Days for European Heritage* 27 Sep 2009

2-4-6- Research and Technology

2-4-6-1- The ENPI Project

The RAS foundation is seeking to join the ENPI Mediterranean Sea Basin Programme (European Neighbourhood and Partnership Instrument) in the year 2010. The “Cross-Border component” of the ENPI is co-financed by the European Regional Development Fund (ERDF).

The ENPI targets sustainable development and approximation to EU policies and legislation, and bring a radical improvement in the capacity to support cross-border cooperation along the EU’s external borders – thus giving substance to the aim of avoiding new dividing lines.

The RAS Foundation Proposal:

The project would take place in three underwater archeological cities in the Mediterranean Basin; Alexandria in Egypt, Castellammare di Stabia and Baia in Italy, Lebanon, Malta and Tunisia. Countries were selected in order to enhance and improve cultural tourism and economic bases by a common cultural potential among them which is underwater archeology.

The participated countries chose the sites in order to obtain the maximum benefit of the ROV Technology, mainly for Tourism and Promotion for these sites.

Project Objective and Innovation

The project is mainly contributing to the first priority of ENPI programme which is **Promotion of socio-economic development and enhancement of territories;**

"Concentrating on innovation and research in key sectors for the cooperation area, creating synergies among potentials of the Mediterranean Sea Basin countries and strengthening strategies of territorial planning".²⁵

The RAS Foundation is aiming at using this technology (ROV) for new aspects like **Improving Knowledge about Underwater Archeology** and **Tourism** and not only for Research and Excavation. By such a way underwater sites can be visited in an easy way other than diving which needs special skills. Also, the project will provide short courses for the interested people to know how to utilize ROV and then they can use it themselves in the same archeological sites.

²⁵ Guidelines for Applicants for the ENPI Project (2009)
<http://www.enpicbmed.eu/en/index.php?xsl=866&s=29&v=9&c=5899&na=1&n=10>

Project Activities:

The project will pass through main three phases:

The first phase is Organization and Improving knowledge about the new instrument and project among experts in the participant countries; Egypt, Italy, Lebanon, Malta and Tunisia;

The second phase is to Exchanging Experience using this new technology; by making groups of representatives working together in the sites of each country, and improving touristic underwater tours;

The third phase is Marketing, Networking and developing one unique website which will contain the whole information about the project in the five counties; and

The Fourth phase, which will be considered as a real start up for the project after collecting all the experience & knowledge needed and making the appropriate database to make a continuous working progress and also to solve any technical or touristic problems that the project may faces.

Resources and Sustainability

The project would be economically sustainable as would be self financed; by many means like tickets to use ROV, the courses the project would provide, and also by sponsorships.

2-4-6-2- Memorandum of Understanding between the Aurora Trust Foundation and the Underwater Archeology Department of Restoring Ancient Stabiae Foundation

The Aurora Trust and the Underwater Archaeology Department of RAS Foundation subscribe to this Memorandum of Understanding (MOU) for the purpose of *developing joint research in the fields of Underwater Archeology, Marine Geo-Archeology and related technology in the Black Sea and the*

Mediterranean Sea. The long term objective is to establish and sustain a full range research in shallow and deep water archaeological research and improve knowledge on ancient civilizations and maritime routes in the Black Sea and the Mediterranean Sea.²⁶

2-4-6-3- Excavations and filling the root cavities in Villa Arianna

University of Maryland, department of Architecture and the RAS foundation in collaboration with the heritage authority are making periodic excavations in the garden of Villa Arianna and also filling the root cavities- after carefully emptying them from the small stones and soil - with plaster to save the shape of these roots in order to make an approximate idea of how the roman gardens were designed and what kinds of plant were used.²⁷



Figure (21): One of the archeologists while filling one of the root cavities with plaster

²⁶ See appendix C. Draft of the Memorandum of Understanding between the Aurora Trust Foundation and the Underwater Archeology Department of Restoring Ancient Stabiae Foundation, Italy

²⁷ See appendix F. Villa Arianna Garden Plan with Topography June 2009

2-5- Funding

2-5-1- Italian government and European Union funds

- Through the Region of Campania

2-5-2- Sponsorships

2-5-2-1 “Adopt a Project”

The RAS Foundation offers these sponsorship opportunities, in collaboration with the Region of Campania, which has guaranteed that it will provide matching funds to the extent of 2/3 of the funding necessary for any project if the RAS Foundation can find funding for 1/3.

These projects are part of the first 14 projects designed to execute the Master Plan for the Archaeological Park of ancient Roman Stabiae. The projects are formally approved for funding by the Region of Campania as part of its “Piano Operativo Regionale” or (Region Operational) for 2008-2013.

The Visitors Center is one of these projects:

The RAS Foundation has designed and partly financed the first phase of the Visitors Center for the site as well as planning for the second phase.

The construction is a type of demountable steel frame on “floating” foundations which prevent the structure from penetrating to archaeological levels, and which could be removed at any time in the future if it is desired to excavate the presumed town site of Stabiae underneath.

The sections of the visitors center are:

First phase is under construction and awaiting final funding for completion:

- Visitors center, tickets, bookstore with panoramic view;
- Visitors services and cafeteria;
- Information center, for individual visitors and groups, planned with non-archival, interactive and virtual exhibitions; and
- Visitors parking

Second phase, planned:

- Conservation laboratory for on-site work on frescoes and other objects completed by heritage authority and visiting conservators;
- Secure climate-controlled storage for fragile objects;
- Archeological and maintenance administration;
- Archives and working space for visiting scholars;
- Parking for heritage authority staff; and
- Maintenance spaces



Figure (22): Exterior of the Visitors Center as designed, in the background shows the Mountain Vesuvius

2-5-2-2"Adopt a Fresco"

Adopt-A-Fresco is another project launched by RAS to make the archaeological park a reality. Thanks to the help of individuals, institutions and corporations, nine frescoes detached from the walls of the villas of Stabiae were restored to their original brilliance. The frescoes will travel with a personalized sign crediting those who helped restoring them.

Fifteen beautiful frescoes are still available to be restored and adopted. Adopting a fresco ensures that the artistic and cultural patrimony of the villas of Stabiae will last for future generations to learn from and enjoy. The sponsorship of each fresco goes directly to its immediate stabilization and conservation. In addition, it funds insurance costs, travel expenses and maintenance of the artifact.

RAS also invites high school classes and/or university departments to join in restoring these important artifacts.

2-5-3- Donations

2-5-3-1- "Friend of Stabiae" Association for private donations:

- Friend (50-99 euros)
- Contributor (100-199 euros)
- Supporter (200-499 euros)
- Sponsor (500-999 euros)
- Donor (1,000-2,999 euros)
- Special Donor (3,000-4,999 euros)
- Patron (5,000-9,999 euros)
- Benefactor (10,000 and up)

2-5-3-2- Private funding from the Foundation of Banks in Italy. This funding is mainly dedicated to establishing the visitor center.

2-5-4- Publications

- Catalogues about the exhibitions and RAS foundation
- CDs about the virtual reconstruction of Villas and RAS foundation and the Exhibitions.
- Books about ancient history and art

2-5-5- Hosting Scholars, students and tourists in the residence

2-5-6- Providing guided tours to the villas

2-6- Promotion and Marketing

Through:

- Publications (Brochures, catalogues and CDs about the exhibitions, the Foundation and a virtual construction of Villa San Marco)
- Stabiae Online Newsletter (every month)²⁸
- Website for the Foundation
www.stabiae.com
- Website for the Institute
www.vesuvianinstitute.com
- Website for Underwater Archeology Department
www.maremare.it
- ARHEOSTABIA and ARCHEOMED international annual workshops
- "In Stabiano" and " Otium ludens " International Exhibitions
- Participating in national and international cultural events: Italy's Week for Culture and Day's for European Heritage events.
- Joining European programmes

²⁸ See D. the Stabiae Newsletter for July-August 2009 in the Appendices

Summary

- The city of Castellammare di Stabia has many cultural, natural, historic, archeological and economic potentials, the reason made the Italian government help to establish RAS foundation which is constituted for the stated purpose of "the creation and management of the Archaeological Park of ancient Stabiae in the archaeological zone of Varano", located in the modern cities of Castellammare di Stabia and Gragnano. Its charge also extends to "the care, promotion, and enhancement of the appreciation" of this archaeological area.
- The RAS main approach to promote Stabiae site is by making the project of the archeological park which would probably be the largest archaeological project in modern Europe; it is expected to have 150,000 visitors a year after the Master Plan is completed and a maximum number of 250,000 visitors.
- The activities of the RAS foundation also include besides making the master plan for the Archeological Park, the international exhibitions (In Stabiano and Otium Ludens) which travel all over the world, also international workshops like ARCHEOSTABIA and ARCHEOMED.
- The RAS foundation also organizing educational activities, one of them is the innovative Vesuvian Institute of Archaeology and Humanities, a residential research center of undergraduate and graduate visitors. That has many services for students and tourists.
- The foundation is also participating in national and international cultural events; the activity makes its contribution to the promotion of the Stabiae site.
- The RAS foundation is making research activities such as joining the ENPI Mediterranean Sea Basin Programme which is cross-border cooperation programme and is funded by European commission. With

both aims to have more international attention to the site and to gain more funding.

- The Funding is basically comes through the government, the sponsorships and donations.
- The promotion of the site is by many means like the foundation websites, publications, the on-line newsletter, holding the international workshops and exhibitions, participating in national and international cultural events.

CHAPTER THREE

THE ANALYSIS AND ASSESSMENT OF STABIAE SITE

Introduction

The third and last chapter of this research is about the analysis and Assessment of the case study, Stabiae site. It begins with a general overview about public support to arts and culture in Italy; the distribution of public resources among various cultural sectors and culture expenditure priorities in Italy in comparison with other EU countries.

The second part is the analysis; the researcher has used two analytical approaches in order to complete each other and to have a complete vision; **SWOT Analysis** (strength, weakness, opportunities and threats) is more descriptive about the advantages and disadvantages of a project internal and external, and the **DIVE Analysis** (describe, interpret, valuate and enable) is stages more about the uncovering the development potentials and capacity for change of the urban heritage.

3-1- Public Direct Support to the Arts and Culture in Italy

Data on public spending for culture in Italy are still not regularly collected. According to some previous studies, public spending increased over the course of the 1990s. In 2000; cultural goods represented 1.3% of total public expenditure and 0.57% of GDP²⁹, while it was 1.0% of GDP in Sweden.

3-1-1- Cultural expenditure by sector

Distribution of public resources among various cultural sectors is aligned with the priorities characterizing Italian cultural policy in general. Expenditures for heritage – the sector of interest in this research- are still dominant (41% in 2000). While the rest goes to performing arts, books and press, media, audiovisual, foreign relations, administration and cultural institutions, and only 0.1% to visual arts and architecture.³⁰

²⁹ "GDP" is Gross Domestic Product. The total market value of all final goods and services produced in a country in a given year, equal to total consumer, investment and government spending, plus the value of exports, minus the value of imports. For Further information visit the link:

<http://www.investorwords.com/2153/GDP.html>

³⁰ For further information about Financing the Arts and Culture in Italy and the EU, see Klamer A., Petrova L. and Mignosa A. (2006)

3-1-2- Cultural Expenditure Priorities in EU

POLICY PRIORITY	COUNTRIES
Art freedom	Austria, Bulgaria, Czech Republic, Denmark, Italy
Pluralism	Austria, Denmark, France, Germany, Greece, Ireland, Lithuania, the Netherlands, Portugal, Romania, Slovenia, Spain
Quality of art	Austria, Belgium, Demark, Greece, Sweden, the United Kingdom (England, Scotland, Wales)
Creativity – Innovation	Austria, Belgium (all communities), Czech Republic, Estonia, Finland, Greece, Ireland, Italy , Latvia, Luxembourg, Lithuania, Malta, Poland, Spain, the United Kingdom (England, Scotland, Northern Ireland)
Identity	Austria; Belgium (German community), Czech Republic, Estonia, Germany, Greece, Hungary, Ireland, Latvia, Luxembourg, Romania, Slovenia, the United Kingdom (Scotland, Wales)
Internationalisation	Austria, Belgium (French Community), Bulgaria, Cyprus, Estonia, Finland, France, Germany, Greece, Hungary, Italy , Luxembourg, Poland, Portugal
Support to artists	Austria, Belgium (French Community), Finland, Germany, Ireland, Luxembourg, Malta, Sweden
Digitalisation	Austria, France, Ireland, Luxembourg
Reorganisation of the administrative organisation	Austria, Belgium, Bulgaria, Finland, France, Germany, Ireland, Latvia, Lithuania, Luxembourg, the Netherlands, Poland, Spain
Decentralisation	Austria, Bulgaria, Cyprus, Denmark, Finland, France, Latvia, Luxembourg, Malta, Poland, Portugal, Slovakia, the United Kingdom (Wales)
Education	France, Ireland, Italy , Latvia, Luxembourg, Poland, Spain, Slovenia, the United Kingdom (Scotland, Northern Ireland).
Participation (social focus)	Austria, Belgium (French, Flemish communities); Cyprus, Denmark, Estonia, France, Germany, Greece, Hungary, Ireland, Latvia, Lithuania, Luxembourg, the Netherlands, Poland, Slovenia, Spain, the United Kingdom (all)
Economic effect of culture	Austria, Hungary, the Netherlands, the United Kingdom (England, Northern Ireland)
Cultural heritage	Belgium (all), Cyprus, Czech Republic, France, Greece, Hungary, Ireland, Italy , Lithuania, Luxembourg, Malta, Poland, Portugal, Slovakia, Spain, the United Kingdom (Scotland)
Change in the laws	Belgium (all), Bulgaria, France, Germany, Ireland
Involvement of non-profit and/or business	Bulgaria, Germany, Ireland, Luxembourg, Malta, the Netherlands, Slovakia, Slovenia, Spain
Creative industries	Austria, Belgium (all), Estonia, Finland, France, Ireland, Italy , Luxembourg, Poland, Portugal, Spain, Sweden, the United Kingdom (all)

Table (3): Cultural Policy Priorities*

Source: Klamer, A., L. Petrova and A. Mignosa (2006), *Financing the Arts and Culture in the European Union, Report prepared for the European Parliament's Committee on Culture and Education, page 8*

* According to table (3); data shows cultural policy priorities in Italy in a comparison with some European countries; cultural policy priorities in Italy

are mainly Cultural Heritage, Education, Creative Industries and Innovation; while the last priorities are Pluralism (or diversity), Involvement of Non-Profit and Participation (social focus).

Site Analysis

It is necessary to make an initial overall "scanning" of the project's context. During the last few years the SWOT Analysis has been used frequently for analyzing organizations in development projects, the first approach is used in this research. And an addition to this, another approach is also used which is DIVE Analysis, each will be illustrated.

The two approaches are used in order to study the case study from different angles; SWOT analysis is more descriptive about the potential advantages, potential difficulties and disadvantages of a project, and the DIVE analysis is a stage-like approach, it is more about the uncovering the development potentials and capacity for change of the urban heritage And doesn't concentrate more about the disadvantages.

3-2- SWOT Analysis

3-2-1- Strength

The site of ancient Stabiae is the largest concentration of preserved seaside villas in the Roman world, the remains of the towns of Pompei and Herculaneum and their associated villas, buried by the eruption of Vesuvius in AD 79, provide a complete and vivid picture of society and daily life at a specific moment in the past that is without parallel anywhere in the world.

- Preserving Tangible and Intangible Cultural Heritage

Preserving Tangible Cultural Heritage (Immobile):

As the Convention for the Protection of the World Cultural and Natural Heritage identified Tangible Cultural Heritage in Article 2³¹: The Stabiae site is considered as group of connected buildings (Villas) which, because of their architecture, their homogeneity, or their place in the landscape, are of outstanding universal value from the point of view of history, culture and art.

- Preserving Intangible Cultural Heritage (ICH):

On the other hand, according to the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage, the intangible cultural heritage in Article 2³²:

The RAS foundations helps to conserve and protect the intangible cultural heritage like:

The performing arts: The Institute offers repertoire of special workshops available to visiting groups ranging from demonstrations of Roman music to ancient food.

³¹ The General Conference of the UNESCO, the seventeenth session, Convention Concerning the Protection of the World Cultural and Natural Heritage (2009), Article 2, Paris 1972
<http://whc.unesco.org/en/conventiontext>

³² The General Conference of the UNESCO, the thirtysecond session, Convention Concerning the Protection of the World Cultural and Natural Heritage (2009), Article 2, Paris 2003
<http://www.unesco.org/culture/ich/index.php?pg=00006>

Traditional craftsmanship: as by "Adopt a Fresco" Project which ensures that the artistic and cultural patrimony of the villas of Stabiae will endure for future generations, also RAS also invites high school classes and/or university departments to join in restoring these important artifacts.

- The project of the archeological park would probably be the largest archaeological project in modern Europe; it is expected to have 150,000 visitors a year after the Master Plan is completed in 2013 (number of visitors in the year 2008 was 35,000).
- Innovative ways of promoting and marketing for the site such as the international annual exhibitions and workshops, joining European programs and the publications.

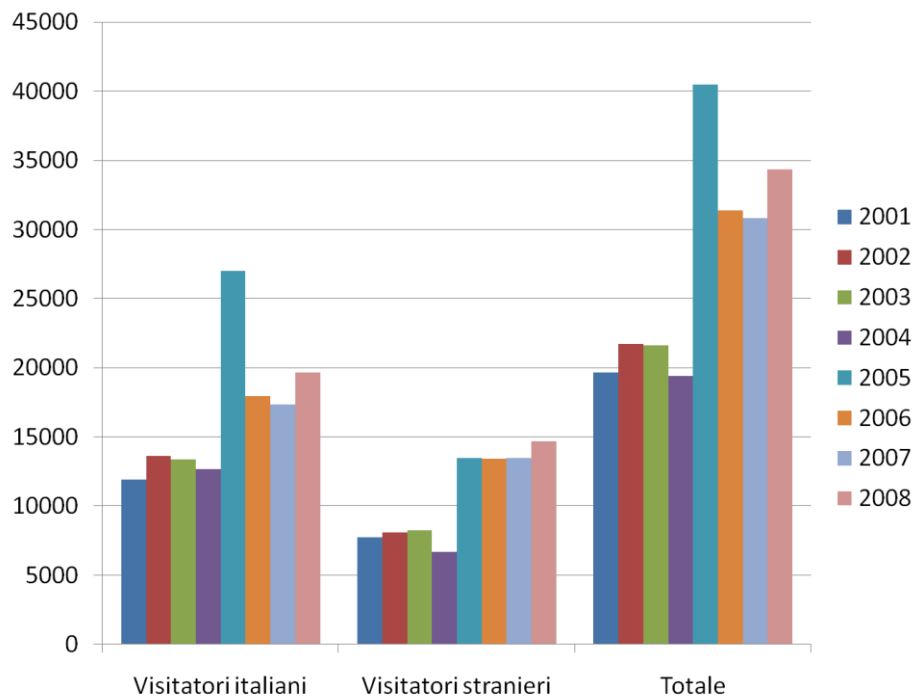


Figure (23): Flow of national and international Tourists for Villa Arianna and Villa San Marco from year 2001 till year 2008*

Source: Superintendence of Pompei and Naples official records

*In the table, the year 2005 the flow of tourists was remarkably the highest because of the exhibition "In Stabiano".

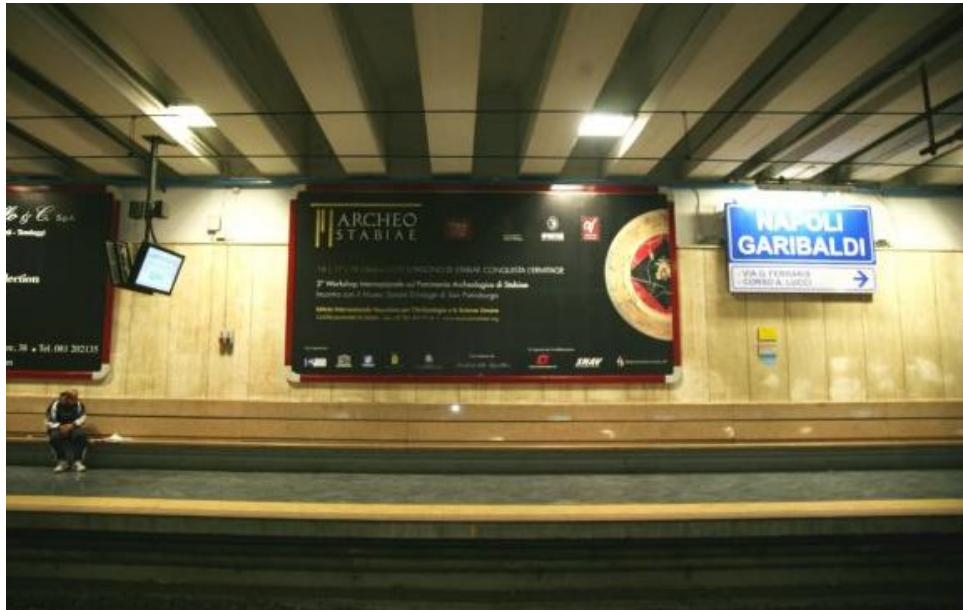


Figure (24): An advertising poster for the ARCHEOSTABIAE Workshop, in the Naples Central Train Station (Napoli Garibaldi)

3-2-2- Weakness

- Local/Community Involvement

One important task of any organization responsible for Cultural heritage site is to make people appreciate the value of cultural heritage. The citizens in the context of Stabiae site seem to be unaware of their fascinating history or their potentially prosperous future.

There are many good examples for development that show how important is to make the community in the core of the game.

Quseir example for local participation (Egypt)³³

Here in this project, with the intervention of the foundation Carpe Vitam, the outlook on life has changed dramatically from a traditional fishing port to a tourist destination.

Educational matters and the preservation of heritage have been essential issues in the development of the new Quseir. In this process, *community building* is of vital importance. Sustainable

³³ For more information about this project, visit 'Lights in the Tunnel' (2008): <http://www.nib.int/filebank/239-2008-1en.pdf>

development is achieved through creating opportunities for people to take charge of their own lives and facilitate their local cultural heritage.

Through SIDA (Swedish International Development Cooperation Agency) which is a Governmental agency providing technical assistance and funding throughout the world³⁴, *Sweden support* was for mainly Carpe Vitam which is a foundation that promotes social entrepreneurship, projects of cultural heritage and education. Carpe Vitam, in partnership with UNESCO and several universities, is working with the Egyptian government and educational authorities on different projects in and around Quseir: (The Learning Development Centre, excavations, vocational school, Quseir Hotel, Quseir women development, Sea-front project).

People didn't know about their own history before. A community archaeological project for the excavation of the old city engaged people at all levels. Another example of involvement is a children's book about two children exploring the old parts of town. Several other ideas have been developed, such as training in English, and the production of copies of findings from the excavations. Making people proud of their own history and culture is very important.

Compared to a couple of years ago the changes can be noticed. There are new stores and a restaurant. Local ownership and involvement are key factors in Quseir project.

Community involvement is remarkably a difference between Quseir example and Stabiae. Some ideas are to be taken into consideration like community public awareness and Domestic Tourism; there are some activities for students at the Institute but yet not feasibly effective.

³⁴ See more information about SIDA
<http://web.mit.edu/urbanupgrading/upgrading/resources/organizations/Sida.html>

- **Education and training**

Are necessary for all stakeholders in the Cultural and Heritage Tourism industry, Knowledge base, education and Training for Residents in the city are to be questioned and studied by the RAS foundation.

- People need to know that their history is important and that they have good reasons to support it. To persuade people and other stakeholders responsible to contribute more to the site, the foundation will have to adjust its structure, focusing more on community building, training and marketing.

- **The accessibility**

Way-finding and Visitor Orientation to the site are still not developed.

- **Monitoring**

According to the Periodic Report of the World Heritage Site of Stabiae³⁵; there is no formal monitoring programme.

3-2-3- Opportunities

- **Economic Category of Value of the site**

According to the theoretical basis in chapter one, the economic category of value to this site is non-use value or existence value, which is derived from the importance of the site (the value that people derive from the knowledge that the site exists, even if they never plan to visit it). In particular the option value, the value obtained from maintaining the option of taking advantage of a site's use value now, and even more at a later date; when the master plan of the site as an archeological park is completed.

³⁵ The complete report is in the appendix D. 'The Periodic Report of the World Heritage Site of Stabiae'

From the point of view of the researcher, the economic value of a cultural heritage site should be both use and non-use economic values; it should be part of the economical basis of its context to the extent that doesn't affect its uniqueness or its historical cultural values.

- **Business support to culture in Italy**

Business support has evidently been boosted by law (No. 342/2000) that introduced total deductibility of cash donations to public and private institutions actively operating in cultural sectors. The amount of financial aid derived from this law increased by 70% in 2004-2005 from €18.85 to €32.28 million.³⁶

Total business support to the arts in Italy increased from €32 million in 2002 to €35 million in 2003.

- **International Cultural Cooperation**

Italy has signed joint agreements with 53 European and non-European countries, covering various aspects such as cultural events, establishment of cultural centers, cooperation between cultural institutions and universities, exchange of specialists, bilateral promotion of the respective languages, fellowships, exchange of publications, and co-operation in archaeological research. There are also institutions attached to the European Community based in Italy dedicated to cultural cooperation, such as the European University Institute in Florence and the Center for Advanced European Studies at Urbino, Italy.

³⁶ See Klamer A., Petrova L. and Mignosa A. (2006), 'Financing the Arts and Culture in the European Union'

- **Development of Cultural Tourism through Festivals**

Festivals play a major part in a city and local community. Festivals are attractive to host communities, because it helps to develop local pride and identity for the local people. Some aspects include: events as image makers, economic impact generators, tourist attractions, overcoming seasonality, contributing to the development of local communities and businesses.

The festival organizers are now using the historical and cultural themes to develop the annual events to attract visitors and creating cultural image in the host cities by holding festivals in the community settings. Festivals provide an opportunity for the local communities to develop and share their culture, which create a sense of values and beliefs held by the individuals in a local community and provide opportunity for members of the local community to exchanges experiences and information, which will contribute to public awareness.

Presence resident	1996 per	Presence resident	2007 per
Molise	1.4155	Molise	2.037
Basilicata	1.7567	Piemonte	2.370
Puglia	1.8345	Basilicata	2.821
Piemonte	1.9088	Sicilia	2.910
Sicilia	2.0099	Lombardia	3.001
Calabria	2.3794	Puglia	3.139
Lombard	2.5692	Campania	3.415
Campania	3.1660	Calabria	4.369
Lazio	3.9337	Abruzzo	5.630
Abruzzo	4.4189	Lazio	5.844
Sardegna	4.5787	Sardegna	7.141
Umbria	5.5614	Marche	7.161
FriuliVG	6.8407	Friuli VG	7.202
Marche	7.7632	Liguria	8.813
Emilia R	8.6288	Marche	8.843
Toscana	9.0481	Emilia R	9.039
Liguria	9.5031	Toscana	11.460
Veneto	9.6362	Veneto	12.889
Valdaosta	9.9506	Valdaosta	24.890
TrentinoAA	37.6913	TrentinoA.A.	42.220

Table (4): Rankings of Italian regions: Tourists' presence per resident
Source: Cellini R. and Torrissi G. (2009), page 12

Here it is considered the tourists presence in Italian regions normalized according to resident. The rankings of regions according to touristicity rate (tourists per resident) in the years 1996 and 2007. The highest touristicity rates are in Trentino A.A., Valdaosta and Veneto (Trentino A.A. rate is 42.220 per resident in the year 2007). At the bottom of the list one finds Molise and Basilicata (Molise's rate is 2.037 per resident in the year 2007). While in Campania- the region where the site is located- the rate in the year 2007 is 3.415, which is relatively very small. The table also shows that Campania ranking is number 14th of the 20 all regions in Italy in the year 2007 (it was number 13th at the year 1996)³⁷. The table shows that the region of Campania needs to develop innovative ways to enhance tourism, and while that region is one of the richest regions in

³⁷ Cellini R. and Torrissi G. (2009), 'the Regional Public Spending for Tourism in Italy: an Empirical Analysis'

Italy of cultural heritage especially intangible one; Development of Cultural Tourism through Festivals would be a one of the very feasible ways to enhance it.

- The broadening of possibilities for mixed funding and participation of non-governmental sources in financing cultural initiatives now appear in Italy, namely, by encouraging their sponsorship and establishing direct links between independent private investors and cultural production.
- Some thoughts should be given to the possibility that local communities may control their income by imposing and collecting taxes in order to obtain the necessary funds to be used in the public sector according to specific needs as seen on the local level.

3-2-4- Threats

- Sustainability

Stakeholders of natural, cultural and historical assets must be assured that cultural and heritage tourism respects the traditions, values and sensitivities of the site. Tourism and other development activities should provide sustainable benefits that do not sacrifice the integrity of a community's assets for the sake of more marketability.

- The world international economic crisis may be an obstacle for future investments in the site.
- The public expenses for the culture are shared as expenses of the government. The culture sector in general in Italy receives small allocation every year. Budget for financing cultural projects is small.
- The city was known internationally with its beautiful beach, seafront and healthy natural water; the reason many national and

international tourists visited it. But the situation is no longer the same because of the boat building yard and the port which made the sea water polluted, also another reason is the Sarno Polluted river which flows into the bay in Castellammare, unfortunately the fact is that the Sarno is the most polluted river in Europe, featuring a bad mix of sewage, untreated agricultural waste, industrial waste, and chemicals.

- The site has very strong competitors that are the very important archeological sites of Herculaneum and Pompei; these sites are more famous than Stabiae site. The visitors for Pompei were 2.5 million in the year 2008 while the visitors to Stabiae were only 35 thousands in the same year.

3-3- DIVE Analysis

The DIVE approach is a project design and template for an urban heritage analysis through three main stages; **Describe – Interpret – Evaluate - Enable**. In general the analysis focuses on the historic significance, development potential and capacity for change of cultural heritage resources in urban planning.³⁸

The approach stages here are used for analyzing and studying how and to what extent the stakeholders of the Stabiae are managing the site.

³⁸ See Reinar D. (2007),
http://www.vgtu.lt/upload/leid_konf/reinar_the_dive.pdf

3-3-1- Stage One- Describe

The history of the site translated into physical structures, by collecting, structuring and building an information platform, as a basis for interpreting and discussing the various aspects, attributes and assets for the historical situation.

Usually the structuring in this stage is by **time-space matrix**³⁹; but here in this research the approach is used for analyzing the performance of the management, and for that reason the matrix here used is a **Time- Performance Matrix**:

Time-Performance Matrix						
Historic Development	← Action Axis →					
Topical Axis	Research & conservation	Promotion	Communication & cooperation	Review & reflection	Evaluation & Analysis	
Future Development	✓✓✓	✓✓✓✓	✓✓✓	✓✓	✓✓	
Today's Situation	✓✓✓	✓✓✓	✓✓✓	✓	✓	
Historic Situation	✓✓✓	✓				Historic situation before RAS was mainly about archeological excavations
			Community involvement is missing, while great existence of international support & cooperation		Post actions are missing, no Return on Investment Studies (ROI)	Comments

Table (5): Time- Performance Matrix

Here the table is modified and the Comments section has been added, the actions suggested are depending upon the *Learning Organizations concept* illustrated in Chapter one⁴⁰ and the Action

³⁹ Time- Space Matrix consists of spatial-physical axis and temporal and topical axis using appropriate levels for studying an urban district like landscape and surroundings, main and local structure and organization and individual plots and elements. See Reinard D. (2007)

⁴⁰ See chapter one section (1-7)

Learning Cycle. A range from 1 to 5 is suggested to measure the performance of each action.

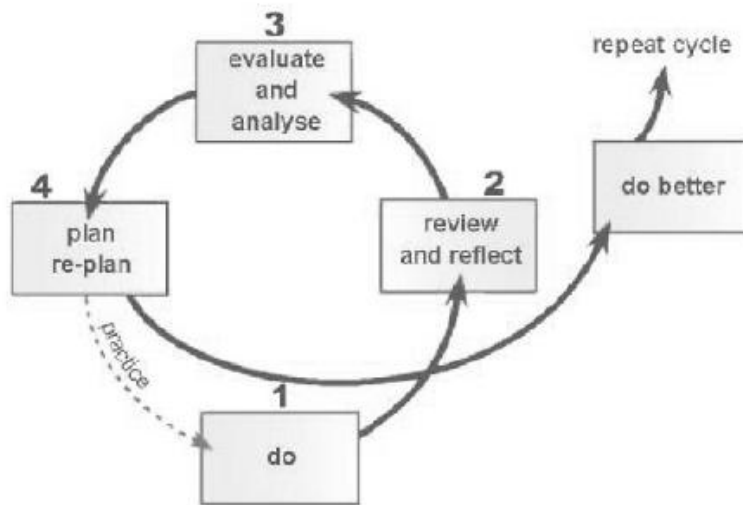


Figure (25): Action Learning Cycle
By Viera Larsson

3-3-2- Stage Two- Interpret

Asses the historical and cultural significance during different times up to today. According to the logic of the DIVE approach; interpretation is necessary in order to establish a deeper understanding of the project area as a spatial- physical and socio-cultural construction.

To apply this in the case study, the historical and socio- cultural significance are quite important, remarkable and has been admitted, the reason Barbonians before and the heritage authorities made the excavations through time and finally the RAS foundation was established. On the one hand, the history of the site is perfectly illustrated within the publications of the foundation, but on the other the context of the historical archeological site- the city- is not fully integrated with the interest.

3-3-3- Stage Three- Valuate

Estimate the historical value, the respective development potentials, the sensitivity and capacity for change.

As illustrated in chapter two, there are historical, cultural and social potentials that can be benefited from, from the site and the city, the significant history, the archeological importance, cultural festivals and human resources; the site is not away from the city, it is in the heart of it and could be in connection with all cultural happenings and to be more involved with the community to become the real source of development in the city.

The site is still largely unspoiled with modern buildings which is the best environment to make further excavations and make the major archeological park.



Figure (26): The location of the Stabiae site in relation with the city of Castellammare di Stabia

3-3-4- Stage Four- Enable

Specify the room to maneuver from the cultural heritage perspectives, principles and conditions for conservation and development of the culture heritage ability to absorb, adapt to or benefit from the planned change.

In the site, government could encourage more private involvement in supporting the culture by strengthening communication among stakeholders. One way to increase the involvement is to develop alternative ways of financing the site. In particular, an increase in private support – individual contributions, donations, and sponsorships – is called for without its reducing government support.

Summary

- The **SWOT Analysis** has showed that the main *strengths* of the project are preserving the tangible and intangible cultural heritage, and promoting it through the project of the archeological park and by the international annual exhibitions and workshops; for these reasons the visitors for the sites are increasing in numbers every year. The *weaknesses* are mainly the lack of community involvement and public awareness which lead to low domestic tourism. There are many *opportunities* for the site, such as the broadening of possibilities for mixed funding and participation of non-governmental sectors in financing cultural initiatives which now appear in Italy and the business support which has evidently been boosted by law (No. 342/2000). And for the *threats*: the budget for financing cultural projects in Italy is small, the global economic crisis could be an obstacle for future investments in the site and the polluted Sarno River in the city.

- The first stage *describe* in **DIVE Analysis** shows the performance of activities in the site through time, the activities are as they should be in the Learning Organization approach, the second stage *interpret* assesses the historical and cultural significance of the site during different times up to today, the third stage *valuate* estimates the respective development potentials of the site as it could become the real source of development in the city. And the last stage *enable* shows that a way to increase more involvement is to develop alternative ways of financing the site. In particular, an increase in private support is called for without reducing government support.

CONCLUSION

Cultural Heritage and Development, a Future for the Past

Göran Tannerfeldt, the senior advisor to SIDA in urban development, in the booklet *The Future for the Past*⁴¹ said that:

"To preserve and maintain valuable buildings and urban environments that are inherited from past generations should not need too much argument! Especially when we realize that the heritage never can be replaced if lost. It is therefore adequate to make the analogy with bio-diversity. In both cases we must be careful not to extinguish species which cannot be recreated once they are gone. We are all stakeholders in a development to safeguard a future for the past."

Cities and towns function as "motors" for economic development, also for the surrounding context. A city's economic growth is vital to attract businesses and investments and thus provides a comparative advantage within a country, a region or indeed globally. Evidences from recent experiences and particularly this research clearly indicate that the creative re-use of historic buildings and structures in city centers is likely to be an important motivation for cultural and economic revitalization.

⁴¹ *A Future for the Past* (2003), page 13

4-1- Implications of the Findings

Cultural Tourism

It was recognized from the study of Stabiae site that restored buildings attract social activities, such as festivals, concerts, theatres and exhibitions especially that it is not isolated from the city, and it is only 15 minutes on foot from the historic center.

Tourism is perhaps the best illustration of the inherent conflict between preservation and re-use and the importance of making a balance between the two. A sensible and sensitive 'heritage tourism' could ideally be seen as the urban equivalent to 'eco-tourism'. An excessive emphasis on preservation may result in stagnation, if it is not combined with a flexible attitude towards the re-use of existing structures; RAS foundation is a very good example of an organization that creates other functions for a unique historic structure.

Cultural Heritage and Local Economy

The planning and carrying out of renovations and the running of construction sites is labour intensive. Moreover, developing and maintaining historic towns and buildings calls for traditional handicrafts and artisans. This encourages small industries, and provides extra earning opportunities for the poorer members of the community. Heritage preservation also creates jobs for women in small and medium-sized enterprises.

Cultural tourism is mainly based in cities and towns and can provide an additional income source for residents and a motivation to local production.

The activities and cultural projects will have to be able to attract additional sources of income in addition to the public one; the search of private financial resources is developed in a situation of increasing competition among the institutions. Tools of innovative finance have to be used to satisfy the increasing demand of culture like these tools that are being used

by RAS Foundation; such as creating 'Adopt a Fresco' and 'Adopt a Project' ways to encourage donations and sponsorships.

Stimulating Private Support by Raising Awareness of the Importance of Culture

Donatius Kamamba, architect, director of Antiquities, Tanzania⁴² said that:

"Issues of awareness are tricky as we have no indicators whether people are really getting more aware or not. Another challenge is the participatory process. Sometimes you think people participate, but they do not. In most cases cultural heritage is not a priority. It is seen as something that can wait."

The success of any initiative aiming to stimulate private intervention is very much connected to the tradition of contributing to the cultural sector, a tradition that is stronger in some countries than others. To encourage private involvement in supporting the arts and culture it could be useful to stimulate communication among stakeholders; similarly, cultural organizations need to build communication and management skills and adjust their organizations accordingly.

Democratisation of culture⁴³

It is important for governments to stimulate and promote joint venture practices with the business sector. A way to increase the involvement and enlarge the circles of the worlds of art and culture is to develop alternative ways of financing the arts. In particular, an increase in private support is called for without its reducing government support.

⁴² A future for the Past (2003), page 19

⁴³ "Democratization of Culture" is a term suggested by Klamer A., Petrova L. and Mignosa A. (2006)

4-2- Recommendations

- 4-2-1- It is recommended more increased and enhanced partnership between national, local governments, local communities, specialized institutions, tourism industries, donors, professionals, NGO's and other stakeholders for enhanced World Heritage conservation, especially for better coordination between technical and management professionals.
- 4-2-2- Management of World Heritage sites and areas needs to be integrated within the comprehensive national and regional planning processes to strengthen their role in the life of the community to ensure sustainable development and conservation of the properties and their transmission to future generations.
- 4-2-3- Further capacity building activities to widen the skills of those responsible for World Heritage conservation, including national and local authorities, heritage professionals and local communities.
- 4-2-4- The development of training activities and programmes for various target audiences, including site managers, staff, technical experts, local community members, youth, concerned authorities, and other appropriate stakeholders, to improve management planning and site management.
- 4-2-5- Some important notions should be taken into consideration by RAS Foundation (and any other organization that managing a cultural heritage site in general), which are related to the community and their interrelation with the site as the source of their cultural heritage; these notions are to be 'The Right to Heritage', 'Access to Heritage' and 'Hands on Heritage'. The Project will not support sustainable development without making the community in the core of the game.

Conclusion

- 4-2-6- In future stages, the RAS foundation should refer to other cultural features of the city of Castellammare in its promotion programme and not only the roman villas that are included in the archeological park plan; In order to give a complete vision about the park and its cultural context.
- 4-2-7- Some thoughts should be given to the possibility that local communities may control their income by imposing and collecting taxes in order to obtain the necessary funds to be used in the public sector according to specific needs as seen on the local level.

4-3- Limitations of the Study and Suggestions for Further Research

4-3-1- Limitations:

Data about the numbers of students and visitors to the RAS Campus are not available; the reason is that the RAS location was belonging to the Salesian Fathers till June 2007 before RAS has become the owner. This is the reason it was not applicable to study the flow of students and visitors to the campus through time since the foundation was established. Data from the year 2008 only is available.

4-3-2- Suggestion for further research:

Applying the Common Assessment Framework (CAF) to Cultural Heritage Organizations

The CAF framework is an alternative way to analyze and improve organizations performance. CAF was a result of the cooperation among the EU Ministers responsible for Public Administration and it was offered as a tool to assist public sector organizations across Europe to use quality management techniques to improve performance. The CAF provides a simple, easy-to-use framework, which is suitable for a self-assessment of organizations.⁴⁴

The CAF provides an assessment based on evidence, means to achieve consistency of direction and consensus on what needs to be done to improve an organization, means of measuring progress over time through periodic self-assessment, a link between goals and supportive strategies and processes, and finally means to focus improvement activity where it is most needed.

Organizations that work in a crucial field like cultural heritage should apply such a tool. The researcher may study how it may be applied to all sectors and not only for public sectors.

⁴⁴ See this link about CAF
<http://www.eipa.eu/en/topic/show/&tid=191>

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APPENDICES

A. Statute of the Foundation Onlus Restoring Ancient Stabiae⁴⁵

Attachment B

Allegato B

legislation

**STATUTE of the FOUNDATION ONLUS
RESTORING ANCIENT STABIAE**

Non-profit Organization for Social Utility

Article 1

There it is created the FOUNDATION named RESTORING ANCIENT STABIAE

It is a non-profit organization for social utility, located in Pompei (Na) at the following address: c/o Soprintendenza Archeologica in Pompei (Na).

Article 2

The Foundation is non-profit.

The Foundation solely pursues goals of social solidarity, and more specifically: the realization and management of the archaeological park of ancient Stabiae, located by the archaeological site of Varano, and the preservation, promotion, and enhancement of the archaeological site of Stabiae.

It is forbidden to the Foundation to carry on activities different from the above mentioned ones.

In order to pursue the institutional goals and all those goals instrumental, consequent and in any manner related to them, the Foundation can engage in transactions involving personal property, real estate, and other economic activities, as well as all other necessary and/or suitable acts and transactions.

Article 3

The components of the Foundation are the following:

- The Board of Directors;
- The President of the Foundation;
- The Board of Revisors;
- The Advisory Board.

Article 4

The Foundation is managed by a Board of Directors of three members, who stay in office for six years and in any case until they are replaced.

**STATUTO della FONDAZIONE ONLUS
RESTORING ANCIENT STABIAE**

organizzazione non lucrativa di utilità sociale

Art.1

E' costituita la FONDAZIONE denominata RESTORING ANCIENT STABIAE

organizzazione non lucrativa di utilità sociale con sede in Pompei (provincia di Napoli) presso la Soprintendenza archeologica.

Art.2

La Fondazione non ha scopo di lucro.

La Fondazione si propone esclusivamente finalità di solidarietà sociale, e più esattamente: la realizzazione e la gestione del parco archeologico di Stabia antica, presso l'area archeologica di Varano e la tutela, la promozione e la valorizzazione dell'area archeologica di Stabia.

E' fatto divieto alla Fondazione di svolgere attività diversa da quelle sopra elencata.

Al fine del perseguimento delle finalità istituzionali e di tutte quelle ad esse strumentali, conseguenti e comunque connesse, la Fondazione può compiere qualsiasi attività mobiliare, immobiliare ed economica - finanziaria nonché tutti gli atti e le operazioni ritenuti necessari e / o opportuni.

Art.3

Sono organi della Fondazione:

- il Consiglio di Amministrazione;
- il Presidente della Fondazione;
- il Collegio dei Revisori;
- il Comitato Scientifico - Advisory Board.

Art.4

La Fondazione è retta da un consiglio di amministrazione composto da tre membri, che durano in carica sei anni e comunque fino alla loro sostituzione.

Il primo consiglio è nominato nell'atto

⁴⁵ The Vesuvian Institute

The first Board of Director is established in the constitutive act. The members of the Board of Directors will be appointed by the following method: one member appointed by each Founder and one member, appointed as President, in the person of the Archaeological Superintendent pro tempore of the Superintendence of Pompeii. Each Founder shall have the right to replace the member of the Board of Directors it has appointed at any time within that board member's six-year term. Each founder shall have the right to re-appoint to a new term the member of the Board of Directors it has appointed. There shall be no limits on the number of terms that a Board member may be re-appointed by a founder. In all the circumstances in which one or more members of the Board of Directors will be absent the founder who appointed of the absent member may appoint a substitute member to attend the meeting. If a majority of the original members of the Board of Directors are absent, the Board may not meet for lack of quorum. The Board of Directors appoints the President and the Vice-President from among the Member of the Board of Directors itself, in total fulfillment of what is established above.

Article 5

The Board of Directors of the Foundation is invested with the powers of ordinary and emergency administration.

The Board of Directors provides for the activities of the Foundation and also makes decisions on the use of the income from the equity, as established by the D.lgs n.460 of the 4th December 1997, art.10, comma 1, letter "d".

Furthermore, it is duty of the Board of Directors:

- a) to approve the guidelines that address the activities, criteria, and priorities related to the initiatives of the Foundation;
- b) to approve the annual preliminary budget and the annual final budget;

costitutivo.

I componenti del consiglio verranno nominati nel seguente modo: uno da ciascun fondatore ed uno, con la qualifica di Presidente, nella persona del soprintendente pro tempore della Soprintendenza Archeologica di Pompei.

Ciascun fondatore avrà la facoltà di sostituire il componente del consiglio da lui nominato durante il periodo di sei anni della carica.

Ciascun fondatore avrà la facoltà di rinominare per un nuovo mandato il componente già nominato in precedenza.

Non vi sono limiti al numero di mandati nei quali un componente del consiglio può essere nominato da un fondatore.

In tutti i casi in cui durante il mandato venissero a mancare uno o più consiglieri, il fondatore che aveva nominato il Consigliere assente potrà nominare un sostituto dell'assente per partecipare al Consiglio.

Qualora venisse meno la maggioranza dei consiglieri l'intero consiglio non potrà riunirsi per mancanza di quorum.

Il consiglio di amministrazione nomina al suo interno il Presidente e un Vicepresidente, benvero in adempimento di quanto sopra previsto.

Art.5

Il consiglio di amministrazione della Fondazione è investito dei poteri di ordinaria e straordinaria amministrazione.

Il consiglio di amministrazione provvede alle attività della Fondazione e decide anche sulla destinazione delle rendite del patrimonio, in osservanza del disposto di cui alla lett.d) comma 1, del d.lgs 4 dicembre 1997 n.460 art.10.

Spetta al consiglio di amministrazione tra l'altro:

- a) approvare le direttive generali che disciplinano le attività, i criteri e le priorità delle iniziative della Fondazione;
- b) approvare il bilancio preventivo e il bilancio consuntivo annuale;
- c) nominare il collegio dei revisori;

c) to appoint the Board of Revisors;
d) to watch over and to control the execution of the resolutions and of the programs of the Foundation, as well as conformity in the use of contributions;
e) to make possible changes to the present By-Laws, which are considered approved with the favorable vote of two-thirds of its members; provided that without the written approval of the Founders, the Board of Directors: 1) shall not change the provision set forth in Article 4 which sets the number of members of the Board of Directors at three; 2) shall not change the provision set forth in Article 4 which gives each Founder the authority to appoint one member of the Board of Directors.
f) to decide on the dissolution of the Foundation in the events established by article 10.

The Board of Directors has the authority to appoint advisory boards, executive boards and any other component which it considers necessary for the activities of the Foundation, and to establish its tasks and possible remunerations.

In particular, the Board of Directors appoints the ADVISORY BOARD by inviting those officials, either public (with special consideration to local administrations) or private, and those important individuals which, for either their institutional appointments or special jurisdictions or skills, have a direct involvement with the realization of the objectives of the Foundation.

The ADVISORY BOARD

The Advisory Board meets at least once a year.

A final and programmatic report of the work of the Foundation is submitted to the advisory board, so that it can formulate its own suggestions for the means to best accomplish the goals of the Foundation.

Within the ADVISORY BOARD, the city mayor pro tempore of Castellammare di Stabia (Na) will serve as President.

The Board of Directors, with a resolution

d) vigilare e controllare l'esecuzione delle delibere e dei programmi della Fondazione, nonché la conformità dell'impiego dei contributi;

e) deliberare le eventuali modifiche del presente statuto, le quali si considerano approvate con il voto favorevole di almeno due terzi dei suoi membri, con la precisazione che senza l'approvazione scritta dei fondatori, il consiglio di amministrazione:

1) non potrà modificare la previsione dell'articolo 4) che fissa in tre il numero del consiglio di amministrazione;

2) non potrà modificare la previsione dell'art. 4) che attribuisce a ciascun fondatore il diritto di nominare un membro del consiglio di amministrazione;

f) deliberare in merito allo scioglimento della Fondazione nei casi previsti dall'art.10.

Il consiglio di amministrazione ha la facoltà di nominare consigli scientifici, comitati esecutivi ed ogni altro organismo che reputi necessario per le attività della Fondazione, stabilendone mansioni ed eventuali compensi.

In particolare il Consiglio di amministrazione nomina il COMITATO SCIENTIFICO - ADVISORY BOARD chiamando a parteciparvi quelle cariche, pubbliche (con particolare riguardo agli enti locali) o private, ed a quelle personalità che, per ruoli istituzionali ovvero particolari competenze o capacità, guardano con diretta partecipazione all'attuazione dell'oggetto della fondazione.

Il Comitato Scientifico - Advisory Board si riunisce almeno una volta all'anno.

Ad esso viene sottoposta una relazione consuntiva e programmatica dell'operato della fondazione affinché lo stesso formuli le proprie raccomandazioni per il miglior raggiungimento degli scopi fondatizi.

Nell'ambito del COMITATO SCIENTIFICO - ADVISORY BOARD, fungerà da presidente il Sindaco pro - tempore del comune di

taken with the favorable vote of the majority of the members, will be able to delegate some of its own powers to one or more managing directors.

The Board of Directors meets based on:

- a) the initiative of the president and at least twice a year, when it has to approve the preliminary and final budget;
- b) the request of at least one-third of the members of the Board of Directors.

The meeting of the Board of Directors is called at least thirty days in advance by letter.

In case of necessity, the meeting may be called by telegram sent at least fifteen days before the date scheduled for the meeting.

The Board of Directors may conduct business if at least two-third of the members are present at meeting, which must include the President or, in the case of his/her absence, the Vice-President.

For the validity of the resolutions there must be a favorable vote, secret or public, of the majority of the members. In case of an equal number of votes, the vote of the president determines the outcome.

Article 6

The President, or in the case of his/her absence or impediment, the Vice-President, represents the Foundation before third parties and in court, and enforces the resolutions of the Board of Directors.

Article 7

The Board of Revisors is composed of three members, who are elected by the Board of Directors. The members of the Board of Revisors hold office for five years and may be re-elected.

The Board of Revisors watches over the management of the Foundation. In order to accomplish this, they have to write a report on the final budget of each year.

Article 8

The assets of the Foundation are comprised of:

- the initial equity of 100,000,000 (one-hundred million) Lire (EURO 51.665,70)
- any kind of personal property, real

Castellammare di Stabia (NA).

Il consiglio di amministrazione, con delibera presa con il voto favorevole della maggioranza dei membri, potrà inoltre delegare parte dei propri poteri ad uno o più consiglieri delegati.

Il consiglio di amministrazione è convocato:

- a) su iniziativa del presidente ed almeno due volte l'anno, in occasione dell'approvazione del bilancio preventivo e consuntivo;
- b) su richiesta motivata di almeno

un terzo dei membri del medesimo.

La convocazione è fatta, almeno trenta giorni prima della riunione, a mezzo di lettera.

In caso di urgenza la convocazione potrà essere fatta mediante invio di telegramma inoltrato almeno quindici giorni prima della data prevista per la riunione.

Le sedute del consiglio di amministrazione sono valide con la presenza di almeno due terzi dei membri, compreso il presidente o, in sua assenza, il vicepresidente.

Per la validità delle deliberazioni è necessario il voto favorevole, segreto o palese, della maggioranza dei presenti.

In caso di parità dei voti prevale il voto del presidente.

Art.6

Il presidente, od il vicepresidente in sua assenza o impedimento, rappresentano la fondazione di fronte ai terzi ed in giudizio, e danno esecuzione alle deliberazioni del consiglio di amministrazione.

Art.7

I revisori dei conti sono eletti, nel numero di tre, dal consiglio di amministrazione.

Essi dureranno in carica di cinque anni e saranno rieleggibili.

Al revisori dei conti è affidata la vigilanza sulla gestione della fondazione. A tal fine devono redigere una relazione relativa al bilancio consuntivo di ogni anno.

- estate and any other contribution, distribution of funds and income received by the Foundation;

- any other increase deriving from the economic and financial activities conducted, directly or indirectly, by the Foundation.

The income and resources of the Foundation must be employed solely for the accomplishment of its goals, as established by the D.lgs [decree of the Italian government] n.460 of the 4th December 1997, art.10, comma 1, letters "d" and "e".

Article 9

The financial activity begins on the 1st of January and ends on the 31st of December of each year.

By the 30th of June of each year, the Board of Directors must approve the final budget related to the previous year.

The Board must also approve by the 31st of December of each year the preliminary budget related to the following year.

Article 10

The Foundation is created without limitation of its lifetime.

The Foundation is dissolved upon a resolution of its Board of Directors based on the terms established by art.27 of the Italian civil code.

a) when the assets become insufficient to pursue its goals;

b) for other causes established in art.27 of the Italian civil code.

The resolution of termination will be valid with the favorable vote of at least two-thirds of the members of the Board of Directors.

In case of its termination or dissolution, all the personal property and real estate of the Foundation will be donated to other non-profit organizations for social utility, as established by the D.lgs n.460 of 1997, art.10, letter "f", after consultation by the oversight committee established by the law n.662 of the 23rd of December 1996, art.3, comma 190, except for any different designation established by the law. In particular, as

Art.8

Il patrimonio della Fondazione è costituito:

-dalla dotazione iniziale costituita da lire 100.000.000 (centomilioni) (EURO 51.655,70);

-da beni mobili ed immobili e da ogni altro contributo, erogazione ed entrata comunque pervenuti alla Fondazione;

- da ogni altro incremento derivante dalle attività economica, finanziaria e patrimoniale svolte, direttamente o indirettamente, dalla Fondazione.

Le rendite e le risorse della Fondazione devono essere impiegate esclusivamente per la realizzazione dei suoi scopi, in osservanza delle lett.d) ed e), comma 1 dell'art. 10 del d.Lls 4 dicembre 1997 n.460.

Art.9

L'esercizio finanziario ha inizio il primo gennaio e si chiude il 31 dicembre di ogni anno.

Entro il 30 giugno di ogni anno il consiglio di amministrazione deve approvare il bilancio consuntivo relativo all'anno precedente.

Il consiglio deve inoltre approvare entro il 31 dicembre di ogni anno il bilancio preventivo relativo all'anno successivo.

Art.10

La Fondazione è costituita senza limitazione di durata nel tempo.

La Fondazione si estingue, con delibera del consiglio di amministrazione, secondo le modalità di cui all'art. 27 codice civile.

a) quando il patrimonio è divenuto insufficiente rispetto agli scopi;

b) per le altre cause di cui all'art.27 codice civile.

La delibera di estinzione sarà valida con il voto favorevole di almeno i due terzi dei membri del consiglio di amministrazione.

Nel caso della sua estinzione o scioglimento il patrimonio mobiliare ed immobiliare di cui la medesima è dotata sarà devoluto a favore di altre

Appendices

established by the D.lgs n.368/98, cultural heritage contributed by the Ministry of Cultural Heritage and Activities will return to the availability of the latter.

Article 11

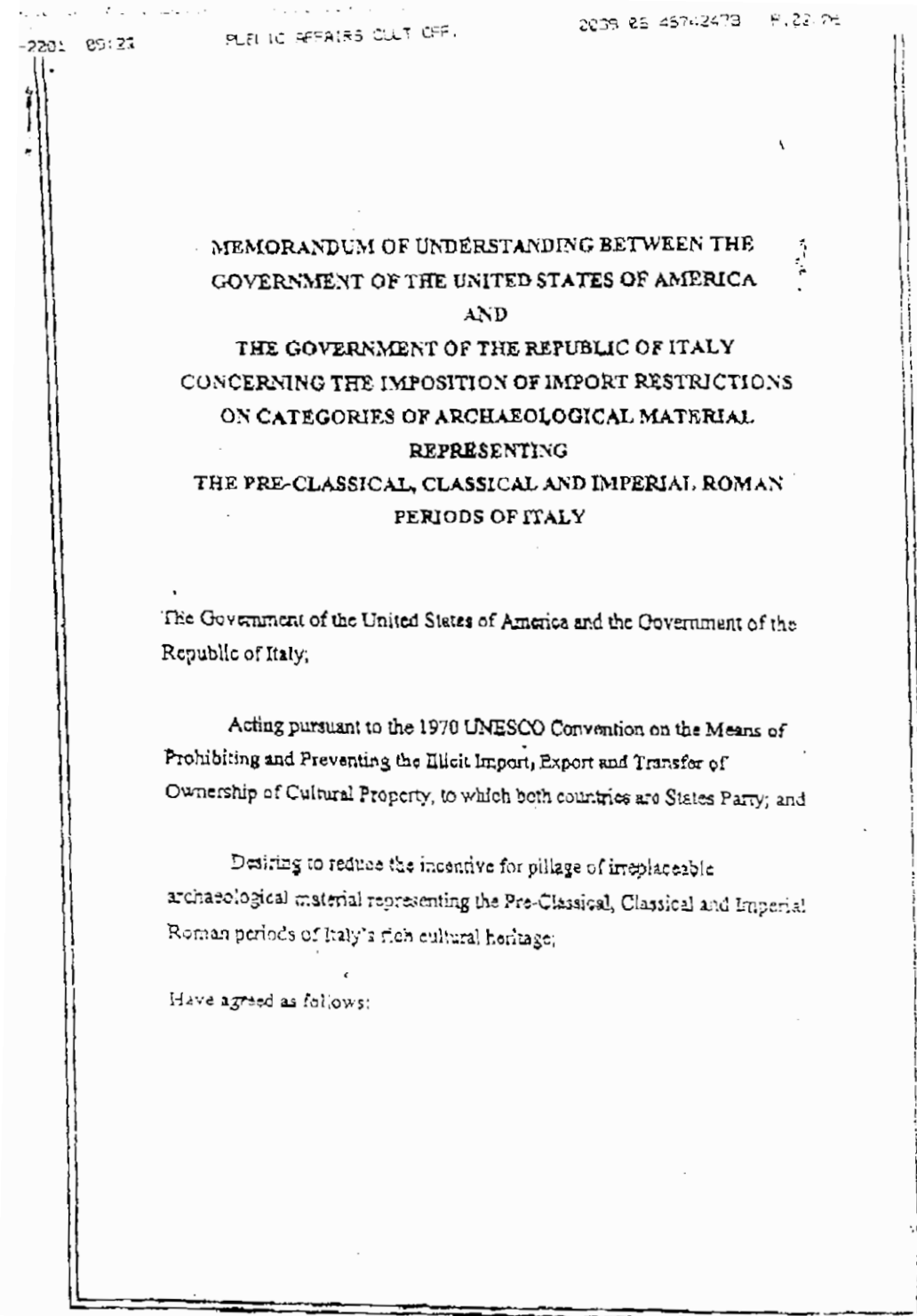
For what is not directly contemplated in the present statute, reference is made to the Italian civil code and to the other laws regulating this field, with particular reference to the law of the D.lgs n.460 of the 4th December 1997.

organizzazioni non lucrative di utilità sociale o a fini di pubblica utilità, giusta la lettera f) dell'art. 10 d.lgs. n.460 del 1997, sentito l'organismo di controllo di cui all'art.3 comma 190 della legge 23 dicembre 1996 n.662, salvo diversa destinazione imposta dalla legge. In particolare, ai sensi del D.lgs 368 / 98, i beni culturali eventualmente conferiti in uso dal Ministero per i beni e le attività culturali ritorneranno nella disponibilità di quest'ultimo.

Art.11

Per quanto non espressamente contemplato nel presente statuto, si farà riferimento alle norme del codice civile e delle altre leggi vigenti in materia, con particolare riferimento a quelle del d.lgs. 4 dicembre 1997 n.460.

B. Memorandum of Understanding between the Government of the United States of America and the Republic of Italy Concerning the Imposition of Import restrictions on Categories of Archeological material Representing the Pre-Classical, Classical and Imperial Roman Periods of Italy⁴⁶



⁴⁶ The Vesuvian Institute

ARTICLE I

A. The Government of the United States of America, in accordance with its legislation entitled the Convention on Cultural Property Implementation Act, shall restrict the importation into the United States of the archaeological material ranging in date from approximately the 9th century B.C. to approximately the 4th century A.D., including categories of stone, metal, ceramic and glass artifacts, and wall paintings identified on a list to be promulgated by the United States Government (hereinafter known as the "Designated List"), unless the Government of the Republic of Italy issues a license or other documentation which certifies that such exportation was not in violation of its laws.

B. The Government of the United States of America shall offer for return to the Government of the Republic of Italy any material on the Designated List forfeited to the Government of the United States of America.

C. Such import restrictions shall become effective on the date the Designated List is published by the U.S. Customs Service in the U.S. Federal Register, the official United States Government publication providing fair public notice.

ARTICLE II

A. Representatives of the Government of the United States of America and representatives of the Government of the Republic of Italy shall take appropriate steps to publicize this Memorandum of Understanding.

B. Both Governments agree that in order for United States import restrictions to be fully successful in deterring pillage, the Government of the Republic of Italy shall use its best efforts to increase scientific research and protection of archaeological patrimony and protective measures for archaeological excavations at known sites, particularly in areas at greatest risk from looters. The Government of the United

States of America acknowledges the efforts of the Government of the Republic of Italy in recent years to devote more public funds to guard archeological sites and museums and to develop Italian tax incentives for private support of legitimate excavation. The Government of the Republic of Italy agrees to continue to pursue these efforts.

C. The Government of the Republic of Italy shall reinforce, with respect to the 1970 UNESCO Convention, the protection of its cultural patrimony. In particular, the Government of the Republic of Italy shall provide for:

1. instituting more severe penalties and prompt prosecution of looters,
2. regulating the use of metal detectors,
3. providing additional training for the Carabinieri Special Unit for the Protection of Artistic Patrimony, and
4. intensifying the investigations by the Carabinieri Special Unit for the Protection of Artistic Patrimony on the looting of archaeological sites and on the routes of the smugglers of these artifacts.

D. Both Governments agree that, in order for United States import restrictions to be most successful in thwarting pillage, the Government of the Republic of Italy shall endeavor to strengthen cooperation among nations within the Mediterranean Region for the protection of the cultural patrimony of the region, recognizing that political boundaries and cultural boundaries do not coincide; and will seek increased cooperation from other art-importing nations to restrict illicit imports, in the effort to deter further pillage.

E. The Government of the United States of America recognizes that the Government of the Republic of Italy permits the interchange of archaeological materials for cultural, exhibition, educational and scientific purposes to enable widespread public appreciation of and legal access to Italy's rich cultural heritage. The Government of the Republic of Italy agrees to use its best efforts to encourage further interchange through:

1. promoting agreements for long-term loans of objects of archaeological or artistic interest, for as long as necessary, for research and education, agreed upon, on a case by case basis, by American and Italian museums or similar institutions, to include: scientific and technological analysis of materials and their conservation; comparison for study purposes in the field of art history and other humanistic and academic disciplines with material already held in American museums or institutions; or educational presentations of special themes between various museums or academic institutions;
2. encouraging American museums and universities jointly to propose and participate in excavation projects authorized by the Ministry of Culture, with the understanding that certain of the scientifically excavated objects from such projects could be given as a loan to the American participants through specific agreements with the Ministry of Culture; and
3. promoting agreements for academic exchanges and specific study programs agreed upon by Italian and American institutions.

F. The Government of the United States of America acknowledges the efforts by the Government of the Republic of Italy in recent years to review the laws concerning the export of archaeological artifacts and to improve the efficiency of the system to release certificates of exportation. The Government of the Republic of Italy will continue to examine new ways to facilitate the export of archaeological items legitimately sold within Italy.

G. The Government of the United States of America and the Government of the Republic of Italy shall use their best efforts to facilitate appropriate contacts between U.S. and Italian museums and institutions for the development of increased and extended loans of Italy's archaeological cultural patrimony to U.S. museums.

IN WITNESS WHEREOF, the undersigned, being duly authorized by their respective Governments, have signed the present Memorandum of Understanding.

DONE at Washington, this 19th day of January, 2001, in the English and Italian languages, both texts being equally authentic.

FOR THE GOVERNMENT

OF THE UNITED STATES OF AMERICA:

FOR THE GOVERNMENT OF

THE REPUBLIC OF ITALY:

Richard L. Armitage

Giuseppe De Rita

C. Draft of the Memorandum of Understanding between the Aurora Trust Foundation and the Underwater Archeology Department of Restoring Ancient Stabiae Foundation, Italy

**Memorandum of Understanding
between the Aurora Trust Foundation
and the Underwater Archeology Department
of Restoring Ancient Stabiae Foundation, Italy**

The Aurora Trust and the Underwater Archaeology Department (DAS) of Restoring Ancient Stabiae Foundation, Italy subscribe to this Memorandum of Understanding (MOU) for the purpose of developing joint research in the fields of Underwater Archeology, Marine Geo- Archeology and related technology in the Black Sea and the Mediterranean Sea. The long term objective is to establish and sustain a full range research in shallow and deep water archaeological research and improve knowledge on ancient civilizations and maritime routes in the Black Sea and the Mediterranean Sea.

The Aurora Trust was formed to advance the world's understanding of the ocean environment, most particularly its marine cultural heritage hidden for thousands of years on the seafloor and to educate the public concerning the historic role the oceans have played in connecting different cultures; its commerce and conflicts. Aurora has assembled a world class team of marine archeologists and ocean scientists to undertake exploration of the seafloor in search of the lost remains of our maritime past. The Aurora team, utilizing state of the art tools to explore the ocean depths has made numerous magnificent discoveries in the marginal waters of countries bordering the Mediterranean Sea.

The **DAS** is a Department of Restoring Ancient Stabiae Foundation (**RAS**), that is a non-profit foundation (ONLUS) constituted in 2001 for the stated purpose of "the creation and management of the Archaeological Park of ancient Stabiae. The **DAS** develops the objectives of the foundation concerning the sea with a particular propensity for research on underwater sites Romans.

AURORA TRUST and DAS

Recognising the mutual benefits that can arise from collaborative scientific and technological efforts combined with open exchange of ideas and information;

Seeking the development of joint research activities by both Organisations in Underwater Archeology, Marine Geo-Archeology and related technology;

Establishing academic links through scientific and technological stuff exchange, seminars and lectures in specific subject areas;

Wishing to promote channels of communication and co-operation that encourage the exchange of scientific information and

Prompted by the spirit of mutual cooperation and collaboration for the identification and study of underwater archaeological sites

Agree to develop cooperation further so as to foster and increase level of interchange of ideas to the mutual benefit of the participant organisations, and to strengthen the goodwill and cordial relations between them.

A fundamental aspect of this MOU is the mutual commitment to work together in improving our knowledge of the submerged cultural heritage by using state-of-the-art technological means and methods. The South coasts of the Mediterranean Sea have hosted flourishing civilizations in historic and pre-historic times.

DAS and AURORA TRUST agree that joint emergent actions are needed for the exploration, preservation, management and protection of the Submerged Cultural Heritage.

To implement the above arrangements, a list of specific topics and actions to be taken by the participant organisations is given hereafter:

1. Mutual exchange of scientists and engineers aiming at the exchange of knowledge, views and experience on underwater (geo-) archaeological research
2. Design and implement bilateral research projects
3. Preparation of joint participation in international and national projects relevant to submerged Cultural Heritage, particularly dedicated to the research and investigation of submerged archaeological remnants (settlements, shipwrecks etc) highlighting the relationships between both countries in the course of the time since the Antiquity (colonies, shipwrecks, maritime connections etc.)
4. Preparation and organisation of international workshops, seminars, conferences, symposia etc.
5. Dissemination of results of joint researches and enhancement of the public awareness for the protection of the submerged Cultural and Marine Heritage.
6. Provides sites of archaeological and underwater marine environment for study, research and excavation.

AURORA TRUST and **DAS** agree to work together to secure resources to implement this understanding and recognize that not all the necessary resources may be secured simultaneously for all aspects of mutually agreed projects and activities.

Each Institution will appoint a coordinator and advising committee consisting of a total of three individuals from each institution, co-chaired by the coordinators, for the purpose of implementing this memorandum.

This Memorandum of Understanding will be reviewed after 5 years by a mechanism mutually agreed to at that time by the Director and the Director of Dept. Underwater Archaeology of the Restoring Ancient Stabiae Foundation.

D. The Periodic Report of the World Heritage Site of Stabiae 2006⁴⁷

State of Conservation of World Heritage Properties in Europe

SECTION II

ITALY

Archaeological Areas of Pompei, Herculaneum and Torre Annunziata

Brief description

When Vesuvius erupted on 24 August A.D. 79, it engulfed the two flourishing Roman towns of Pompei and Herculaneum, as well as the many wealthy villas in the area. These have been progressively excavated and made accessible to the public since the mid-18th century. The vast expanse of the commercial town of Pompei contrasts with the smaller but better-preserved remains of the holiday resort of Herculaneum, while the superb wall paintings of the Villa Oplontis at Torre Annunziata give a vivid impression of the opulent lifestyle enjoyed by the wealthier citizens of the Early Roman Empire.

1. Introduction

Year(s) of Inscription 1997

Agency responsible for site management

- Superintendence for archaeological heritage of Pompei
via di Villa dei Misteri 4, I-80045 Pompei
Napoli, Campania, Italy
E-mail: varone@archeologicapompei.it
Website: www.Pompeisites.org

2. Statement of Significance

Inscription Criteria C (iii), (iv), (v)

Justification provided by the State Party

Pompeii is the only Roman city to be preserved in such an exceptional way. Pompeii shows the visitor a full picture of a Roman town from the First century B.C. until the First Century A.D., in all of its aspects: urban, architectural, decorative, etc.

Herculaneum was constructed on a promontory overlooking the Gulf of Naples. In the city, which has an orthogonal plan, 7 insulae have been excavated. They are rich in houses decorated with highly refined wall-paintings and marble pavements, such as the House of the Stags, the House of the Mosaic Atrium, The House of the Bicentenary and the House of the Wooden Partition. Several public buildings have also been

discovered, such as the Central Baths, the Suburban Baths, the College of the Priests of Augustus, the Palestra and the Theatre. The presence, in numerous houses, of furniture in carbonised wood due to the effects of the eruption is characteristic of Herculaneum.

The Villa of Poppea is preserved in exceptional way and is one of the best examples of residential roman villa. The Villa of Cassius Tertius is one of the best examples of roman villa rustica.

As provided in ICOMOS evaluation

Qualities: Owing to their having been suddenly and swiftly overwhelmed by debris from the eruption of Vesuvius in AD 79, the ruins of the two towns of Pompei and Herculaneum are unparalleled anywhere in the world for their completeness and extent. They provide a vivid and comprehensive picture of Roman life at one precise moment in time.

Recommendation: That this property be inscribed on the World Heritage List on the basis of criteria (iii), (iv), and (v):

The impressive remains of the towns of Pompei and Herculaneum and their associated villas, buried by the eruption of Vesuvius in AD 79, provide a complete and vivid picture of society and daily life at a specific moment in the past that is without parallel anywhere in the world.

Committee Decision

Bureau (June 1997): The Bureau recommended the Committee to inscribe this property on the World Heritage List on the basis of cultural criteria (iii), (iv) and (v). The impressive remains of the towns of Pompei and Herculaneum and their associated villas, buried by the eruption of Vesuvius in AD 79, provide a complete and vivid picture of society and daily life at a specific moment in the past that is without parallel anywhere in the world.

Session (1997): The Committee decided to inscribe this property on the basis of criteria (iii), (iv) and (v), considering that the impressive remains of the towns of Pompei and Herculaneum and their associated villas, buried by the eruption of Vesuvius in AD 79, provide a complete and vivid picture of society and daily life at a specific moment in the past that is without parallel anywhere in the world. The Committee asked Italy to submit a progress report in time for the Bureau meeting in June 1998, on the management measures taken at Pompei, with particular reference to experience gained through planned partnerships between the State

⁴⁷ <http://whc.unesco.org/archive/periodicreporting/EUR/cycle01/section2/829-summary.pdf> (2009)

and private enterprises, as well as information concerning the protection of the environment surrounding the area.

- Statement of significance adequately defines the outstanding universal value of the site

Boundaries and Buffer Zone

- Status of boundaries of the site: adequate
- Buffer zone: adequate
- The buffer zone protects the non state surrounding areas near the sites from interventions which could compromise the use of the same area. For the site of Pompei it has been fixed by the law by ministerial decree 1929, while for Torre Annunziata (Oplontis) the archaeological bonds are established by the conservation law Cultural Heritage and Landscape Code. For the site of Ercolano, where most of the ancient city is under the modern city, and then difficult to bind, it is the Territorial Plan for the Coordination of the Province of Naples, adopted preliminary in 2003, which identifies a vast buffer zone for the protection in the modifications expressed in Regional Law 18/04 "Rules about the territory government". Territorial Plan for the Coordination of the Province of Naples is nowadays almost definitive approved

Status of Authenticity/Integrity

- World Heritage site values have been maintained
- The Superintendence executed in Pompei further significant excavations in Insula IX 12 (insula Casti Amanti) with the discovering of new valuable houses full of very instructive proof of life and organization of the ancient world. At Herculaneum the Superintendence continues excavations in Villa dei Papiri and put to light the street that links the Villa to the rest of the excavations, with discovering of buildings of great interest. In the restoration field the Superintendence is progressively replacing reinforced concrete, improperly used during the second middle of the last century, with proper stuff compatible with ancient structures and easily reversible. All these works have been improving the conditions of integrity of the archaeological properties also raising the monuments' level of authenticity

3. Protection

Legislative and Administrative Arrangements

- All the three archaeological sites are State property. In general the Site, as part of the

cultural and archaeological heritage, is under the state protection regulations (Legislative Decree 22 January 2004, n. 42 Cultural Heritage and Landscape Code)

- Concerning Pompei, the expropriation of a part of land between the Villa dei Misteri and the necropolis of Porta Ercolano allowed to physically link the villa to the rest of the excavations
- The protection arrangements are considered highly effective

4. Management

Use of site/property

- Visitor attraction

Management /Administrative Body

- The Italian Government gave the deputy Ministry of Cultural heritage and Activities the task to verify the setting up a Foundation for the site
- Levels of public authority who are primarily involved with the management of the site: national
- The current management system is highly effective

5. Management Plan

- Management plan under preparation; timeframe: 10/2006

6. Financial Resources

Financial situation

- State Budget; Region budget
- European Community (POR)
- Incomes from the tourist flow according the economic autonomy of the site
- Sponsors
- Sufficient

7. Staffing Levels

- Number of staff: 700

Rate of access to adequate professional staff across the following disciplines:

- Very good: conservation, management, promotion, interpretation, education, visitor management

8. Sources of Expertise and Training in Conservation and Management Techniques

- A scientific research centre, a museum, a library, an educational centre, a restoration laboratory. In general the site is directly linked with the other structures of the Ministry of Cultural Heritage and Activities, and with its specialized centres (Central Institute for the Restoration, Central Institute for the Catalogue and the Documentation). Within a radius of 30 Km there are six Universities, many specialized libraries, archives, high qualified research centres, museums and many culture centres
- Museum conservation facilities, etc.
- Training available to stakeholders

9. Visitor Management

- Visitor statistics: 2.450.483 (counterfoils of the issued tickets), 2003; 2.633.576 (counterfoils of the issued tickets), 2004
- Visitor facilities: info point; Bookshop; Audio-guides; Tour guide; Bar; Restaurant; ATM; School booking service; School guided tours and educational documentation for schools; Maps and brief guides; Thematic routes; Periodical exhibitions; Special events; visits night (Not guided) and with a show of sounds and lights; Theatre shows; Animation; Conferences; Meetings
- Visitor management: different tours; different entrances; limited entrances for some houses

10. Scientific Studies

- Risk assessment; studies related to the value of the site; monitoring exercises; condition surveys; archaeological surveys; visitor management; transportation studies
- The studies and the maps help in establishing the properties for the restoration and the needs of upkeep, besides the different opening of the single sites, and the use of suitable materials for the restoration. The mentioned studies are the basis for the writing of the Management Plan, at the moment in progress

11. Education, Information and Awareness Building

- An adequate number of signs referring to World Heritage site
- World Heritage Convention Emblem is not used on publications

- Adequate awareness of World Heritage among: visitors, local communities, businesses, local authorities
- Education strategy; through lessons to the local schools and through lessons to schools of the territory, thematic visits, "adoption" of a particular monument on behalf of schools, publications for students of different levels
- Web site available

12. Factors affecting the Property (State of Conservation)

Reactive monitoring reports

- N/A

Conservation interventions

- An important program for restoration of the main archaeological monuments of the site was carried out. In Pompei remarkable excavations were carried out in the insula IX 12 and at Herculaneum in the Villa of Papyrus. At Pompei excavations were also carried out in the areas of the necropolis. Different universities from many nations made archaeological stratigraphic sages. At Pompei new tours have been created for a better allocation of the tourist flow. At Herculaneum a Museum will be opened in the next future
- Present state of conservation: Good

Threats and Risks to site

- Development pressure, natural disasters
- Specific issues: The conurbation of the site of Herculaneum. The risk of eruption of the Vesuvius

Emergency measures taken:

- Reducing pressure: expropriation and demolition of some uninhabited old houses at the northern side of the ancient city
- Monitoring of the Vesuvius: there are not yet effective remedies in case of eruption. It is only possible the transportation of archaeological materials in places far from the Vesuvius

13. Monitoring

- No formal monitoring programme
- Measures taken/planned: the Archaeological Superintendence for Pompei, according to the Plan for management, is working with the collaboration of the three involved municipalities to identify indicators of monitoring. It considers the map of the preservation state of the site a starting point

14. Conclusions and Recommended Actions

- Main benefits of WH status: management, increasing of the visitors, creation of a Management plan
- Strength/Weaknesses of management: volcanic threat, atmospheric degradation characteristic of an open-air museum

Future actions:

- Saving archaeological materials: transportation of the archaeological movable materials, kept in places far from the areas under volcanic threat. Organisation responsible: Superintendence for Archaeological Heritage of Pompei. Timeframe: in case of threat of eruption
- Protection of human life and reduction of material damages: the "Linea Guida per la Pianificazione Comunale d'Emergenza" (Guidelines for the Planning of the Municipal Emergency) (according to the law of the President of the Cabinet Office of 27/2/2004; and the regional law n. 877 of 8/2004) have as aims the protection of human life and the reduction of material damages. Organisation responsible: Civil Defence. Timeframe: ongoing

E. Stabiae Newsletter for the period July-August 2009⁴⁸

MAGAZINE LUGLIO-AGOSTO



Editoriale.....

II Workshop Internazionale sul Patrimonio Archeologico di Stabiae:16-17-18 Ottobre.

Evento del mese.....

La Ras partecipa ai festeggiamenti per il giorno dell' Indipendenza Americano.

Primo piano.....

Siglato l'accordo con il Kosovo.

News.....

Ras e Sanp ancora unite per Stabiae - Giornate Europeee del Patrimonio

Gusto.....

Cucina tipica napoletana:ricette del mese.



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⁴⁸ The Vesuvian Institute

EDITORIALE



II
**IL WORKSHOP
INTERNAZIONALE SUL PATRIMONIO
ARCHEOLOGICO DI STABIAE**
*"Il fascino di Stabiae conquista
l'Ermitage. Esperienze
archeologiche a confronto"*

Sopravvissuti al caldo di agosto che ha accompagnato le giornate degli ospiti stranieri (numerosi) del Campus ci apprestiamo alla costruzione delle attività per la nuova stagione alle porte.

In collaborazione con la Soprintendenza Speciale per i Beni Archeologici di Napoli e Pompei siamo lieti di presentare la II edizione del Workshop "Archeostabiae" che si terrà nei giorni **16, 17 e 18 ottobre** p.v. presso l'Istituto Internazionale Vesuviano per l'Archeologia e le Scienze Umane, in Castellammare di Stabia. Quest'anno il seminario ospiterà una delegazione del museo statale dell'Ermitage di San Pietroburgo preliminarmente convocata per una tavola rotonda sui progetti di scavo e di conservazione del sito archeologico stabiese e per la stipula di un protocollo di intesa di concerto con la RAS e la SANP.

Archeostabiae 2009 "Il fascino di Stabiae conquista l'Ermitage. Esperienze archeologiche a confronto" assume così carattere fortemente cosmopolita grazie alla presenza della Russia quale paese ospite, dell'Institute of Archaeology and Antiquity di Losanna, e del qualificato parterre di rilievo internazionale. Il workshop ha già ottenuto il Patrocinio di: MIBAC, Unesco, Regione Campania, Comune di Stabia.

Notaio Ferdinando Spagnuolo
Consigliere Delegato Ras

INTERNATIONAL
**WORKSHOP ON THE
ARCHAEOLOGICAL HERITAGE IN
S T A B I A E**
*"Stabiae fascinates the Ermitage.
Sharing archaeological experiences"*

Survivors of the August heat that accompanied the days of foreign visitors (many) of the campus, we are preparing for the construction activities for the new season upon us.

In collaboration with the Superintendence for Archaeological Heritage of Naples and Pompeii, we are pleased to present the second edition of the Workshop "Archeostabiae" to be held on days **16, 17 and 18 October** p.v. at the Vesuvian International Institute for Archeology and Human Sciences, in Castellammare di Stabia. This year, the seminar will host a delegation from the State Hermitage Museum in St. Petersburg first convened for a roundtable discussion on proposed excavation and conservation of the archaeological site Stabiese and to conclude a Memorandum of Understanding together with the RAS and the SANP. Archeostabiae '09 "Stabiae fascinates the Ermitage. Sharing archaeological experiences" takes so highly cosmopolitan character due to the presence of Russia as the host country, the Institute of Archeology and Antiquity of Lausanne, and qualified parterre of international importance. The workshop has already obtained the patronage of MIBAC, UNESCO, Campania Region, City of Stabia.

Notaio Ferdinando Spagnuolo
Managing Director Ras

EVENTO DEL MESE

Il Console Generale Patrick Truhn (Capo del Consolato Generale Americano)
Thomas Noble Howe (Coordinator General, Fondazione Restoring Ancient Stabiae)



**LA RAS PARTECIPA
AI FESTEGGIAMENTI PER IL
GIORNO DELL' INDIPENDENZA
A M E R I C A N O .**

Il Consolato Generale degli Stati Uniti a Napoli, presente sin dal 1796, è una delle sedi diplomatiche americane più antiche. Le regioni che rientrano nel suo distretto consolare sono: Campania, Molise, Puglia, Basilicata, Calabria e Sicilia. In questo ambito, esso svolge un'ampia gamma di attività ed eroga servizi da parte del governo degli Stati Uniti, interagisce con gli organi di stampa e con le istituzioni culturali, e mantiene relazioni con le realtà accademiche italiane e americane.

Il 1° luglio, con un ricevimento svoltosi nella sede di Villa Niscredi (Palermo), e riservato a circa un centinaio di ospiti, tra cui anche molti rappresentanti delle istituzioni locali, del mondo imprenditoriale e accademico, è stato celebrato il 233esimo anniversario della Festa dell'Indipendenza.

La ricorrenza è stata celebrata il giorno successivo a Napoli con una cerimonia svoltasi sulla terrazza della residenza ufficiale del Console Generale, che ha accolto personalmente gli oltre 200 invitati: autorità militari, rappresentanti delle istituzioni, accademici, imprenditori, magistrati, giornalisti, esponenti delle forze dell'ordine e giovani professionisti, e noi non potevamo mancare.



The Consulate General of the United States in Naples, present since 1796, is one of the oldest American diplomatic headquarters. It performs a wide range of activities and deliver services from the government of the United States interacts with the press and cultural institutions, and has relationships with Italian and American academies.

On 1 July, with a reception held at the headquarters of Villa Niscredi (Palermo), and restricted to about

one hundred guests, including many representatives of local institutions, business and academia, was celebrated the anniversary of the 233rd Independence Day.

The anniversary was celebrated in Naples the next day with a ceremony on the terrace of the official residence of the Consul General, who welcomed the more than 200 personally invited: the military authorities, representatives of local institutions, academics, businessmen, judges, journalists, representatives of the forces order and young professionals, and we could not miss.



PRIMO PIANO

Notaio Ferdinando Spagnuolo (Consigliere Delegato Fondazione Ras)
Don Matteo Di Fiore (Fondatore del Centro DON Bosco di Pristina)



**SIGLATO
L'ACCORDO CON IL KOSOVO.**

Castellammare e il Kosovo si stringono la mano. Nella sede della Fondazione italo-americana Restoring Ancient Stabiae, il giorno 27 agosto è stato siglato un protocollo di intesa tra la Fondazione RAS e il Centro Don Bosco di Pristina in Kosovo. Il Centro Don Bosco di Pristina è un Istituto salesiano sorto grazie all'incessante lavoro di Don Matteo di Fiore per colmare il vuoto di lavoro, di educazione e di evangelizzazione dopo la devastante guerra del 1999 in Kosovo.

Al centro dell'intesa la formazione degli studenti kosovari e una serie di interscambi culturali tra i due Paesi. Il patto è stato siglato dal direttore del Centro di Pristina, don Matteo Di Fiore, e il consigliere delegato della Ras, notaio Ferdinando Spagnuolo. L'obiettivo strategico dell'interessante e inedito progetto di cooperazione è la creazione di un network istituzionale

che favorisca la realizzazione di progetti comuni di cooperazione. Nei primi mesi del prossimo anno cento allievi dell'istituto di Pristina verranno a Castellammare per il primo stage operativo. Subito dopo una delegazione di studenti stabiesi si recherà a Pristina.

"Questo partenariato nasce dalla consapevolezza che il benessere di una persona e di un popolo, la ricchezza e la stabilità, una sana economia, non vengono solo dai soldi, ma anzitutto dal lavoro e dalla cultura del lavoro; dall'etica, dalla qualità della vita, dalla educazione e formazione, dalla condivisione e dalla solidarietà".

Notaio Ferdinando Spagnuolo
Consigliere Delegato Ras



**SIGNED THE
AGREEMENT THEWHIT KOSOVO.**

Castellammare and Kosovo shake hands. At the Foundation, the Italian-American Restoring Ancient Stabiae,

the 27th day of August was entered into a Memorandum of Understanding between the RAS Foundation and the Center Don Bosco of Pristina in Kosovo. The Centro Don Bosco Salesian Institute in Pristina is built through the relentless work of Don Matteo di Fiore to fill the gap of employment, education and evangelization after the devastating 1999 war in Kosovo. The cornerstone of Memorandum is the education of students from Kosovo and a series of cultural exchanges between the two countries. "This partnership stems from the awareness that the welfare of a person and a people, wealth and stability, a healthy economy, not only by money, but primarily by work and work culture, ethics, quality of life from education and training, sharing and solidarity" Ferdinando Spagnuolo Managing Director RAS.


Notaio Ferdinando Spagnuolo
Managing Director Ras

NEWS

**RAS E SANP
ANCORA UNITE PER STABIAE**

Prorogato fino al 2020 il contratto che lega la Fondazione Restoring Ancient Stabiae al sito di Stabiae, per la realizzazione di tutti quei lavori di conservazione, restauro, valorizzazione e gestione del sito, utili alla costituzione del Parco Archeologico.

La proroga, di modifica ed integrazione, ricalca fedelmente il primo contratto di sponsorizzazione finalizzato ad una più ampia diffusione sociale della conoscenza della storia, della filosofia, dei costumi e dei linguaggi simbolizzati dal patrimonio archeologico stabiese che possano costituire ragione di ulteriore arricchimento della fruizione in un quadro di consapevolezza e rispetto dei profili di sostenibilità.

 Extended until 2020 the contract between the Foundation Restoring Ancient Stabiae and Superintendence for Archaeological Heritage of Naples and Pompei for the achievement of all those works of preservation, restoration, enhancement and management of the site of Stabiae, useful for the establishment of the Archaeological Park.

The extension, amendment and integration, follows closely the first sponsorship agreement aimed at a broader dissemination of knowledge of social history, philosophy, customs and languages, symbolized by the archaeological heritage Stabiese that may constitute grounds for further enrichment of enjoyment in a framework of understanding and respect for the profiles of sustainability.



**GIORNATE
EUROPEE DEL PATRIMONIO**

**Proposta dal Consiglio d'Europa
26-27 Settembre 2009**

Le manifestazioni che si prevedono rispondono all'esigenza di far conoscere il patrimonio italiano al resto d'Europa nella consapevolezza dell'appartenenza a comuni radici culturali. Il patrimonio culturale diventa in tal modo il più importante veicolo per diffondere la conoscenza delle radici e della cultura dei Paesi europei: un ponte tra individualità e universalità, tra passato e futuro. Durante le Giornate è previsto l'ingresso gratuito in tutti i siti (archivi,

biblioteche, musei, gallerie, aree archeologiche ed altri). Sui siti archeologici di Stabia la RAS in accordo con la Sanp organizzerà visite guidate alle ore 11,00 e alle ore 16,00 e performance artistiche a tema per la serata del 26 settembre ore 20,30 a Villa San Marco.



The celebrations are expected to meet the need to raise awareness of Italian heritage to the rest of Europe in the awareness of belonging to common cultural roots. The cultural heritage thus becomes the most important vehicle for spreading knowledge of roots and culture of European countries: a bridge between individuality and universality, between past and future. During the day there will be free admission to all sites (archives, libraries, museums, galleries, archaeological sites and others). Archaeological sites of Stabia RAS in the agreement with the Sanp organize guided tours at 11,00 and 16,00 and performances at theme for the nights of 26 september to Villa San Marco.



GUSTO



'O 'rraù

Ingredienti

-1 Kg. di carne di prima scelta (manzo)
-40gr. di sugna,
-250gr. di cipolla
-30gr. di lardo
-50 gr. di prosciutto crudo,
-50gr. di pancetta
-200gr. di pomodoro concentrato
-100gr. di pomodoro(conserva),
-1 bicchiere di vino rosso,
-aromi vari.

Mescolate tritando lardo, aglio, pancetta e cipolle mettendo in un tegamino a rosolare con sugna ed olio. A ciò aggiungete la carne che avete in precedenza legata e guarnita con pepe, prosciutto e prezzemolo. Dopo alcuni minuti di cottura a fuoco lento, aggiungete il vino rosso. Quando la parte liquida evaporerà, aggiungete il pomodoro concentrato e la conserva. Fate cuocere a fiamma media finché non scurisce. L'operazione potrebbe richiedere alcune ore. Di tanto in tanto, nelle successive due o tre

ore, aggiungete un pò d'acqua e portate il tutto all' ebollizione. Il ragù deve "pensare" o "pippiare"!!! Quando la carne ha raggiunto il suo tempo di cottura deve essere tolta. Ciò che rimane deve essere ancora cotto finché non diventerà scuro e denso. In totale si impiegano anche 6-7 ore.

Unitevi sale, pepe, uovo, uva, pinoli e parmigiano. Mescolate bene il composto. Formate delle polpette e friggetele. A parte preparate un sugo con cipolla, sale, olio e pomodori pelati. Mettete le polpette fritte nel sugo e lasciatele una decina di minuti.

'E purpette

Ingredienti

-500gr di carne macinata
-mollica di pane
-parmigiano
-1 uovo
-latte
-aglio
-prezzemolo
-80 gr di uva passa
-pepe
-sale
-pinoli
-500gr di pomodori
-cipollaolio.

Dopo aver bagnato la mollica di pane nel latte, mescolate con la

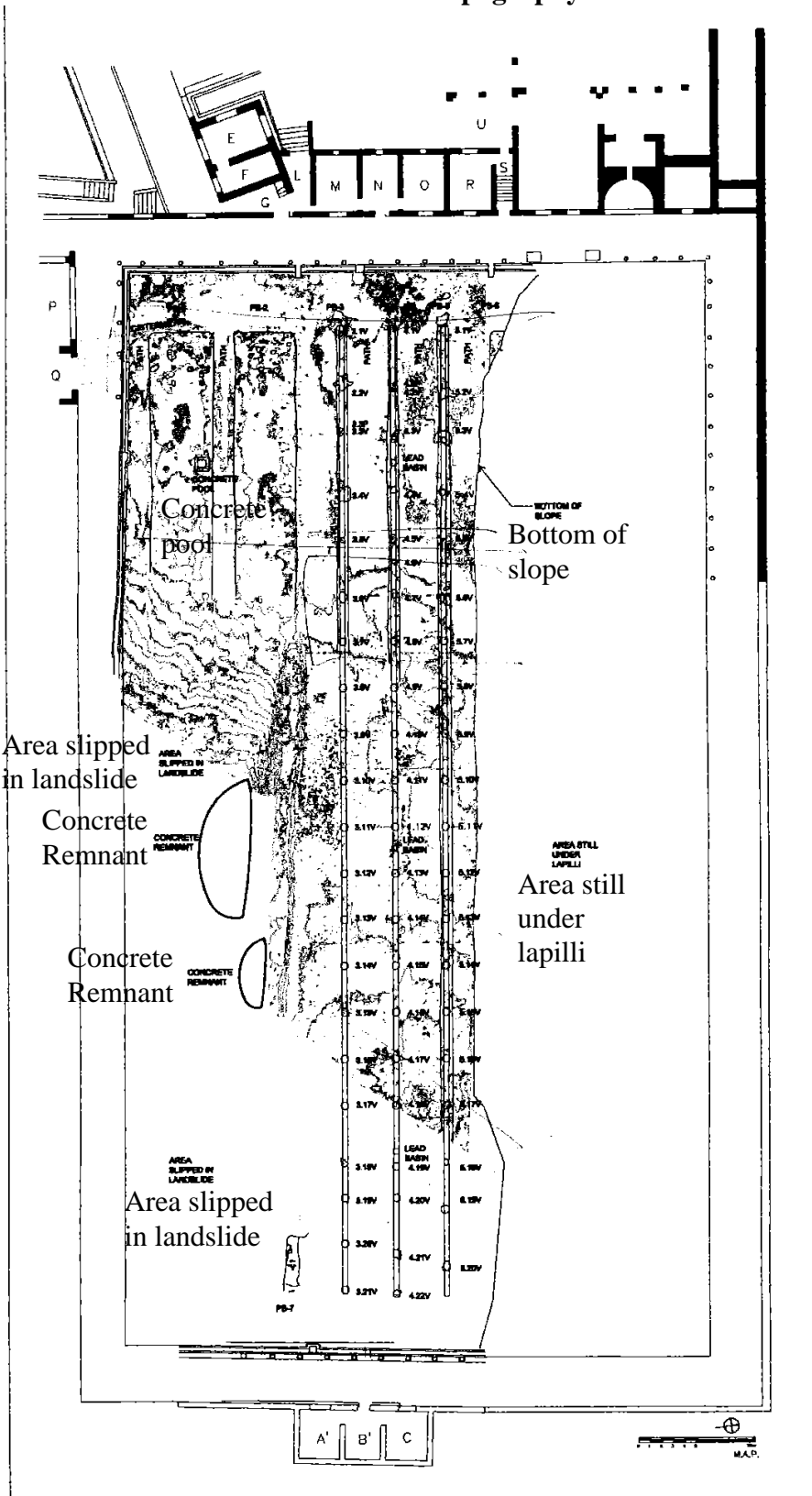
Alice 'mbuttunate

Ingredienti

-750gr. di alici
-2 uova
-100gr. di olive nere
-50gr. di capperi
- pangrattato
-mollica di pane
-aromi vari

Pulite le alici togliendo anche le spine ed apritele. Preparate un composto di olive, prezzemolo, capperi, aglio con la mollica di pane bagnata e pepata. Riempite le alici. Battete le uova e passatele le alici imbottite, quindi nel pangrattato e friggete.

F. Villa Arianna Garden Plan with Topography June 2009⁴⁹



VILLA ARIANNA GARDEN PLAN with Topography

In Collaboration with the University of Maryland,
Department of Architecture and the
Restoring Ancient Stables Foundation

Garden Study Team, June 2008
Kathryn Gleason
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Michele Palmer
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⁴⁹ The Vesuvian Institute