

# ESMA MUSEUM AND SITE OF MEMORY

Former Clandestine Center of Detention, Torture and Extermination



Nomination Dossier for UNESCO  
World Heritage List



MUSEO  
SITIO DE MEMORIA  
ESMA

Secretariat  
for Human Rights

Ministry of Justice  
and Human Rights



Argentina

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# EXECUTIVE SUMMARY

## Country

Argentine Republic

## State, province or region

Autonomous City of Buenos Aires

## Name of the property

ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination

## Geographical coordinates to the nearest second

LAT. 34°32'11.91" S

LONG. 58°27'55.20" W

## Textual description of the boundaries of the nominated property and its buffer zone

Both the limits of the nominated property and those corresponding to its buffer zone are the result of coalescent factors that clearly define them. Such factors involve the historical events which took place in those spaces, the historical and current property rights, the legal status, the historical and current physical urban and architectural delimitation, the existing heritage protection measures, and the existing institutional management system.

The boundaries framing the nominated property are defined by the fraction of the polygon structured by the following:

- NW: Inner face of the perimeter fence located on the lot line of the premises destined to the Space for Memory and for the Promotion and Defense of Human Rights, facing Pico St.
- NE: Inner face of the perimeter fence located on the lot line of the premises destined to the Space for Memory and for the Promotion and Defense of Human Rights, facing La Cachila St.
- SE: Murature St., internal street of the premises destined to the Space for Memory and for the Promotion and Defense of Human Rights.

- S: Inner face of the perimeter fence located on the lot line of the premises destined to the Space for Memory and for the Promotion and Defense of Human Rights, facing Del Libertador Ave.
- The boundaries of the buffer zone, the premises destined to the Space for Memory and for the Promotion and Defense of Human Rights, are defined by the cadastral delimitation of the parcel taken up by Territorial constituency 16, Section 29, Block 110 A. Such parcel covers the entire Block 110 A, facing the following streets:
- SW: Del Libertador Ave.
  - NW: Pico St.
  - NE: La Cachila St.
  - NW: Santiago Calzadilla St.
  - NE: Leopoldo Lugones Ave.
  - SE: Comodoro M. Rivadavia Ave.

## Criteria under which property is nominated

Criterion (iii) and (vi).

## Draft Statement of Outstanding Universal Value

### BRIEF SYNTHESIS

ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination represents a testimony and a symbol of State terrorism based upon the enforced disappearance of persons, and a testimony and a symbol of the value of persuasiveness and social consensus as a means of achieving Justice.

The Museum and Site of Memory is located on the grounds of what was once the Officers' Quarters of the Navy School of Mechanics (ESMA), a remarkable set of more than 30 buildings spread over 17 hectares in the city of Buenos Aires, Argentina. Its mission is to inform and convey to all mankind the events which took place in the Former Clandestine Center of Detention, Torture and Extermination during the civic-military dictatorship ruling the country from 1976 to 1983, along with their precedents and consequences, through the preservation of historical heritage and different sorts of representation which foster

reflection and stimulate debate for the strengthening of democracy.

In the Clandestine Center installed at the ESMA Officers' Quarters, officers and subordinates belonging to the Argentine Navy kidnapped, tortured, and murdered more than 5,000 people, carried forward a plan to steal babies born in captivity, exercised sexual and gender violence, subjected groups of detained-disappeared persons to forced labor of various kinds, and organized the appropriation of movable and immovable assets of the victims. Due to its building and operational magnitude, its location in the heart of the city, the coexistence of naval officers and detained-disappeared persons and the variety and complexity of the crimes committed, ESMA Clandestine Center transcended its political and geographical borders to turn into an international milestone as an emblematic symbol representing the characteristics of enforced disappearance of persons, considered today as a crime against humanity by the United Nations.

After democracy recovery, several different sectors from Argentine society have been reconstructing, in subsequent stages, what happened and demanding Justice at the same time. The growing consensus attained over the years, summarized in the slogans "Never Again" and "Memory, Truth and Justice", promoted the earliest possible stage of the justice process through the trial of the Military Juntas in 1985, prevented the demolition of the whole ESMA complex in 1998, achieved the annulment of impunity laws and the 2003 reopening of the trials of all those responsible for the crimes committed and, finally, led to the creation of the ESMA Museum and Site of Memory in 2015, whose educational and cultural role has gained wide national and international recognition.

### JUSTIFICATION FOR CRITERIA

*Criterion (iii): To bear a unique or at least exceptional testimony to a cultural tradition or to a civilization which has disappeared.*

The ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination is a unique testimony of the characteristics and complexity involving the enforced disappearance of persons in the context of an illegal systematic repression plan, an expression of a cultural tradition which considered the use of force to conquer political power a valid set-up. The structure and attributes of the building in which it is located reveal the coexistence of illegal operations along with the normal functioning of State institutions. The museological concept developed for the ESMA Museum and Site of Memory is based upon the protection of the historical-constructive strata as evi-

dence of the events that took place there and that even today constitute judicial proofs to the cases brought against those responsible for crimes against humanity perpetrated there.

*Criterion (vi): To be directly or tangibly associated with events or living traditions, with ideas, or with beliefs, with artistic and literary works of outstanding universal significance.*

The ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination is nationally and internationally recognized as the most prominent symbol of the illegal repression carried out and coordinated by the dictatorships of the region on the grounds of the enforced disappearance of persons. Its mere existence on a venue that Argentine society turned into a center for cultural events linked to the defense and promotion of Human Rights represents the universal value of peaceful opposition to State terrorism and the strength and persuasiveness of the human spirit.

### STATEMENT OF INTEGRITY

The property presented is physically complete and contains all the strata which clearly explain its historical-constructive evolution, necessary to understand its Outstanding Universal Value. The building has been protected as judicial evidence since 1998 owing to the crimes against humanity committed there during the operations of the Former Clandestine Center of Detention, Torture and Extermination. From then on, any kind of modification was prohibited. The disaffection of its use was ordered to the Argentine Navy in

2004, which vacated and handed over the empty building.

From 2004 to 2014, only maintenance and deterioration arrest work were performed. From 2014 to 2015, the works projected to publicly open the ESMA Museum and Site of Memory were carried out with scrupulous respect for the preservation of the state of the building, as it was at the time of its disaffection, and its status as judicial evidence.

At present, different marks and vestiges denoting the stay of the detained-disappeared at the place are preserved. The building today displays the inalterability conditions necessary to continue with studies which may allow access to new judicial evidence and, furthermore, it represents a documentary source for the historical reconstruction of the events which took place there.

#### **STATEMENT OF AUTHENTICITY**

The property has a series of attributes which account for its own authenticity. Its structure, spatial configuration, coatings, marks of the various constructive alterations and uses over time let us understand its own history and evolution. The validation of the building as judicial evidence in the trials for crimes against humanity committed there is based upon the recognition of the authenticity of the facilities and the veracity of the testimonies referring to such events.

Subsequently, the conservation and restoration protocols applied for the installation of ESMA Museum and Site of Memory were jointly endorsed by experts in such matters, by an Advisory Council made up of representatives of Human

Rights organizations and by the judicial body. Nowadays, all the conservation and restoration measures of the building are based upon scientific studies carried forward in order to preserve it by virtue of its dual nature of judicial evidence and documentary source.

#### **REQUIREMENTS FOR PROTECTION AND MANAGEMENT**

Various legal and institutional protection measures, which are considered accurate and sufficient for the preservation of its Outstanding Universal Value, converge in the property and its buffer zone.

Legally speaking, the building has been protected since 1998 under an injunction to maintain the status quo in its capacity as judicial evidence. Additionally, the Court continuously issues specific provisions on the topics concerning the entire building preservation.

At the heritage level, in 2008, the nominated property was listed as a National Historic Monument and its buffer zone, made up of the premises destined to the Space for Memory and for the Promotion and Defense of Human Rights (former ESMA), as a National Historic Site.

From the institutional point of view, the national decree for the creation of the ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination sets its administrative role as a decentralized body of the National Secretariat for Human Rights, whose mission is to inform and convey the events which took place in the Clandestine Center, its precedents and its consequences.

The tasks of conservation, restoration, maintenance and the displayed museographic setting for the creation of the ESMA Museum and Site of Memory were first agreed with the various stakeholders interested in the protection of the property and then validated by the court in charge of its protection as judicial evidence. Currently, the ESMA Museum and Site of Memory has its own maintenance and management protocols, which utterly guarantees the preservation of its own integrity and authenticity in the long term.

The Museum and Site of Memory is located within the boundaries of the premises destined to the Space for Memory and for the Promotion and Defense of Human Rights (for-

mer ESMA), which nowadays houses public institutions and civil society associations with a local, national and regional reach. The Space for Memory and for the Promotion and Defense of Human Rights (former ESMA) is administered by an Executive Body made up of representatives from the National Government, the Autonomous City of Buenos Aires and a Directory integrated by Human Rights organizations. In turn, the ESMA Museum and Site of Memory is managed by an executive directorate and has an Advisory Council composed of the same members coming from the Directory of Human Rights organizations belonging to the Space for Memory and for the Promotion and Defense of Human Rights.

#### **Name and contact information of the official local institution**

Executive Director Alejandra Naftal  
ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination  
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# 1. IDENTIFICATION OF THE PROPERTY

**1.a Country**  
Argentine Republic

**1.b State, province or region**  
Autonomous City of Buenos Aires, Federal Capital, Argentine Republic

**1.c Name of the property**  
ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination



— BOUNDARIES OF THE NOMINATED PROPERTY (0.907 ha) ESMA MUSEUM AND SITE OF MEMORY - FORMER CLANDESTINE CENTER OF DETENTION, TORTURE AND EXTERMINATION

— BOUNDARIES OF THE BUFFER ZONE (16.77 ha) SPACE FOR MEMORY AND FOR THE PROMOTION AND DEFENSE OF HUMAN RIGHTS (FORMER ESMA)





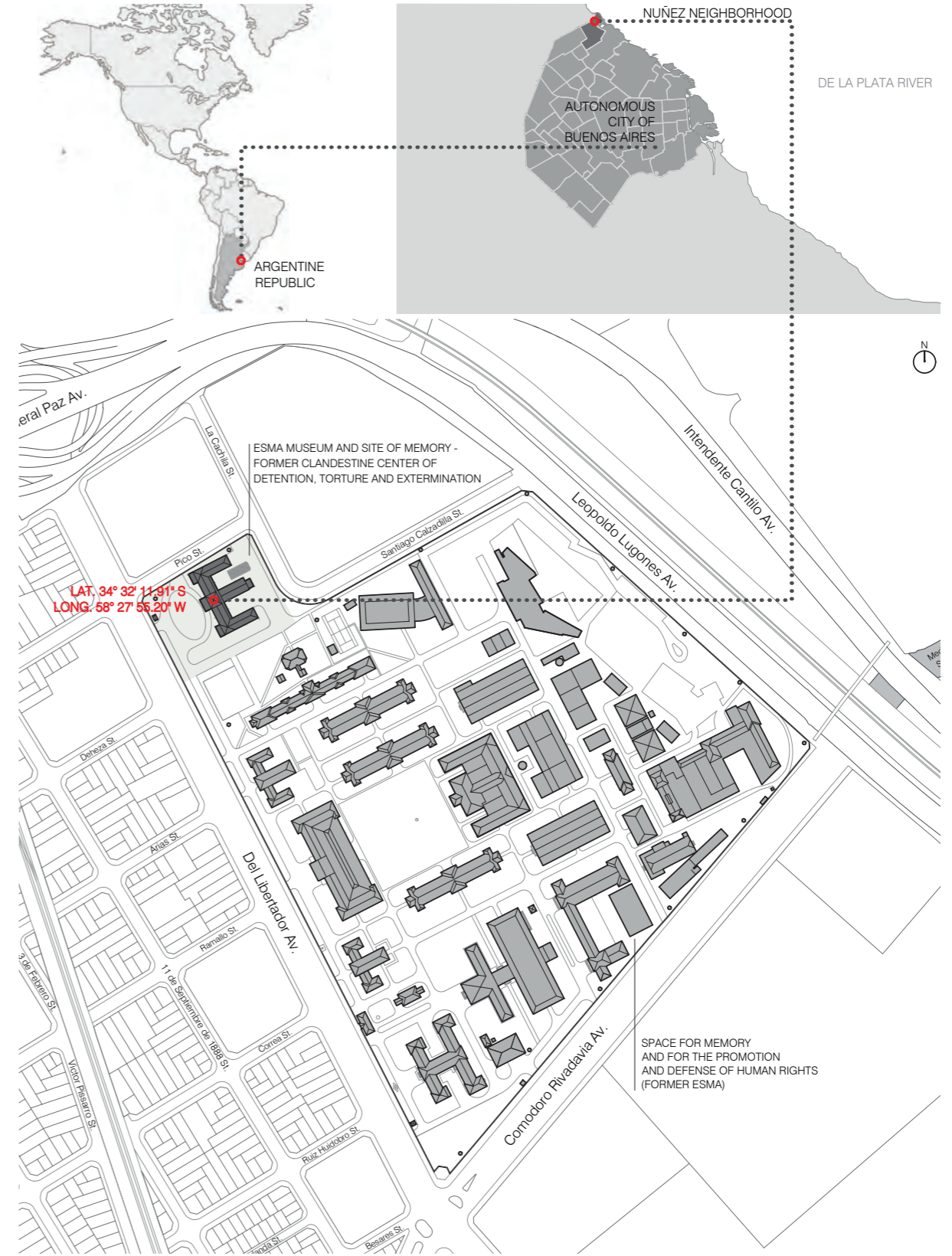
Satellite Image, 2017 (Undersecretary of Records, Interpretation and Cadastre; Buenos Aires City Government)



Satellite Image, 2017 (Bing Maps)

- BOUNDARIES OF THE NOMINATED PROPERTY (0.907 ha) ESMA MUSEUM AND SITE OF MEMORY - FORMER CLANDESTINE CENTER OF DETENTION, TORTURE AND EXTERMINATION
- BOUNDARIES OF THE BUFFER ZONE (16.77 ha) SPACE FOR MEMORY AND FOR THE PROMOTION AND DEFENSE OF HUMAN RIGHTS (FORMER ESMA)

## 1.d Geographical coordinates to the nearest second



LAT. 34°32'11.91" S - LONG. 58°27'55.20" W



## 1.e Maps and plans showing the boundaries of the nominated property and its buffer zone

The ESMA Museum and Site of Memory along with the proposed buffer zone, where the Space for Memory and for the Promotion and Defense of Human Rights is located, are inseparable components from each other because both are the result of a set of confluent factors from both their historical development and their common present. Property rights, the delimitation of measures concerning heritage preservation and the institutional management system allow these boundaries to be clearly defined.

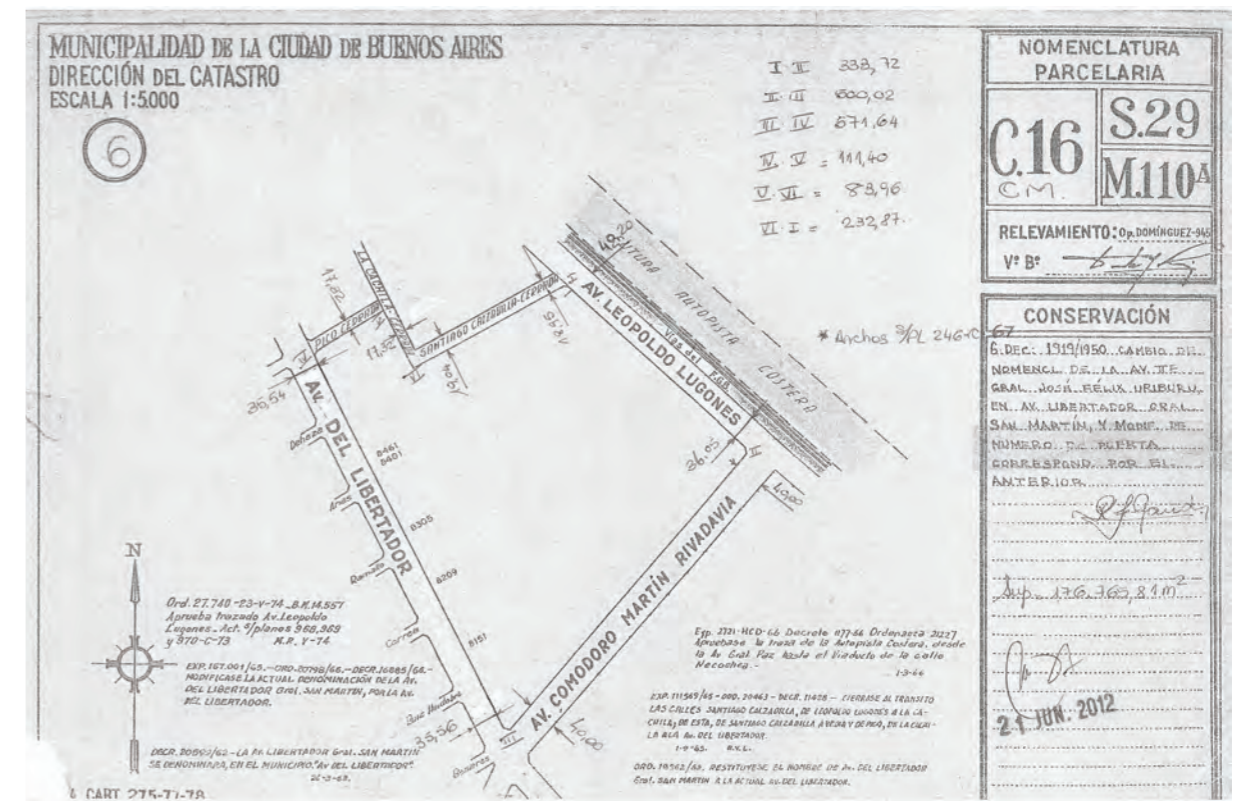
Such boundaries include both the ESMA Museum and Site of Memory and its outdoor areas: its various pedestrian and vehicular accesses as well as its surrounding landscaped areas. All these areas play a key role in understanding the events which took place there during its use as a Clandestine Center.

The boundaries outlining the buffer zone include the entire property of the former Navy School of Mechanics (ESMA), which contains a remarkable and stylistically homogeneous building complex made up of more than 30 pavilions sur-

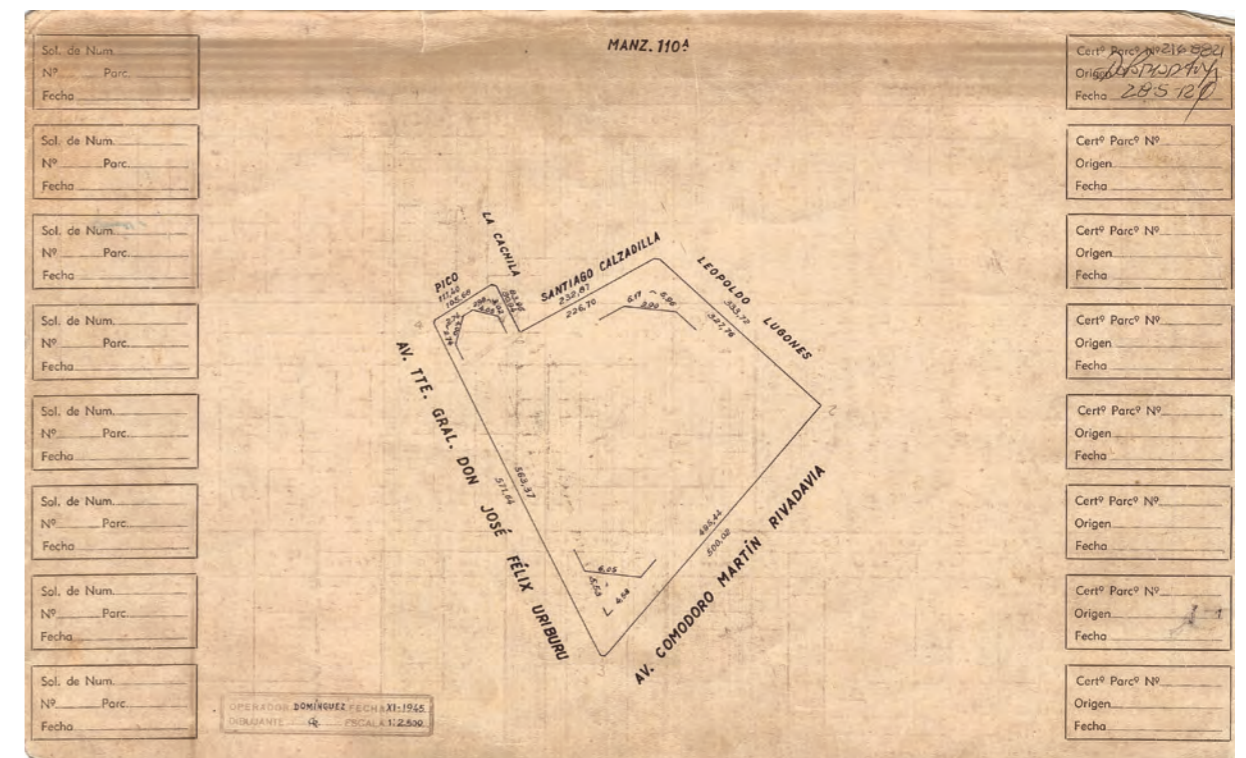
rounded by an environment of wooded gardens delimited by internal streets and pedestrian paths. All these buildings, including the Officers' Quarters, played a part in ESMA as an institution since the 1940s and during the period of full operation of the Clandestine Center.

This proposed delimitation is consistent with the historical evolution as the building, along with its entrances and gardens, makes up an indivisible complex with its buffer zone since it was incorporated as the Officers' Quarters to the Navy School of Mechanics in 1946.

At the urban level, the proposed buffer zone shapes a cadastral unit, which also takes up the entire block and whose perimeter in turn displays a consolidated physical limit. Such limit is delineated by a perimeter fence with controlled access points in such a way that it becomes convenient for the management of pressures due to the visitor's flow and for the prevention of other negative factors which could affect the property, such as vandalism.



Plan of the block destined to the Space for Memory and for the Promotion and Defense of Human Rights. (Source: Undersecretariat for Records, Interpretation and Cadastre, Government of the Autonomous City of Buenos Aires)



Plan of the parcel destined to the Space for Memory and for the Promotion and Defense of Human Rights. (Source: Undersecretariat for Records, Interpretation and Cadastre, Government of the Autonomous City of Buenos Aires)

At the heritage level, the major protective measures in force back up the delimitation proposed in this nomination, since the property has been listed as a National Historic Monument and the buffer zone, as a National Historic Site.

The current institutional management system expresses the relationship existing between the property and its buffer zone, which strengthens the proposed delimitation. The premises are managed by the Public Entity "Space for Memory and for the Promotion and Defense of Human Rights", which was created ad hoc, by means of participation processes promoted by various stakeholder groups. Such Public Entity decides how the buildings of the former ESMA are used and has been assigned the supervision of the activities and the management of the common spaces where public institutions and civil associations are located. The functions of all these organizations are complementary to the tasks the ESMA Museum and Site of Memory performs.

Regarding the relationship of the nominated property with its urban environment, two key aspects are verified. On the one hand, the urban environment does not display any kind of heritage valued architectural or urban components associated with the property or the buffer zone. And, on the other hand, the changes this environment has undergone for decades do not alter the understanding or preservation of the property or its buffer zone either. Given that the premises destined to the Space for Memory and for the Promotion and Defense of Human Rights is delimited with its own urban entity, the values, the integrity and the authenticity of the property and those of its buffer zone are not conditioned by the evolution of the urban environment itself. On the contrary, such sort of evolution has given rise to positive synergies regarding the property and its buffer zone, such as the improvement of the urban accessibility and a wide range of services offered in the area.



1937 Aerial photography (Source: Undersecretary of Records, Interpretation and Cadastre; Buenos Aires City Government)



1977 Aerial photography (Source: National Geographic Institute)



Satellite Image 2017 (Source: Bing Maps)

— BOUNDARIES OF THE NOMINATED PROPERTY (0.907 ha) ESMA MUSEUM AND SITE OF MEMORY - FORMER CLANDESTINE CENTER OF DETENTION, TORTURE AND EXTERMINATION  
 — BOUNDARIES OF THE BUFFER ZONE (16.77 ha) SPACE FOR MEMORY AND FOR THE PROMOTION AND DEFENSE OF HUMAN RIGHTS (FORMER ESMA)

Stable historical trend of the evolution of the nearby urban environment and permanence of the boundaries of the property and its buffer zone.

The likely evolution of the urban environment is derived from the analysis of the zoning established by the Urban Planning Code of the Autonomous City of Buenos Aires. It is verified that the densification processes of the urban fabric tend to continue in the future, although without affecting the current limits of the property or those of its buffer zone. In such Urban Planning Code, the strip built on Del Libertador Avenue is zoned as High Corridor District (CA) and an urban fabric of smaller scale and density is foreseen on the side streets leading to the west.

The rest of the surroundings display a stable trend facing urban development in the long term. Towards the east of the buffer zone, heading to the banks of De la Plata River, there is currently an urban limit on a territorial scale linked to the communication between the Autonomous City of Buenos Aires

and its Metropolitan Area. This limit is defined by the great road axis comprised of Lugones Avenue, Belgrano Norte Railway and Intendente Cantilo Avenue. Next, located on the river coast, there are several large-area blocks zoned as Park District (UP) destined to various recreational and sports facilities. Heading to the north, Raggio Technical School is located in the blocks bordering the buffer zone. This School has its own heritage protection, listed by the Buenos Aires City, and is zoned, along with its sports field, as Special Equipment District (EE). To its north, there is another large-scale road axis delineated by General Paz Avenue, which constitutes itself the jurisdictional border of the Autonomous City of Buenos Aires with its Metropolitan Area. In turn, the urban sector located to the south, well-defined by its large blocks, is zoned as Park District (UP) and destined to various sports facilities.

**URBAN ZONING REFERENCES**

Consolidated 3D Urban Fabric
Non-Consolidated 3D Urban Fabric
UP Park District
Special Equipment - EE2
38m High Corridors
31.2m Medium Corridors
22.8m High Height Sustainability Units
17.2m Medium Height Sustainability Units
11.6m Low Height Sustainability Units 2
9m Low Height Sustainability Units



Foreseen trend of the evolution of the nearby urban environment and permanence of the boundaries of the property and its buffer zone.

Taking into account the foregoing considerations, the borders of the nominated property, the ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination, are made up of the fraction of the polygon outlined by the following:

- NW: Inner face of the perimeter fence located on the lot line of the property destined to the Space for Memory and for the Promotion and Defense of Human Rights, facing Pico St.
- NE: Inner face of the perimeter fence located on the lot line of the premises destined to

the Space for Memory and for the Promotion and Defense of Human Rights, facing La Cachila St.

- SE: Murature St., internal street of the premises destined to the Space for Memory and for the Promotion and Defense of Human Rights.
- S: Inner face of the perimeter fence located on the lot line of the premises destined to the Space for Memory and for the Promotion and Defense of Human Rights, facing Del Libertador Ave.

Aerial view of the ESMA Museum and Site of Memory from La Cachila St. straight ahead towards Del Libertador Avenue, heading southwest. (Photo 1: Luciano Donoso / ESMA Museum and Site of Memory, from now on MSME)



Aerial view of the ESMA Museum and Site of Memory from La Cachila St. straight ahead towards Metropolitan Area of Buenos Aires, heading northeast. (Photo 2: Luciano Donoso / MSME)



The boundaries delineating the buffer zone, the Space for Memory and for the Promotion and Defense of Human Rights, are defined by the cadastral delimitation of the parcel it takes up: Territorial constituency 16, Section 29, Block 110 A. Such parcel covers the whole Block 110 A and is delimited by the following streets:

- NW: Pico St.
- NE: La Cachila St.
- NW: Santiago Calzadilla St.
- NE: Leopoldo Lugones Ave.
- SE: Comodoro M. Rivadavia Ave.
- SW: Del Libertador Ave.

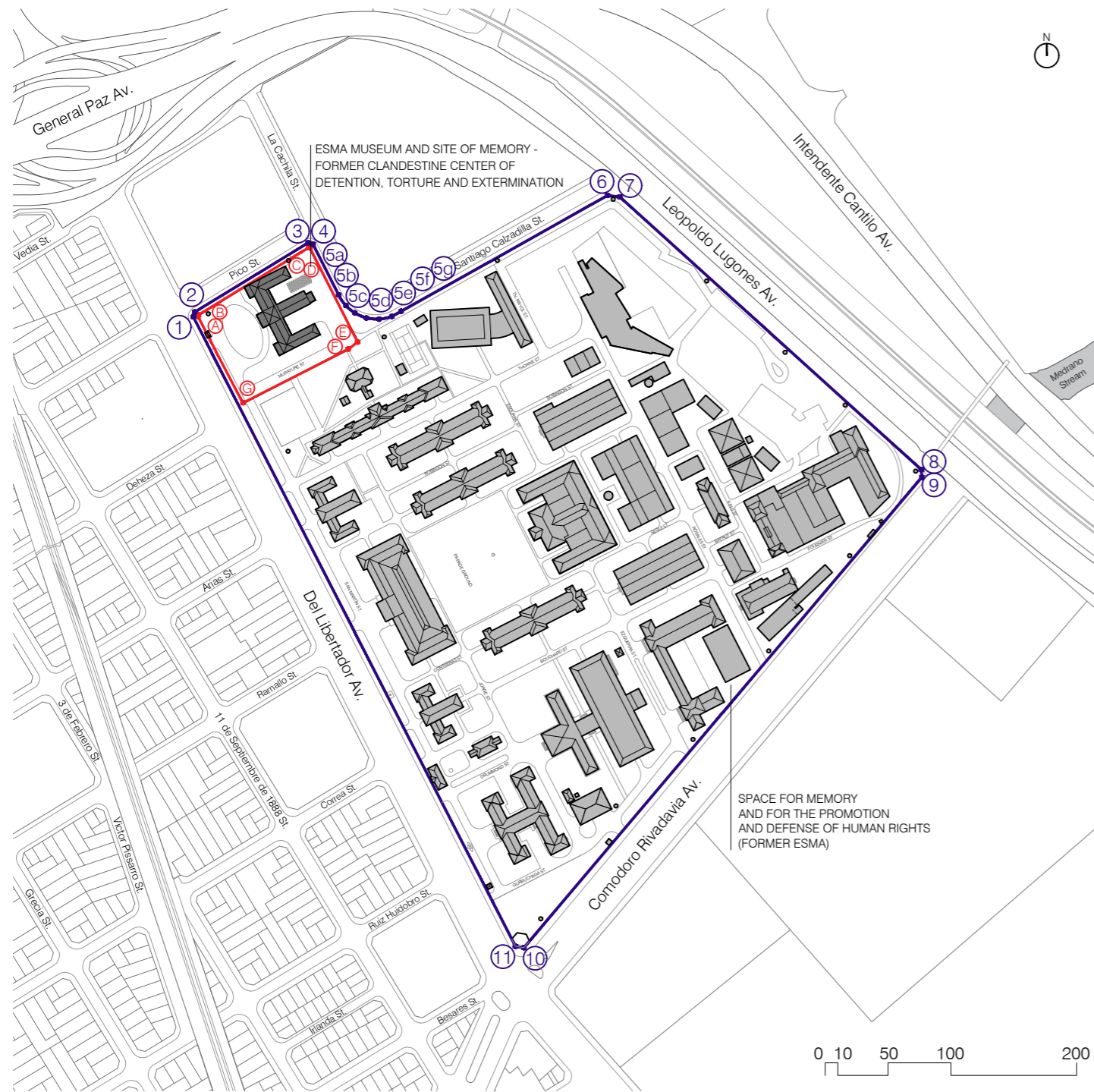
Aerial view of the Space for Memory and for the Promotion and Defense of Human Rights heading towards the downtown area of the Autonomous City of Buenos Aires. (Photo 3: Luciano Donoso / MSM)



Aerial view of the Space for Memory and for the Promotion and Defense of Human Rights from Del Libertador Ave. towards De la Plata River. (Photo 4: Luciano Donoso / MSME)



Access to the Space for Memory and for the Promotion and Defense of Human Rights on Del Libertador Ave. (Source: Photographic Archive of the Space)



## 1.f Area of the nominated property and proposed buffer zone

Area of the nominated property: 0.907 ha  
 Area of the buffer zone: 16.77 ha  
 Total: 17.68 ha

The areas making up the ESMA Museum and Site of Memory are distributed according to the following table:

ESMA MUSEUM AND SITE OF MEMORY PROPERTY FLOOR AREA			
Floor	Covered area	Semicovered area	Outdoor area
Underground	584 m <sup>2</sup>	-	-
Ground floor	1533.62 m <sup>2</sup>	96.53 m <sup>2</sup>	3588.31 m <sup>2</sup>
1st Level	1076.31 m <sup>2</sup>	-	-
2nd Level	1076.31 m <sup>2</sup>	-	-
3rd Level	1076.31 m <sup>2</sup>	-	-
4th Level	44.2 m <sup>2</sup>	-	-
<b>Total:</b>	<b>5390.75 m<sup>2</sup></b>	<b>96.53 m<sup>2</sup></b>	<b>3588.31 m<sup>2</sup></b>

NAME OF THE PROPERTY	GEOGRAPHICAL COORDINATES OF THE PROPERTY		
	Vertex	Latitude	Longitude
ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination	A	34° 32' 12.0557" S	58° 27' 57.8933" W
	B	34° 32' 11.9434" S	58° 27' 57.8535" W
	C	34° 32' 10.1656" S	58° 27' 54.3358" W
	D	34° 32' 10.1998" S	58° 27' 54.2000" W
	E	34° 32' 12.4602" S	58° 27' 52.9573" W
	F	34° 32' 12.7162" S	58° 27' 53.4120" W

NAME OF THE BUFFER ZONE	GEOGRAPHICAL COORDINATES OF THE BUFFER ZONE		
	Vertex	Latitude	Longitude
Space for Memory and for the Promotion and Defense of Human Rights (Former ESMA)	1	34° 32' 12.0502" S	58° 27' 57.9228" W
	2	34° 32' 11.9307" S	58° 27' 57.8845" W
	3	34° 32' 10.1408" S	58° 27' 54.3422" W
	4	34° 32' 10.1736" S	58° 27' 54.1831" W
	5a	34° 32' 11.3121" S	58° 27' 53.5038" W
	5b	34° 32' 11.6800" S	58° 27' 53.2911" W
	5c	34° 32' 11.8696" S	58° 27' 53.0277" W
	5d	34° 32' 12.0218" S	58° 27' 52.7375" W
	5e	34° 32' 12.1154" S	58° 27' 52.3367" W
	5f	34° 32' 12.0883" S	58° 27' 51.9256" W
	5g	34° 32' 11.9683" S	58° 27' 51.5532" W
6	34° 32' 08.9184" S	58° 27' 45.0051" W	
7	34° 32' 08.9547" S	58° 27' 44.6137" W	
8	34° 32' 15.9948" S	58° 27' 35.2075" W	
9	34° 32' 16.1894" S	58° 27' 35.1945" W	
10	34° 32' 28.3499" S	58° 27' 47.6213" W	
11	34° 32' 28.3267" S	58° 27' 47.8595" W	

**BOUNDARIES OF THE NOMINATED PROPERTY (0.907 ha)**  
 ESMA MUSEUM AND SITE OF MEMORY - FORMER CLANDESTINE CENTER OF DETENTION, TORTURE AND EXTERMINATION

**BOUNDARIES OF THE BUFFER ZONE (16.77 ha)**  
 SPACE FOR MEMORY AND FOR THE PROMOTION AND DEFENSE OF HUMAN RIGHTS (FORMER ESMA)

## 2. DESCRIPTION

### 2.a Description of the property

#### ESMA MUSEUM AND SITE OF MEMORY - FORMER CLANDESTINE CENTER OF DETENTION, TORTURE AND EXTERMINATION

The ESMA Museum and Site of Memory is explicitly located in the building corresponding to the former Officers' Quarters. It is situated within the premises where the Former Navy School of Mechanics (ESMA) operated between 1928

and 2004 and nowadays turned into the Space for Memory and for the Promotion and Defense of Human Rights. The latter represents the natural buffer zone of the nominated property.

Aerial view of the ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination. (Photo 5: Luciano Donoso / MSME)



It is a freestanding comb-shaped pavilion, with basements, ground floor, first floor, second floor and two attic levels. It is surrounded by gardens crossed by pedestrian paths and delimited by internal vehicular streets, with a ceremonial entrance on the main façade and with service accesses through the backyards.

During the civic-military dictatorship ruling Argentina between 1976 and 1983, the Officers' Quarters, a building initially intended for high-ranking Navy officers' recreation and resting, worked as the operating system kernel of the repressive apparatus and was turned into a Clandestine Center of Detention, Torture and Extermination. In that period, the traditional legal institutional activities coexisted in this space with clandestine operations run by a working unit called "Task Group 3.3".

Since power fell into the hands of the dictatorship, the Officers' Quarters has undergone multiple actions and threats aimed at concealing the traces of its operation as a Clandestine Center. Most of the modifications were performed in 1979, shortly before the visit of the Inter-American Commission on Human Rights (IACHR) to Argentina, to discredit the descriptions of the building facilities made by survivors.

Among the main refurbishments are the removal of an elevator, the demolition of a flight of stairs leading from the entrance hall to the basement, and the enclosure of galleries in the North and South backyards. Nevertheless, there are various construction components which, by their own nature, could not be hidden and subsequently helped the survivors to identify the places where they had been de-

tained. The Navy, which managed the building until 2004, handed over the place completely empty and marked with the traces of the passage of time. However, the constructive marks which evidence the mere existence of the Clandestine Center of Detention, Torture and Extermination are still preserved.

The preservation of the Officers' Quarters results from the permanent struggle of Human Rights organizations for more than 40 years. At the very beginning, even during the years of the dictatorship, it was these civil associations which openly denounced the existence of the Clandestine Center of Detention, Torture and Extermination. Later, when democratic governments came to power, they fostered all kinds of actions to preserve the building and to obtain Justice without any sort of restrictions for the crimes committed there.

On May 19, 2015, and after several years of debates and consensus-building have elapsed, the ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination was opened to the public with a permanent museum exhibition. Since the building is considered judicial evidence, the works carried out did not alter its fabric at all. The script for the ESMA Museum and Site of Memory was written on the grounds of different testimonies from survivors and historical documents coming from the National Commission on the Disappearance of Persons (CONADEP), the 1985 Military Juntas Trial and the current ESMA trials, which restarted as of 2007.

Currently, the building is constituted as a space for the denunciation of State terrorism and for the construction of citizenship. Its

mission is to inform and convey to all mankind the events which took place in the Former Clandestine Center of Detention, Torture and Extermination during the civic-military dictatorship ruling the country from 1976 to 1983, along with their

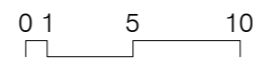
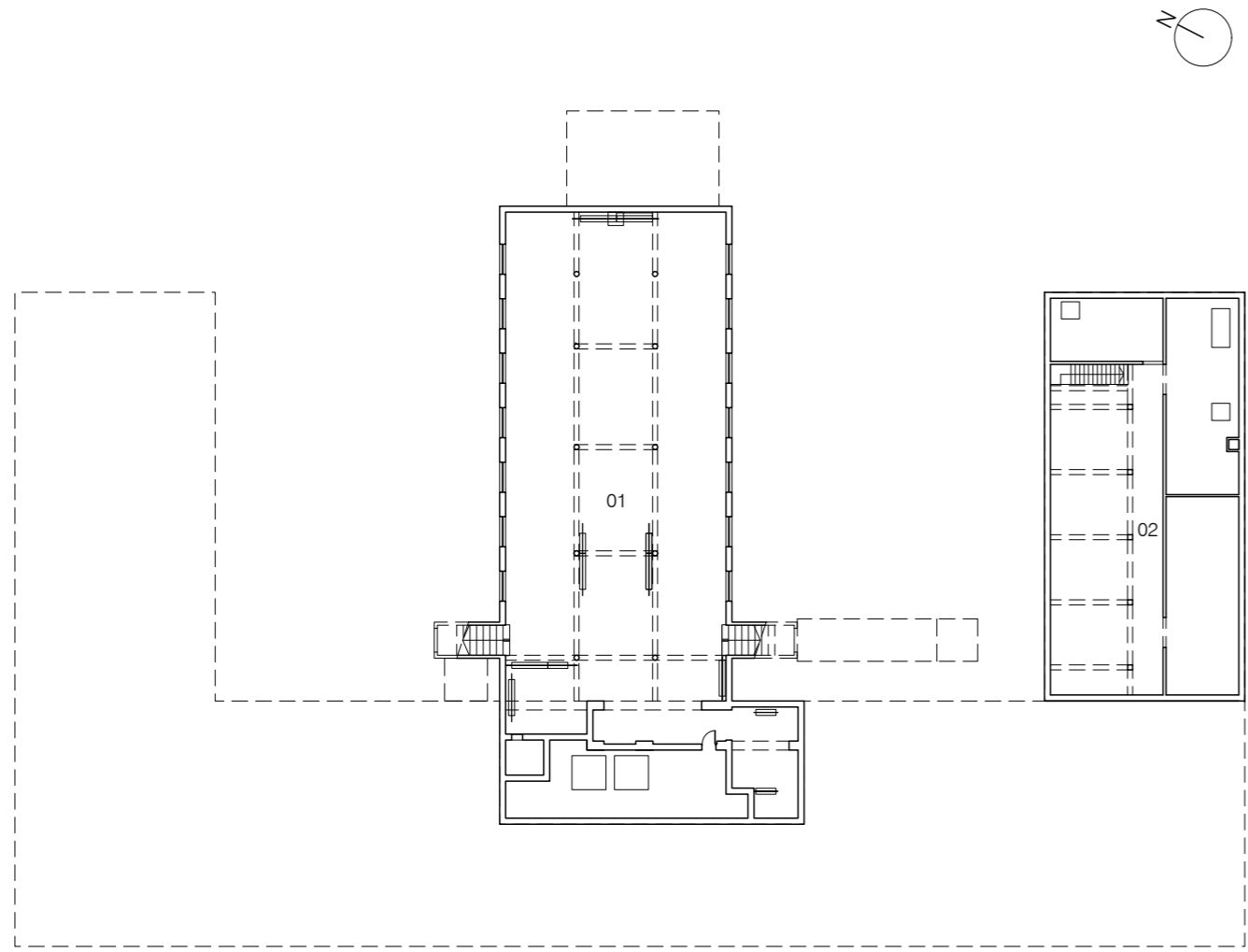
precedents and consequences, through the conservation of historical heritage and different sorts of cultural expressions which foster reflection and stimulate debate for the strengthening of democracy.



View of the entrance façade to the ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination. (Photo 6: Albano García / MSME)

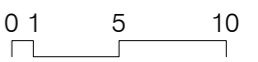
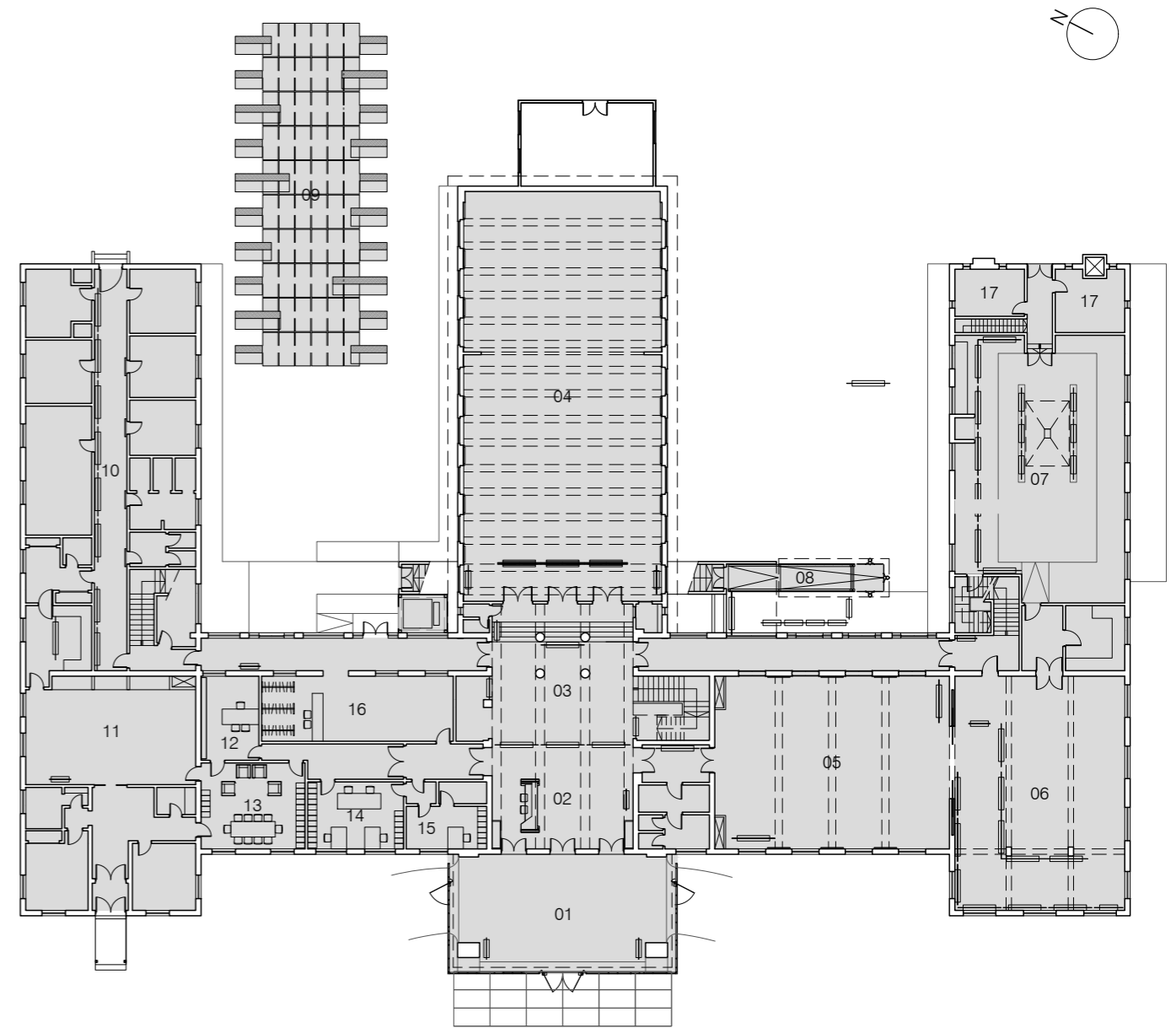
LEVEL -1: BASEMENT PLAN

- 01. Basement Room
- 02. Service Basement



LEVEL 0: GROUND FLOOR

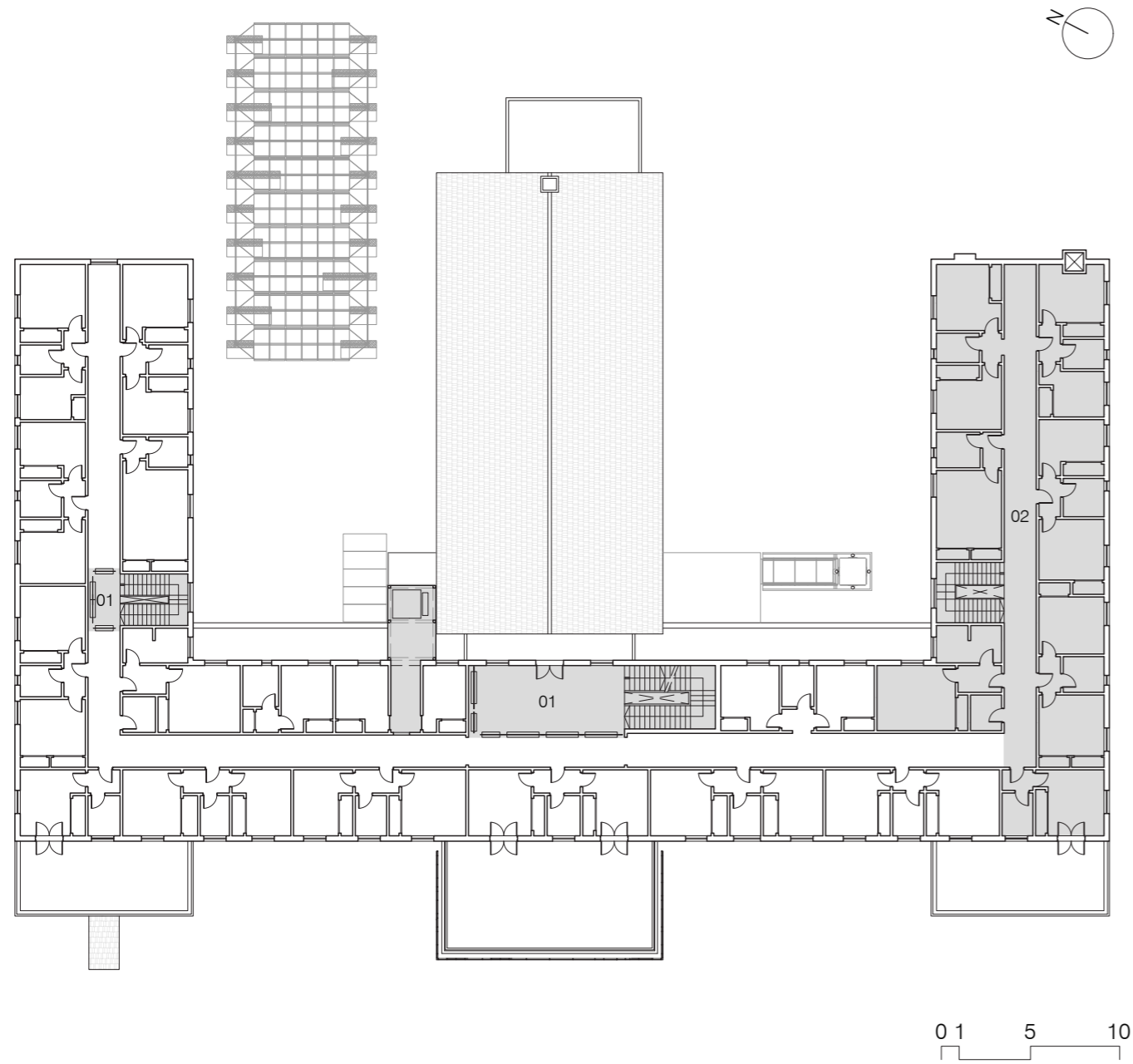
- 01. Entrance Room
- 02. Reception Room
- 03. Hall Room
- 04. Golden Hall Room
- 05. Historical Context Room
- 06. A History of ESMA Room
- 07. Temporary Exhibitions Room
- 08. Transfers Room
- 09. Memory, Truth & Justice Square
- 10. Los Jorges Room
- 11. Admiral's Home Room
- 12. Office of ESMA Museum and Site of Memory's Executive Director
- 13. Meeting Room
- 14. ESMA Museum and Site of Memory's Administrative Offices
- 15. Security
- 16. Coat Check
- 17. Visitors' Restrooms





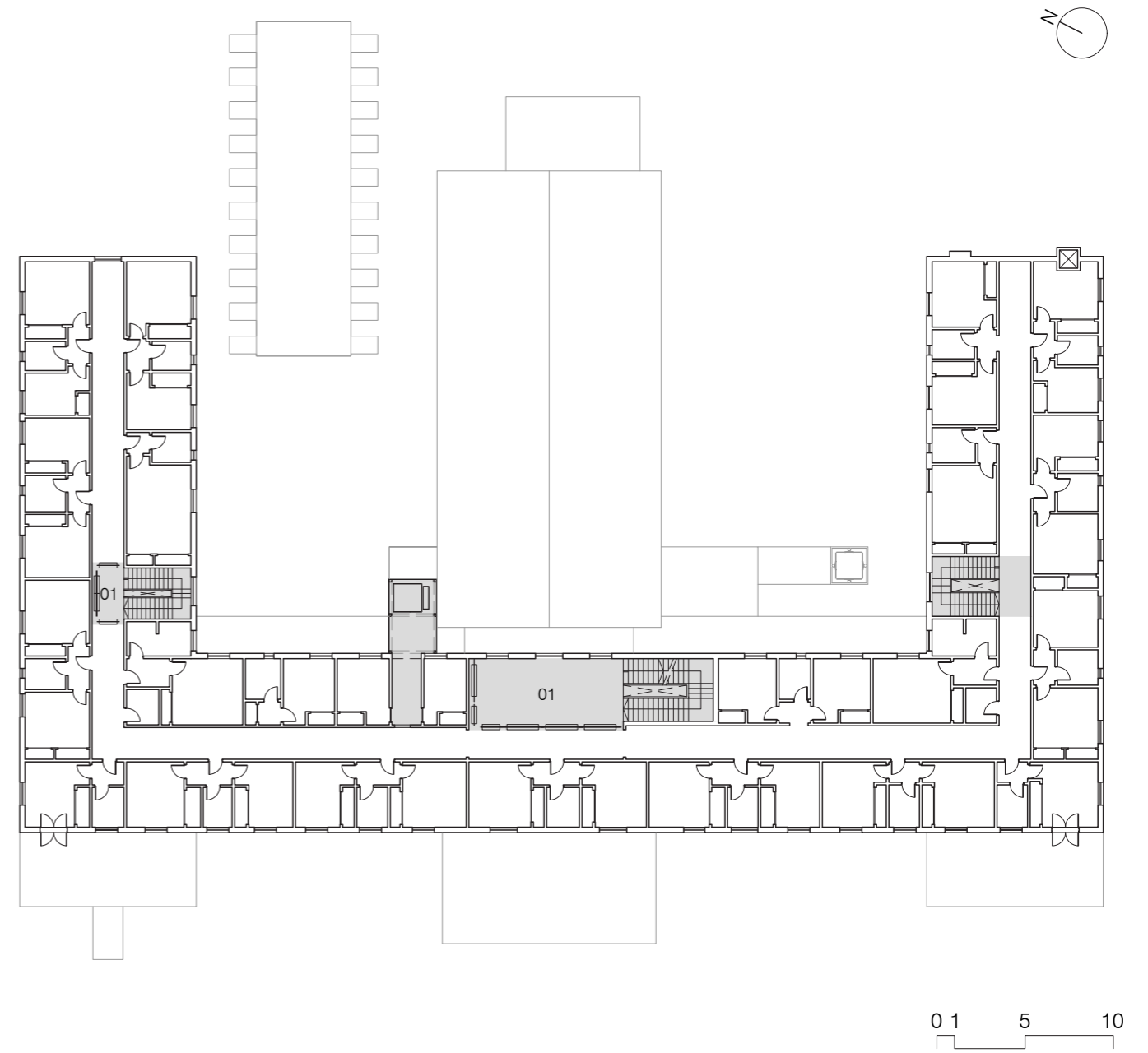
LEVEL 1: FIRST PLAN

- 01. Navy Officers' Dormitories Room
- 02. ESMA Museum and Site of Memory's Administrative Offices



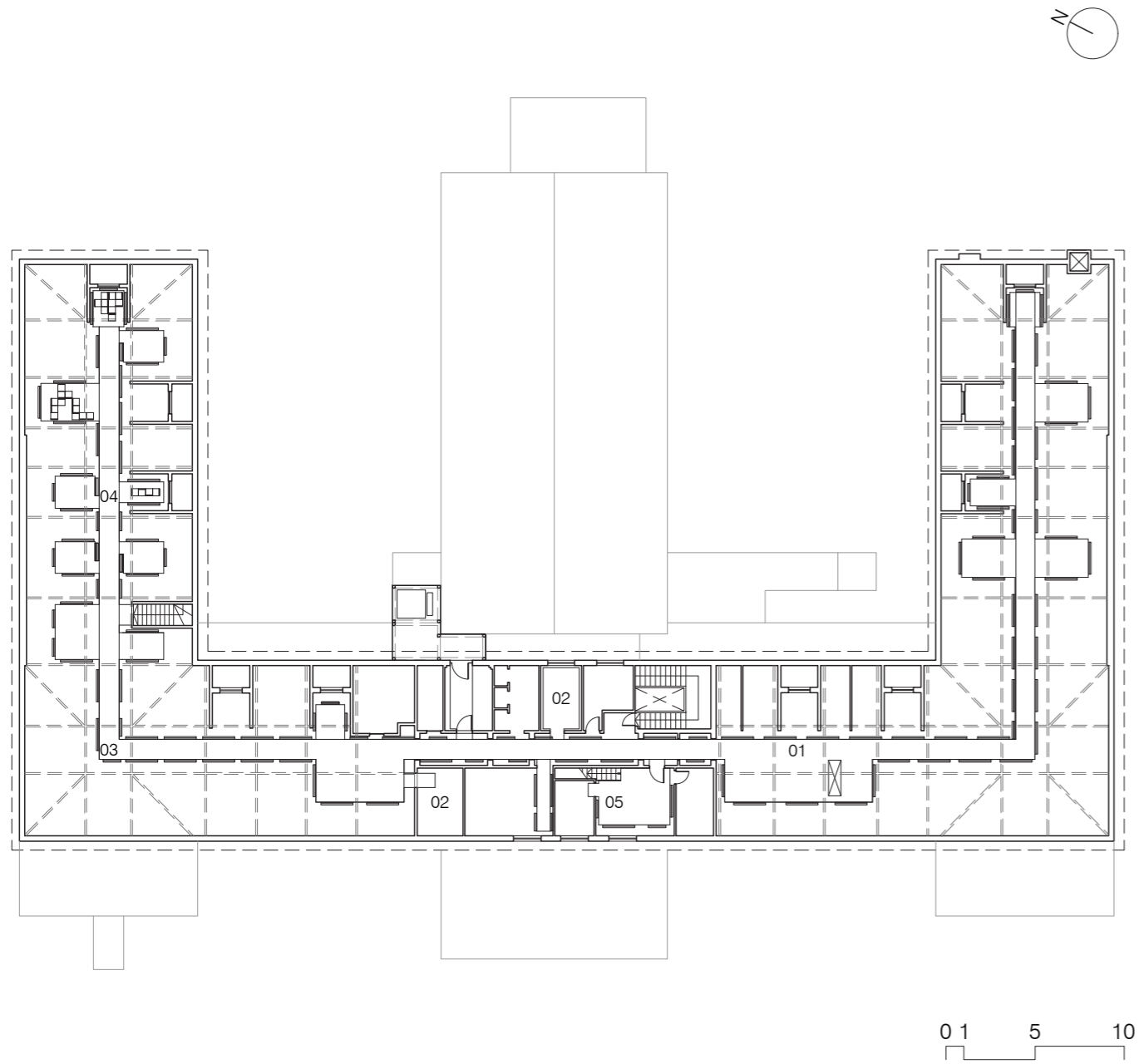
LEVEL 2: SECOND PLAN

- 01. Navy Officers' Dormitories Room



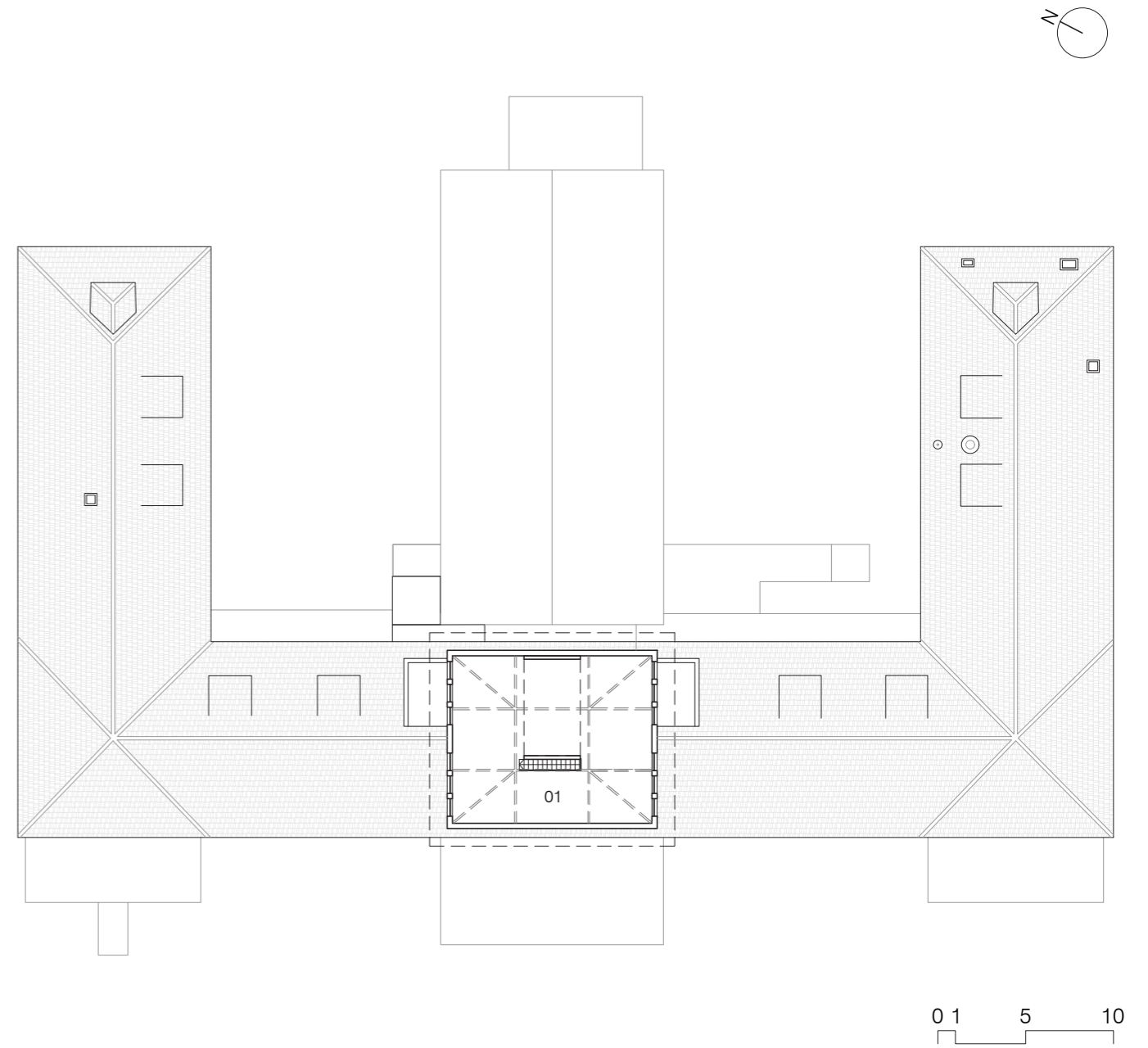
### LEVEL 3: HOOD

- 01. Hood Room
- 02. Pregnant Women Room
- 03. Storeroom
- 04. Fishtank Room
- 05. Little Hood Room



### LEVEL 4: LITTLE HOOD

- 01. Little Hood Room



## EXHIBITS

The museographic setting takes on a documentary character by showing the physical spaces where the events took place. The works carried out for its use as a Museum and Site of Memory included roof's leak sealing, the retrofitting to the current building installation standards, and the adequacy of its accessibility. Such works were carried out under the basic principles for heritage conservation: maximum retention of the original fabric, preserving the various historical strata present in the building, as well as the minimum intervention on each space and the reversibility of the museographic components and accessibility devices.

The deployment of the museum project and the work carried out were authorized by the judicial body, which deals with matters related to the property, and were also agreed with the various stakeholders involved: survivors, Human Rights organizations, specialists in cultural heritage and experts on sites of memory, among others.

The cultural tour round the permanent exhibition consists of 17 rooms, which contain traditional and contemporary museographic devices and also two further spaces for temporary exhibitions. The 17 rooms are the following ones:

- *Entrance*
- *Reception*
- *Hall*
- *Historical Context*
- *A History of ESMA: From School to Clandestine Center*
- *Navy Officers' Dormitories*
- *Hood*
- *Little Hood*
- *Pregnant Women*
- *Fishtank*
- *Store*
- *Los Jorges*
- *Admiral's Home*
- *Basement*
- *Transfers*
- *Golden Hall*
- *Memory, Truth and Justice Square*

### Entrance Room

This was the major hierarchical entrance with direct vehicular access to the Officers' Quarters. Today it constitutes the entrance to the ESMA Museum and Site of Memory and is fully enclosed by a curtain wall device. On it, there are photographs of the men and women who were detained and disappeared in this place. The images, provided by the Victims Registry dependent on the Secretariat for Human Rights, make up a constantly updated archive.

From the construction standpoint, the curtain wall device was projected and built up under such criteria as reversibility and minimal intervention on the original building structure. It is a self-supporting component anchored to the canopy by selected connections.



Lateral view of the semi-covered entrance to the ESMA Museum and Site of Memory. (Photo 7: Camilo del Cerro / MSME)



Panel in the Entrance Room, where the applied building intervention criteria are fully explained. (Photo 8: Mariano Armagno / MSME)

### Reception Room

This hall was the main entrance to the Officers' Quarters. Currently it is used for the reception of visitors. A brief general explanation of the concept behind the exhibition is offered there and the rules to follow during the cultural tour are commu-

nicated as well. In this room, there is a screen displaying the chronology of the transformation of the ESMA premises into a Space for Memory and for the Promotion and Defense of Human Rights. The timeline points out the main landmarks which have taken place at the site from 1976 to the present day.



Reception Room.  
(Photo 9: Camilo del Cerro / MSME)

### Hall Room

The main entrance to the building, where Navy officers came in and out, can be seen from this area. Until 1979, detainees were admitted through the back of the building, forced to descend a flight of stairs and taken immediately into the basement. That flight of stairs was demolished shortly before the visit to the site by the Inter-American Commission on Human Rights (IA-CHR) in 1979 and the place where it was located is now marked with a museographic display which narrates these events.

There are also other museographic displays which account for further changes carried out by the Navy to discredit the survivors' complaints. The area where the elevator, also eliminated in 1979, was located and the bathroom enclosure, where a telephone booth had

been installed, are signposted. From there, the kidnapped people were forced to phone their families to dissuade them from making complaints. The survey of the constructive marks and their comparison with the testimonies outlined by the survivors and validated by Justice make up the items of information exposed in this room.

"One could reach the basement by crossing a side door or by going down a small staircase located in front of the elevator, as soon as one entered ESMA's main hall. That flight of stairs is no longer there at present and the elevator is no longer there either."

Miguel Ángel Lauletta, kidnapped from October 14 1976 to April 1979, ESMA Trial Testimony, Cause 1.270, 5/ NOV/2010.

"They assure me that they will let me call my parents as long as I never say that I was detained. I call home and my mother picks up the receiver. Very shocked, she asks me: 'What happened? It's been four months right now

we have been searching for you.'" Andrea Bello, kidnapped from December 6 1978 to September 1979, ESMA Trial Testimony, Cause 1.270, 16/JULY/2010.



Hall Room.  
(Photo 10: Camilo del Cerro / MSME)



Shaft corresponding to the removed elevator. (Photo 11: Camilo del Cerro / MSME)

Bathroom where the phone booth was located. (Photo 12: Camilo del Cerro / MSME)

### Historical Context Room

While the Officers' Quarters was under operation, this room was used for games and recreation. There was a billiard table in the middle of the room and one can still see the marks of the place where a drink bar used to be. The area continued to serve as a recreational venue

even after March 1976 when the Clandestine Center was set up in the building.

The current room of the ESMA Museum and Site of Memory shows a projection of a video that provides the historical context for the multiple crimes committed there.



Historical Context Room. (Photo 13: Camilo del Cerro / MSME)



Area in the Historical Context Room where the drink bar was placed. (Photo 14: Mariano Armagno / MSME)

### A History of ESMA Room

This area represents the former dining hall of the Officers' Quarters. It is an area where the normal development of current institutional activities was carried out in line with the operations performed at the Clandestine Center. There are no testimonies of survivors who have been in this area.

The information exhibited by the museographic displays refers to the ideology embodied in the Argentine Armed Forces, which was inspired by the French counterrevolutionary doctrine applied in Algeria and Indochina as well as in the National Security Doctrine elaborated in the United States during the Cold War to take on communism, a political movement identified in Latin American countries as an internal and subversive enemy.

The panels in the room also give an account of how the Navy School of

Mechanics became one of the most emblematic Clandestine Centers in the country.

"Being in the Naval Academy, we were projected the movie *The Battle of Algiers* where the French colonialist army disrupts the Algerian Liberation Front organization in the cities by putting the following sequence into action: kidnapping, torture and disappearance. That segment of the movie was presided over by the military bishop to give it moral support. Once received, we do a command course in the South led by the Marine corps. The core idea was to force ourselves into communist territory. It was a kind of learning seminar that the Americans implemented to go to Vietnam."

Julio César Urien, Naval Officer expelled from the force in 1971 for opposing the repressive model, ESMA Trial Testimony, Case 1.270, 8/MAY/2010.

*A History of ESMA Room: From School to Clandestine Center. (Photo 15: Camilo del Cerro / MSME)*



**Navy Officers' Dormitories Room**

The first and second floors of the building served as dormitories for the Navy officers. They housed

ESMA professors, a working group composed of officials who carried out activities in other buildings and members of Task Group 3.3.



*Navy Officers' Dormitories Room. (Photo 16: Camilo del Cerro / MSME)*

The staircase leading to the dormitories is one of the key parts of the building since it was also the access to the confinement area located on the third and fourth floors and, until 1979, it also reached the torture and forced labor rooms located in the basement. Shackled and hooded, the detained-disappeared persons were constantly forced to go up and down this flight of stairs. The fact that detainees were moved through the same staircase used by the officers housed in the rooms of the Officers' Quarters proves the natural acceptance of the crimes against humanity committed there.

"Sometimes, for some reason or to get some kind of material or even during the weekends, they hooded us and brought us down the staircase. Afterwards we crossed the floors where they slept, not only them but also ESMA professors, officials who were not directly linked to the task of the repressive group. Then we met people on the stairs. Once I could even see a priest's cassock while I was going down. He ran into me."

Miriam Lewin, kidnapped from March 25 1978 to January 10 1979, ESMA Trial Testimony, Cause 1.270, 15/JULY/2010.

*Main staircase. (Photo 17: Camilo del Cerro / MSME)*



### Hood Room

Located on the third floor and known as “Capucha” (Hood), this was the main area of imprisonment for detainees. Here, the detained-disappeared persons remained handcuffed and shackled with a fabric hood or cloth mask on their faces. They were located on mattresses on the floor and isolated in cubicles. Due to their narrow dimensions, which highly exacerbated inhuman conditions, these areas were literally called “doghouses”. They were between 60 and 70 centimeters wide, one meter high and two meters long, and they were placed one after another in a row along the sides of this floor.

When the prisoners came into this area they were no longer recognized by their names but identified with a number. Prisoners were held here for hours, days, months and, in some cases, even years. On Wednesdays, the repressors called a group of detainees by their numbers, forced them to queue up and go down the stairs in chains towards the basement to be then “transferred”, a euphemism equivalent to being assassinated.

The visit to this room is guided through a wooden platform running the entire length of the third floor. Footage of survivors testifying in trial is projected in order to provide visitors with a more straightforward account of what happened in this place.

“Capucha is a place which smells like death. We were not too clean, some of us were wounded. The smell is horrible. One feels close to death there. There is no life, it resembles a deathly silence. [...] Hanging from the ceiling, there were some exhaust fans which made a horrible noise all day through. We had to put up with their atrocious noise the whole day. We came to hate them but they actually had one great advantage: they covered up what we talked to each other.”  
María Alicia Milia de Pirlés, kidnapped from May 28 1977 to January 19 1979, ESMA Trial Testimony, Cause 1.270, 25/ JUNE/2010.

“The psychological torture performed at Capucha is as or more terrible than the physical one although they are two issues which cannot be compared since one of them tries to reach the threshold of pain. Capucha results in desperation, anguish and madness.”  
Lisandro Raúl Cubas, kidnapped from October 20 1976 to January 19 1979, Testimony to the National Commission on the Disappearance of Persons (CONADEP), 1984.



Hood Room. (Photo 18: Camilo del Cerro / MSME)



Hood Room. (Photo 19: Camilo del Cerro / MSME)

### **Little Hood Room**

The fourth floor of the building houses the enclosure known as “Capuchita” (Little Hood). It was an attic where the water tank was located, which could be accessed through a service stairway. The hipped roof of this enclosure spatially characterizes the inner area and, from the outside, serves as a compositional top end of the building façade.

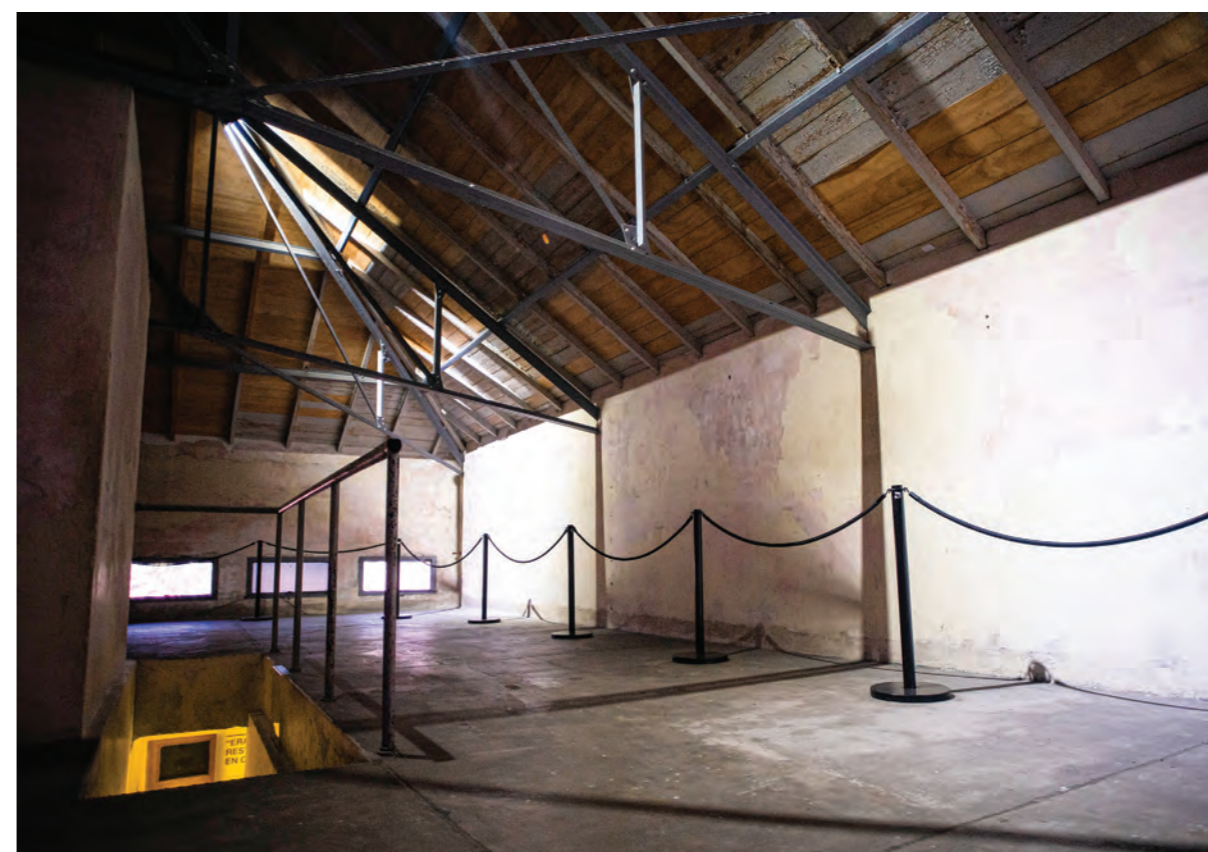
This loft was adapted by the Navy as a seclusion area. Here the detained-disappeared persons endured overcrowded conditions, lack of air, strict control and the coexistence of the confinement area with the torture premises. Occasionally, the ESMA Task Group handed over this location to other repressive forces. For this reason, people kidnapped by both the Air Force and the Army met there.

In this room, the outside sounds are amplified in real time so that the noise of the train, of the planes heading to the Autonomous City of Buenos Aires Airport, of the cars circulating along Del Libertador Ave., of the football matches taking place in the nearby football clubs and of the students attending the neighboring technical school can be clearly heard. Through these sounds, the kidnapped people could perfectly identify that they were at ESMA’s.

“We immediately identified the area. First we oriented ourselves because there was a strong movement of planes and trains. In other words, undoubtedly we had not gone that far and it could be either the national airport located in Ezeiza or the small airport in the Autonomous City of Buenos Aires. But, as it was not that far, we were sure that we were close to the smaller airfield and that the railway, which later [...] I will see through the small windows, was Belgrano Norte Railway. We looked at and identified the area as the Navy School of Mechanics.”  
Carlos Loza, kidnapped from December 16 1976 to January 6 1977, ESMA Trial Testimony, Case 1.270, 27/AUG/2010.



*Little Hood Room. (Photo 20: Camilo del Cerro / MSME)*



*Little Hood Room: access stairway and small windows. (Photo 21: Mariano Armagno / MSME)*



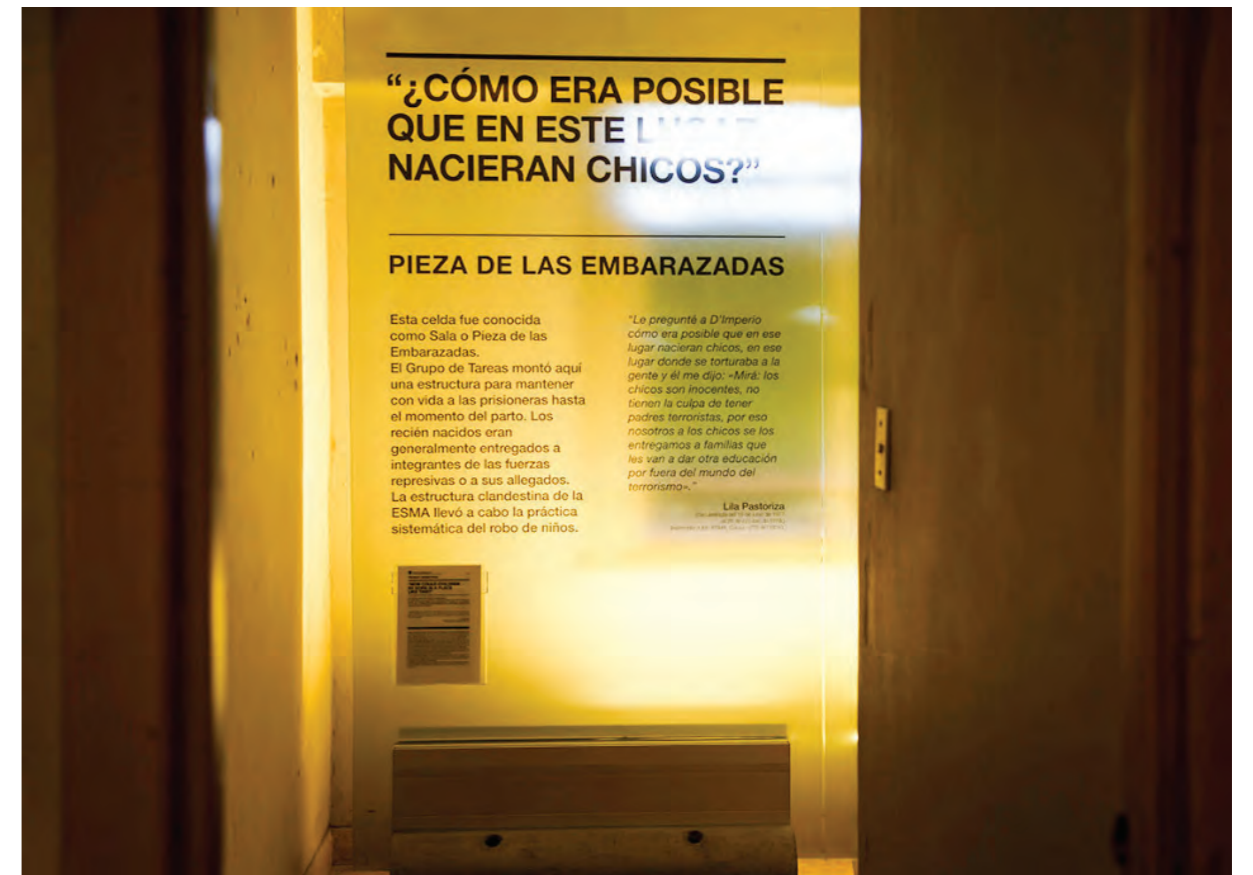
### **Pregnant Women Room**

After 1977, the ESMA Task Group started to organize a new system and environment for detained pregnant women in order to keep them alive until they gave birth. The pregnant women were placed in a cell called "Pregnant Women's Cabin". The women staying here received little or no medical attention. Delivery was carried out with precarious means and the newborns were often handed over to members of the repressive forces or their relatives.

In this room, an action opposite and complementary to the shadows cast from *Hood Room* was designed. The room was illuminated with very intense white light and a recording of the testimony given by Sara Solarz de Osatinsky, a surviving witness of many births, was set there.

"At first I was housed in a very large room. There were about a hundred people kidnapped. Then they assigned me a particular room, which was intended for pregnant women. There were some beds there. Unlike the other detained-disappeared people, who were permanently lying on the floor and did not move from there, we could take turns walking in an adjoining room. Actually, we had a little more freedom than the rest. We were shackled, hooded and guarded all the time. [...] There were four pregnant women in all. We were all first-time mothers."

Adriana Friszman, kidnapped from May 29 1977 to June 20 1977, ESMA III Trial Testimony, 8/JULY/2013.



Pregnant Women Room. (Photo 22: Camilo del Cerro / MSME)



Pregnant Women Room. (Photo 23: Camilo del Cerro / MSME)

### **Fishtank Room**

Starting in 1977, the ESMA Task Group set up a structure similar to a news agency forcing prisoners to work there. The people assigned to this place were subjected to the so-called “recovery process”, by which it was intended to change the hostages’ ideologies and values. This area was divided with transparent acrylic panels into a series of cubicles located along the central corridor. Here a group of detained-disappeared persons selected by the repressors had to carry out translations, analyze political data and develop propaganda in support of the political ambitions of the Navy commander, Emilio Massera.

The platform located in *Fishtank Room* runs through the place in order to give rise to four glass cubes where multiple images of journalistic material of the time are showed. A display of chairs and sounds coming from teleprinters and typewriters recall the forced labor carried out by the prisoners.

“They called the ‘Fishtank’ this way because the room had such transparent acrylic panels which allowed us to be seen from everywhere. It was partly made of chipboard and the top was entirely made of acrylic. But over the years I truthfully gave it another interpretation: The same as fish swimming across a tank, we also looked like common people leading standard life. But, when fish are imprisoned in a tank they cannot swim freely as if they were at sea. However, they seem to be ordinary fish from outside. Well, that was us...”

Graciela Daleo, kidnapped from October 18 1977 to April 20 1979, ESMA Trial Testimony, Case 1.270, 29/APRIL/2010.



*Fishtank Room.* (Photo 24: Camilo del Cerro / MSME)



*Fishtank Room.* (Photo 25: Camilo del Cerro / MSME)

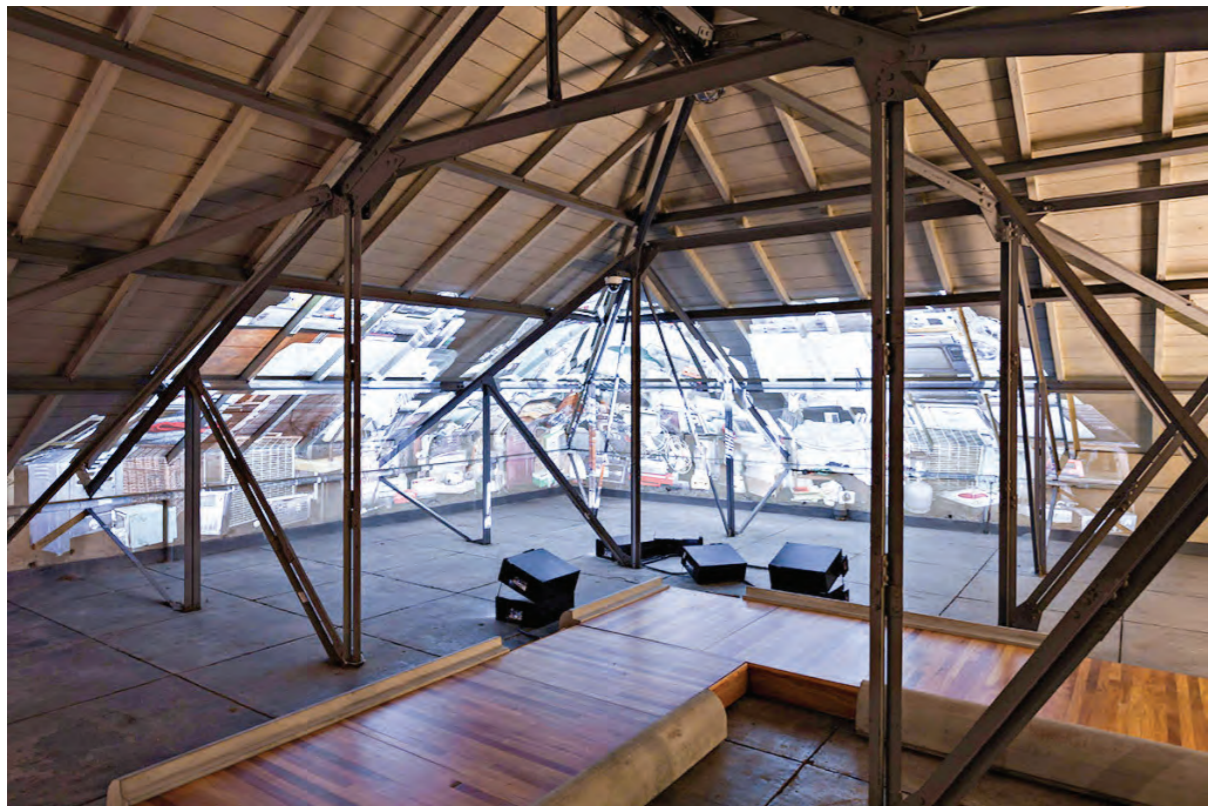
### Store Room

In the language of the Navy, the storeroom is the room destined to the supply depot in a liner. At the Clandestine Center, the name was used to designate the room where the goods stolen from the detained-disappeared persons were stored. The objects piled up in this sector came from the looting of the detainees' properties during the kidnapping procedures. The stolen loot was used for the repressive activities of the Task Group and for the personal benefits of the repressors as well.

"There were two great piles of different kinds of clothes. They were more than four meters long and about three meters high. The multiple loads included dresses, pants, shirts and the like belonging to thousands of disappeared people. The remaining loot was perfectly organized and classified as cookers, stoves, furniture and so on." María Alicia Milia, Ana María Martí and Sara Solarz de Osatinsky, testimony jointly presented on October 12, 1979, before the National Assembly of France.

Currently in this room, different projected images evoke the dimension of the looting and the objects which were housed in this sector.

Store Room.  
(Photo 26:  
Camilo del Cerro  
/ MSME)



### Los Jorges Room

The offices of high-ranking officers making up the ESMA Task Group were located along the long corridor of this area. It is believed that this area was named "Los Jorges" as Jorge was a very common first name among high-ranking ESMA officers. Administrative and bureaucratic decisions for the Clandestine Center were made in their offices.

Here one can see a timeline with information on the ESMA's organization from 1976 to 1983. In addition, there is a display of the first known images of the Task Group members, which were obtained thanks to an early complaining report by survivor Víctor Basterra. Finally, there is a display of a series of documents with the first complaining reports on the existence of ESMA Clandestine Center, which date back to September 1976.



Los Jorges  
Room. (Photo 27:  
Camilo del Cerro  
/ MSME)



Los Jorges  
Room. (Photo 28:  
Camilo del Cerro  
/ MSME)

### Admiral's Home Room

It was the residence assigned to whoever held the position of Director of the Navy School of Mechanics. It covers 195 m<sup>2</sup> and contains highly qualified interior coverings with notable details of woodwork on the interior walls and oak plank floorings. The house preserves the spatial distribution and all the coatings. This accounts for its permanent use during the Clandestine Center's operations and thus exposes the coexistence between domestic life and sinister repression.

On the side wall of the kitchen, there is still a small centralized communication platform with twelve buttons. It is an intercom, a sophisticated instrument belonging to the 70s which allowed the homeowner to phone the household staff and communicate with other units located in the building.

This area features a screen that plays Andrea Krichmar's court testimony. Andrea Krichmar was a classmate of the daughter of ESMA's Director from 1976 to 1979.

"I was invited [by my friend Berenice] once to visit ESMA and have lunch with her and her father. Finding myself in a game room where there was a billiard table, I could see through a window a hooded shackled woman who was forced to get out of a Ford Falcon. She was accompanied by two men. I can't remember how they were dressed, plainclothes I think. I do remember they were armed. Faced with this unknown experience, I asked my friend Berenice what they were doing and she answered something very vague: that people were being closely chased by patrols."

Andrea Krichmar, schoolmate of the daughter of ESMA's Director Rubén Chamorro, statement exposed before the Commission on the Disappearance of Persons (CONADEP), 1984.



Admiral's Home Room. (Photo 29: Camilo del Cerro / MSME)



Admiral's Home Room: Kitchen. (Photo 30: Camilo del Cerro / MSME)

### Basement Room

The Basement was the first place where prisoners were taken when they arrived at ESMA to be subjected to interrogation under torture. It was also the last room they went through before being assassinated. There were also such facilities as the infirmary sector, a photographic lab, a printing press and an audiovisual production room. In these facilities, forged documents were designed for the members belonging to the ESMA Task Group. Various testimonies from the survivors account for all these uses, and constructive marks still remain there, which allow their mere recognition.

The only existing photos of the people detained in the Clandestine Center are exhibited in this room. They were taken by members belonging to the ESMA Task Group to be included in their own files and collected by survivor Víctor Bastera, who handed them over to the judicial body in 1984.

“When I was brought in, they placed me in a room similar to a basement [...]. In that cubicle-like room they began to ask me questions. My answers were not convincing at all since I did not belong to any kind of political activist group in Buenos Aires and consequently I had nothing to say... Anyway, the guys did not believe me any word I said. They used good manners at first, then they started slapping and shoving me until they undressed me and tied me up to a cot and began to give me electrical shocks with an electric prod. I do not remember exactly if it was a day or two.”

Ana María Isabel Testa, kidnapped from November 13 1979 to March 1980, ESMA Trial Testimony, Case 1.270, 7/MAY/2010.



Basement Room. (Photo 31: Camilo del Cerro / MSME)



Basement Room. Open shaft in the wall to inspect the constructive marks left by the existence of the elevator. The finding was left visible and protected by placing a glass panel. (Photo 32: Camilo del Cerro / MSME)

### Transfers Room

The word “transfer” was a euphemism used by the Armed Forces to describe the murder of the detained-disappeared persons. The most common methodology used at ESMA to commit these massive crimes would later come to be known as “Death Flights”. It was developed to hide the corpses and, with it, the crimes perpetrated.

According to the testimonies collected, it is known nowadays that the kidnapped people were taken down from the detention areas on the third floor and taken straight away to the infirmary sector located in the basement itself. There they were injected Pentothal, a tranquilizer that made them sleepy. After that, they were taken up the basement stairs to be forced into vehicles and driven either to the Autonomous City of Buenos Aires Airport or to military bases. Once there they were boarded onto the aircrafts from which they were thrown, still alive, either into De la Plata River or into the sea.

Inspired by an ancient Egyptian structure built to honor the fallen heroes, a Serapeum was installed in the *Transfers Room*. This structure looks like a glass-encased enclosure leading visitors along the same path the “transfers” went through before embarking onto the Death Flights. The Serapeum is a self-supporting and reversible structure.

“The methodology they applied to dispose of the hostages’ corpses changed over time. At the very beginning they placed a number of people (6 or 7) into a car, then riddled them with bullets and finally set the car on fire. Then they adopted hanging them at the same School and afterwards victims were washed out to sea. Finally, they put a different methodology into action. Victims were given an injection (a sleep-inducing substance), wrapped in a tarpaulin and thrown overboard. Both sorts of procedures were performed by using a helicopter.”  
Horacio Domingo Maggio, excerpt from his letter of complaint to ESMA Clandestine Center drawn up in 1978. Maggio was kidnapped from February 15 1977 to March 17 1978, when he managed to escape. He was recaptured and assassinated by the Army on October 4 1978.



Rear view of *Transfers Room*. (Photo 33: Camilo del Cerro / MSME)



*Transfers Room*. (Photo 34: Camilo del Cerro / MSME)

### **The Golden Hall Room**

Before the military dictatorship, this room was the ceremonial hall used by Navy officers. In 1976, they started using it to plan the kidnappings and process the information collected during the torture and maltreatment of prisoners. To the right of the room there was a guard and control post. From that place, whatever was happening in the building was monitored through closed circuit television. On the sides there were two rows of metal cabinets where the weapons and bulletproof vests used by the Task Group members were stored.

In the right wing of this room, there were offices full of files. The survivors recall there were metal filing cabinets containing different files arranged alphabetically as well as furniture with legal-sized folders. A paper shredder was placed in one of the offices and it was used to destroy any sort of documentation which could compromise the repressors.

In this room there are explanatory panels on the organization of the Task Group's operations and a screening is shown with data on the trials of those responsible for crimes against humanity committed at ESMA.

"The operations sector worked in the Golden Hall since it was a room located between the exit and the entrance of the building. The weaponry was kept there. Basically, the operative groups went out to the streets to kidnap but there was also another group, the so-called intelligence group. In spite of what has been indicated, they all participated in many other things."

Ricardo Héctor Coquet, kidnapped from March 10 1977 to December 8 1978, ESMA Trial Testimony, Cause 1.270, 5/AUG/2010.

"Tuesdays were very particular because the Golden Hall turned into a deeply terrifying place at the mere moment of defining who was going to live and who was going to die based upon I don't know what sort of speculations they used to make."

Liliana Cristina Vieyra, kidnapped from March 11 to July 25 1978, ESMA Trial Testimony, Case 1.270, 15/SEPT/2010.



The Golden Hall Room. (Photo 35: Camilo del Cerro / MSME)

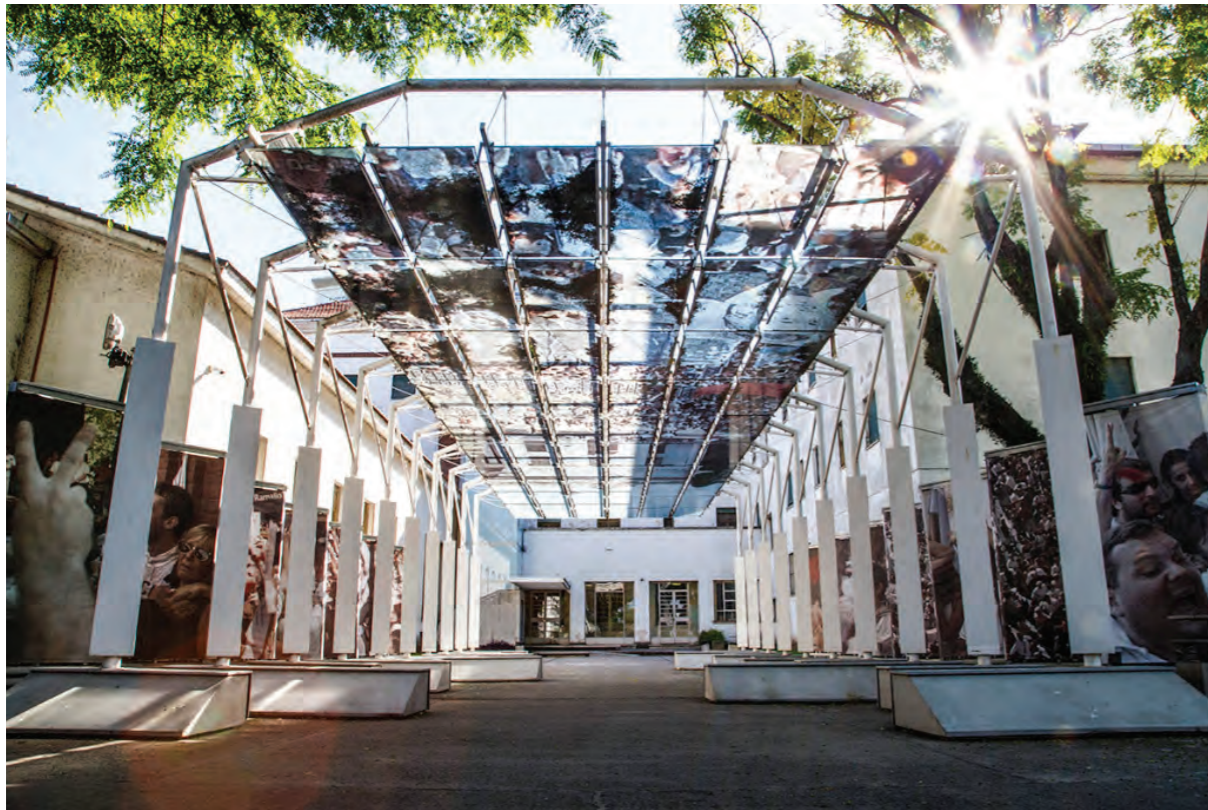


The Golden Hall Room. (Photo 36: Camilo del Cerro / MSME)

### Memory, Truth and Justice Square

This maneuvering area is located near one of the entrances to the property, on the corner of Pico St. and La Cachila St., where a guard booth is placed. The vehicles which brought the people kidnapped in the various operations entered this sector.

Memory, Truth and Justice Square. (Photo 37: Camilo del Cerro / MSME)



The images exhibited in this Square date back March 24, 2004, the day when the cessation of the Navy School of Mechanics was announced to create the Space for Memory and for the Promotion and Defense of Human Rights there. The place where death reigned turned into a popular and lively place nowadays, a venue which helps to develop Argentine citizenship and an emblem of the struggle for Memory, Truth, Justice.

### Temporary exhibitions

The rooms dedicated to temporary exhibitions were those used as a kitchen and a dining room of the Officers' Quarter. Generally, temporary exhibitions consist of the display of documents, graphic and audiovisual material providing more detailed information on some aspects related to the ESMA

Clandestine Center. These documents may deal with the Argentine 1978-Soccer World Cup, the impact caused by the Inter-American Commission on Human Rights' visit to Argentina and ESMA in 1979 or even the life reconstruction of a detained-disappeared carried out by a grandson who could never meet her.



Area destined to temporary exhibitions in the former dining room. (Photo 38: Camilo del Cerro / MSME)



Area destined to temporary exhibitions in the former kitchen. (Photo 39: Mariano Armagno / MSME)

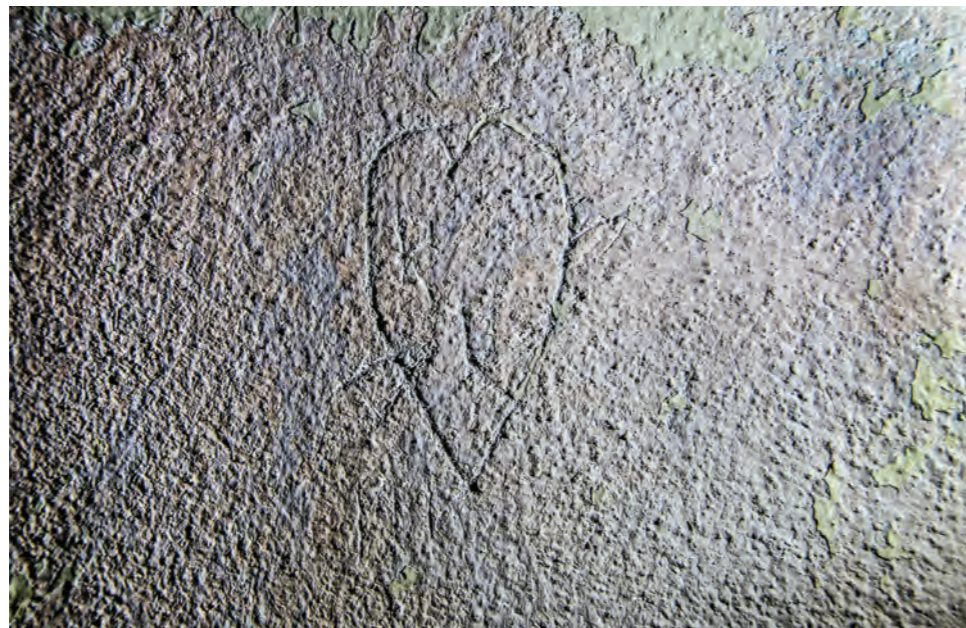


## MARKS AND INSCRIPTIONS

The ESMA Museum and Site of Memory boasts marks and inscriptions made by detained-disappeared persons during the Clandestine Center's period of operations. There are different types of graphical symbols on walls as well as on iron or wooden structures. There are several cuts made with some kind of sharp element and some ink or graphite inscriptions. Full names, telephone numbers, initials of people's names,

inscriptions and mottos of political parties, dates and drawings have been detected.

All marks have certain historical, heritage and probative value in trials against humanity and are under a rigorous archaeological investigation which confronts various sources of information (plans, photographs, sketches and declassified documentation) with testimonies given by those survivors who remained kidnapped in the Clandestine Center.



Visible mark in Little Hood Room, made by a detained-disappeared person. (Photo 40: Camilo del Cerro / MSME)

## COLLECTION WORKS

### Objects and documents

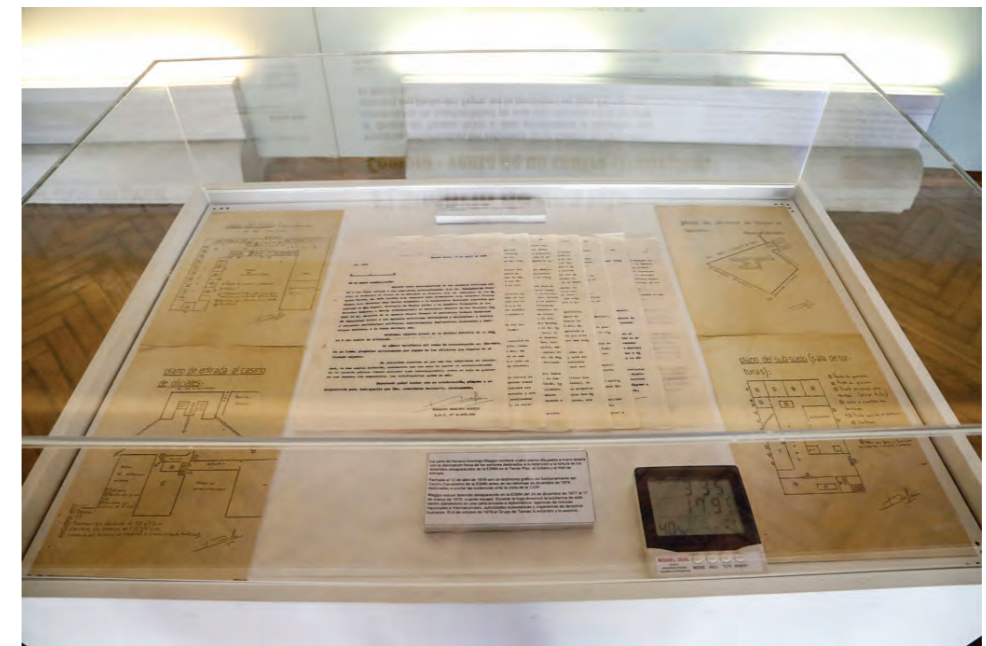
Since the ESMA Museum and Site of Memory's opening to the public in 2015, relatives of the victims as well as survivors of the Clandestine Center began to approach little by little to offer their personal collections. On the whole, these are objects which belonged to or were made by detained-disappeared persons during their captivity. There are also elements used to subdue the prisoners (handcuffs, shackles,

blindfolds) and forged documents. In turn, judges and prosecutors started to request ESMA Museum and Site of Memory to take care of documentary collections.

In the permanent exhibition, photos of objects and documents are shown, which were deposited in the National Memory Archive under adequate preservation procedures. The temporary exhibitions displayed at the ESMA Museum and Site of Memory also thrive on these collections.



Photo of shackles, exhibited in Hood Room. (Photo 41: Camilo del Cerro / MSME)



Documents exhibited in the temporary exhibition titled *The Visit of the IACHR*. (Photo 42: Camilo del Cerro / MSME)

## Testimonies

The survivors of the State terrorism broadly represent the voices that let the world know about what happened in Argentina since the beginning of the dictatorship. Their testimonies revealed the names of the perpetrators and made it possible to identify thousands of disappeared persons and also the pregnant women who were kept alive until childbirth time.

The testimonies provided by the survivors are what truly feed the script of the ESMA Museum and Site of Memory with trustworthy information. The documentary collection of the Museum and Site of Memory has more than 700 testimonies certified before the Argentine judicial body. This testimonial archive is constantly updated as survivors continue to testify in the trials related to crimes committed at ESMA, thereby providing new items of information.

The exhibition displays just a representative sample of the collection of testimonies. The complete archive serves as a documentary source for the museum productions which are permanently carried forward for various activities and temporary exhibitions.

Screening in Hood Room of the testimony provided by Victor Bastera during the ESMA Trial, Case 1.270, April 30, 2010. (Photo 43: Camilo del Cerro / MSME)



Screening in Basement Room of the testimony provided by Andrés Castillo during the ESMA Trial, Case 1.270, July 8, 2010. (Photo 44: Camilo del Cerro / MSME)



## BUFFER ZONE: SPACE FOR MEMORY AND FOR THE PROMOTION AND DEFENSE OF HUMAN RIGHTS

The buffer zone includes the property located on 8151 Del Libertador Ave. in the north of the Autonomous City of Buenos Aires, within which we find the former Officers' Quarters and the rest of the buildings and facilities of the former Navy School of Mechanics (ESMA). At present, the Space for Memory and for the Promotion and Defense of Human Rights (former ESMA) operates there.

The Navy School of Mechanics (ESMA), whose major function was to train non-commissioned officers of the marine corps, was transferred to the property located on Del Libertador Avenue in 1928. Later on, the Naval War College, intended for the training of superior officers, was built on the same piece of land in 1934. Most of the buildings erected there (dormitories, infirmary sector, workshops, dining rooms, among others)

belonged to ESMA, which later shared some of its premises with the Naval War College.

The whole property belonging to ESMA was then at the service of State terrorism from 1976 to 1983. Though the core of the illegal activities took place in the Officers' Quarters, several premises in the same venue played a part in the repressive process. Examples of these coordinated procedures are the access paths through which the vehicles bringing the kidnapped persons entered; the infirmary room, whose staff collaborated in torture sessions and clandestine child-births; and the automotive workshop dedicated to the repair of vehicles used for illegal repression.

The School Director, who at the same time commanded the illegal repression and had his permanent home in the Officers' Quarters, had his own office in the so-called

Aerial view of the Space for Memory and for the Promotion and Defense of Human Rights (former ESMA). (Photo 45: Luciano Donoso / MSME)



“Central Pavilion” or “Four Pillars” (ESMA’s Headquarters Building). The classrooms for the students, many of whom were assigned to repressive activities inside and outside the premises, were all located there. At the same time, the Naval War College provided training in repressive methodology to its own officers, to the Army and, occasionally, to foreign delegations.

Since the transformation of the premises into the Space for Memory and for the Promotion and Defense of Human Rights in 2007, it was possible to gather more relevant information and details on the use of this venue during the civic-military dictatorship. Mainly because the possibility of having direct access to these sites made their recognition and the reconstruction of their operation much easier. Thus, it was possible to compare the oral testimonies with the physical evidence of the buildings and outer areas. All the physical structure of the premises (its buildings, streets and gardens) is preserved as a whole and actually constitutes judicial evidence and lawful testimony of high cultural, historical and social value.

In addition to the sources above-mentioned, the information is also collected on the grounds of court cases, statements provided by repressors in different contexts, Navy documents, vintage plans and numerous documentary and archival sources, which come to contribute various issues to the reconstruction of the history of the property and its use at different times.

Since 2007, the management of this premise was in charge of an inter-jurisdictional, autonomous and autarkic public entity directed by a tripartite Executive Body made up of representatives belonging to

the National State, to the Autonomous City of Buenos Aires and to a Directory of Human Rights organizations. All decisions of the Executive Body are made by unanimous consensus.

From then on, different public institutions began to be installed there, such as the National Secretariat for Human Rights, the National Memory Archive, Haroldo Conti Memory Cultural Center, the Audiovisual Production Center dependent on the National Ministry of Education and Malvinas and South Atlantic Islands Museum.

Some further buildings were also assigned to become the headquarters of Human Rights organizations, such as Grandmothers of Plaza de Mayo, Mothers of Plaza de Mayo Association, Relatives of the Disappeared and Detained for Political Reasons, Sons and Daughters for Identity and Justice against Oblivion and Silence (H.I.J.O.S.), Mothers of Plaza de Mayo Founding Chapter, and the Argentine Forensic Anthropology Team (EAAF). In addition, some buildings were also provided to house the headquarters of the MERCOSUR Institute of Public Policies on Human Rights (IPPDH) and the Latin American Initiative for the Identification of Missing Persons (ILID).

With the participation of all these institutions, whose characteristics and location on the property are detailed in the section **5.e Property management plan or other management system**, the Space for Memory and for the Promotion and Defense of Human Rights (former ESMA) is today a reference field of national and international scope concerning the application and execution of public policies.



## HISTORICAL CIRCUIT

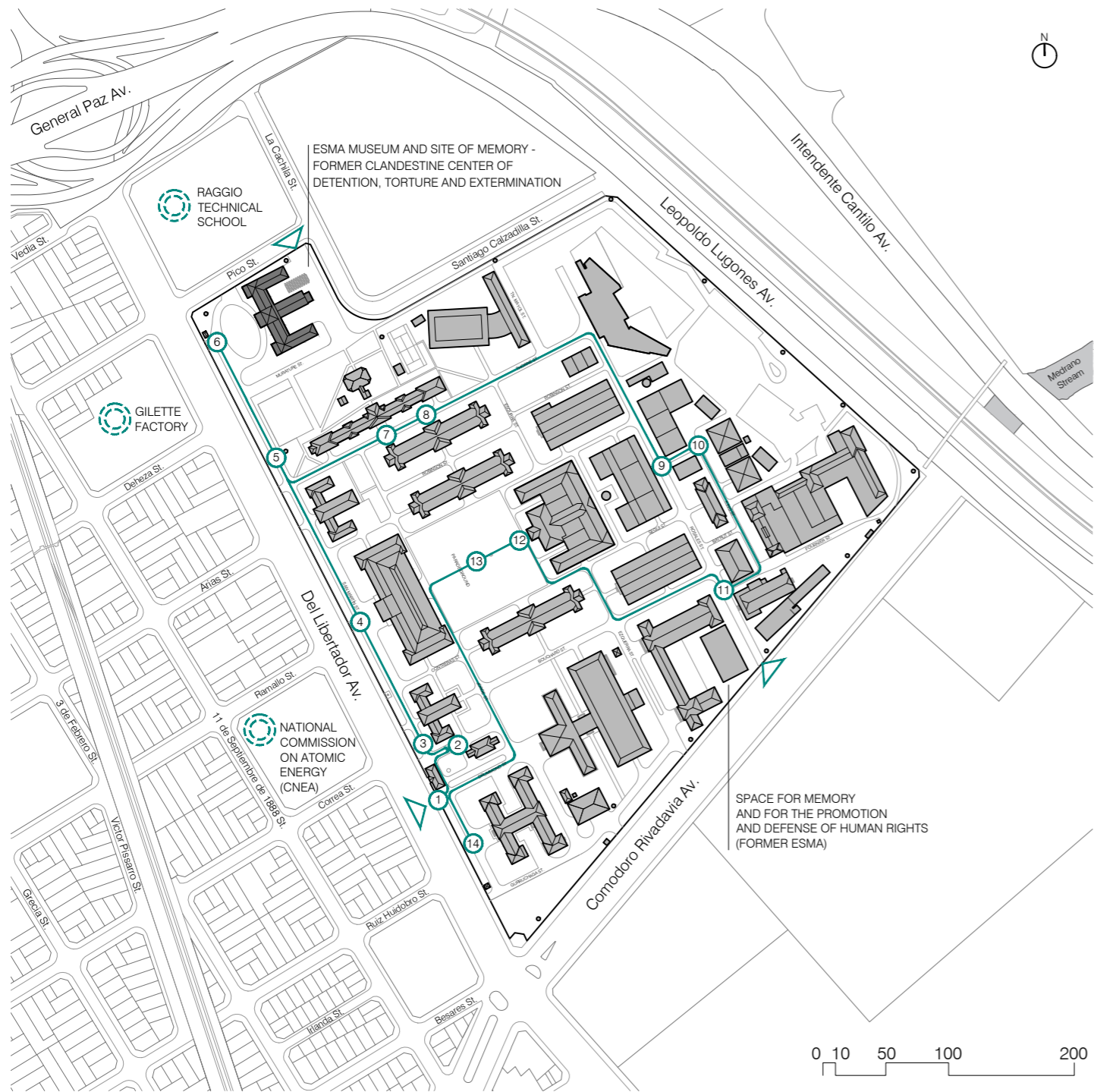
The guided tours through what is known as the “Historical Circuit” give enough information about the ESMA premises before and during the civic-military dictatorship and also about its current transformation into a Space for Memory and for the Promotion and Defense of Human Rights. They let visitors reconstruct the history of the venue from its very beginnings as the Navy School of Mechanics, its subsequent operation during the illegal repression as support for the Clandestine Center of Detention, Torture and Extermination set in the Officers’ Quarters, and its current layout as a Space for Memory and for the Promotion and Defense of Human Rights.

The journey allows visitors to walk through the streets and buildings which made up the grounds of the

Navy School of Mechanics in the Autonomous City of Buenos Aires and to actually understand the history of those places which were closely linked to repressive activities during the dictatorial period. Throughout the Historical Circuit, the guides point out those buildings, areas, footprints or marks which are significant physical testimony in the light of legal cases and other documentary sources to understand the uses and operations perpetrated in the Clandestine Center.

Knowledge transfer about the sinister plan of crimes against humanity which took place here should be simply understood as a set of collective and participatory actions. The main purpose pursued is to promote critical and reflective thinking in present and forthcoming generations.

Visitors during a guided tour through the Historical Circuit. (Source: Space for Memory and for the Promotion and Defense of Human Rights)



HISTORICAL CIRCUIT STATIONS

- |                           |                       |   |
|---------------------------|-----------------------|---|
| ① HISTORICAL INTRODUCTION | ⑥ OFFICERS' QUARTERS  | ⑪ SPORTS FIELD  |
| ② GENERAL PLAN            | ⑦ INFIRMARY           | ⑫ KITCHEN AND CANTEEN FOR CADETS, SAILORS, NON-COMMISSIONED OFFICERS AND CIVILIAN PERSONNEL |
| ③ ENTRANCES               | ⑧ COY PAVILION        | ⑬ PARADE GROUND   |
| ④ CENTRAL PAVILION        | ⑨ MECHANICAL WORKSHOP | ⑭ NAVAL WAR COLLEGE   |
| ⑤ CHECKPOINT              | ⑩ PRINTING PRESS      |   |

HISTORICAL ENTRANCES

▶ Located in front of the Head Guard on Del Libertador Av., the main entrance was the most common entry for the groups in charge of kidnapping operations. There were two other ones: one on Comodoro Rivadavia Av. and another on Pico St., behind the Officers' Club.

HISTORICAL SURROUNDING URBAN AREA

⊗ The Raggio Technical School, the Gillette Factory, and the National Commission on Atomic Energy (CNEA) were some of the buildings surrounding the former ESMA lot back in the 1970s.



## 2.b History and development

### CREATION AND DEVELOPMENT OF NAVY SCHOOL OF MECHANICS (ESMA)

Institutionally speaking, the Argentine Navy predates the very existence of Argentina as a country. Its creation dates back to 1810, when the colonial Latin American territories began their break with the Spanish monarchy. As such, Argentina has existed since 1853 and the process of national organization was concluded towards the end of the 19th century. From its origin, the military institutions (the Army and the Navy) were the focus on the struggles for independence and then during the national organization, and they were always closely related to political power. This role nurtured a strong military identity based upon the idea of perceiving themselves as the creators of the Nation and as the guarantors of its values. As many historians have put forward, this was a key corporate trait and served as a justification for the extreme violent acts the military institutions put into action.<sup>1</sup>

As part of this process of national organization, the idea of creating a school for the technical training of non-commissioned officers in the Navy arose by the end of the 19th century. At that time the fleet of ships was increased and the first steam warships were purchased. Thus, training specialized personnel to handle them became quite necessary. Beginning in 1883, training courses for apprentices began

to be taught and in 1897 the Navy School of Mechanics for Apprentices was created to develop the technical training of non-commissioned officers. The institution was first located in the suburbs of the City of Buenos Aires and then moved close to the harbor. The school changed its name several times until in 1911 it became the so-called Navy School of Mechanics (ESMA).<sup>2</sup>

In 1924, the Municipality of Buenos Aires transferred an important property to the Navy in order to permanently create the Navy School for Non-Commissioned Officers there. That year, Navy Commander Agustín Eguren undertook the task to build the necessary facilities for the ambitious project. The piece of land relinquished by the city was located between Blandengues St. (today Del Libertador Ave.) and De la Plata River (where Lugones and Intendente Cantilo avenues now run) and between Medrano stream (today Comodoro Rivadavia Ave.) and Santiago Calzadilla St. The initial site took up 14 hectares and had to be almost entirely filled in to build up the sanitary premises.<sup>3</sup>

The works were all executed through a private tender, very quickly resolved by the Ministry of the Navy. The call for preliminary drafts was held on August 8, 1925, and the works began on January 5,

<sup>1</sup> Avellaneda, 2019; Forte, 1999; García Molina, 2010; Quintero, 2014; Potash, 1981.

<sup>2</sup> ESMA Museum and Site of Memory (from now on MSME), 2019a.

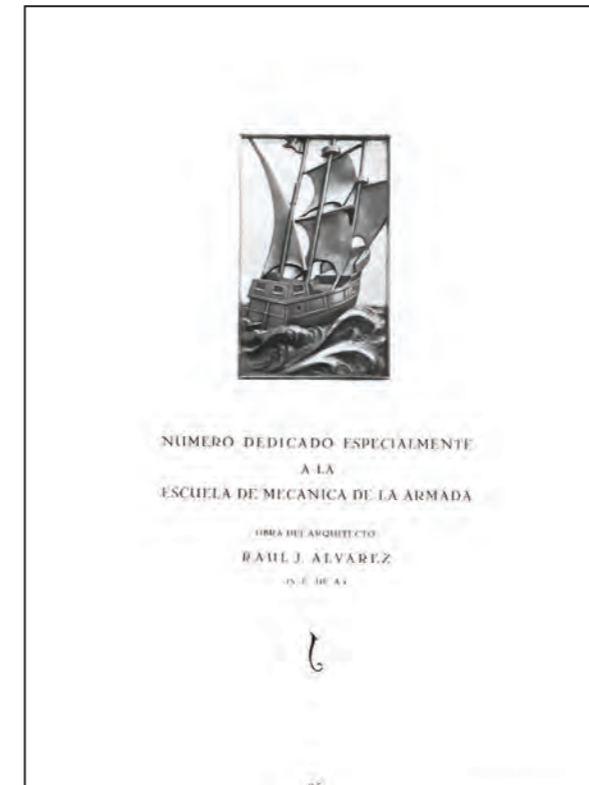
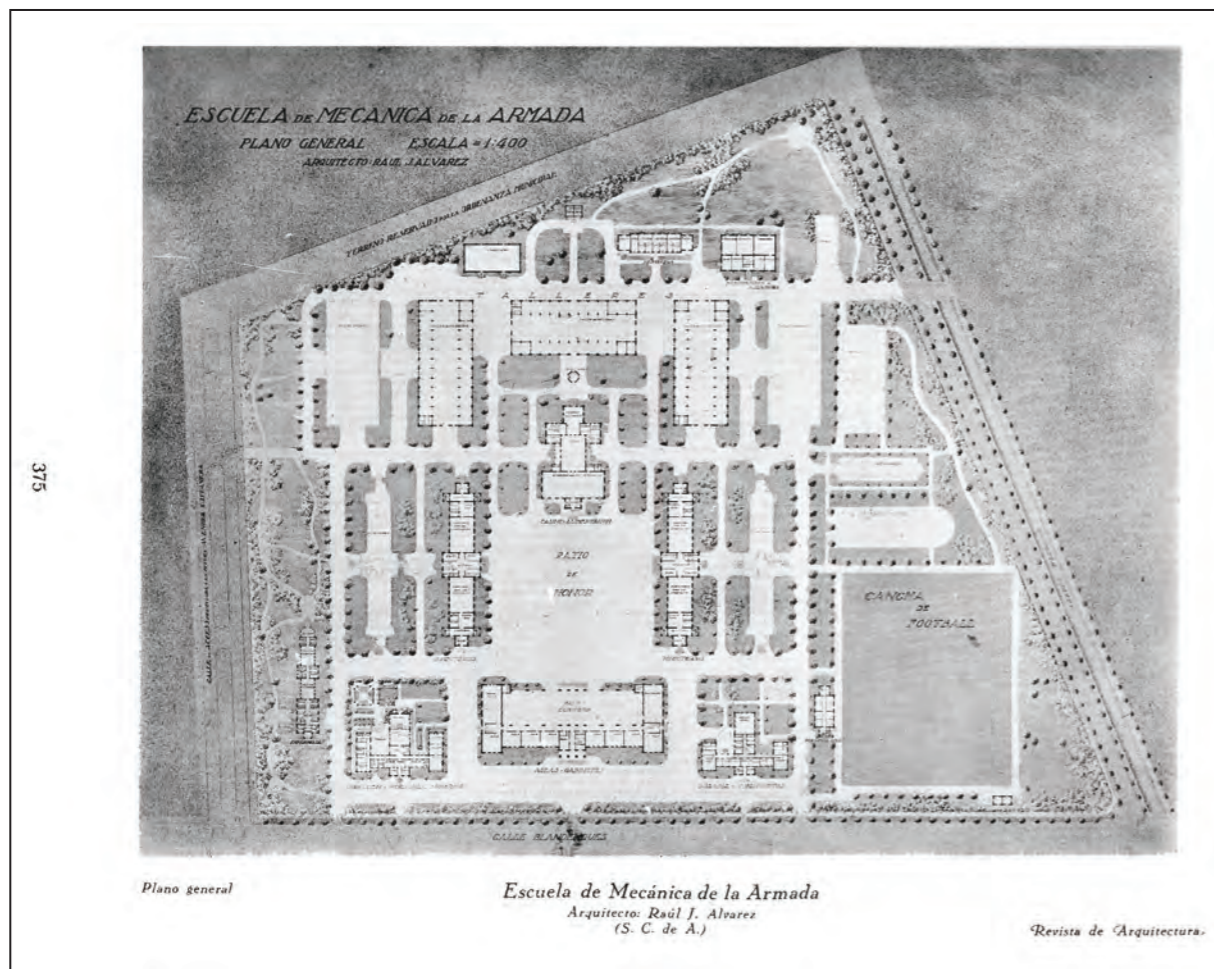
<sup>3</sup> Álvarez, 1928. Those 14 hectares would later be expanded with other annexations.

Navy School of Mechanics. Plan of the original project. (Source: *Revista de Arquitectura*, SCA, N.º 98, 1928)

1926. The speed with which these works were carried out was due to the fact that the concession of land had the immediate start of works as a primary condition. Due to its institutional importance and the large magnitude this kind of work represented, ESMA's construction was directly supported by the Minister of the Navy Manuel Domecq García and by the President of the Nation Marcelo T. de Alvear.

According to Architect Raúl Álvarez, who was in charge of the project, an architectural model of iso-

lated pavilions taken from schools in the United States was chosen to make future renovations, modifications and changes of function easier. The firm Nicolás Seminara & Co. finished the works in two and a half years. Three workers died in the course of this time due to work accidents: Oscar Pedrini, Salvador Lobrutto and Tomás Novosal. The first construction, officially inaugurated on April 1st, 1928, was the Central Pavilion, today known as "Four Pillars", intended for classrooms and cabinets.



That year several further buildings were also inaugurated, namely:

- The "Directorate", with accommodation and workspace for the school directors and administrative offices.
- "Classrooms and Cabinets", which had 17 classrooms, two huge drawing rooms, a cabinet and an amphitheater, all of them arranged around a large 1400 m<sup>2</sup> internal patio where breaks and formations were held.
- The "Guard and Accommodation of Conscripts" pavilion was intended to protect the entire property and had the capacity to house one hundred recruits and twenty non-commissioned officers. It also served as a weapons room.
- The "Civil Personnel" building was destined to the waiters, butlers, cooks and laborers who work at the Navy School.
- The "Infirmary" looked like a small hospital with a capacity for

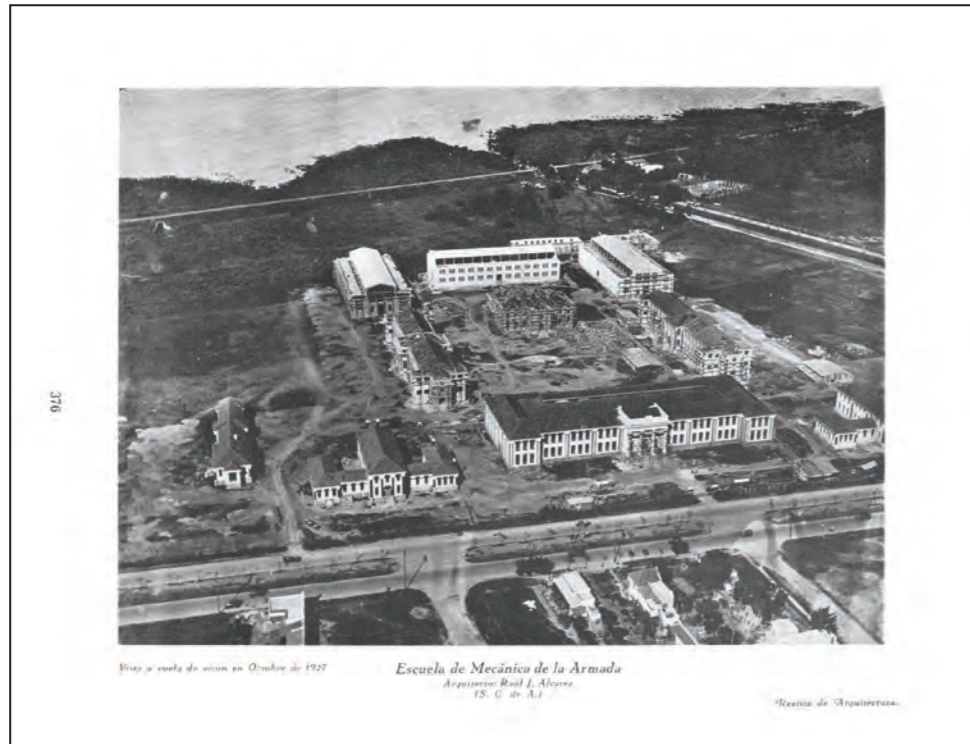
30 interned people along with an operating room, a pharmacy and several offices for dentists.

- The "Dormitories" were split into two identical buildings with capacity for 400 apprentices in all.
- The "Food sector" included a kitchen surrounded by four separate dining rooms for non-commissioned officers, naval officers, apprentices and civilian staff respectively as well as a meat-processing plant, a store of food, a warehouse and two casinos to be used by apprentices and non-commissioned officers.
- The "Workshops" consisted of three warehouses dedicated to teaching mechanics, electricity and blacksmithing. There was still some room left planned to add two more.
- Further secondary buildings were built at the back of the property to be used as warehouses, coal bunkers, laundry, disinfection sector and the like.<sup>4</sup>

Edition of *Revista de Arquitectura* (Architecture Magazine) dedicated to the Navy School of Mechanics. (Source: *Revista de Arquitectura*, SCA, N.º 98, 1928)

<sup>4</sup> Álvarez, 1928.

Aerial view of the original ESMA project during its construction in 1927. (Source: *Revista de Arquitectura*, SCA, N.º 98, 1928)



ESMA was a prestigious school as it was, at the beginning of the 20th century, to belong to the Armed Forces. Hundreds of applicants from all over the country at the age of 15 years old on average annually enrolled at ESMA's but just a little more than one hundred applicants

were admitted, after passing several entrance exams. All the students were awarded scholarships and provided with accommodation, food and equipment. Graduates were qualified enough to pursue further studies at the Naval Academy or to return to civilian life.

Cadets in formation in the Central Pavilion of the Navy School of Mechanics. (Source: *Revista de Arquitectura*, SCA, N.º 98, 1928)



When World War II broke out the naval fleet was expanded and this required increasing the number and training of non-commissioned officers. The school population increased to 1,200 students. This implied the immediate expansion of the School's facilities. In the following years, the works continued. In 1940 the inner streets were filled in and paved. From 1942 to 1943, these streets were afforested with

leafy trees which exalt the property to this day.

From 1945 to 1950, new buildings were constructed, keeping the style of those erected in the first phase. Moreover, the accurate infrastructure and services were developed to train 2,000 students. In 1971, new multi-year vocational training offerings were added.

### From a Teachers' Residence to the Officers' Quarters

The first building, which was later turned into the Officers' Quarters, dates back to 1939 and was owned by the Co-operative Society Ltd. Teachers' Residence. It was located on a lot adjacent to the property occupied then by ESMA.



Aerial photo of the lot where the Teachers' Residence was located (1940). (Source: Undersecretariat for Records, Interpretation and Land Cadastre, Ministry of Urban Development and Transport, Government of the Autonomous City of Buenos Aires)



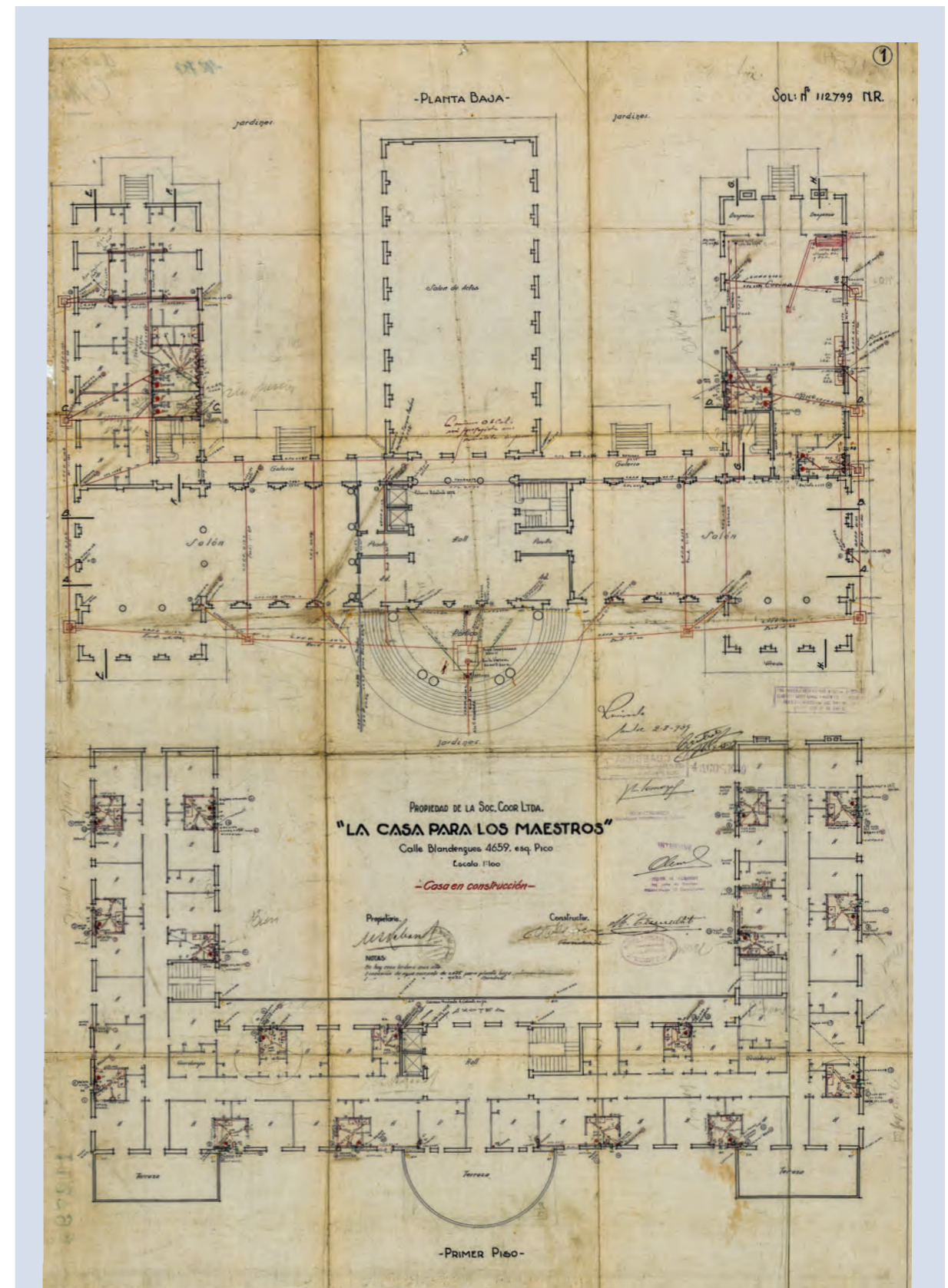
Aerial photo of the property of Navy School of Mechanics (1940). Located on the bordering lot to the NW, one can see the Teachers' Residence. (Source: Undersecretariat for Records, Interpretation and Cadastre, Ministry of Urban Development and Transport, Government of the Autonomous City of Buenos Aires)

In 1946, this building was annexed to ESMA. The old Teachers' Residence, which initially followed the aesthetic canons of rationalism, was then remodeled to match it stylistically to the existing architectural complex, in terms of eclectic features, and thus turn it into what was the Officers' Quarters afterwards.

Tile roofs were added above the level of the upper flat terraces, thus creating attics compartmentalized by the metal trusses added for their support. The façades finishes were also modified by introducing exposed brick decorative patterns at the vertices of the central structure. Furthermore, the geometry delineating the access porch was rectified. It was basically a simple semicircular canopy supported on slightly recessed cylindrical pillars and was turned into a rectangular porch, thereby emphasizing its vertices with rectangular pillars also covered with exposed brick.

These reforms account for the presence of red ceramic tiles, which were a characteristic trait of Buenos Aires' flat terraces at that time and were recently found under the pavement of the sectors turned into attics.

The inner spatial layout of the building was adapted to the different institutional uses of the Officers' Quarters: hierarchical and representative functions (the main access, the entrance hall and the ceremonial hall), internal functions (offices, director's residence, officers' dormitories) and service and maintenance functions (kitchen, basements, attics).



Plan of the Teachers' Residence project, developed by the Co-operative Society Ltd. Teachers' Residence (1939) on the corner of Blandengues St. and Pico St. (Source: Argentina Water and Sanitation - Former OSN)

This institutional enlargement of the Navy developed in line with the growth of the Armed Forces' political weight on the Argentine scenario. As it was previously put forward, this was a constitutive fea-

## THE ARMED FORCES IN THE ARGENTINE POLITICAL SCENARIO

For decades, the men-at-arms passed on a history of military interventions, which were part of their identity as guardians of the Nation. Throughout these interventions, violence against the civilian population has been a recurring feature, which can also be found even in the very origin of modern Argentina. In this historical context, the so-called "Conquest of the Desert" plays a prominent role. It was a series of military campaigns carried out from 1875 to 1885 and aimed at annexing huge pieces of land in Argentine Patagonia and in the north of the country to production activity. According to the thinking of the men of the time, it was intended to bring "civilization" to those areas defined as "desert" and deeply sunk in "barbarism". The immense areas added to the national territory were inhabited by native peoples that were violently deprived from their lands. Thousands of men, women, boys and girls were murdered, displaced, confined in labor camps, subjected to submissive labor in industries and plantations throughout the country and also separated from their own families.<sup>5</sup> This first great process of extermination and massive incorporation of land is considered a key issue in the construction of modern Argentina.

<sup>5</sup> Delrio, 2014; Delrio et al., 2018; Mases, 2002.

ture of the Armed Forces from its origin, which strongly marked its institutional identity. And this was greatly speeded up in light of the national and international events taking place in the 20th century.

This first atrocious event was followed by other episodes in which the Armed Forces intervened by doing internal order tasks, many times at the request of the constitutional governments.

The 20th century brought important political changes. After a long period of conservative governments and with controlled and restricted popular participation, the secret, mandatory and universal male vote was finally approved in Argentina in 1912. Since then, an uninterrupted sequence of governments with full representation for the popular majorities was opened. However, the growth of labor movement and its demands, the emergence of Marxist parties and local and world fear of the Russian Revolution (1917) paved the way to bloody responses from the elites. This widely marked a new sequence of military interventions to resolve social conflicts.

Consecutive episodes were faced with violent repressions which gave rise to hundreds of deaths among workers, and among popular and immigrant sectors. The most dramatic episodes took place in the so-called "Tragic Week", which resulted in the murder of workers and immigrants in Buenos Aires in 1919; the bloody reprisals against strikes in the province of Santa Cruz (in the

extreme south of the country) from 1920 to 1922; and various interventions in industrial and rural companies in the provinces of Chaco, Santa Fe and Tucumán, among others.<sup>6</sup>



Military forces deployed in the streets of Buenos Aires during the "Tragic Week". (Source: *Revista Caras y Caretas*)

Thus, in the 1920s, they formed civil organizations that attacked and persecuted working-class and immigrant sectors throughout the country for several years. The most important of them, called the "Argentine Patriotic League", used the facilities of the Navy as its first headquarters and its first president was Rear Admiral Domecq García. The Armed Forces helped with the military training of thousands of young upper class members of these groups. During those years, mobilized by the so-called "red fear", similar phenomena occurred in other countries of the region. In Argentina, violence reached an extreme level. Among the many possible examples, during the so-called "Tragic Week" in 1919, the first and only pogrom (systematic attack on the Jewish population) taking place in Latin America was recorded.<sup>7</sup>

<sup>6</sup> Bayer, 2002; Godio, 1972; Jasinski, 2013; Silva, 2011; Vidal, 2006.

<sup>7</sup> McGee, 2003; Camarero, 2017; Lvovich, 2016; Silva, 2011.

<sup>8</sup> Cavarozzi, 1983; Potash, 1981; Rouquié, 1981; Quiroga, 1994.

At that time, the conservative civil sectors and the high hierarchies of the Armed Forces agreed with the diagnosis of the communist danger as a threat to the Nation.

These conflicts already contained some particular marks which accounted for the Argentine political scene: the extreme repressive solution, the civil summons to the Armed Forces to resolve internal conflicts and the fear of popular social sectors as threats to order. During the following decades, military intervention and the violence of political confrontations deepened.

In 1930, the first coup d'état of the 20th century took place. With this tragic historical episode, a 50-year period was inaugurated, in which the Armed Forces reassured their ability to pressure the political system and their role as arbiters in case of any conflict. Since then, all governments elected before 1983, except one, were interrupted by military coups with broad participation and calls of civilian actors.<sup>8</sup>



This political process was closely accompanied by a sustained and accumulated growth of state repression. Decades later, its most outermost point was State terrorism based upon the enforced disappearance of people.

In the mid-1940s, the political and social demands of the popular sectors found their acknowledgement in the Peronist movement led by General Juan Domingo Perón and the active participation of his wife María Eva Duarte, who came to be known as "Evita". Perón, who had taken part in a coup d'état in 1943, was later chosen president for two consecutive terms: in 1946 and in 1952. Despite its military origin, the Peronist Government gave rise to a deep rejection in the conservative sectors, whose influence in the Armed Forces remained intact. Perón was overthrown in September 1955 by another coup, the so-called "Liberating Revolution" led by the Armed Forces with civilian support.

**Bombardment of Government Building by Navy planes, June 16 1955. (Source: *Diario Perfil*)**



<sup>9</sup> Franco, 2012.

Although state repression and military intervention were not a novelty, the bombing of civilians on Plaza de Mayo (Mayo Square) which took place in June 1955 and the coup d'état coming into force months later were endowed with a hitherto unknown violence. The bombardment, led by Rear Admiral Samuel Toranzo Calderón, killed more than 300 people, including 42 schoolchildren who were on their way to visit the Casa Rosada Museum (Government Building), and seriously injured nearly 1,000 men and women. These events positioned the Armed Forces, and especially the Navy, as potential enemies of the popular sectors. From then onwards repressive knowledge and strategies have been developing rapidly around the idea of an internal enemy whose main objective was to threaten national security. This staunch conviction along with the new repressive technologies brought in during constitutional and dictatorial governments in the following twenty years set a precedent for the State terrorism which took place in 1970.<sup>9</sup>

## INTERNATIONAL DIMENSION OF THE EVENTS

Although this historical process seems to be explained by means of domestic conflicts it cannot be separated from the international events of the time. The Cold War, the Cuban Revolution in 1959 and the entry of Latin America into the bipolar conflict profoundly sealed the way of understanding the internal conflicts taking place in Argentina.

Towards the end of the 1950s, the Armed Forces were fully aligned with the French doctrine, which actually characterized the revolutionary war. Arisen in the colonial wars of Indochina and Algeria, this doctrine supposed that the western countries were facing an unconventional war against the revolutionary Marxist threat. The conflict was rolling out on all fronts: cultural, educational, psychological and military. The enemy had to be faced on those same scenarios and with non-traditional resources. These concepts broke into the Argentine military doctrine and from there they were adopted by the civil authorities, who shared the thoughts of a subversive enemy participating in the scene. During those decades, colonels and generals of the French army taught courses on unconventional warfare techniques at the Army War College and the Naval War College. From these teachings, the Armed Forces adopted the technique of dividing the territory into areas and subareas for a better internal control of the population, torture as an intelligence method, clandestine murder of people, infiltration tasks, lootings, and psychological action by means of press and mass media.

During those years, the Armed Forces inducted the doctrine of National Security. This supposed a new approach to continental security based on the grounds of anti-subversive and counterinsurgency doctrines: the Marxist enemy was crouched within the territory and had to be contained by the armies of each Latin American country while the United States was in charge of global containment. This doctrine had a profound impact through the training of generations of Latin American military personnel at the School of the Americas, run by the US Army and located at Fort Gulick, Panama, until 1984. It is estimated that around six hundred Argentine military cadres were trained there.<sup>10</sup>

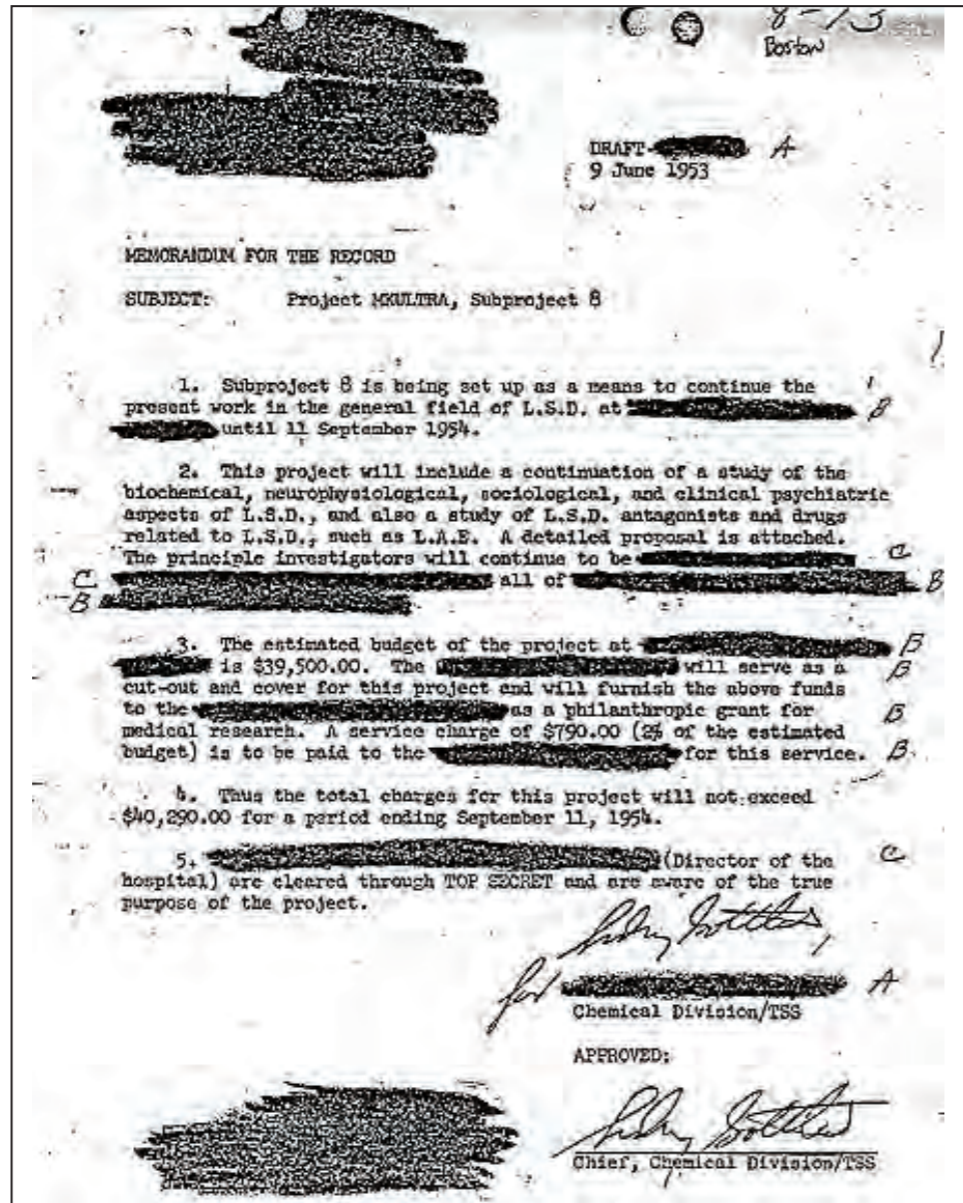
The same process took place in many countries of the region as well: the Armed Forces from Chile, Brazil, Paraguay, Uruguay, and Colombia appropriated and re-signified the French and American doctrines in those years. The National Security Doctrine was embodied in the regulations and laws applied by dictatorial or constitutional, civil or military governments throughout Latin America.<sup>11</sup> In this way, the idea of an internal, Marxist and subversive enemy established within the territory was applied in many countries to justify constant political persecution and repression. This doctrine, linked to the local conflicts of each country, explains the cycle of military dictatorships from 1960 to 1990 which took place in the Southern Cone of Latin America. The enforced disappearance of people was the most atrocious method adopted to do away with the internal enemy from the territory.

<sup>10</sup> López, 1987; Mazzei, 2002; Potash, 1981; Pontoriero, 2016; Ranaletti, 2011; Robin, 2005; Sain, 2010.

<sup>11</sup> Comblin, 1980; Martins Filho, 2008; Soler, 2012; Valdivia, 2003.

The Argentine Armed Forces put these doctrines efficiently into action and developed them with the introduction of new methods. In fact, by the end of the 1970s and in the following decade, they exported this knowledge, practices and weapons to Central America. ESMA itself and its perpetrators actively took part in this export of knowledge. Between February and March 1979, military personnel from Uruguay, Paraguay, Bolivia,

Nicaragua, Brazil and Guatemala were received to carry out a seminar on anti-terrorist fight. The seminar was held at the ESMA Naval War College building and offered by Jorge "El Tigre" Acosta, who was the head of the Clandestine Center installed in the Officers' Quarters from 1976 to 1979. The anti-communist crusade supported by clandestine methods of extermination was thus exported straightaway from ESMA to other countries.<sup>12</sup>



Documentation linked to the so-called "Torture Manuals" or "US Army and CIA interrogation manuals" of the School of the Americas, declassified in 1996 by the American Government. (Source: National Security Archive)

<sup>12</sup> Armony, 1999.

## YEARS PRIOR TO STATE TERRORISM

At the beginning of the 1970s, Argentine society participated in a cycle of mass mobilization and demonstrations against the authoritarian order and the Peronist political outlawing imposed since 1955, and also as part of the anti-systemic movements which developed in the world by the end of the 1960s. In Latin America, this process was strongly marked by the emergence of armed revolutionary organizations throughout the continent under the enormous attraction of the model brought to light by the Cuban Revolution. Argentina was not the exception: armed left-wing Marxist and Peronist movements arose at once and they were harshly repressed.

At that time, the Navy was the protagonist of an event which, in the same way as the bombardments taking place in 1955, dragged repressive violence to a new level. On August 22 1972, a group of officers shot nineteen members of different revolutionary organizations at point-blank range at Vice Admiral



Marcos Zar air base, located on the outskirts of the city of Trelew, province of Chubut. The activists had tried to escape from a high security prison but were later caught. While the country was closely following the events and awaiting the transfer of the prisoners, the Navy assassinated them. Three of the militants who were shot managed to save their lives and revealed the facts.<sup>13</sup>

The case gave rise to an acute political crisis in the military dictatorship in charge of the Government during those years, just when the transition process to a new dem-

Attendees of the anti-terrorist fight seminar held at the Naval War College. (Source: Space for Memory and for the Promotion and Defense of Human Rights)



Detainees at the Vice Admiral Marcos Zar air base after the failure of their escape attempt. Very early in the morning on August 22, 1972, they were released from their cells and shot. (Source: National Memory Archive)

<sup>13</sup> Pittaluga, 2006.

ocratic period was underway. The Navy seemed once again the hard wing of the Armed Forces, ready to get rid of left-wing opponents. The immediate response of the revolutionary organizations was the beginning of a series of reprisals against several high-ranking officials. Faced with the attacks, the Navy commands formed a special company centralized in the ESMA property to protect the main leaders, which was split into several groups of five or six men each dedicated to patrolling and surveillance.<sup>14</sup>

Shortly after, on May 25, 1973, a democratic government came into power. The new cycle implied the return of the Peronist party to power after almost twenty years of ban. Large sectors of the population had pinned their hopes on a radical social change. "The socialist homeland" and "national liberation" became the guiding principles for many students, workers, professionals, intellectuals and organizations from diverse backgrounds. According to the military historian Rosendo Fraga, ESMA's applicants had to reluctantly take part in the respective act of power handover. "More than one officer who was part of the military formation sobbed in a mixture of rage and helplessness and one of them presented his request for retirement upon returning to ESMA", recalled Fraga.<sup>15</sup>

### **STATE TERRORISM BASED ON THE ENFORCED DISAPPEARANCE OF PERSONS (1976-1983)**

On March 24 1976, the coup d'état took place, an episode which gave rise to the dictatorship self-called the "National Reorganization Process". The repression had begun before under the conviction of the now overthrown constitutional government that National Security was threatened by social demonstrations and by the actions carried out by armed revolutionary groups. These groups had neither military nor political capacity to pose an actual threat but nonetheless they served as a mere excuse to justify the military repression and, months later, the coup d'état.<sup>16</sup>

The dictatorship was led by the Armed Forces as part of a bloc of military and civilian interests. The dictatorial project sought to re-found the Nation under another political, economic and social model. It was about socially disciplining the population, particularly those sectors that had challenged the order through social and political organizations for several years: urban and rural workers, students, professional and intellectual groups, armed and non-armed revolutionary movements. In the language of the Armed Forces, all of them were the "subversives" to be eliminated. They were at war against all these groups. Their elimination would allow the constitution of a controlled society and democracy with political parties which would not stimulate popular participation or challenges to the elites.

<sup>14</sup> MSME, 2019a.

<sup>15</sup> Fraga, cited in MSME, 2019a.

<sup>16</sup> Carnovale, 2016; Franco, 2012; Novaro and Palermo, 2003.

The re-founding project was structurally based upon the effectiveness of repression. On the one hand, this should definitively get rid of threats to order and, on the other, discipline the rest of society through fear. This would make all the planned economic and social reforms acceptable. It was about transforming a mobilized and demanding society forever, against which the Armed Forces and a broad sector of civilian interests had been battling for decades. With different nuances at the national level, this diagnosis and this solution were quite similar in several South American countries from 1964 to 1990: Brazil, Chile, Uruguay and Paraguay went through similar processes.

As far as Argentina is concerned, the repressive system chosen was the enforced disappearance of people, which came to be deployed in a systematic, centralized and massive way throughout the national territory and even beyond the borders. Due to the logical sense entailed by the clandestine operations, there are obviously no exact or definitive figures of victims. Given the complete lack of information on their number, various unofficial evaluations led the Human Rights organizations, in the last years of the dictatorship, to establish a figure of nearly thirty thousand detained-disappeared persons, which remains unchanged to this day. This estimate is not arbitrary as it is consistent with the fragmentary data available and is also the result coming from the refusal of the perpetrators to provide the complete list of victims to society.<sup>17</sup>

<sup>17</sup> Feierstein, 2018.

<sup>18</sup> Jorge R. Videla, press conference, December 13, 1979, recovered from <https://www.youtube.com/watch?v=3AIUCjKOjuc>, 23/JULY/2020.

In other countries, the enforced disappearance of people was also resorted to but it was generally a secondary repressive technique which accompanied methods with greater visibility and pretense of legality. As for the actual reasons why the enforced disappearance of persons reached such magnitude and complexity in Argentina, there is certain consensus among political specialists:

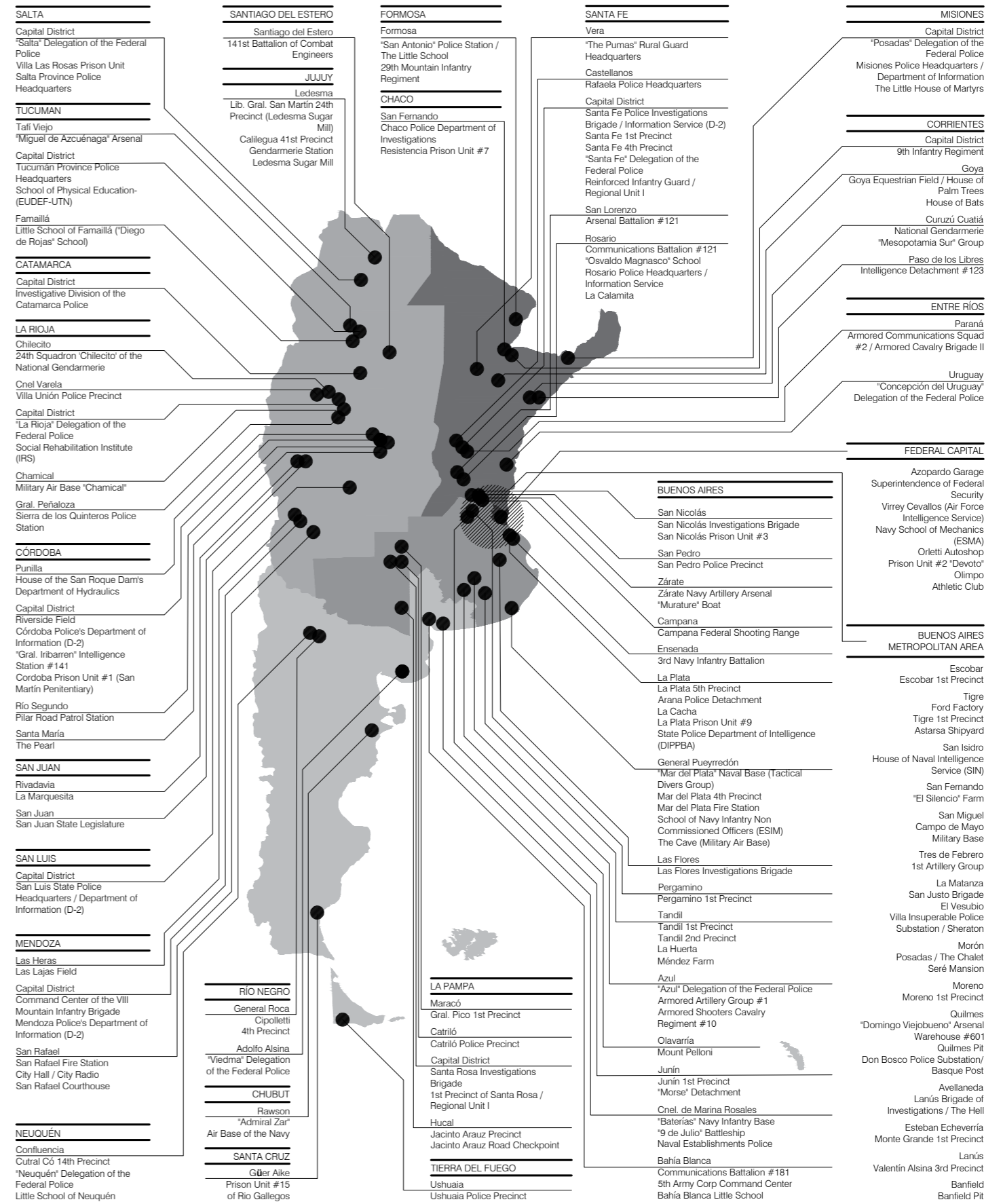
- In Argentina, there was a long tradition of political conflicts and state violence aimed at doing away with the other, considered as the enemy.
- The previously tried forms of repression had failed to solve the problem of "subversion". From the perpetrators' logic point of view, methods considered by them as definitive were needed.
- By 1976, the regional dictatorships had been fiercely putting repressive forces into action for several years and that had paved the way to enormous international pressure on them. Especially Pinochet in Chile faced, since 1973, very serious worldwide complaints for the systematic violation of Human Rights.
- The enforced disappearance of people made it possible to get rid of the enemy without leaving any traces. For the judicial systems of the time, there was no crime if there was no body. Dictator and head of the Army Jorge Videla himself announced in 1979: "As long as someone is disappeared, this person cannot have any special treatment. This person is unknown, is a disappeared person, has no identity, is not... neither dead nor alive, this person is disappeared."<sup>18</sup>

The development of enforced disappearance implied an absolute qualitative leap in relation to the entire previous repressive process. It was carried out through the confinement of people in Clandestine Centers of Detention, Torture and Extermination, as they have been called in Argentina, which were scattered throughout the country. The detainees could spend days,

months or years in them until they were murdered and concealed or, in a few cases, released. An estimated 5,000 men and women passed through ESMA, of whom just over two hundred survived. The Clandestine Center installed in the building which today houses the ESMA Museum and Site of Memory received the name "Selenium" by naval officials.

### Clandestine Centers

The Clandestine Centers were in charge of different military and police forces with national and provincial jurisdiction. They were scattered throughout the national territory mostly in entities belonging to the security forces and also in other buildings. Thus, there were Clandestine Centers in homes, schools, hospitals and commercial premises. They were usually located in consolidated urban areas. To date, scientific and judicial investigations have determined that there were more than 700 Clandestine Centers distributed throughout the country.<sup>19</sup> The list is still open and growing: judicial reconstructions through the testimonies of the surviving victims have made it possible to locate new places of detention. During 2020, through judicial inquiries made from the survivors' testimonies as well as access to documents declassified by the United States Government, a new Clandestine Center was identified. It was located in a house in Floresta neighborhood, a borough in the Autonomous City of Buenos Aires.



SOURCE: COORDINATION OF THE FEDERAL NETWORK OF SITES OF MEMORY AT THE NATIONAL MEMORY ARCHIVES - SECRETARIAT OF HUMAN RIGHTS

<sup>19</sup> Until 2015, around 762 assets were identified as places of confinement for State terrorism by the Argentine Secretariat for Human Rights.



Based on the conclusions of her studies about the operations carried out over the enforced disappearance of people in Argentina, sociologist Pilar Calveiro has shown that the effectiveness of the method lay precisely in that proximity of the Clandestine Centers with people's daily life, in the use of cars without any sort of identification, in kidnappings performed on public roads or in the appearance of nameless corpses. This illegal activity carried out and known by all was one of the keys to enforced disappearance as its main purpose was the mere fact of disciplining through fear and terror.

Due to these characteristics, from very early on Argentine exiles and humanitarian organizations that denounced the situation before foreign judicial bodies began to speak of a "terrorist State". These conceptions, later compiled in a classic book by Dr. Eduardo Luis Duhalde, alluded to a State's double functioning. On the one hand, a visible, institutional body based on rules, regulations and laws. The dictatorial State maintained that its main objective was the future restitution of democracy and there was a setting of standards governing all institutional, public and political functioning, even the legalized repression concerns.<sup>20</sup> On the other hand, a clandestine and hidden body developed, where the most extreme terror and fear were exercised without regulations or limits

and aimed at the mere physical destruction of the enemies.

To attain its efficiency, military power required the articulation of both sides: the legal and institutional and the clandestine and brutal.<sup>21</sup> The enforced disappearance of people and the establishment of Clandestine Centers played a key role in this two-sided functioning and were linked to the circuit of legal prisons and other public regulations of control and repression. This double-sided face of the illegal repression also included an international dimension. Through what was later came to be known as the "Condor Plan", since 1975 the dictatorships leading the destiny of Uruguay, Brazil, Paraguay, Bolivia, Chile and Argentina agreed to exchange intelligence information and coordinate the execution of various illegal repressive actions. Among them, the most frequent ones were to plan operations in order to arrest or assassinate citizens who had escaped from their country and found themselves in a specific member country of the Condor Plan, and to hand over foreigners captured as a result of routine raids and controls to the security forces of their nations of origin. Occasionally, security forces from Peru, Colombia and Venezuela participated in this plan.

Various investigations and declassified documents indicate that the Department of State and the Cen-

tral Intelligence Agency (CIA) of the United States provided assistance between 1975 and 1977 so that the regional operation procedures could be carried out.<sup>22</sup> American participation and continental collaboration are explained by two crucial situations:

- The Cold War between the Soviet Union and the United States, which were powers that, while avoiding direct confrontation, were involved in national or regional conflicts. This scenario led the United States Government to develop the National Security Doctrine, which consisted of automatically changing the mission the Latin American armed forces had so that they would devote themselves to guaranteeing internal order and fighting communism.

- The idea that the anti-communist struggle could simultaneously serve to reorganize Latin American societies through violence with the sole purpose of promoting a supposed modernization.<sup>23</sup>

These policies aimed to foster violent action by Latin American Governments were denounced in different international forums, which began to manifest against them. One of the most eloquent actions of international opposition to illegal repression in the region was represented by the award of the Nobel Peace Prize to Argentine activist Adolfo Pérez Esquivel in 1980 for his defense of Human Rights in Latin America.

<sup>20</sup> Canelo, 2008.

<sup>21</sup> Duhalde, 1999 [1983]. The nominal phrase "terrorist State" or "State terrorism" was later extended to define other similar regimes such as the dictatorships taking place in the Latin American Southern Cone from 1960 to 1980. Today it is a regional commonly used term to define the cycle of dictatorships from 1964 to 1990.

<sup>22</sup> Dinges, 2005. The characteristics and scope of the Condor Plan have been widely documented both through legal cases opened in the participating countries and through documents declassified by the respective governments. The MERCOSUR's Institute of Public Policies on Human Rights (IPPDH) has collected all these files in the Condor Documentary Archive, which can be consulted at <http://atom.ippdh.mercosur.int/>.

<sup>23</sup> Torres-Vásquez, 2018.



COUNTRIES PARTICIPATING IN OPERATION CONDOR

- ACTIVE MEMBERS: ARGENTINA, BOLIVIA, BRAZIL, CHILE, PARAGUAY, URUGUAY
- SPORADIC MEMBERS: COLOMBIA, PERU, VENEZUELA
- ASSISTANCE AND FINANCING: UNITED STATES



## ESMA CLANDESTINE CENTER OF DETENTION, TORTURE AND EXTERMINATION (1976-1983)

The enforced disappearance of people has been defined by the United Nations as to be “the arrest, detention, abduction or any other form of deprivation of liberty by agents of the State or by persons or groups of persons acting with the authorization, support or acquiescence of the State, followed by a refusal to acknowledge the deprivation of liberty or by concealment of the fate or whereabouts of the disappeared person, which place such a person outside the protection of the law”.<sup>24</sup> In Argentina, these procedures included the illegal deprivation of liberty by State agents, the denial of the fact and legal protection, the execution of tortures, the imprisonment in inhumane conditions, sexual violence, gender violence, illegal and precarious medical assistance, murder, concealment or disappearance of corpses, clandestine childbirths, theft of newborn babies and identity substitution, forced labor, extortion, and theft of movable and immovable assets. All these crimes took place at ESMA on a large scale and over several years. There, the enforced disappearance of people developed with a unique complexity and quantitative scope.

A relevant and unusual feature was that ESMA continued to operate as a highly prestigious school during its use as a Clandestine Center from 1976 to 1983. Within the set of over 30 buildings making up the property, the Officers’ Quarters was finally chosen as the operative entity for the confinement of prisoners. This was the building where the highest ranking officers were housed and where the ESMA

director had his own residence. Additionally, the Officers’ Quarters is one of the most visible constructions as it is located in a traditional residential area on one of the main entrance arteries to the city and perceives an enormous daily vehicular traffic. This means that the clandestine repressive system and the disappearance of people were manifestly carried out in front of society. Once the Clandestine Center was installed, the Officers’ Quarters kept its institutional functions: the first and second floors continued to be used as accommodation for high-ranking officers while the rest of the building (basement, ground floor and upper floors) were used for the illegal operations. The prisoners were permanently displaced between the different floors and used to cross paths with the personnel housed there.

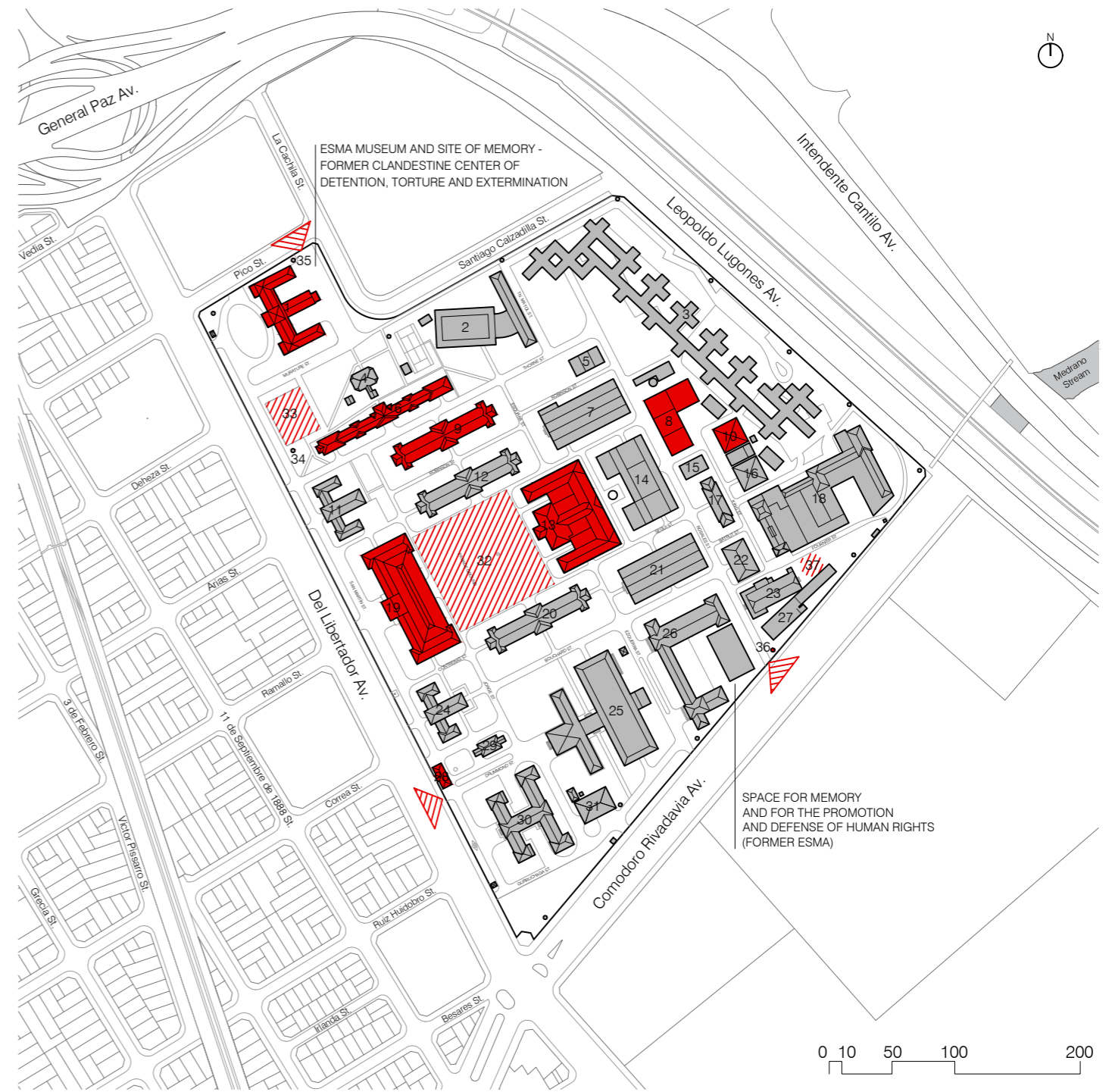
The whole ESMA premises were affected by the repressive tasks while they maintained their institutional, regular and visible activities. The following areas and buildings modified their operation procedures to suit repressive needs.

- Access paths: The main access, located in front of the Guard Headquarters, on Del Libertador Ave., was the one used by the groups in charge of the kidnapping operations and through which the vehicles with no identifications or with a false license plate entered. Two other entrances were also used: one on Comodoro Rivadavia Av. and the other on the corner of La Cachila St. and Pico St., behind the Officers’ Quarters.

<sup>24</sup> *International Convention for the Protection of All Persons from Enforced Disappearance*. New York, 20/DEC/2006. United Nations Treaty Series, vol. 2716, No. 48088, p.3.

- Central Pavilion: Main building of the Navy School of Mechanics where the classrooms, the director's office and the teachers' room were located. Its objective was the technical and military training of non-commissioned officers. After the coup, most students were allocated to repressive activities both inside and outside of the premises. In some instances, these activities included the control and surveillance of the hostages held in the Officers' Quarters.
- Control guard-post: This control post was located within a restricted area. There the vehicles which took the kidnapped people to the Officers' Quarters were fully checked. If access was authorized the thick naval mooring chain which served as a barrier was lowered to enable the vehicle go inside. The chain left a mark on the pavement which can be seen today.
- Parking area: Towards the middle of 1976, a double wall was built to conceal and protect the parking area used by the ESMA Task Group to park their clandestine vehicle fleet there.
- Mechanical workshop: At the entire service of clandestine operations during the dictatorship, it was originally devoted to the maintenance of ESMA vehicles. In order to prevent their identification, the cars were repainted, their license plates were modified and they were provided with false documentation. The multiple elements used for torture were also manufactured here.
- Infirmary: The personnel working in this sector provided medical and dental care to military staff, students, and conscripts. In parallel to this function, some doctors and nurses also integrated ESMA's clandestine structure. The latter also took part in kidnappings, torture sessions, deliveries

- of pregnant detainees and murders.
- Printing press: It was used during the dictatorship by detainees subjected to forced labor to print there all kinds of fake documentation for vehicles and officers (identity documents, passports and other credentials).
- Coy Pavilion: This pavilion, originally intended for students' accommodation, was turned into the headquarters of the Task Group from September 1981 to mid-1982. Some prisoners were temporarily housed there.
- Kitchen and Canteen for cadets, sailors, non-commissioned officers and civilian personnel: In a sector located in the basement of this building, the Clandestine Center's operations and communications unit was installed. From there, a liaison with the kidnapping patrols was maintained and action with other repressive forces was coordinated.
- Parade Ground: It was located on the central axis of the venue. It was here where ESMA students did training exercises and where important acts and ceremonies were held. During the dictatorship, this square was used occasionally for the landing of helicopters which transported high-ranked leaders of the Navy. According to testimonies, hooded men and women were occasionally seen getting off and then driven to the detention center. When a helicopter landed all accesses to the square were closed and a large deployment of armed personnel was mounted.
- Naval War College: Its mission was to provide academic training to naval chiefs. During the dictatorship period, it supported repressive activities by training Argentine and other Latin American officials in the so-called "anti-subversive fight".



Nº	BUILDINGS AND OPEN SPACES DIRECTLY LINKED TO THE ESMA CLANDESTINE CENTER	OFFICIAL USE OF ESMA BUILDINGS AND OPEN SPACES	Nº	BUILDINGS AND OPEN SPACES DIRECTLY LINKED TO THE ESMA CLANDESTINE CENTER	OFFICIAL USE OF ESMA BUILDINGS AND OPEN SPACES
1	[Red Solid]	OFFICERS' QUARTERS	19	[Red Solid]	CENTRAL PAVILION OR FOUR COLUMNS
2	[Red Solid]	ELECTRICITY PAVILION	20	[Red Solid]	ALFA PAVILION
3	[Red Solid]	ACCOMMODATION UNITS	21	[Red Solid]	DELTA PAVILION
4	[Red Solid]	GAZEBO	22	[Red Solid]	LAUNDRY PAVILION
5	[Red Solid]	STELLA MARIS CHAPEL	23	[Red Solid]	SWIMMING POOL
6	[Red Solid]	INFIRMARY	24	[Red Solid]	MAIN GUARD
7	[Red Solid]	CADETS' QUARTERS AND CANTEEN	25	[Red Solid]	ARMS AND AVIATION PAVILION
8	[Red Solid]	FIREMEN   MECHANICAL WORKSHOP	26	[Red Solid]	OPERATIONS PAVILION
9	[Red Solid]	COY PAVILION	27	[Red Solid]	SHOOTING RANGE
10	[Red Solid]	PRINTING PRESS	28	[Red Solid]	DEL LIBERTADOR AV. ENTRANCE GUARD
11	[Red Solid]	NON-COMMISSIONED OFFICERS' QUARTERS	29	[Red Solid]	NON-COMMISSIONED OFFICERS' RESIDENCE II
12	[Red Solid]	BOTE OR BRAVO PAVILION	30	[Red Solid]	NAVAL WAR COLLEGE
13	[Red Solid]	KITCHEN AND CANTEEN FOR CADETS, SAILORS, NON-COMMISSIONED OFFICERS AND CIVILIAN PERSONNEL	31	[Red Solid]	BAKERY
14	[Red Solid]	BASIC WORKSHOPS	32	[Red Hatched]	PARADE GROUND
15	[Red Solid]	EQUIPMENT DEPOSIT	33	[Red Hatched]	PARKING LOT
16	[Red Solid]	ELECTRICAL WORKSHOP	34	[Red Hatched]	RESTRICTED AREA CHECKPOINT
17	[Red Solid]	EQUIPMENT STOREROOM	35	[Red Solid]	PICO ST. ENTRANCE GUARD
18	[Red Solid]	MACHINES PAVILION   TRAINING FOR CADETS AND CORPELS	36	[Red Solid]	COMODORO RIVADAVIA AV. ENTRANCE GUARD
			37	[Red Hatched]	SPORTS FIELD

In anticipation of the changes which the installation of the Clandestine Center was going to introduce at ESMA, by the end of 1975 the study programs had been reformulated to suit the operational needs of the Navy. The training of non-commissioned officer candidates was shortened by one year. Besides, those who finished the second year were promoted to the rank of lance corporal and were subject to the Military Justice Code. From then on, they were assigned surveillance and patrol tasks on the property. The declassification of the Armed Forces' archives revealed that the lance corporal candidates with an average higher than seven were separated at that time from the courses and fully assigned the operational tasks related to clandestine repression.<sup>25</sup>

### THE ENFORCED DISAPPEARANCE WITHIN ESMA

As already stated, the anti-subversive fight had been elaborating accurate doctrines within the Armed Forces for several decades. In 1975 the Navy issued a series of standards and adapted its institutional organization chart to take part in repressive actions. By October, the Navy approved an "operational strategic plan": the CON Capacity Plan No. 1 "S"/75 (PLACINTARA/75) aimed at "detecting and annihilating" the subversive organizations. This and other standards defined the goals and modes of the Navy's participation in the repression procedures.<sup>26</sup>

Based on these standards, the Navy added, in addition to the command chain and pre-existing organic responsibilities, a chain of commands functional to the "anti-subversive fight". The body was split into eleven Task Forces (TF), each of which was assigned buildings, territorial areas

and specific missions. These TF were in turn subdivided into Task Groups (TG). The general coordination was in charge of the Naval Operations Command (CON), which reported directly to the commander-in-chief of the Navy.

The task group based in ESMA was TG 3.3 (within TF 3). Its operating range included the Autonomous City of Buenos Aires and the northern suburbs of the province of Buenos Aires, with which the ESMA property was geographically bordered. TG 3.3 was made up of personnel on both a permanent and rotating basis, coming from other units of the Navy, to ensure the involvement of most members of the body in the repressive tasks. Members of other military and security forces also participated occasionally.<sup>27</sup> ESMA successive directors from 1976 to 1983 –Rubén Jacinto Chamorro, José Suppicich, Edgardo Otero, José Arriola and Héctor Horacio González– were in turn TG 3.3 commanders.

Within this organic structure, TG 3.3 deployed a set of extremely complex repressive activities, which went far beyond the standards and included clandestine procedures within the already existing clandestine scenario. This was possible since the Armed Forces conceived the repression as a centralized systematic plan with decentralized execution. The latter gave ample room for maneuver and autonomy to the forces operating in each area of the country and in each Clandestine Center.<sup>28</sup>

TG 3.3 was structured in four different areas: intelligence, operations, logistics and personnel. To carry forward their own activities, they occupied the Golden Hall, an elegant ceremonial room located on the ground floor of the Officers' Quarters.

<sup>25</sup> MSME, 2019d.

<sup>26</sup> Slatman, 2012.

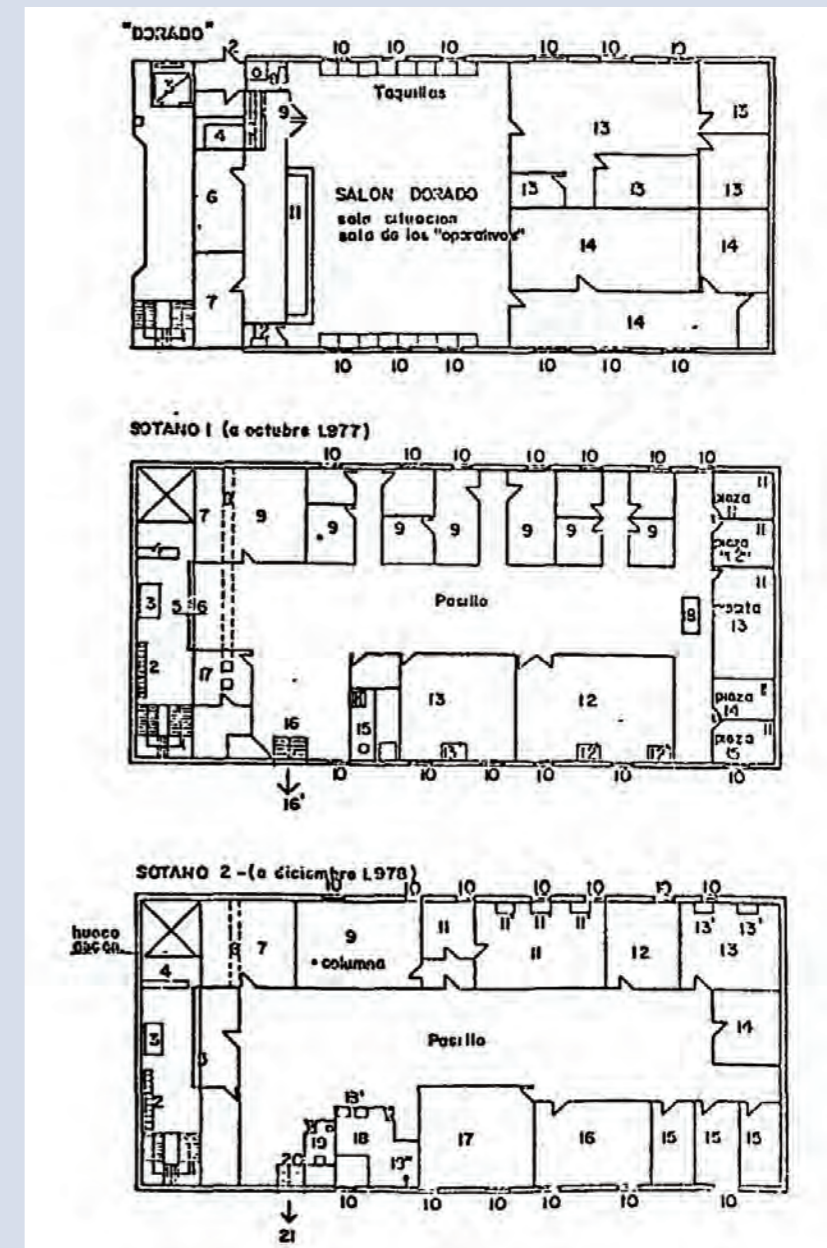
<sup>27</sup> MSME, 2019d; Slatman, 2012.

<sup>28</sup> Águila, 2013; Pontoriero, 2016.

### From Officers' Quarters to Clandestine Center of Detention, Torture and Extermination

The modifications made to adapt the Officers' Quarters to be used as a Clandestine Center were of various kinds throughout the whole period of the illegal repression. These reforms covered three main sectors:

- Basement. It was partitioned to set torture rooms, forced labor rooms, an infirmary sector and support offices.
- The Golden Hall. It was partitioned to install offices which were used by TG 3.3 as an operations and logistical support base.
- Third and Fourth Floors. They were partitioned for the confinement of detainees, torture rooms, rooms for forced labor, a storeroom for stolen goods, and clandestine maternity rooms.



Sketches made by Lisandro Cubas, survivor, kidnapped from October 20 1976 to January 19 1979. These sketches have been included in his report under File No. 6974 in CONADEP Archive and allow to identify the different divisions and functions of the Golden Hall and the Basement from 1976 to 1979 periods. (Source: CONADEP Archive)



The remaining modifications were made according to the circuit of transfers of the detained-disappeared within the building and mainly included refurbishing accesses, stairways and the elevator.



Photograph of the basement corridor taken by the end of 1982 by Victor Basterra while he was being held captive at ESMA's. According to his description, there is a paper shredding machine in the room. The door on the right corresponds to an intelligence office and the rear doors led to rooms used for detention and torture. Basterra presented this and other photographs to the National Commission on the Disappearance of Persons (CONADEP) in 1984. (Source: CONADEP Archive)

### THE VICTIMS' REPRESSIVE CIRCUIT INSIDE THE OFFICERS' QUARTERS

The repressive circuit was spatially very organized within the Officers' Quarters. The TG 3.3 defined and planned the kidnappings to be carried out in the Golden Hall, which had been refurbished to hold repressive tasks. To the right there was a guard post to monitor the building through a closed television system. On the sides there were cabinets full of weapons and instruments for kidnapping operations. Also, there were plenty of files containing information about the detainees and a paper shredder to destroy documentation. From the episodes taking place at ESMA property, it was possible to judicially confirm that there were lists and systematized information on the victims with several micro-filmed copies.

On the grounds of the data obtained under torture, new kidnappings were carried out, generally on public roads or in dwellings.

The main victims at ESMA's were political militants, especially from the Peronist left and from one of its armed organizations called "Montoneros". Along with them, professionals, students, priests and nuns, intellectual scholars, people close to social or political organizations considered "subversive" and occasionally relatives and next of kin were kidnapped.

As soon as they were arrested in a dwelling, at workplaces or on public roads, the kidnapped were put on a blindfold or mask so that they could not recognize their captors or know where they were being held. That is how they would remain throughout the captivity. They were then transferred to the Clandestine Center where they were first taken to the basement to undergo extensive torture sessions. The paramount instrument used for torture was the so-called "picanas" (cattle prod), a rod with an iron tip which gives off electric shocks and is applied to the most sensitive areas of the body.

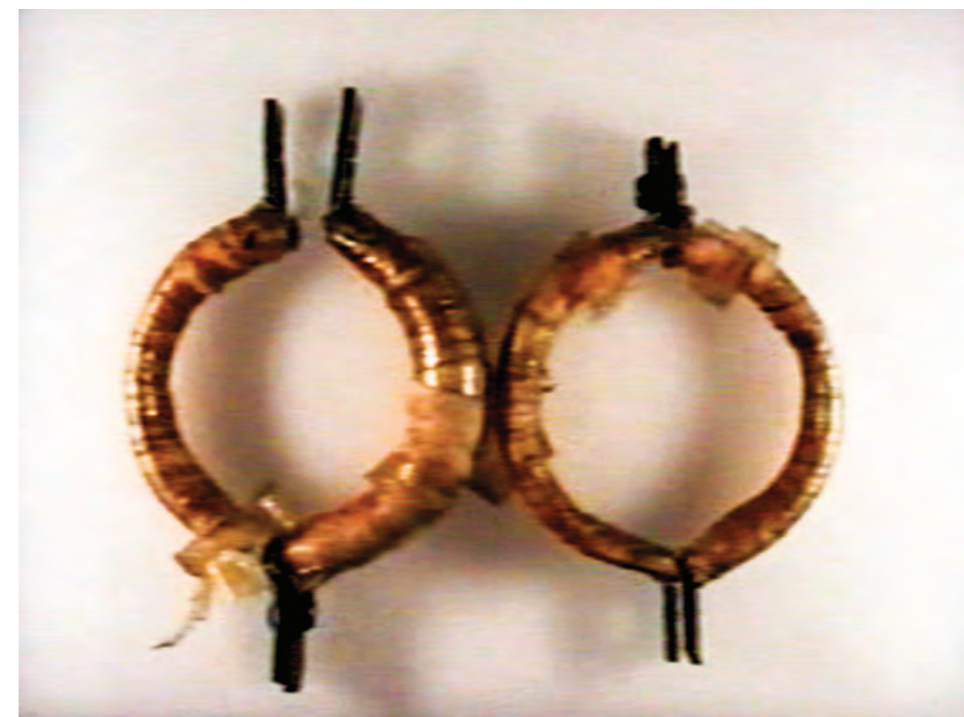


During 2010, one of the blindfolds was presented in the Oral Trial known as ESMA II, Case 1.270, by the survivor Juan Gasparini. (Source: Juan Gasparini's donation - ESMA Museum and Site of Memory)

After passing through the Basement, the victims –if they did not die when subjected to torture procedures– were taken to the third floor, to the sector known as "Capucha" (Hood). In this attic with bricked up windows and without

natural light, they were housed and kept in inhuman conditions: with little food, no hygiene or medical attention at all, with their eyes covered and with shackles on their feet and hands so that they could not move or communicate.

Shackles worn by Alicia Milia de Pirles during her captivity from May 28 1977 to January 19 1979. She managed to cover them with gauze and sellotape so they would not hurt her ankles. Upon being released, she handed in the shackles to Lisandro Raúl Cubas, one of the detainees, who later managed to get them out of the country. Cubas exhibited the shackles during his testimony in the ESMA II Oral Trial, Cause 1.270, on July 30, 2010. (Source: Cubas' donation - ESMA Museum and Site of Memory)

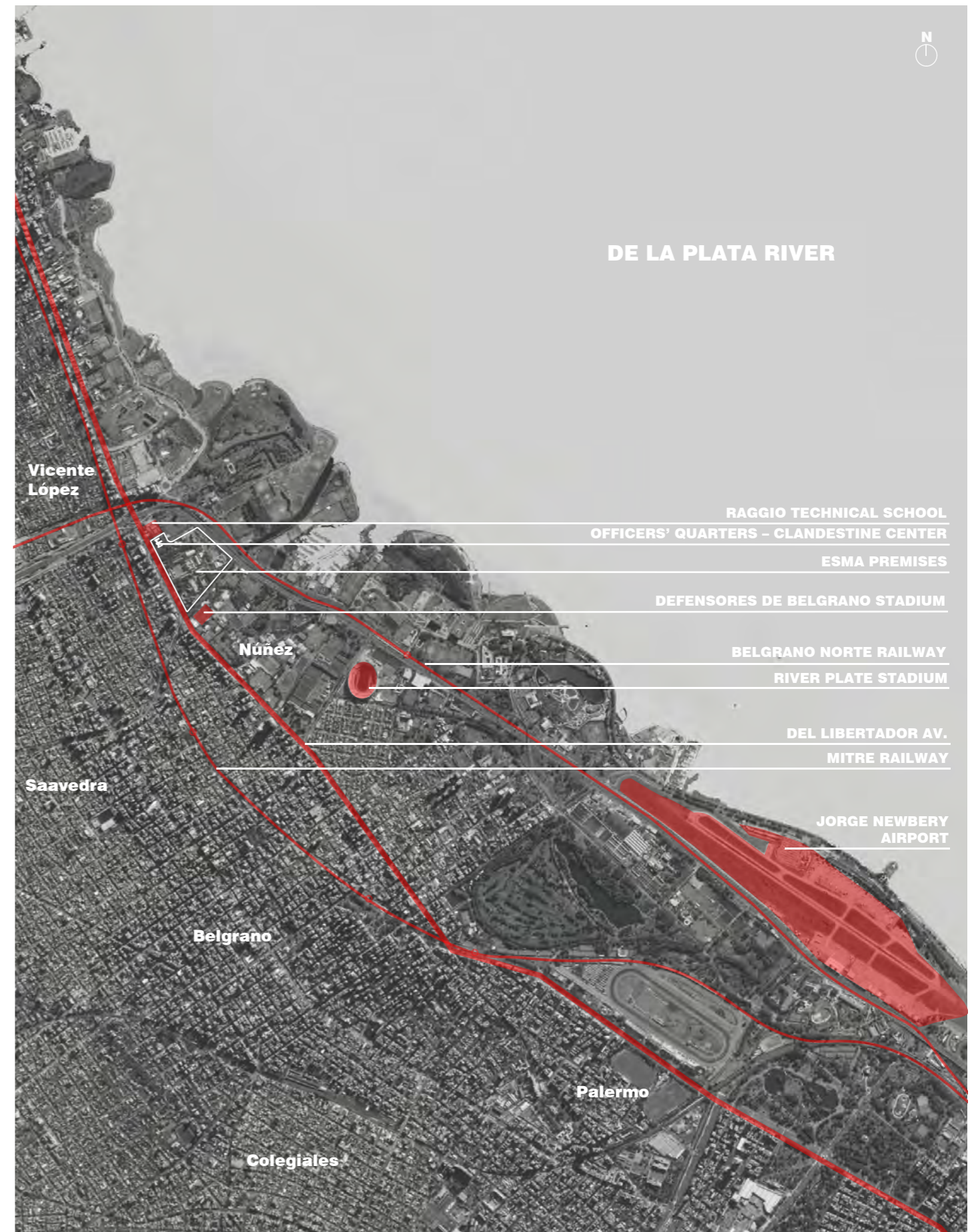


Each detainee was on a mat on the floor and confined to a tiny cubicle separated by wooden partitions, which came to be literally called "doghouses". These doghouses were arranged in rows along the sides of the unit. There were also nine tiny cells which had a door and a spyhole, which the repressors called "cabins". These cells had small windows overlooking De la Plata River.

One of the cabins in Capucha (Hood), with a screening of Miriam Lewin's testimony at the Trial of the Military Juntas in 1985. (Photo 46: Camilo del Cerro / MSME)

Despite the fact that the detainees remained with their eyes fully covered from the very moment they were kidnapped so that they could not identify the place to which they were taken, those who were con-

finied at ESMA Clandestine Center could hear the passing of the train and the intense noise coming from aircraft engines due to the proximity of the Autonomous City of Buenos Aires Airport. They could also hear the chants sung by fans when soccer matches were played at River Plate or Defensores de Belgrano stadiums. Another characteristic sound was the noise given off by the students attending classes at Raggio School, which was located on a neighboring block. These urban references, known through the testimonies given by survivors, were key data which served then to identify the location of the Clandestine Center.



Even death was not easy at ESMA's. As Calveiro clearly points out, the Clandestine Center degraded and dehumanized the detainees before assassinating them. The victims lost their names as they were designated by an identification number. The torture sessions, their physical aftermath, the daily beatings and the conditions of confinement came to annul all will and impulse in them. Permanent isolation, terror and violence seriously affected subjectivity.

TG 3.3 modified its operation as the number of victims increased and its activities became more complex. Towards 1977, a new place of detention and torture, called "Capuchita" (Little Hood),

also began to be used. This attic, which was located on the fourth floor of the building, was recognized by survivors years later due to the noise released by the water tank and the discovery of a red ceramic tile pavement which had been hidden under the currently visible flooring. This pavement was typical of the coverage of terraces in the city of Buenos Aires and corresponds to the period in which the Teachers' Residence was built. When the building was refurbished to turn it into the Officers' Quarters, the terraces were covered with the tile roof added. After the operations carried out at the Clandestine Center ended, the red ceramic floor tile pavement was covered and today it is not visible.

Cement water tank located in Capuchita (Little Hood). (Photo 47: Camilo del Cerro / MSME)



The detainees' final fate was uncertain and was always subject to the captors' arbitrariness: some died in torture, others –the majority– were murdered shortly upon arrival and a smaller group was held alive for a time until their death was decided. A few individuals survived and today they are the main voices from which the operations performed at ESMA Clandestine Center were reconstructed in the different court cases held and the script for the ESMA Museum and Site of Memory was written.

Uncertainty about one's own death or that of others was part of the mechanisms of terror implemented at ESMA's. There are indications and testimonies that people were shot and cremated during the first few months after their arrival but the judicial body could not find any kind of evidence of this inside the property for the time being. Later, TG 3.3 changed the method. Since mid-1976, the so-called "transfers" began: on Wednesdays, a group of prisoners were called by their numbers and after lining up they descended from the third floor to the Basement. An infirmary sector

worked there. In this place, they were injected a barbiturate called Pentothal to put them to sleep. Then they were taken to the parking area of the building, forced to get on trucks and driven to a nearby airport. The Navy used its own planes and helicopters to throw the victims alive into the sea during night flights. In this way, they tried to make the bodies disappear forever and to fully hide the crime.

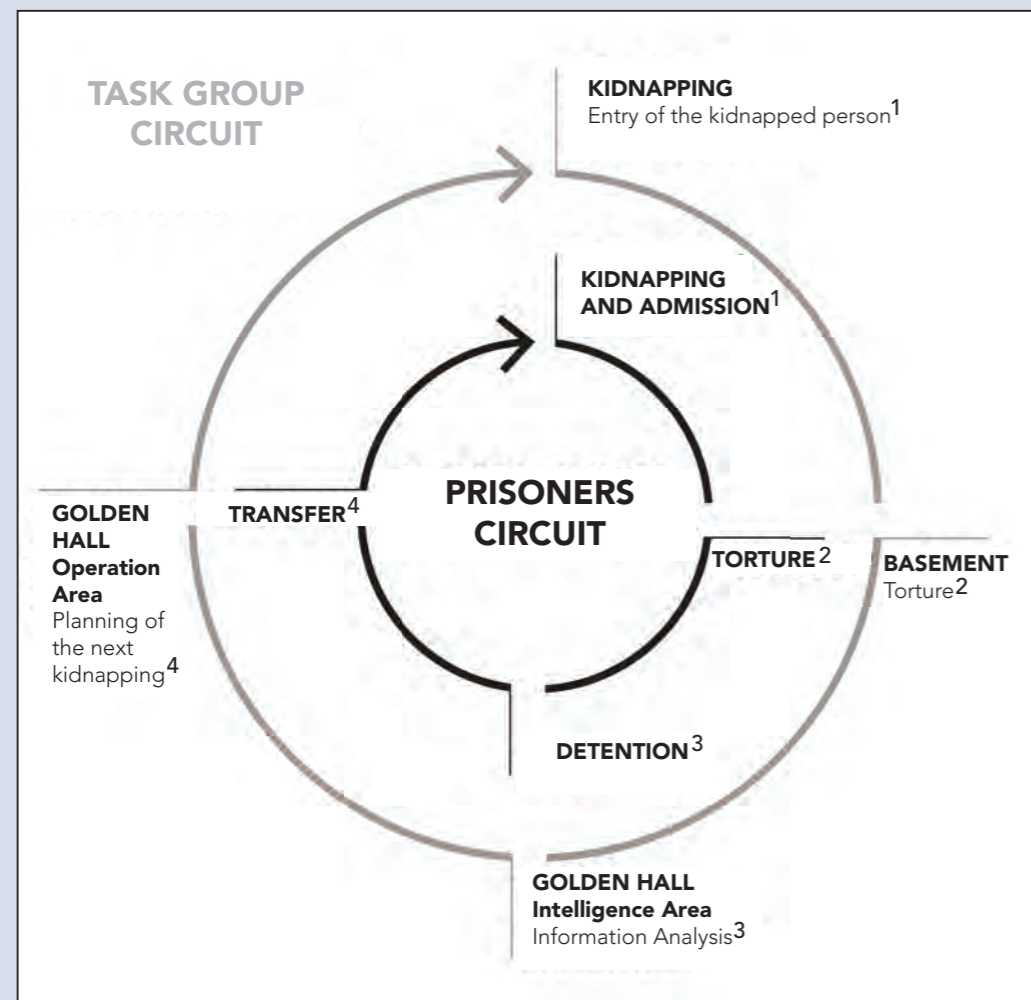
Although this method was also used in other Clandestine Centers, it gained great consistency at ESMA's due to the weekly frequency and the number of victims who underwent this procedure. Despite the evidentiary difficulties due to the lack of direct witnesses willing to testify the actual facts linked to that atrocious experience, the flights departing from ESMA's were the only case which was provided by one of the participants' testimony and could be judicially proved.<sup>29</sup> Over time, these so-called "Death Flights" became the symbol of State terrorism in Argentina and ESMA was identified with that methodology.<sup>30</sup>

#### The two repressive circuits at the Clandestine Center

Starting with the installation of the Clandestine Center, each site of the building played a specific role, taking part in two different circuits: one referred to the provision and analysis of information by the Task Group and the other one, linked to the itineraries followed by the prisoners. These two circuits explain the uses of the building during the operations carried out at the Clandestine Center and serve as a guide to the research works performed to detect the constructive marks present in each sector.

<sup>29</sup> ESMA III Trial, Sentence, March 5 2018.

<sup>30</sup> MSME, 2019d; ESMA Trial, Sentence, March 5, 2018.



Infographic showing the two circuits which describe the operations performed at ESMA Clandestine Center. (Source: ESMA Museum and Site of Memory)

### TASK GROUP AND CIRCULATION OF INFORMATION

1. Kidnapping and entry of the kidnapped person to the Clandestine Center.
2. Basement: Upon arrival at the Clandestine Center, the kidnapped person was immediately taken to the Basement to be subjected to different types of torture.
3. Golden Hall - Intelligence Area: The information collected by different means in the torture sessions nurtured the repressive circuit with personal details on new people to be kidnapped.
4. Golden Hall - Repressive Operation Area: With the information coming from the Intelligence Area, the next kidnapping was planned and the operative groups were organized.

### CIRCUIT FOLLOWED BY PRISONERS

1. Kidnapping and admission to ESMA property: The mere disappearance process starts.
2. Torture procedures: Once admitted to the Clandestine Center, the prisoners were immediately taken to the Basement to be interrogated under torture.
3. Detention: Prisoners used to remain indefinitely in Capucha (Hood) or elsewhere in the Clandestine Center.
4. "Transfers": Euphemism with which the Task Group referred to the murders.

The enforced disappearance also included clandestine childbirths and the systematic appropriation of newborn babies. A large percentage of the disappeared individuals were youngsters between 18 and 30 years old. Likewise, many women were pregnant for a few weeks when they arrived at ESMA's and were confined in cubicles with little or no medical attention during pregnancy. So far it has been shown that at least 37 babies were born there without adequate assistance and in miserable conditions.

These deliveries were not accidental incidents as TG 3.3 allocated resources and specific organization for the corresponding births. During the first year, the births were performed in the Basement. Since 1977, a special place was arranged in a very small room located on the third floor. Shortly after delivery, mothers were generally murdered and newborns were handed over to families made up of naval officers or close friends, who changed their identities and illegally registered them as their own. In only two cases, the babies were given to their biological family. ESMA also housed pregnant women taken by the Army and the Air Force from other Clandestine Centers in the country to give birth there.

In order to restore the identity of the appropriate girls and boys, Grandmothers of Plaza de Mayo Association promoted the creation of a genetic data bank in the 1980s, which would make it possible to establish biological affiliation through a blood test. In addition, the organization carried out various campaigns and investigations to find the whereabouts of these

girls and boys, whose total number is estimated to be more than 400. In turn, the organization had an active participation in the United Nations Human Rights Commission. Through these procedures, they managed to incorporate the right to identity in the Convention on the Rights of the Child (OHCHR) in 1989. In recognition of this contribution, articles 7, 8 and 11, where the proposal of Grandmothers of Plaza de Mayo was reflected, are called "Argentine articles".

By the end of 2020, the association had managed to restore the identity of 130 people who were illegally taken as babies. Among them are Evelin Bauer Pegoraro, José Bustamante García, Juan Cabandié Alfonsín, Jorge Castro Rubel, Victoria Donda Pérez, Javier Gonzalo Penino Viñas, Guillermo Pérez Roisinblit, Miriam Poblete Moyano, Ezequiel Rochistein Tauro and Laura Ruiz Dameri, who were born at ESMA Clandestine Center and were appropriated by repressors.

Sexual violence, abuse and rape of women were common at ESMA's during torture procedures and in various other circumstances. Only recently have surviving women been able to speak about the issue and this violence has begun to be judicially considered as a crime associated with enforced disappearance.<sup>31</sup> Within this form of submission based on the vulnerability of people kidnapped by state agents, some officers belonging to Task Group 3.3 forced women to have sexual relationships and to simulate emotional ties with them. These relationships were even more cruel forms of abuse, imposing the staging of humiliating behavior on the victims in order to stay alive.<sup>32</sup>

<sup>31</sup> Álvarez, 2015 and 2019; Bacci et al., 2012; Oberti, 2014.

<sup>32</sup> Feld and Franco, 2019; Lewin and Wornat, 2014.

Another form of physical and psychological abuse which does not record similar cases, neither in scale nor in complexity, was the subjection of detainees to forced labor. As everything else carried out at ESMA's, this activity had specific and specially conditioned premises: the sector called "Pecera" (Fish tank) located on the third floor, where work boxes were set up, and also the Basement, where a photomechanics laboratory was set up. In the latter, they took photos of the detainees to be then filed in Clandestine Center's archives and also of the repressors to forge various kinds of documentation they used during illegal operations. Detainees were also used for construction work. Although the victims used to carry out maintenance and cleaning tasks in other Clandestine Centers, the forced works reached another dimension and objectives at ESMA's: here victims used to prepare reports and analyses of the Argentine and international press; translate articles published in newspapers around the world; compile statistical data; forge identity cards, passports, property titles and purchase invoices; print photographs and documents; and film audiovisuals. From mid-1976 to 1978, the Fish tank and the Basement witnessed the development of a sequence of vigorous activities. Individuals worked day and night non-stop. Detainees were picked up at any time in the night and dragged into relentless tasks which far exceeded repressive needs. Detainees often worked at the service of the illicit enrichment of the men making up

TG 3.3 and of the political needs of the maximum commander of the Navy, Emilio Massera.

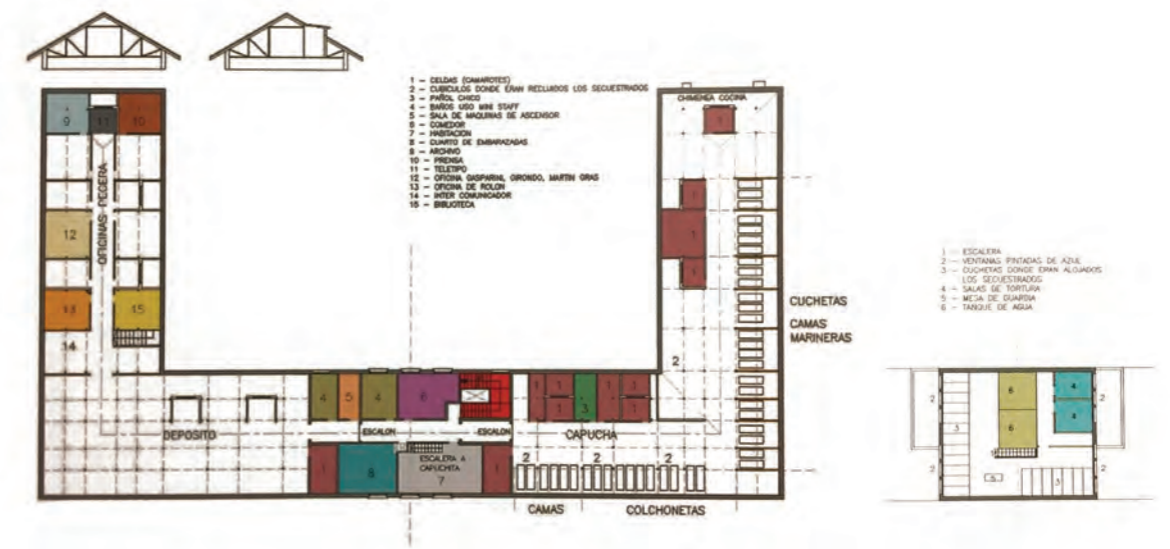
Only a minority of kidnapped people were assigned to forced labor. The tasks were permanently carried out under the threat of the victims' own death, that of other detainees or even of their family members. Despite this, forced labor for the kidnapped victims turned into a desperate attempt to achieve some kind of survival by simulating cooperation. For this reason, those who had already been forced to work in this way tried to convince the captors that there were other detainees who had useful skills or knowledge and should be incorporated into illegal tasks.<sup>33</sup>

To take part in forced labors, the selected detainees had to demonstrate their captors that they had abandoned their ideological convictions and that they were retrievable for society. For instance, women were required to wear makeup and dress in a "feminine" way for short outings outside ESMA, in which they had to utterly agree to associate with repressors. These practices could be considered an annex of what Primo Levi has called the "gray zone" in reference to the interactions between victims and perpetrators in the Nazi camps.<sup>34</sup> On these sorts of events, as investigations indicate, this type of outings and interactions did not represent a relief from the experience of enforced disappearance at all. Actually, what was at stake here was a peculiar system of extreme subjugation.<sup>35</sup>

<sup>33</sup> MSME, 2019d; ESMA Trial, Case 1.270; Calveiro, 1995; Feld and Franco, 2019; Lampasona, 2013.

<sup>34</sup> Levi, 1986.

<sup>35</sup> Feld and Franco, 2019.



Planimetric reconstruction of the distribution of the Third Floor (Hood) and Fourth Floor (Little Hood) sectors, based on the testimonies provided by the survivors. (Source: E. Tavani, *Las Marcas de la Memoria: objetos encontrados*, Instituto Espacio para la Memoria, Buenos Aires, 2012)



Photos of detained-disappeared persons taken by members of the Task Group for their files and obtained by the survivor Víctor Basterra, who took them out of the Clandestine Center. (Source: ESMA Museum and Site of Memory)

TG 3.3 also devoted itself to the theft and appropriation of the victims' movable and immovable assets. In a first stage, the goods were stolen in the kidnapping procedures and located in a sector on the third floor called "Pañol" (Storeroom). The furniture, appliances and clothing belonging to the kidnapped people were piled up there. Since 1977, either through forgery or extortion, the repressors have appropriated real estate properties belonging to the detainees. The thefts came to include racehorses, large pieces of land and millionaire bank accounts in foreign financial institutions. In support of these activities they used the photomechanics workshop and the printing press, which operated in the Basement and was used to forge documentation. Several detainees with technical knowledge were forced to carry out these specialized tasks. Real estate agencies outside ESMA's were also set up to fix and sell the expropriated houses. With that money, the most powerful men of the Navy set up companies and made commercial transactions which are still under judicial investigation.<sup>36</sup>

These economic aspects of repression cannot be separated from the use and exploitation of forced labor and were made possible thanks to the state of defenselessness and physical and psychological vulnerability of the captives.<sup>37</sup> There are no records or testimonies provided which show that there have been cases of extreme abuse and of manipulation with similar characteristics as part of the enforced disappearance of people in other Clandestine Centers.

The complexity that the enforced disappearance of people at ESMA's brought to the fore was closely linked to Admiral Emilio Massera, Commander in Chief of the Navy and member of the first Military Junta, who ruled from March 1976 to September 1978. From the very beginning, Massera attempted to build a political career independent from the rest of the members making up the Military Junta. To carry forward his objective, he used the human resources at ESMA's, both the men from TG 3.3 and the victims kidnapped there. In fact, Massera frequently went to ESMA to supervise tasks and to meet TG 3.3 heads. He even took part in some kidnapping operations. When he retired in 1978 he deepened his political plans and continued to control the active chiefs of the Navy. In his offices, Massera received reports made by the captives at ESMA's and organized long international journeys to meet political leaders from other countries.<sup>38</sup>

As enforced disappearance diversified within ESMA, the dynamism with which the Clandestine Center operated became more complex. The cover-up tasks, political propaganda, the theft of property and the economic crimes led to the expansion of the geographical radius of action outside the initial borders. Thus, TG 3.3 started to use rural homes on the outskirts of Buenos Aires to sporadically transfer kidnapped people, installed an audiovisual production company and assigned hostages to work there, and also took several detainees to work in the remodeling of the stolen properties to be then sold.

<sup>36</sup> MSME, 2019d; MSME, 2019g; Feld and Franco, 2019.

<sup>37</sup> Feld and Franco, 2019.

<sup>38</sup> About Massera, Uriarte, 1992; Borrelli, 2008; MSME, 2019a; MSME, 2019d.



Former Admiral Emilio Massera as a member of the Military Junta, standing close to Jorge Rafael Videla and Orlando Ramón Agosti. (Source: STR NEW / REUTERS)

The activities performed by TG 3.3 were also extended to the outside of the country. In 1977, the Argentine Foreign Affairs Ministry –controlled by the Navy– created a Press General Directorate to carry out propaganda actions abroad and counteract international complaints of Human Rights violations. Its headquarters was installed in the Argentine Embassy in France and was called the "Pilot Center of Paris". Later on, Massera took advantage of that structure to project his political career and infiltrate the exile organizations in France. To do this, several TG 3.3 members were assigned to France on a rotating basis. Several detainees were even sent there as administrative personnel.

#### ESMA'S FIRST VISIBLE TRACES

ESMA not only is known today due to the scale and complexity of the crimes committed there but also was and is the most notorious Clandestine Center due to the characteristics of some of its victims. Among others, Rodolfo Walsh<sup>39</sup>, important political activists and a group of mothers and relatives of the disappeared who were looking for their loved ones passed through there. Victims who gave rise to great diplomatic impact were also detained there, such as the French nuns Alice Domon and Léonie Duquet and the young woman of Swedish descent Dagmar Hagelin. As a result, ESMA became the subject of early international complaints, visits by foreign authorities and journalistic research works.<sup>40</sup>

<sup>39</sup> Rodolfo Jorge Walsh was an Argentine journalist, writer, translator and political activist. He was a pioneer in the publication of impeccable and highly relevant non-fiction novels. He also stood out as a fiction writer.

<sup>40</sup> Catoggio and Feld, 2020.

### Relevant cases which induced ESMA's international visibility

The young militant of Swedish descent Dagmar Hagelin was kidnapped by the ESMA Task Group, detained in the Clandestine Center installed in the Officers' Quarters and later murdered. His father, the Swedish citizen Ragnar Hagelin, carried out various demarches at the Swedish Embassy in Buenos Aires, which effectively provided him with support. Despite the diplomatic pressure exerted by the Swedish Government and successive requests for information on her whereabouts, which actually included requests from the American President James Carter and Pope John Paul II, the Argentine Government systematically denied the arrest of the young woman. In 1985, during the Trial of the Military Juntas, Buenos Aires Federal Chamber convicted Emilio Massera for Dagmar Hagelin's case.

Alice Domon and Léonie Duquet were members of the Foreign Missions congregation in Paris. After the coup d'état and the beginning of the illegal repression, both decided to collaborate with relatives who requested information about their missing loved ones. Some of these people had organized themselves under the name "Mothers of Plaza de Mayo". The group, which met at Church of Santa Cruz (Holy Cross) in the Autonomous City of Buenos Aires, was infiltrated by Alfredo Astiz, a member of the ESMA Task Group. Astiz provided the information to kidnap twelve people in various operations in December 1977. Along with Sisters Domon and Duquet, Azucena Villaflor, Esther Ballestrino de Careaga, María Eugenia Ponce de Bianco, Ángela Auad, Gabriel Horane, Raquel Bulit, Patricia Oviedo, Remo Berardo, Horacio Aníbal Elbert and José Julio Fondavila were also detained. All of them, today known as "The 12 of the Santa Cruz" were finally assassinated.

The passage of the nuns through ESMA Clandestine Center was documented by survivors' testimonies. The Navy insisted on denying these kidnappings due to the repercussion they had on the international realm. In a maneuver to confuse international public opinion, TG 3.3 members ordered a detainee to take a photo of the nuns in ESMA's basement under a flag having the inscription "Montoneros" on it, with the sole aim of blaming that group. Additionally, they forced Domon to write a letter in which she said that she had been kidnapped by "a dissident group within the Videla Government". The cover-up attempt was unsuccessful. The American and French Governments along with the Catholic Church exerted pressure on the Military Junta to resolve the case of the nuns, although all efforts were unsuccessful.<sup>41</sup>



Photo of Sisters Domon and Duquet taken at ESMA's Basement under a banner with the inscription "Montoneros" on it. (Source: French newspaper *Libération*, December 21, 1977)

<sup>41</sup> Guinzberg, 2005.

Although the kidnapping of the French nuns, the Mothers of Plaza de Mayo and the relatives of the disappeared represented quite a shock for all the organizations that defended Human Rights, the intimidation did not have the desired effect. The protest movement continued with its demand for Memory, Truth and Justice until it was heard and understood by all society.

A key episode that drew attention to ESMA was the Soccer World Cup, which took place in 1978. The fact that it was played in Argentina during the dictatorship gave rise to an international boycott whose epicenter lay upon several European countries, and France in particular. One of the main arguments of the boycott was the closeness of River Plate stadium, where the most important matches would be played, to ESMA property. "No football matches played 500 meters away from the premises where people are tortured" was one of the slogans. The campaign travelled the whole world with the help of French cartoonists.

Since 1977, the dictatorship denounced the existence of a supposed "anti-Argentine campaign". By this name, it was referring to complaints in other countries by exiles, relatives of the victims and international organizations reporting Human Rights violations. To counteract the effects of these complaints, the dictatorship published, within and outside the country, advertising and press materials on the alleged pacification attained by the Armed Forces in Argentine society.

The Government also invited journalists from prestigious international media outlets to visit the denounced places. ESMA was almost always the place chosen for these visits. Thus, for instance, Patricia Derian, Under Secretary for Human Rights of the United States Depart-

ment of State, visited ESMA on August 10, 1977, and was received by Admiral Emilio Massera. In her testimony, Derian recalls having told him the following: "I know that there are people who are being tortured right here inside. I have a map of the place." The plans to which Derian was referring were a crucial piece of information in international complaints about ESMA. They were made by survivors and from early times they served to confirm the existence of the Clandestine Center.

French advertising poster announcing the boycott against the Argentine Soccer World Cup with a focus on ESMA. (Source: *La coupe déborde, Videla!*, Bibliothèque International de la Documentation Contemporaine, Nanterre, France)



<sup>42</sup> Derian, cited in MSME, 2019c.

The popular Argentine women's magazine *Para Ti* published a series of postcards and urged its readers to write letters to different foreign countries denying the allegations. The campaign was titled: "Defend your Argentina". (Source: *Para Ti* Magazine, August 1978)



In light of the IACHR's visit, the Navy made several important changes to cover up ESMA's activities. First, a small group of detainees were released. Some of them were authorized to leave the country and later became complainants. Secondly, non-commissioned officers and ESMA students were in charge of remodeling various sectors corresponding to the Officers' Quar-

ters with the sole aim of avoiding overlaps between the descriptions included in the complaints and the characteristics of the facilities when they were visited by IACHR. The works lasted for months and significantly modified the internal paths and different sectors of the building.

### Refurbishing at the Clandestine Center prior to IACHR's visit in 1979

The changes carried out before IACHR's visit affected notable features of the building. Some of the most important were the following ones:

- Elevator removal. The elevator shaft was left empty on the ground floor and those in the basement and on the upper floors were filled in.
- Demolition of the flight of stairs leading from the Hall to the Basement. Subsequently, the gap on the slab was filled in and lined with a plywood board.
- Elimination of the compartments of the Intelligence offices installed in the Golden Hall.
- Enclosure of the North and South galleries.
- Dismantling of the closed circuit television from where the activity of the prisoners and the access area to the property were monitored.
- Removal of the telephone booth located on the Ground Floor.
- Remodelling of the bathrooms on the third floor.
- Transformation of the torture sectors installed in Capuchita (Little Hood) into offices with lines of desks.
- Reorganization of the admission circuit for detainees.

The choice of these changes was not accidental. The premises had been drawn by Horacio Domingo Maggio in 1978 on plans which possibly displayed the first physical description of the Clandestine Center. Maggio, who was a union delegate for Banco Provincia de Santa Fe (Bank of Santa Fe) and a member of Montoneros, had been kidnapped in February 1977 and obliged to perform forced labor in the sector known as "Pecera" (Fishtank). In April 1978 he managed to escape and send a letter denouncing the crimes performed at ESMA's together with plans drawn by himself to different international organizations and embassies. Months later, in October 1978, Maggio was assassinated by the Army. In 1979, when IACHR inspected the building, many of the sectors Maggio detailed had been changed to prevent recognition.<sup>44</sup>

<sup>44</sup> Horacio Maggio's letter is partially exhibited at ESMA Museum and Site of Memory; Catoggio and Feld, 2020.

To deny the veracity of these testimonies, TG 3.3 members decided to refurbish the building when a key episode in the history of ESMA and dictatorial Argentina was confirmed: the visit of the Inter-American Commission on Human Rights (IACHR) in September 1979. The IACHR is a principal and autonomous body dependent on the Organization of American States (OAS), created in 1959. Its purpose is the protection of Human Rights and has the necessary power to examine individual cases in member countries, monitor general situations and evaluate issues it considers to be priorities. On-site visits by the IACHR can only be carried out with the invitation or consent of the country concerned.

From very early on, the IACHR had received complaints about the disappearance of people in Argentina, especially brought about by Emilio Mignone, an Argentine lawyer whose daughter was kidnapped at ESMA's and later murdered. Mignone was one of the great driving forces that fostered IACHR's visit and later became a point of reference in the fight for the reestablishment of Human Rights in Argentina.

Pressed by American President James Carter, the Argentine Government finally accepted IACHR's visit, which was arranged for September 6-20, 1979. Once in Buenos Aires, IACHR received 5,580 complaints, of which 4,153 were entirely new. Moreover, it inspected several places designated as Clandestine Centers, which had been entirely dismantled weeks before by the Armed Forces. The most significant of them, due to the number and severity of the complaints received and because it was still active, was ESMA.

Headquarters located at 760 Mayo Ave. (Buenos Aires), used by IACHR to receive complaints in 1979. (Source: State Commission for Memory of Buenos Aires Province)



<sup>43</sup> MSME, 2019c; MSME, 2019f; Novaro, 2009.

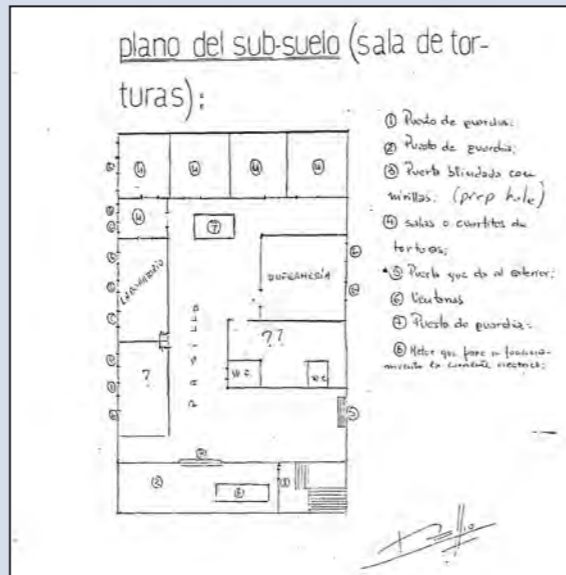
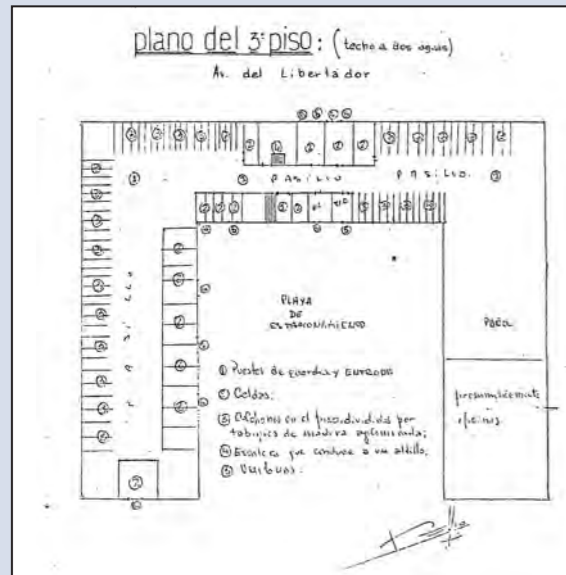
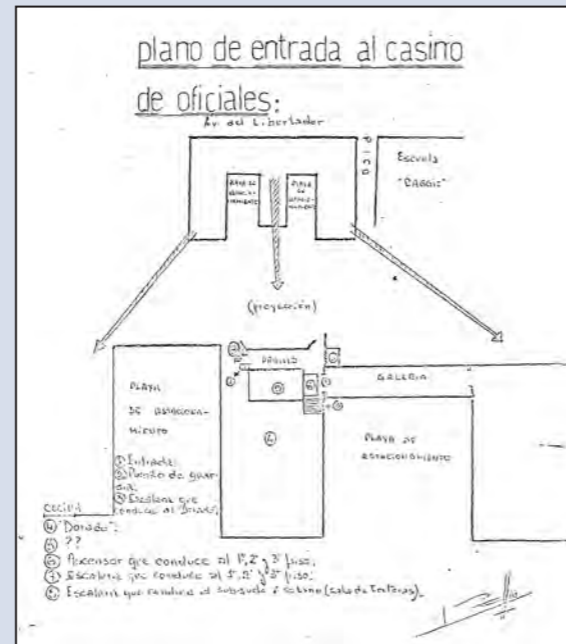


Enclosure of the North and South galleries carried out before IACHR's visit in 1979.  
(Photo 48: Camilo del Cerro / MSME)

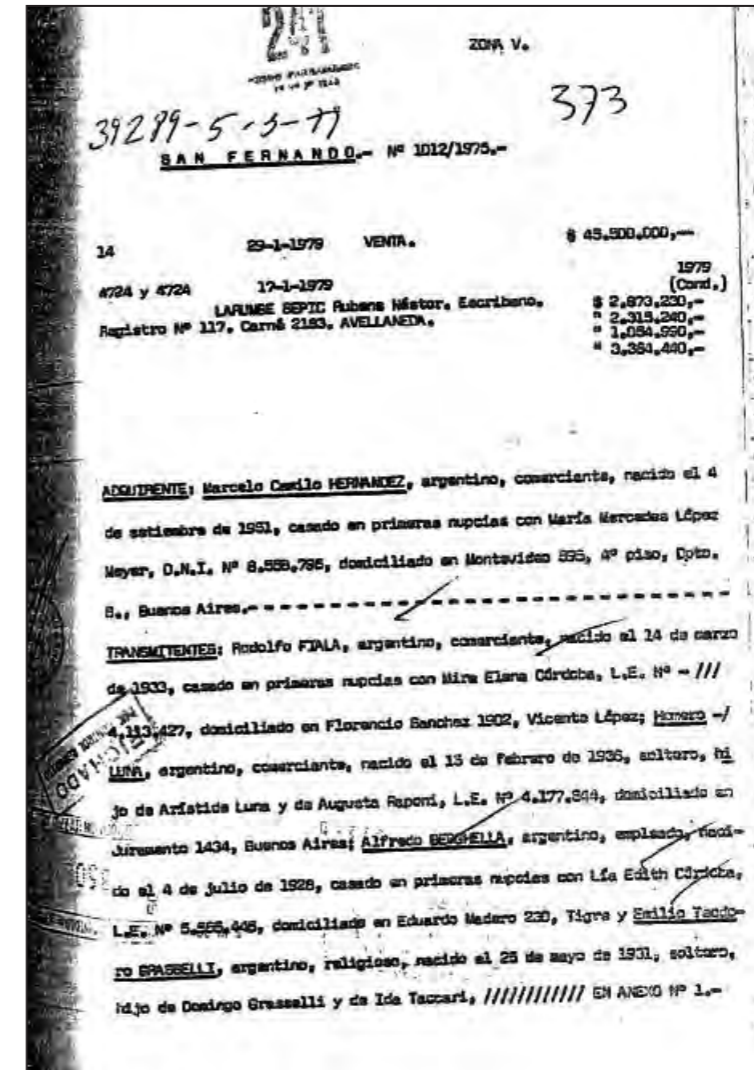


When IACHR arrived, the kidnapped people had been taken to a country house called "El Silencio" (The Silence), located on Tigre Delta<sup>45</sup>. The property had belonged to the Archdiocese of Buenos Aires and was later sold to ESMA's Task Group by the priest and vicar of the Army Emilio Grasselli<sup>46</sup>. As part of the forced labor to which the kid-

napped people were subjected, a group called "La Perrada" (Pack of dogs) was forced to carry out the necessary reforms for the transfer of the detainees from the Officers' Quarters. During the weeks of confinement on the farm El Silencio, the people kidnapped there were forced to do rural tasks.



Plans of the ESMA Clandestine Center drafted by Horacio Domingo Maggio in 1978.  
(Source: ESMA Museum and Site of Memory)



Buying and selling documentation of the country house El Silencio.  
(Source: Space for Memory and for the Promotion and Defense of Human Rights)

<sup>45</sup> El Tigre is a delta composed of multiple islands at the confluence of several rivers. It is located in the Metropolitan Area of Buenos Aires. Its origins as an agricultural production area coexist with its transformation into a tourist resort and into a residential area at weekends. The island, whose exact location was searched for years by survivors, was signposted as a Site of Memory in 2019 within the framework of National Law 26.691/2011 on preservation, signage and promotion of Sites of Memory concerning State Terrorism.

<sup>46</sup> Grasselli, who perfectly knew of the existence of ESMA Clandestine Center, admitted in 2003, in front of the buying and selling documentation, having intervened in that operation.

Country house El Silencio (The Silence), where 41 kidnapped people were transferred during IACHR's visit to ESMA. (Source: Space for Memory and for the Promotion and Defense of Human Rights)



In December 1979, IACHR issued the preliminary conclusions of its inspection of places suspected of being used as Clandestine Centers located in various cities throughout the country. There it denounced the existence of thousands of disappeared people, of Clandestine Centers, tortures and murders without bodies. A year later, it presented the full report on the Argentine situation and pointed out the existence of a systematic plan for the physical extermination of detainees. The report included a brief overview on ESMA, cited as an alleged place of detention.<sup>47</sup>

#### **ESMA AND ENFORCED DISAPPEARANCE AS A CRIME AGAINST HUMANITY**

ESMA was a cornerstone in the development of international Human Rights standards linked to the enforced disappearance of persons. Although this repressive method had already been used before in Germany during the Nazi regime, it was deployed on a large scale in Argentina as of 1976. In fact, the

term “enforced disappearance” was used for the first time by Latin American Human Rights organizations to denounce this repressive practice applied in a massive and systematic way in the 1970s. Until then, people who disappeared –usually during an armed conflict– were not considered as such in the current legal sense of the term.

During the Latin American dictatorships, the repression caused relatives of the disappeared people to start resorting to international organizations for help. The first mentions and complaints reached IACHR in 1974 and the United Nations (UN) in 1976 and referred to specific events taking place in Chile. Since 1975, the relatives of disappeared persons in Argentina have repeatedly resorted to both organizations. By mid-1977, IACHR offices in Washington received between 50 and 60 Argentine complaints a day. “The Commission had never received so many complaints, practically exceeding the secretariat’s operational capacity”, recalled Roberto Álvarez, a Domin-

<sup>47</sup> IACHR, 1980; MSME, 2019c.

ican lawyer and IACHR’s principal specialist.<sup>48</sup> All complaints were systematically denied by the Argentine Government. This led to IACHR’s visit in 1979.

For its part, the Argentine case began to be treated in August 1976 by the United Nations Sub-Commission on Prevention of Discrimination and Protection of Minorities. Due to its dimension and gravity, the issue reached the Human Rights Commission in 1977. There, it was the Argentine jurists from the Argentine Commission for Human Rights (CADHU) who denounced the situation and had to deal harshly with the diplomacy of the Argentine dictatorship, which wanted to stop them.<sup>49</sup>

At the same time, CADHU and other organizations made up of exiles and defenders of Human Rights began to disseminate the complaints about the enforced disappearance in Argentina around the world.<sup>50</sup> In this process of international visibility, ESMA played a key role. According to expert Rodrigo González Tizón, this preponderance in the international complaint was due to ESMA’s absolute weight in the repressive apparatus of the dictatorship, its location within the capital city, the enormous number of victims, and the relatively significant number of survivors at that Clandestine Center. According to this researcher, another important variable was the profile of the survivors, who were middle class individuals and had a high educational level. This facilitated their possibil-

ities to make complaints very early in international settings.<sup>51</sup>

One of the most important international testimonies about what was happening in Argentina took place in Paris and was centered on ESMA’s. It was a collective testimony stated by three survivors: Sara Solarz de Osatinsky, Alicia Milia de Pirlles and Ana María Martí. The text had been written in Madrid by a larger group of ESMA survivors and was presented in Paris on October 12, 1979. It was the first time it was publicly assumed that Argentine missing persons were most likely to be dead.

Months later, the UN Human Rights Commission created, at the insistence of its director Theo Van Boven, the Working Group on Enforced or Involuntary Disappearances. The immediate precedent for this was Resolution No. 33/173 on the enforced disappearance of persons adopted in 1978 by the UN General Assembly. In it, without mentioning Argentina, it exhorted States to put an end to disappearances. The Working Group was created on February 29, 1980, based on a report on the Chilean situation and later, as Van Boven recalls, the Argentine case became the one with the greatest international impact. In fact, the Group was originally conceived as a temporary body for one year but due to multiple Argentine complaints through CADHU, Amnesty International and the action of Latin American lawyers it managed to prolong its existence to the present day. Years later, in 1985,

<sup>48</sup> Álvarez cited in MSME, 2019c; Farer, 2019.

<sup>49</sup> MSME, 2019c; Frulli, 2014; Guest, 1990. CADHU had been formed in Argentina in February 1976 to receive complaints and act in the international legal realm. Faced with the kidnapping of some members, those who managed to save their lives went into exile in Europe to continue with the complaint.

<sup>50</sup> CADHU, 1979.

<sup>51</sup> González Tizón, 2016.

Edition of the first international testimony on ESMA published by the Argentine Commission for Human Rights (CADHU). (Source: CADHU)

Van Boven would testify in the Trial of the Military Juntas in Argentina.

An international milestone in the process of making this new type of crime visible was the Paris Colloquium on the enforced disappearance of persons. It was organized by the group of Argentine lawyers exiled in France (GAAEF) and by French jurists. Its objective was to press for the renewal of the mandate of the UN Working Group, which was soon to expire, and for enforced disappearance to be declared a crime against humanity. The col-

loquium took place on January 31 and February 1, 1981, in the Assembly and in the National Senate of France. There Emilio Mignone exposed his doctrine of "global parallelism", which clearly explained the mechanism of State terrorism and enforced disappearance. The mandate of the UN Working Group was renewed.

For years, Latin American Human Rights organizations, many of them members of the Latin American Federation of Associations of Relatives of the Detained-Disappeared (FEDEFAM), insisted on the need for an international convention and outlined various projects. Finally, the *Declaration on the Protection of All Persons from Enforced Disappearance* was approved by the United Nations in 1992. In 1994, the Organization of American States (OAS) approved the *Inter-American Convention on Forced Disappearance of Persons*. In December 2006, the *International Convention for the Protection of All Persons from Enforced Disappearance* was approved by the UN General Assembly.<sup>55</sup>

At ESMA's, the enforced disappearance of persons reached a unique dimension due to its complexity, scope, duration and the number of victims. The complaints and the early impetus by survivors to testi-



<sup>52</sup> United Nations, *Theo Van Boven, the struggle for human rights in Latin America*. Documentary movie, available at [https://www.youtube.com/watch?v=\\_rU-JnaWpPb8&feature=emb\\_title](https://www.youtube.com/watch?v=_rU-JnaWpPb8&feature=emb_title) (consulted on 8/AUG/2020).

<sup>53</sup> MSME, 2019c; Guest, 1990.

<sup>54</sup> Conte Mac Donell and Mignone, 1981; GAAEF, 1982; Franco, 2008; MSME, 2019c.

<sup>55</sup> *Declaration on the Protection of All Persons from Enforced Disappearance*, approved by Resolution No. 47/133 of the General Assembly, December 18 1992, *Inter-American Convention on Forced Disappearance of Persons*, Organization of American States (OAS), 09/JUN/1994, available at <https://www.oas.org/juridico/english/treaties/a-60.html>, and *International Convention for the Protection of All Persons from Enforced Disappearance*, New York, 20/DEC/2006, United Nations Treaty Series, vol. 2716, No. 48088, p. 3.

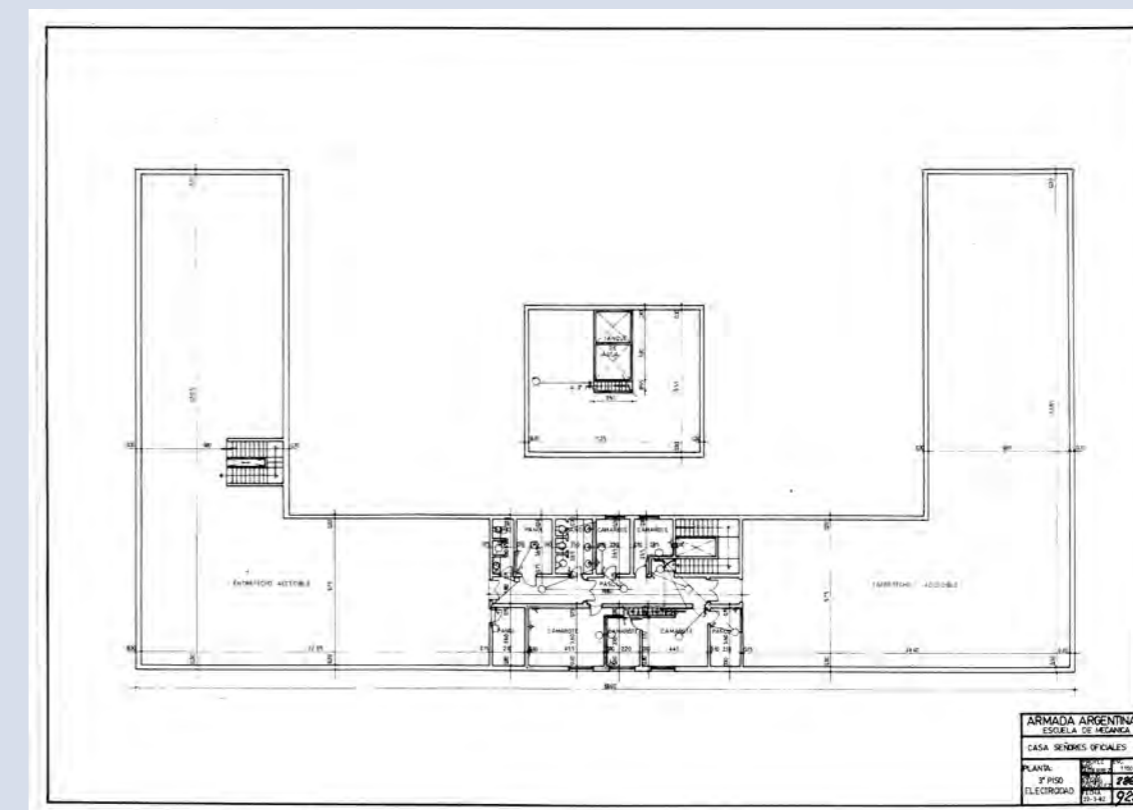
fy gave ESMA rapid and significant international visibility. For this reason, this Clandestine Center had a key place in the long process of

international legal construction of the crime of enforced disappearance of persons.

### The coexistence of the Clandestine Center with the Officers' Quarters: the legally registered reforms

In parallel to the clandestine reforms, initially carried out for the installation of the Clandestine Center and later to try to hide it, there was a series of legally registered refurbishing works. The latter were related to the legal institutional functioning of the building as an Officers' Quarters and were carried out from 1980 to 1982. The main refurbish covered the following sectors and facilities:

- Bathrooms.
- Sanitary facilities.
- Fixtures, including built-in closets' dormitories and kitchen furniture.
- Private bathrooms and kitchen at the director's home.
- Heating and air conditioning installations.
- Electrical installation



Navy School of Mechanics: Electrical installation plan on the third floor. Date: 22/ MARCH/1982. (Source: Space for Memory and for the Promotion and Defense of Human Rights)

## ESMA: FROM PHYSICAL EVIDENCE TO HISTORIC MONUMENT

With its surrounding outdoor area, the Officers' Quarters served as a Clandestine Center until the end of the dictatorship in 1983. When democracy came into action, ESMA was not only deactivated as a property for repression but a process of rapid decline and institutional discrediting of the school began. ESMA became an undesirable military destination and the school decreased its offer of seminars and degrees as well as its number of students.

On December 10, 1983, a new democratic government took office. Raúl Alfonsín, a member of the Radical Civic Union party, won the elections with the promise of reversing a long tradition of political and State violence. That promise was reflected in his first government decisions regarding the violation of Human Rights. Among several measures adopted by the Executive Branch, the creation of the National Commission on the Disappearance of Persons (CONADEP) and the judging decrees of the military leaders responsible for the repression and the leaders of the armed revolutionary organizations who acted before and during the dictatorship were crucial.<sup>56</sup>

This supposed an unlimited investigation scheme to get to the truth and implementation of judicial measures to those mostly responsible. Although the justice scheme was presented in a binary form (Armed Forces and revolutionary armed organizations as re-

sponsible), the focus of Justice fell on military actors and on State action, whose levels of violence and responsibility before society were incomparable with those carried forward by the opposition revolutionary groups.

CONADEP was an official commission made up of notable personalities from Argentine culture and science who were given the rank of Secretaries of State to perform research work with guarantees of security and access to military or police realms.<sup>57</sup> The Commission should investigate the enforced disappearance of persons system and build consensus on the general truth about it. For several months it received thousands of reports on disappearance, visited Clandestine Centers throughout the country and had the collaboration of Human Rights organizations.

ESMA's inspection was carried out on March 8, 1984. Among CONADEP's members who were part of this visit were Magdalena Ruiz Guiñazú (journalist), Eduardo Rabossi (philosopher and politician) and the national deputy Santiago López, all of them accompanied by the Secretary of the Commission and also a photographer and an architect. A group of survivors, who at the time continued to be threatened with death by the repressors, acted as guides. The delegation went round the property and documented all the changes made to alter the building of the Officers' Quarters in 1978 and 1979.

<sup>56</sup> Decrees 157 and 158, December 10 1983. On the transition and Human Rights policies, Aboy Carlés, 2001; Acuña et al., 1995; Crenzel, 2008; Feld and Franco, 2017.

<sup>57</sup> On the justice scheme drafted by CONADEP, Crenzel, 2008.



ESMA's physical examination during the visit of the National Commission on the Disappearance of Persons (CONADEP). (Source: CONADEP Archive)



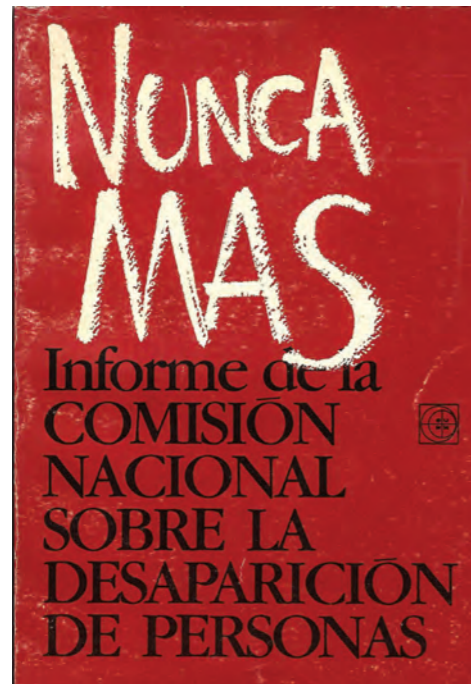
Photo taken during ESMA's physical examination carried out by CONADEP. Survivor Carlos Muñoz sitting on the floor of Capuchita (Little Hood). (Source: CONADEP Archive)

All this was reflected in a report delivered to the Argentine Government on September 20, 1984. There, the existence of 340 Clandestine Centers and at least 8,961 disappearances were documented in addition to demonstrating the planned and systematic nature of the enforced disappearance system. A few weeks later, the report became a book and its name would become an emblem: *Nunca Más*

(*Never Again*). The following year, such expression was used again by the prosecutor Julio Strassera to close the plea of the Trial to the Military Juntas and request the perpetual imprisonment of the main defendants. *Nunca Más* continues to be one of the most widely read books in Argentine history today.<sup>58</sup> The book, the nominal phrase and its particular layout became an extraordinary heritage of Argentine

<sup>58</sup> Crenzel, 2008.

culture, a symbol which sums up the several struggles for Human Rights and a symbol of the social consensus against State terrorism. Since then, the motto "Nunca Más" (Never Again) began to be used in other reports on Human Rights in various Latin American countries.<sup>59</sup>



Cover of the first edition of *Nunca Más* (Never Again), Buenos Aires, Eudeba, 1984.

Shortly after the presentation of the report written by CONADEP, the Trial of the Military Juntas was litigated on the grounds of a small selection of cases. The trial took place in Buenos Aires from April to December 1985. Faced with a mix of threats and fears due to the fragile democratic stability, the ordinary judicial body sentenced the members of the first two military juntas to different penalties. Among them,

<sup>59</sup> Brazilian project: *Nunca Mais* and book *Brasil Nunca Mais*, 1985; *Uruguay Nunca Más*, 1989; *Guatemala Nunca Más*, 1998.

<sup>60</sup> The sentence was read on December 9 1985. Jorge Rafael Videla and Emilio Eduardo Massera, members of the first Military Junta (1976-1978), were convicted to life imprisonment. Orlando Ramón Agosti, also a member of the first Military Junta, was convicted to four years. The members of the second Military Junta (1978-1981) were convicted to different prison terms: Roberto Eduardo Viola to 17 years and Armando Lambruschini to 8 years while Omar Domingo Rubens Graffigna was acquitted. The members of the third Military Junta (1981-1982) Leopoldo Fortunato Galtieri, Jorge Isaac Anaya and Basilio Lami Dozo were acquitted. The members of the fourth Military Junta (1982-1983) were not brought to trial.

former Admiral Emilio Massera, the highest ranked official at ESMA Clandestine Center, Commander of the Navy from 1973 to 1978 and a member of the first Military Junta from 1976 to 1978, was sentenced to life imprisonment.<sup>60</sup>

The motto *Never Again* together with the Trial of the Military Juntas let Argentine society fully understand what happened during the State terrorism and interpret those events in a different way. All this resulted from the mobilization and courage of the Human Rights organizations which had made complaints in the country and around the world since the beginning of the dictatorship and had sought legal strategies to deal with what had happened.

The importance of the trial and the investigation carried out transcended local history. Although Argentina was not the first country to prosecute Human Rights violations, its impact was very important because it was the first case of large-scale local trials and because of the recognition of the crime of enforced disappearance of persons. Due to these features and its repercussions, the Trial of the Military Juntas is considered an international turning point for the prosecution of individual criminal responsibilities for crimes against humanity committed by high-ranking officials. In fact, other countries

in the world with similar situations did not have justice processes in that same period. In different cases, the transitions were negotiated with the outgoing forces through agreements which suppressed criminal action and/or established forms of subsequent military control over the democratic regime. For these reasons, international specialists in transitional justice such as Kathryn Sikkink, a professor at Harvard University, consider that the Argentine case was the beginning of a "justice cascade".<sup>62</sup>

Despite the broad social consensus, the justice processes that marked the Argentine transition were reversed in the following years. The first measures accepted by National Government were two laws called "Full Stop" and "Due Obedience" respectively, which prevented the possibility of new trials and limited criminal responsibilities to high military hierarchies.<sup>63</sup> They were the result of strong pressure exerted by a series of military uprisings suffered by President Alfonsín's Government from 1986 to 1989. Thus, the trial of those directly responsible for ESMA's events, requested by the Federal Chamber in 1987, came to an end. The court had then initiated the prosecution of 19 ESMA Task Group 3.3 members, including Jorge "El Tigre" Acosta and Alfredo Astiz, leading representatives of the repression whose actions were made public through statements collected by CONADEP and in the Trial of the Military Juntas.

Shortly after, from 1989 to 1990, the then-President Carlos Menem,

<sup>61</sup> Sikkink, 2011.

<sup>62</sup> Sikkink, 2011.

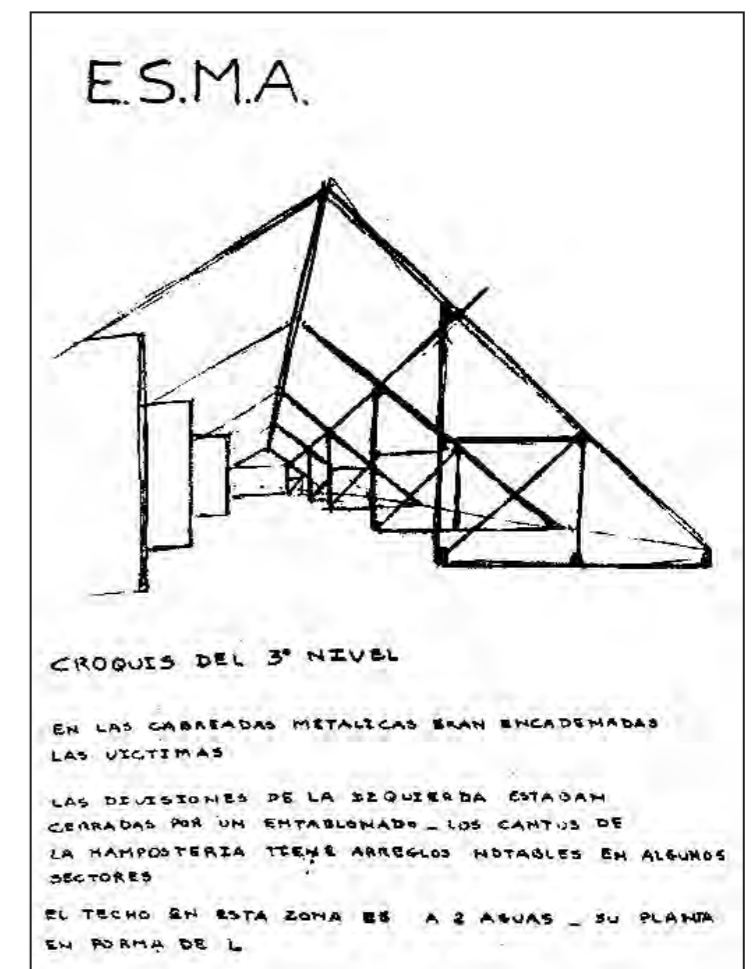
<sup>63</sup> These are Law 23.492 titled "Full Stop" dated December 23 1986, and Law 23.521 titled "Due Obedience" dated June 6 1987.

<sup>64</sup> Franco, 2015.

belonging to the Justicialist Party, pardoned the military already convicted in the previous trials through a series of presidential decrees. The decision was based on the idea of turning over a new page of history and moving towards a supposed national reconciliation, which was actually rejected by broad sectors because it resembled a concession to pressure and not a genuine process.<sup>64</sup> As an immediate result, former Admiral Emilio Massera was released.

The years that followed were mere setbacks in terms of justice processes. However, despite the obstruction

Sketch of Capucha (Hood) made after the inspection of the National Commission on the Disappearance of Persons (CONADEP) in 1984. (Source: *Nunca Más*, Buenos Aires, Eudeba, 1984)



Trial of the Military Juntas, 1985. The accused are seated in the front row and, among them, is Emilio Massera (the third from the left). (Source: Télam News Agency)



In 1987, Mothers of Plaza de Mayo, Grandmothers of Plaza de Mayo and other Human Rights organizations demonstrated at ESMA's door to strongly denounce the repressors' lawlessness. (Source: Télam News Agency)



of criminal proceedings, Human Rights organizations paved the way to various demonstration and claim mechanisms within the country and also in international realms. As part of the justice processes abroad, Alfredo Astiz was convicted in France in 1990. This ESMA TG 3.3 member was known and rejected by Argentine public opinion because of the crimes he had committed. Among these are the infiltration actions in meetings organized by Mothers of the Plaza de Mayo and relatives of disappeared persons which cul-

<sup>65</sup> Catoggio and Feld, 2020.

<sup>66</sup> Lvovich and Bisquert, 2008.

minated in the kidnapping of the French Sisters Alice Domon and Léonie Duquet and of ten members of the group.<sup>65</sup>

Despite the laws that sanctioned impunity in Argentina, social unrest on crimes of State terrorism was led by Human Rights organizations, which continued their claim for Justice.<sup>66</sup> A few years later, a series of public events took place that set the judicial demands for the crimes committed during the dictatorship at the center of public debate once

again. This had a direct and lasting impact on ESMA and its position on the public scene.

In 1995, the then-naval pilot Adolfo Scilingo publicly confessed to have taken part in two flights where people kidnapped within ESMA property were thrown alive into the sea. Scilingo made his story known through the mass media. Although he did not express regret, Scilingo's words, in a context of full

impunity, shook the public scene and gave new impetus to the discussion about the characteristics of State terrorism based upon the enforced disappearance of persons.<sup>67</sup> In addition, his own words gave a public name to something which had not yet found a socially accepted utterance: the "Death Flights". Since then, these operations to exterminate prisoners began to be known in this way.<sup>68</sup>

### Death Flights

"I was at ESMA's. I wanna talk to you." These are the first words in the book which collects Scilingo's confessions before the Argentine journalist Horacio Verbitsky.<sup>69</sup>

Scilingo's public statements came from his anger with the highest authorities of the Armed Forces. He demanded that the institution should take over the orders given and protect the subordinates who had carried them out. The naval officer asked the military leaders to inform the public about "the methods that the highest-ranked officials ordered to use in the Navy School of Mechanics to detain, interrogate and get rid of the enemy during the war against subversion".<sup>70</sup>

Although Scilingo's assertion that the bodies had been thrown into De la Plata River was not a novelty, his declarations opened a new period of social awareness and demand for Justice in the 1990s. Since then, Death Flights became a symbol of State terrorism. Fiction films and documentaries, artistic works, books and school materials associated State terrorism with these flights and ESMA became the materialization of all that.<sup>71</sup>



Former military officer Alfredo Scilingo in 2007, during the oral trial in which he was sentenced in Spain to 1,084 years in prison for Death Flights. (Source: REUTERS)

<sup>67</sup> Feld, 2009.

<sup>68</sup> Franco, in press.

<sup>69</sup> Verbitsky, 1995b.

<sup>70</sup> Adolfo Scilingo's letter to Admiral Enrique Molina Pico, October 31, 1994, cited in Verbitsky, 1995b.

<sup>71</sup> Feld, 2009; Feld and Salvi, 2019; Franco, in press.

Scilingo was not the full stop neither for the story of death flights nor for ESMA. In 2010, a highly rated television program unveiled a lengthy investigation initiated three years earlier by journalist Miriam Lewin, an ESMA's survivor. From Scilingo's confessions, Lewin traced the airplanes which had made the flights and found several of them. Some planes were scattered in different regions of Argentina and others, in Great Britain, Luxembourg and the United States. In one of them, found in Fort Lauderdale (the USA), Lewin came across the flight sheets of the plane where the dates, the names of the pilots and a series of key data were recorded. The flight sheets, which were immediately broadcast on television, led to the judicial complaint and the arrest of Pilots Mario Arrú, Alejandro D'Agostino and Enrique de Saint Georges.<sup>72</sup>

Scilingo's statements about the death flights, added to the bulky information released since the dictatorship about the Clandestine Center located in the Officers' Quarters, increased the impor-

tance and public knowledge about ESMA. All this contributed to a process on a large scale in which this Clandestine Center became an emblem of State terrorism in Argentina.<sup>73</sup> Likewise, these facts nurtured public debate and increased social consensus against impunity laws and in favor of Justice.

State policies of this period also contributed to putting ESMA at the center of the scene through intense legal and legislative battles. By the end of the 1990s, the process of institutional deterioration of the Navy School of Mechanics had given rise to the closure of seminars and the discharge of some buildings on the premises, which began to be rented for other uses. Towards the end of the decade, the Navy began to consider a possible transfer of ESMA to a Naval Base located at Belgrano Harbor, in southern Buenos Aires Province. The project was confirmed in 1998 and announced by then-President Carlos Menem. The news included a further decision: all ESMA's buildings, including the Officers' Quarters, were to be pulled down.<sup>74</sup>

### Institutional decline: ESMA's demolition attempt

The documentary and probative value of the buildings making up ESMA, and especially the Officers' Quarters as a former Clandestine Center, was on the verge of fading. National Decree No. 08/98, signed by then-President Carlos Menem on January 6, 1998, ordered the transfer of the facilities concerning the Navy School of Mechanics to the Naval Base of Belgrano Harbor and the demolition of ESMA to build a green area for public use and to erect a "symbol of the national union" there. The decision was based upon logistical and economic reasons and recognized the "undeniable symbolic value" of ESMA for its role in the Human Rights violations committed during the civic-military dictatorship.<sup>75</sup>

Decree 08/98 gave rise to opposition from various social and political sectors for the risk of losing the buildings and, together with them, part of the evidence of the crimes

<sup>72</sup> Franco, in press.

<sup>73</sup> Messina, 2019; Guglielmucci, 2013.

<sup>74</sup> MSME, 2019b.

<sup>75</sup> Decree 8/98, cited in Leal Neves, 2014.

committed. It was also rejected because the idea of erecting there a monument did not express a genuine process of reconciliation. Graciela Lois, wife of a disappeared person, and Laura Bonaparte, member of Mothers of Plaza de Mayo, led a group composed of victims' relatives and some members of Human Rights organizations that presented an appeal for legal protection to Justice. By means of this initiative, which had the supportive help of the Autonomous City of Buenos Aires's authorities, the judicial body was requested that the ESMA be declared cultural heritage. On January 23, 1999, federal judge Osvaldo Guglielmino ordered the Executive Branch to suspend Decree 08/98. The ruling stated that the demolition "may erase evidence which allows establishing the final destination of the thousands of disappeared during the civic-military dictatorship".<sup>76</sup> Subsequently, federal judge Ernesto Marinelli reaffirmed the previous measure and ordered the State



Laura Bonaparte and Graciela Lois standing in front of ESMA's gate. (Source: Space for Memory and for the Promotion and Defense of Human Rights)

to protect the property "as part of the collective cultural heritage". In such ruling, the right of Argentine society to know the historical truth was recognized, which would be affected if the building of the Officers' Quarters were pulled down.<sup>77</sup>

ESMA's attempted demolition in 1998 opened another highly important parallel process. That same year, the Government of the Autonomous City of Buenos Aires opened a lawsuit against the National Executive Branch to demand the return of the property. This was possible since, among the clauses of the original 1924-transfer, it was established that educational activities were the only possible destination for ESMA's facilities. The following year, on June 1, 2000, the Legislature of the Autonomous City of Buenos Aires passed Law No. 392, which revoked the 1924-ces-

sion of the property. The law put forward a new destination for the property in the following terms: "The buildings where the Navy School of Mechanics operated will be used for the installation of the so-called 'Museum of Memory'".<sup>78</sup>

From then on, Human Rights organizations and the authorities of the Autonomous City of Buenos Aires began to debate the contents of the forthcoming museum. For its part, the National Executive Branch initiated a new complaint to suspend the law and prevent the return of the property to the

<sup>76</sup> Cited in MSME, 2019b; Guglielmucci, 2013.

<sup>77</sup> MSME, 2019b; Leal Neves, 2014.

<sup>78</sup> Law 392 enacted by the Legislature of the Autonomous City of Buenos Aires, *Official Gazette of the Autonomous City of Buenos Aires* No. 984 dated 14/JULY/2000.

Autonomous City of Buenos Aires. However, the City's Legislature passed Law No. 961/2002, which created the Space for Memory Institute (IEM). The new entity was a self-governed unit whose sole objective was to protect and transfer the memory values of the period known as State terrorism and create a "Museum of Memory".<sup>79</sup> Thus, ESMA remained at the center of political tensions of opposite signs, disputes between jurisdictions and corporate pressures from the Armed Forces.

The dynamism of these processes along with their tensions and changes reveal a remarkable feature of Human Rights organizations in Argentina: their capacity for social mobilization and their creativity to seek strategies, even in very adverse political contexts. These characteristics, which have been thoroughly highlighted by Argentine and international researchers,<sup>80</sup> are significant because they largely explain the vicissitudes of the processes of building social consensus around the policies of Memory, Truth and Justice.

#### ESMA AT THE CENTER OF MEMORY, TRUTH AND JUSTICE PROCESSES

As of 2000, a new political and judicial cycle began in Argentina in relation to the recent past. On the one hand, this process was linked to the strong social mobilization which demanded, since the mid-90s, justice for the crimes committed

during the dictatorship period, and on the other, to a change in the receptivity of these demands by the political leadership and the judges.

In 2001, in response to a court filing by a Human Rights organization, a federal court declared the so-called "Due Obedience" and "Full Stop" laws unconstitutional. In 2003, the Supreme Court of Justice upheld that ruling and Congress declared both laws invalid. This reopened the possibility of prosecuting crimes concerned with State terrorism on the grounds of the enforced disappearance of persons. Thus, in the following years, a large number of cases were brought forward with trials in accordance with the Argentine criminal system and international standards for crimes against humanity.<sup>81</sup> Since then, according to data from the Attorney's General Office for Crimes against Humanity (the official agency responsible for these cases) 592 cases have been conducted as of March 2020, of which 41% have already concluded with a sentence, 45% are in the process of instruction, and the remaining ones, in various instances. In these cases, 3,315 people were investigated: 968 were sentenced, 637 are on trial, 544 are accused, 182 were considered lacking merit, 156 were acquitted, 91 were dismissed, 70 continue under investigation, 28 are on the run, and 639 died in the course of the process.<sup>82</sup> ESMA's cases took up the forefront of the judicial scene and attracted the greatest public attention.

<sup>79</sup> Law 961 enacted by the Legislature of the Autonomous City of Buenos Aires, *Official Gazette of the Autonomous City of Buenos Aires* No. 1726 dated 4/ JULY/2000.

<sup>80</sup> Tiscornia, 2011; Jelin, 1987, 1995; Sikkink, 2017.

<sup>81</sup> Various writers – CELS and ICTJ, 2011.

<sup>82</sup> Attorney's General Office for Crimes against Humanity, "Current status of the process for the prosecution of crimes against humanity", available at <https://www.fiscales.gob.ar/wp-content/uploads/2020/03/LESA-infografi%CC%81a2020.pdf> (consulted on 10/SEP/2020).

#### ESMA Mega-Case

The court cases for the crimes committed at ESMA Clandestine Center date back to 1983. They were reopened on September 1st, 2003. Due to their complexity, dimension and number of crimes related to the enforced disappearance of persons, they came to be called "ESMA Mega-Case". These trials always receive great national public attention and the sentences are awaited with great expectation.

ESMA Mega-Case was divided into several sections, each of which contains several different investigations corresponding to different lawsuits. ESMA I was the first trial and began in 2007 with a single defendant, Héctor Febres. ESMA II was the second trial and it was carried out from December 2009 to October 2011 with 19 defendants and 86 victims. Fourteen defendants were sentenced to life imprisonment, various sentences were enacted for other defendants, and there were two acquittals. ESMA III was the third trial and it seems to be the most relevant trial to date. It was developed from 2012 to 2017. Crimes against 789 people were tried and 800 testimonies were heard. The process ended up with 54 convictions, 29 of them to life imprisonment, and 6 acquittals. Its importance is also due to the fact that the most emblematic figures of ESMA Clandestine Center, such as Jorge "El Tigre" Acosta and Alfredo Astiz, were judged. ESMA IV is in the final stage of the trial.

During 2020, despite the difficulties imposed by the pandemic, the repressors Jorge Eduardo "El Tigre" Acosta and Alberto Eduardo González began to be tried. Although both have already been tried and convicted of other crimes, in this particular case they are accused of committing sexual-based crimes to the detriment of three survivors who were illegally detained at ESMA's. While sexual violence was considered one more aspect of the illegal repression in the first judicial investigations, various courts in the country began to ponder these offenses as crimes against humanity a decade ago. Consequently, they began to be recognized and judged as autonomous crimes. Different court rulings showed that they were a widespread practice in most Clandestine Centers.

In all its phases, ESMA Mega-Case constitutes the most relevant criminal proceeding in Argentine judicial history. Considering the number of defendants and the complexity of the crimes investigated, ESMA Mega-Case has been the most important process carried out in the world for crimes of enforced disappearance of persons.



Public audience in the street waiting for the reading of the judgment of the ESMA III trial, which is a chapter of ESMA Mega-Case, to be broadcast on a giant screen. (Source: Leandro Teyseire)





Trial and sentence to life imprisonment in 2017 for Jorge “El Tigre” Acosta (first from left) and Alfredo Astiz (second from left), two of the best-known naval officers among those who acted at ESMA Clandestine Center. (Source: Leandro Teysseire)

Upon taking office in 2003, President Néstor Kirchner expressed his commitment to the policies of Memory, Truth and Justice and made public his support for the creation of a Museum of Memory at ESMA’s.<sup>83</sup> The steps necessary to complete this project were taken the following year. In 2004, during an official commemoration, the then-Chief of the General Staff of the Navy Jorge Godoy gave a speech recognizing that ESMA had been used “for the execution of acts classified as aberrant and offensive to human dignity, ethics and law to end up becoming a symbol of barbarism and irrationality”.<sup>84</sup> This self-criticism was rejected by some members of the institution, who were forced to retire as a sanction.

On March 19, 2004, a historic visit was made by President Kirchner accompanied by ESMA’s survivors. Until then, the claim was the eviction of just the Officers’ Quarters and not of the entire property. However, after a journey which was not exempt from tension, President Kirchner

decided its total displacement as he considered a coexistence between the Navy and a Museum of Memory impossible. On March 24, an agreement was signed between the National Executive Branch and the Government of the Autonomous City of Buenos Aires in a massive event held at ESMA property to create the Space for Memory and for the Promotion and Defense of Human Rights. The commitment to create there a Museum of Memory was then reaffirmed.<sup>85</sup>

The agreement paved the way to a commission made up of representatives of the City Government and the National Executive Branch to manage the eviction of the property with the participation of Human Rights organizations and survivors.<sup>86</sup> The subsequent process was crossed by political, partisan, jurisdictional and sectoral tensions to attain the parliamentary ratification of the agreement, the full vacation of the property, and then to think about the features of the museum that was wanted to be installed.

<sup>83</sup> Guglielmucci, 2013.

<sup>84</sup> Cited in Guglielmucci, 2013.

<sup>85</sup> Agreement No. 08/2004 to create the “Space for Memory and for the Promotion and Defense of Human Rights in ESMA’s premises”, March 24, 2004.

<sup>86</sup> MSME, 2019e; Leal Neves, 2014.

## CREATION OF ESMA MUSEUM AND SITE OF MEMORY

The eviction of the military institutions was done in several stages. On December 28, 2004, the Officers’ Quarters, the Central Pavilion (called “Four Pillars”) and the major ESMA buildings in front of Del Libertador Ave. were handed over. The last stage was concluded on October 3, 2007, when the Navy completed the eviction of the entire property. In February 2006, an ad hoc commission was created to debate different proposals for the Space for Memory in cooperation

with Human Rights organizations and survivors. Finally, it was decided by consensus to cede the various buildings of the former ESMA as headquarters for different government agencies and civil associations which widely defend Human Rights. There was unanimous agreement that the Officers’ Quarters building would be the historic site to be preserved. Additionally, the whole property was marked as a Space for Memory.<sup>87</sup>

This process of heritage status was closely followed by numerous social and cultural, political, intellec-



Public event at ESMA held on March 24, 2004, to sign the agreement aimed at creating the Space for Memory and for the Promotion and Defense of Human Rights. (Source: Gonzalo Martínez, ARGRA photographic library)



Members of the Mothers of Plaza de Mayo and Grandmothers of Plaza de Mayo Associations entering the former ESMA Officers’ Quarters in 2007. (Source: Mónica Hasenberg)

<sup>87</sup> MSME, 2019e; Guglielmucci, 2013; Larralde Armas, in press.

tual and specialist actors. ESMA's fate as well as its areas, and the objects and contents to be exhibited were the subject of intense public debates and of a myriad of publications, academic research and doctoral theses.<sup>88</sup> This accounts for both the centrality of ESMA in the Argentine public debate on the past and the complex exchange processes which accompanied the long construction of ESMA Museum and Site of Memory.

On November 20, 2007, the Public Entity "Space for Memory and for the Promotion and Defense of Human Rights" was created as an inter-jurisdictional body composed of a representative of the National Executive Branch, another of the Government of the Autonomous City of Buenos Aires and a third one from the Directory of Human Rights organizations, and an Advisory Council made up of ESMA survivors. Since then, the Public Entity is the one in charge of the administration of the whole property.

### Signposting of the Site of Memory

ESMA formally opened to the public in 2007 with guided tours, sometimes accompanied by survivors, and a minimal signposting as the only intervention. Placed in 2005, this signposting consisted of a series of explanatory posters with sketches of the building and some testimonies. It was carried out by technicians from the Secretariat for Human Rights along with a group of specialists made up of restorers, architects, archaeologists and anthropologists.<sup>89</sup>



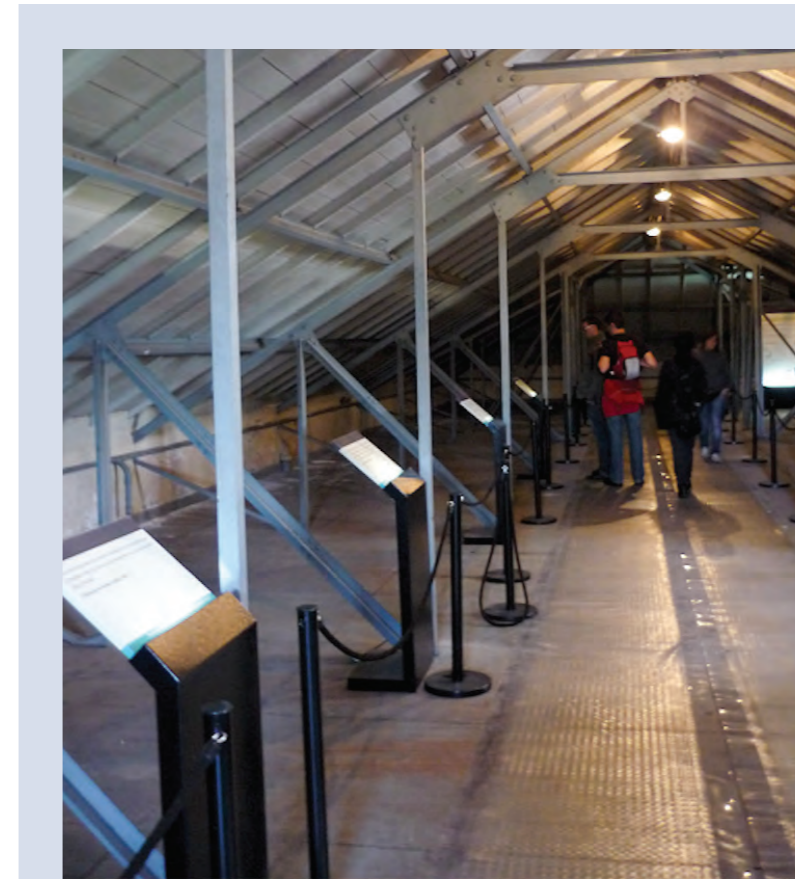
Semi-covered entrance, first signposting posters. (Source: ESMA Museum and Site of Memory)



Basement of former Officers' Quarters. First signposting posters set by mid-2005. (Source: Gonzalo Vásquez / ARGRA photographic library)

<sup>88</sup>The bibliography used in this dossier forms a part of it. During the public debate on what to do with ESMA many texts were written, some of which are the following ones: Brodsky, 2005; Carnovale, 2006; Lorenz, 2010; Vezzetti, 2009.

<sup>89</sup>Guglielmucci, 2013; Larralde Armas, in press.



Third floor of former Officers' Quarters, known as Hood. First visits in 2008. (Source: Nadia Tahir)

In 2008, the former Officers' Quarters was listed as a National Historic Monument. In 2012, the debates about what to do with that area speeded up. At that time, the Public Entity, the General Secretariat of the Presidency of the Nation and the Secretariat for Human Rights commissioned the museologist Alejandra Naftal, current executive director of ESMA Museum and Site of Memory, to develop a proposal. Naftal summoned a team made up of curators, architects, researchers, designers, image and sound specialists, computer scientists, journalists and writers to design a project, which was largely discussed in meetings and encounters with Human Rights organizations, survivors, scholars, specialists on issues of Memory and prominent personalities of Argentine culture and politics. As a result of these discussions, the impact of the planned

intervention was moderated and several of the initial project proposals were modified.

Conservation, musealization and accessibility works were carried out for about two years (2014-2015), scrupulously respecting the building's conditions as it had been handed over by the Navy. Aimed at preserving the judicial evidence, the museum exhibition's project was based on self-supporting devices, barely leaned onto the building fabric, easy to remove, without any kind of modifications, perforation or damage to guarantee reversibility.

The script for the museum was written on the grounds of survivors' judicial testimonies, from the first ones, which were collected in CONADEP's report and the Trial of the Military Juntas, to those includ-

ed in various segments of ESMA Mega-Case. Testimonies were also reflected on graphic support and audiovisual projections. The script included the exhibition and explanation of the various construction marks existing in the building, such as, for example, the alterations carried out in 1979 on the occasion of IACHR's visit.

The protocols used during the follow-up and control of work at ESMA Museum and Site of Memory were endorsed by conservation experts, an advisory council made up of representatives of Human Rights organizations, and the National Criminal and Correctional Court No. 12, which makes up the Court responsible for the protection and preservation of the judicial evidences on ESMA until now. It was guaranteed that the building will retain the conditions of inalterability to allow access to new judicial evidence and to serve as a documentary source.

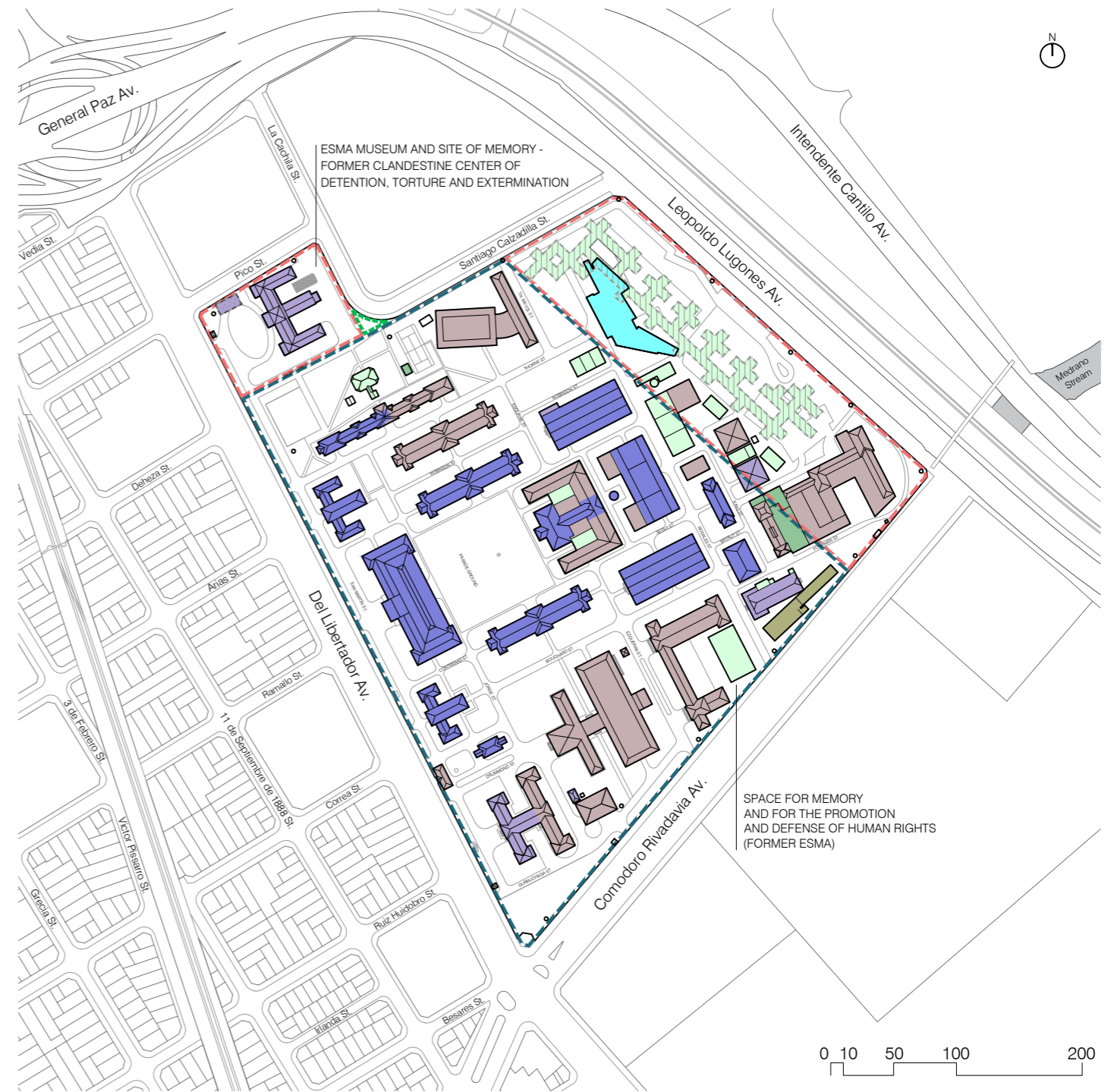
The construction marks, the inscriptions and the objects found in the building were identified and classified in accordance with the conservation protocol enacted by the National Directorate of Sites of

Memory and validated by testimonies and documents admitted as judicial evidence.

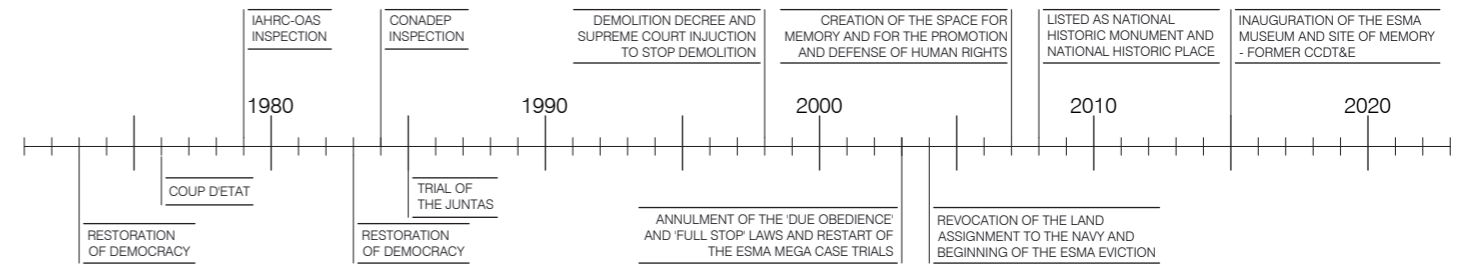
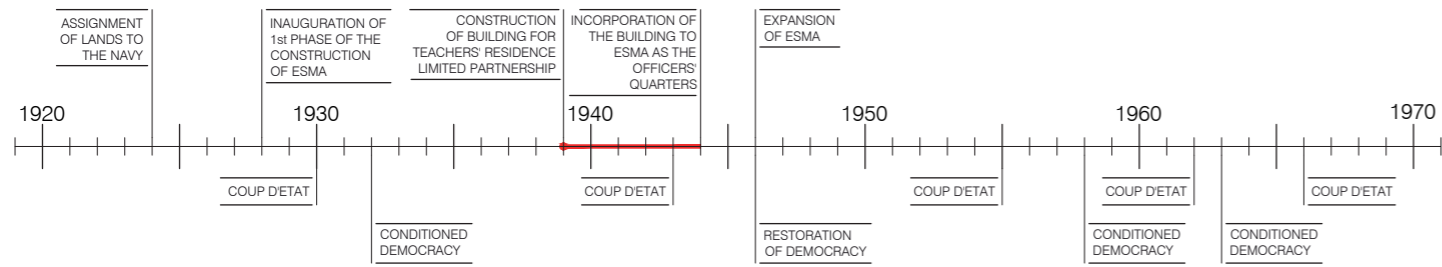
At the permanent exhibition, photos of objects are displayed, which were either deposited in the National Memory Archive under adequate preservation procedures or are kept at the homes of the survivors and/or of their relatives. Oral testimonies and written documents are protected in judicial archives and in the National Memory Archive.

ESMA Museum and Site of Memory was opened to the public on May 19, 2015, and inaugurated by the then-President Cristina Fernández de Kirchner. Since then ESMA Museum and Site of Memory is annually visited by thousands of people. For the various generations of Argentine individuals and also for international visitors, it is today a testimony and a symbol of State terrorism based upon the enforced disappearance of persons. Likewise, its mere existence, endorsed by the whole of Argentine society, is a testimony and a symbol of the value of persuasion and social consensus as a means to achieve Justice.

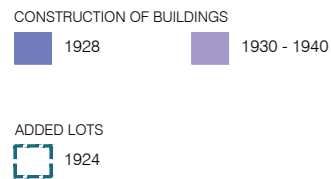
Main façade of ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination. (Photo 49: Camilo del Cerro / MSME)



CONSTRUCTION OF BUILDINGS						
1928	1930 - 1940	1940 - 1950	1960 - 1970	1970 - 1980	1980 - 1990	2010 - 2020
ADDED LOTS						
1924	1944	1967				
BUILDING DEMOLITIONS						
1940 - 1950	2012					



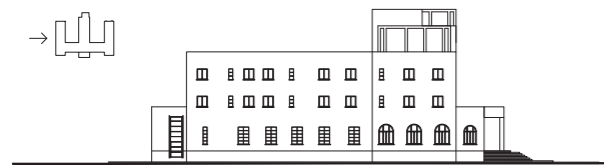
TRANSFORMATIONS - Buffer zone



SOUTHWEST VIEW



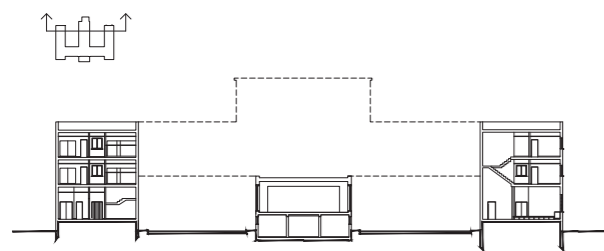
NORTHWEST VIEW



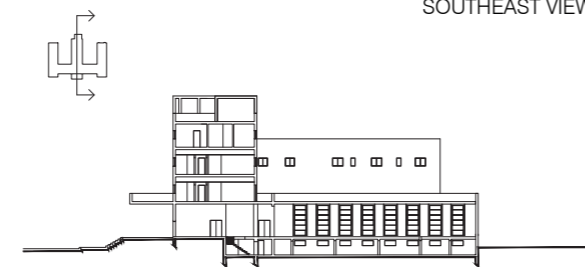
NORTHEAST VIEW



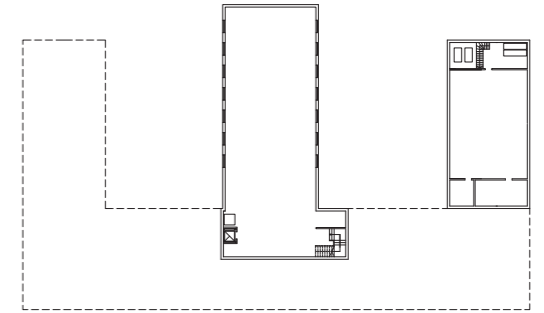
SOUTHEAST VIEW



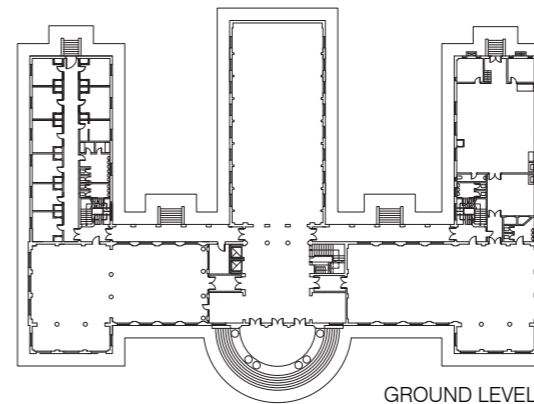
B-B' CUT



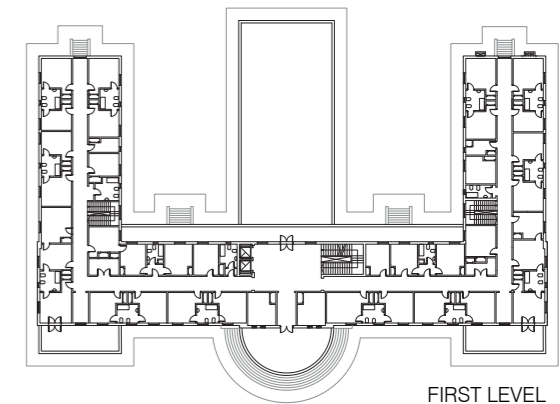
A-A' CUT



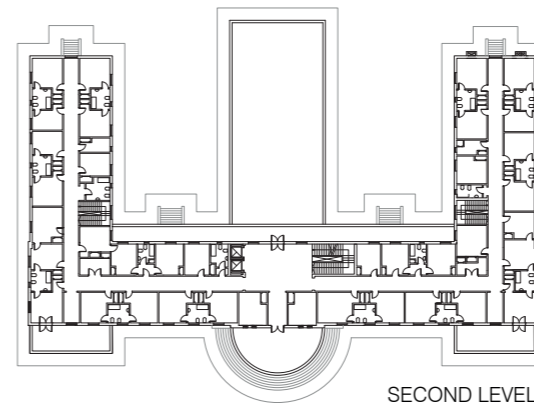
BASEMENT LEVEL



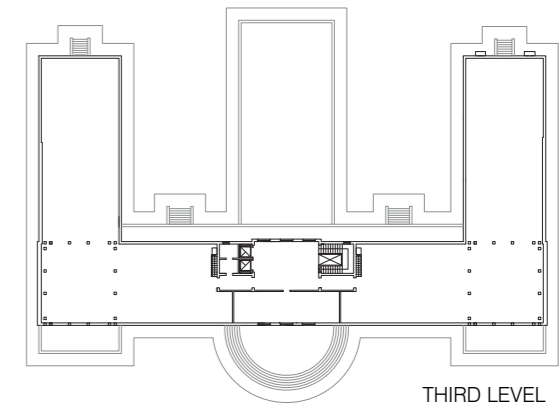
GROUND LEVEL



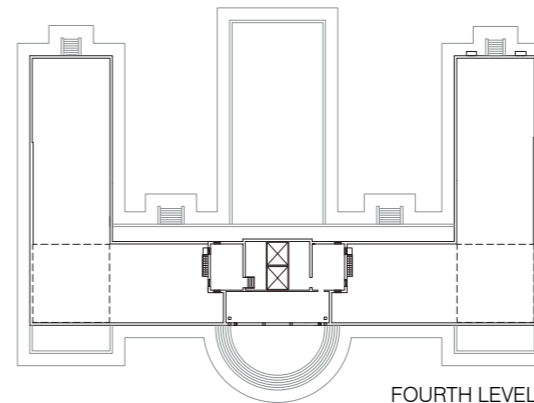
FIRST LEVEL



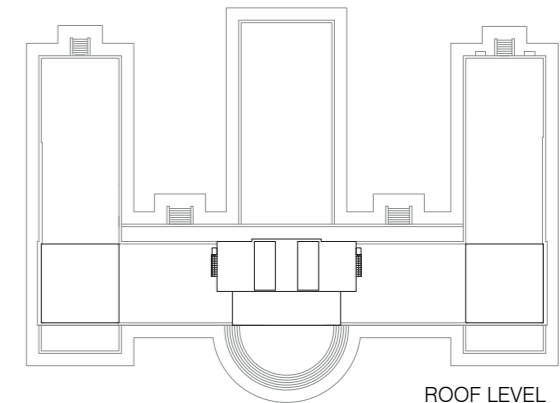
SECOND LEVEL



THIRD LEVEL

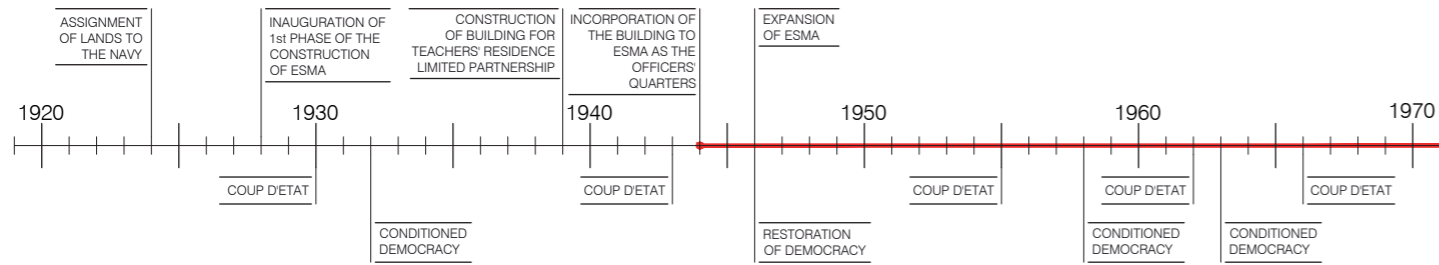


FOURTH LEVEL



ROOF LEVEL





TRANSFORMATIONS - Buffer zone



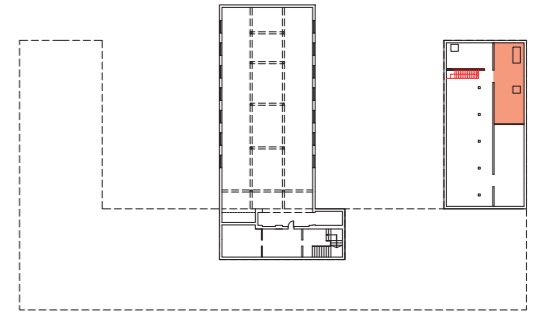
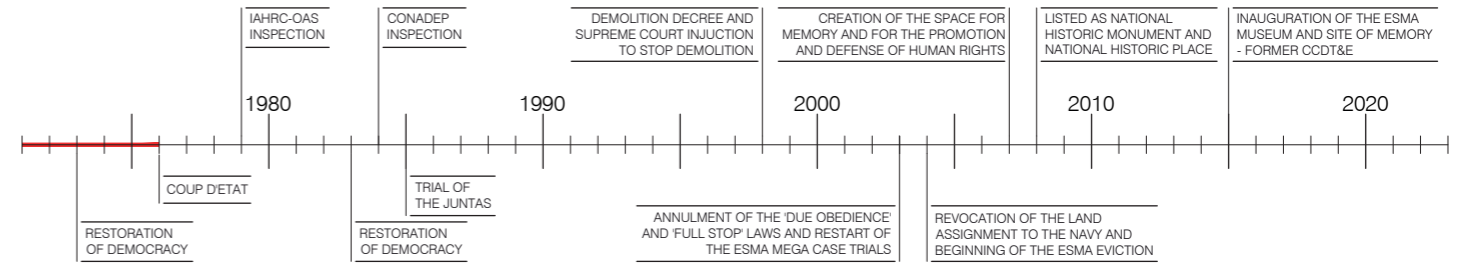
CONSTRUCTION OF BUILDINGS  
 1928 1930 - 1940 1940 - 1950

ADDED LOTS  
 1924 1944

BUILDING DEMOLITIONS  
 1940 - 1950

TRANSFORMATIONS - Property

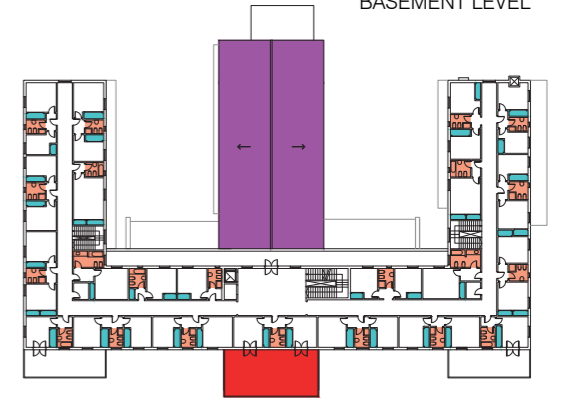
- PARTITIONS AND MASONRY
  - Modification of the entrance porch layout
  - Modifications of the partition walls between cabins at level 1 and level 2
  - Modifications of the partition walls at the Ground Level
- ROOFING
  - Added tile roofs on the upper roof level, covering the existing flat roofs (it created attics, this spaces would later become the areas known as "Hood" and "Little Hood")
- SANITARY FACILITIES
  - Modification of bathrooms in the cabins
  - Modification of kitchen facilities
- CLADDING
  - Introduction of exposed brick patterns in facades



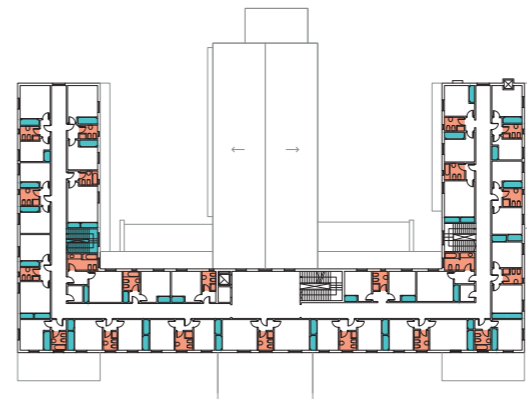
BASEMENT LEVEL



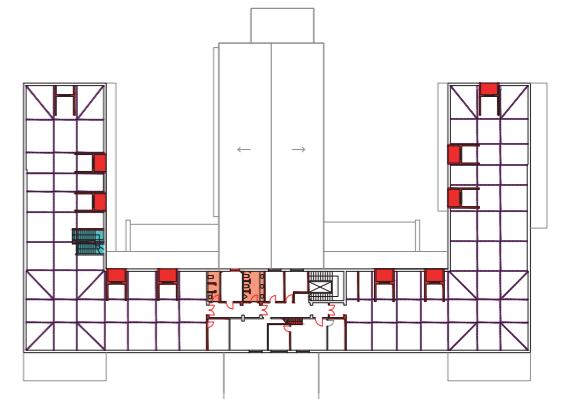
GROUND LEVEL



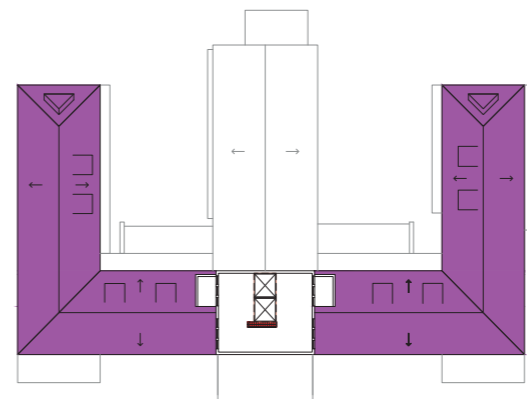
FIRST LEVEL



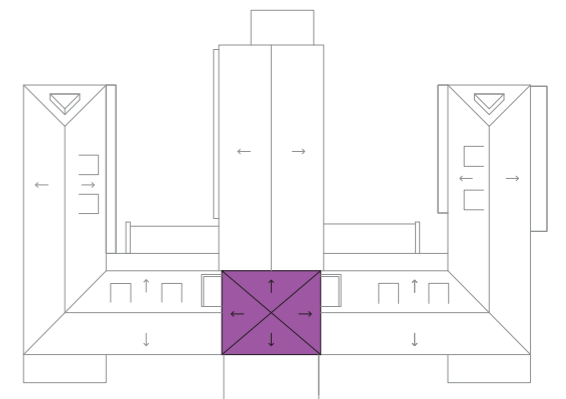
SECOND LEVEL



THIRD LEVEL



FOURTH LEVEL



ROOF LEVEL



SOUTHWEST VIEW



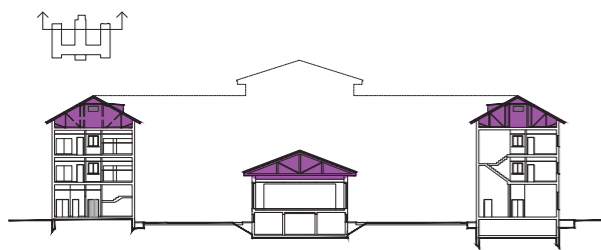
NORTHWEST VIEW



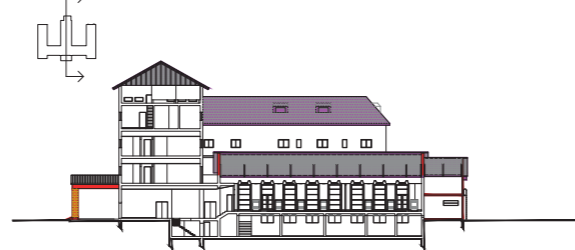
NORTHEAST VIEW



SOUTHEAST VIEW

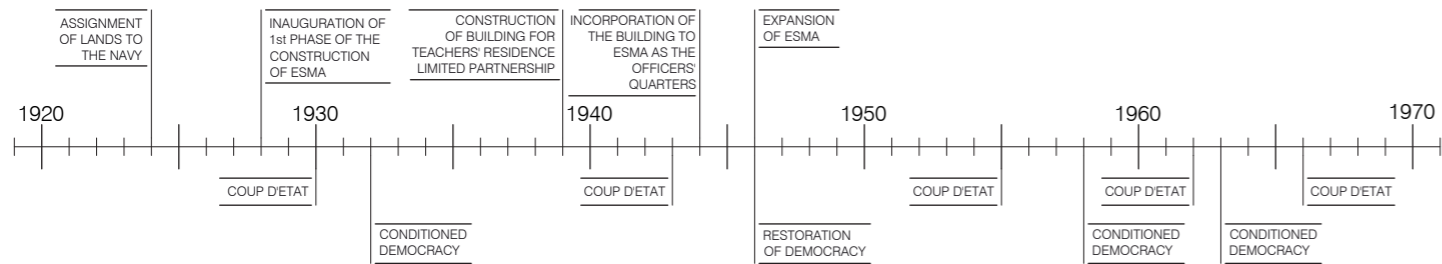


B-B CUT

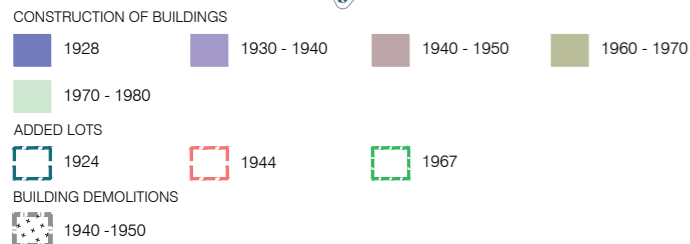


A-A CUT



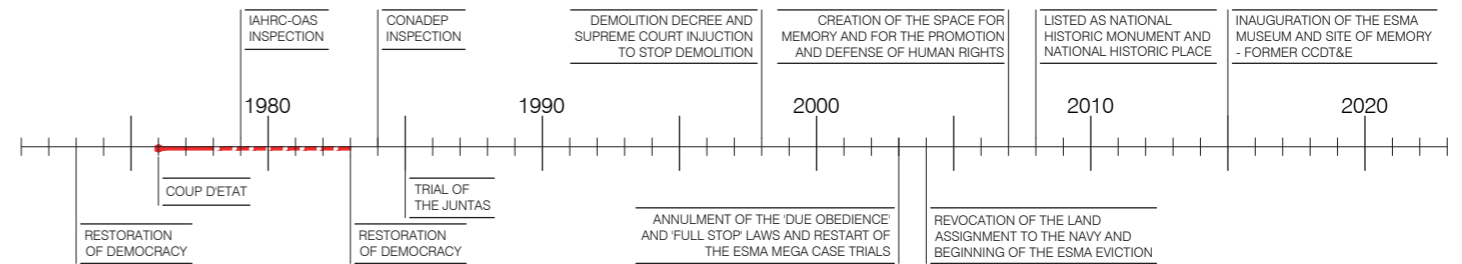


TRANSFORMATIONS - Buffer zone

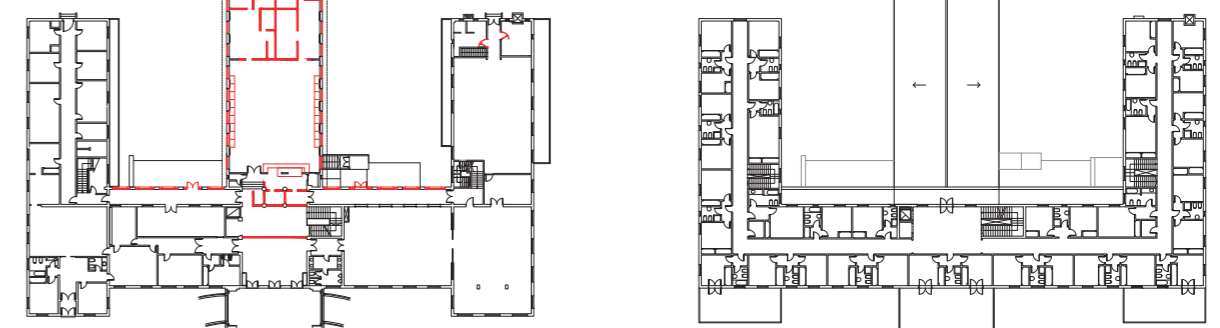


TRANSFORMATIONS - Property

- PARTITIONS AND MASONRY**  
Compartmentalization through partition walls, with varied uses, in:
  - Basement (torture rooms, infirmary, forced labor rooms, among others)
  - Ground Level (bathroom adaptation to include phone booth, offices, wood partitions in Central Hall)
  - Third Level (wooden cubicles "doghouses", forced labor cubicles, sealing of bathroom doors, among others)
  - Fourth Level (torture rooms)
- SANITARY FACILITIES**
  - Basement (two bathrooms, one with a shower)



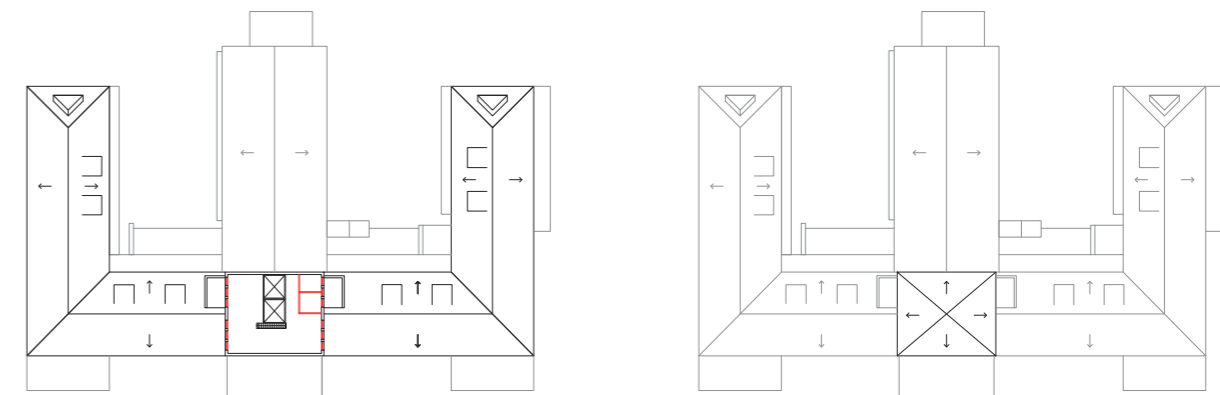
BASEMENT LEVEL NOV. 1976      BASEMENT LEVEL NOV. 1976 - OCT. 1977      BASEMENT LEVEL DEC. 1977 - DEC. 1978



GROUND LEVEL      FIRST LEVEL



SECOND LEVEL      THIRD LEVEL



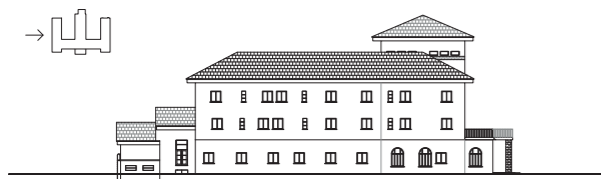
FOURTH LEVEL      ROOF LEVEL



SOUTHWEST VIEW



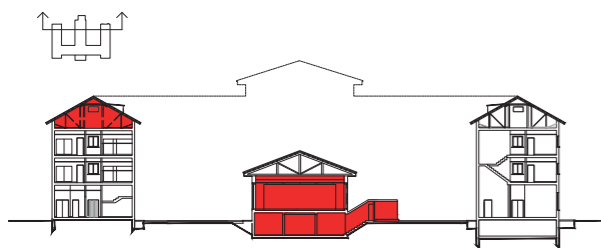
NORTHWEST VIEW



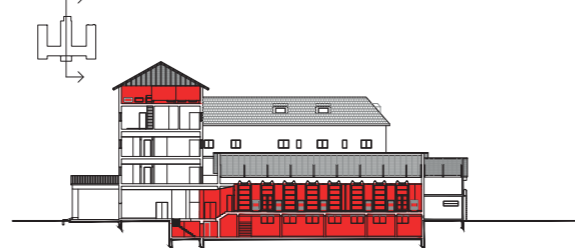
NORTHEAST VIEW



SOUTHEAST VIEW



B-B' CUT

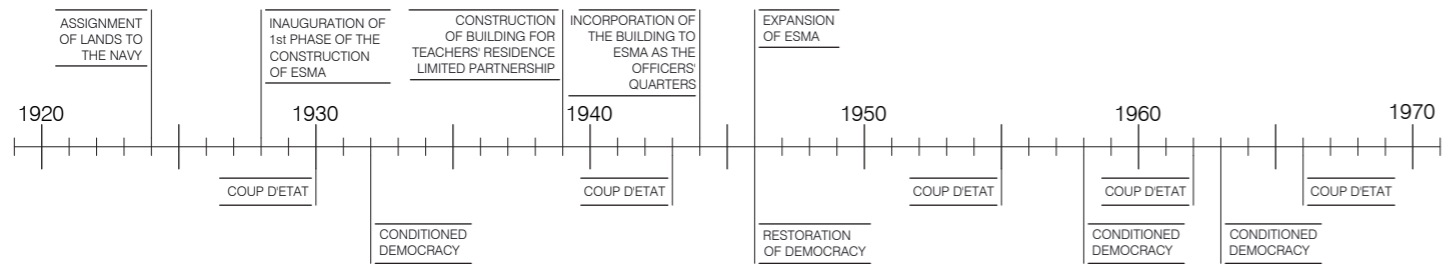


A-A' CUT

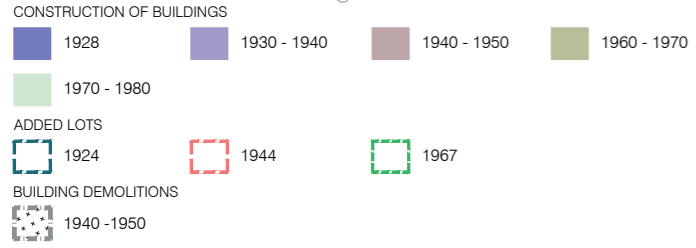


HISTORICAL CONSTRUCTIVE EVOLUTION OF THE PROPERTY AND ITS BUFFER ZONE

CLANDESTINE CENTER 1976 - 1983  
CLANDESTINE REFURBISHING 1976 - 1978

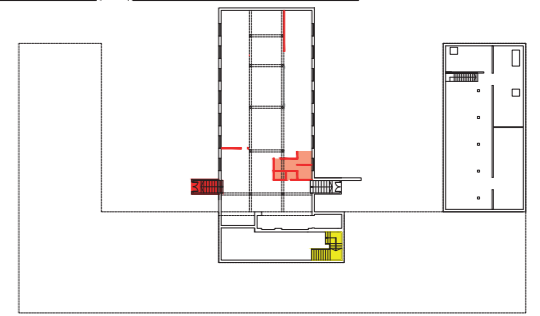
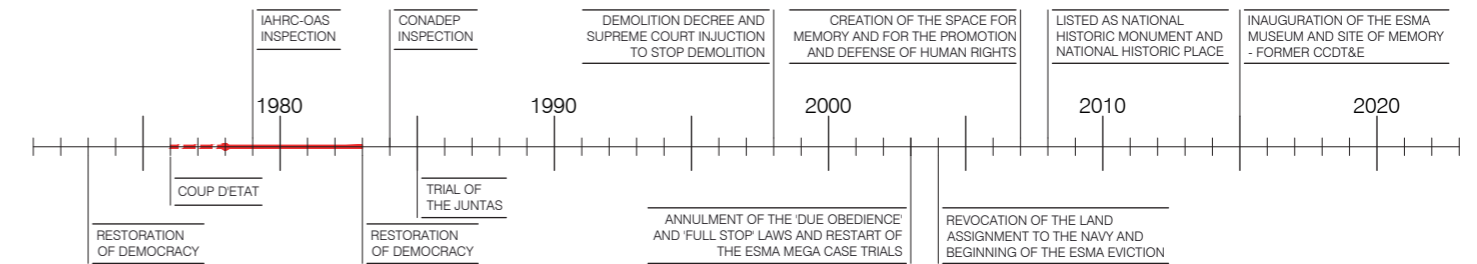


TRANSFORMATIONS - Buffer zone

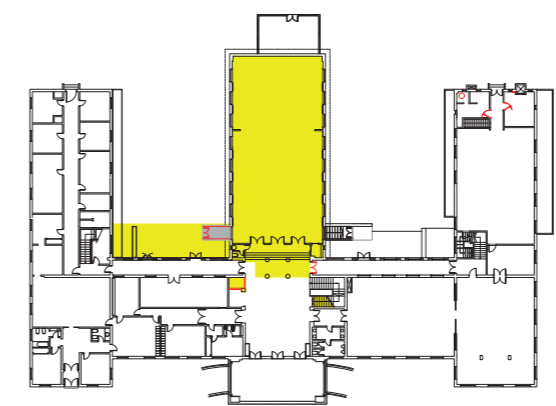


TRANSFORMATIONS - Property

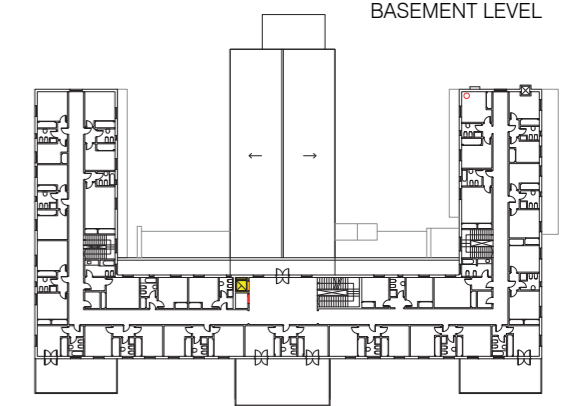
- PARTITIONS AND MASONRY
  - Basement: new compartmentalization.
  - Ground Level: window extensions in the Golden Room, enclosure of the South and North yards galleries.
  - Third Level: sealing of the door to the stairs that led to Little Hood, modification of the cells, relocation of doors, and construction of a partition wall.
  - Basement and Ground Level: construction of a staircase connecting the Basement with the North Yard.
- SANITARY FACILITIES
  - Basement: remodeling and new compartmentalization in bathrooms.
- DEMOLITION AND DISASSEMBLE
  - Basement: demolition of the flight of the main staircase connecting the basement with the ground level; elimination of: elevator, power generator, checkpoint post, and iron door.
  - Ground Level: demolition of the flight of the main staircase connecting the ground level with the basement; elimination of: elevator, phone booth, Golden Room offices; wooden partitions in the Central Hall and flagstone stairs in the North Yard.
  - First and Second Levels: elimination of the elevator.
  - Third Level: disassemble of the hardboard partitions, flooring modification.
  - Fourth Level: disassemble of cubicles and modification of red-tiled flooring.



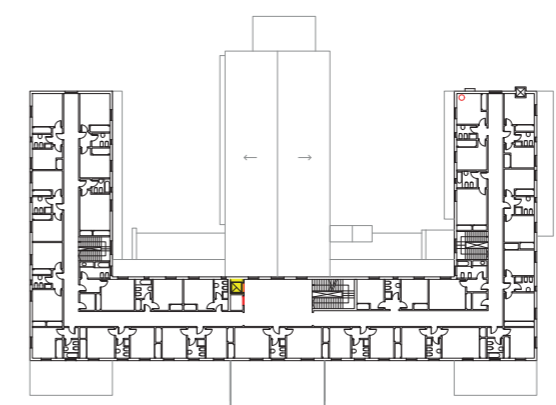
BASEMENT LEVEL



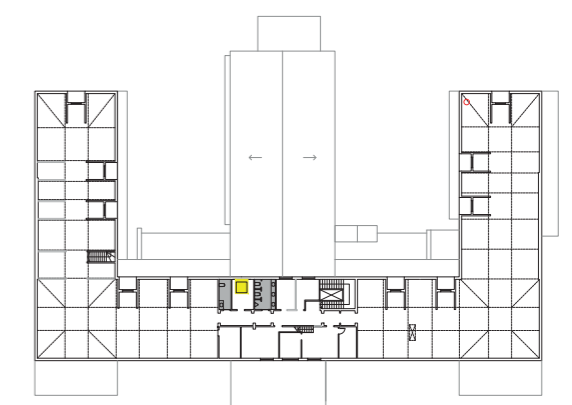
GROUND LEVEL



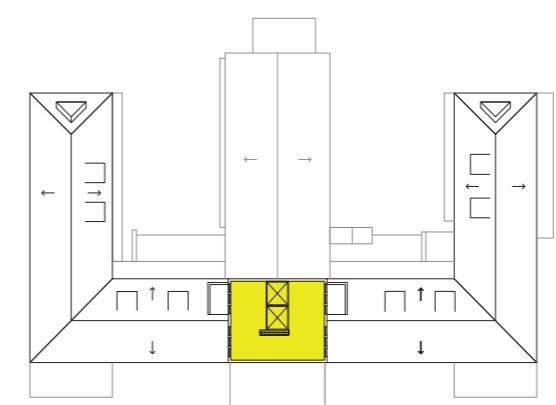
FIRST LEVEL



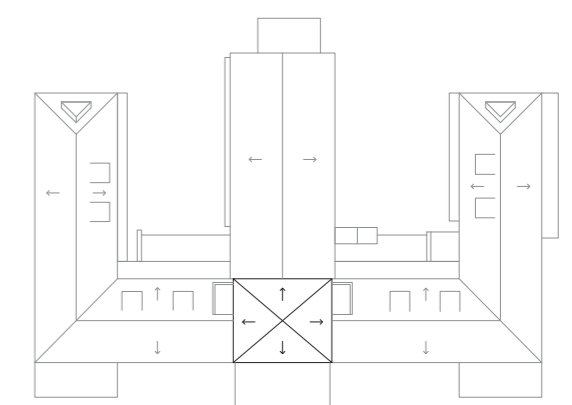
SECOND LEVEL



THIRD LEVEL



FOURTH LEVEL



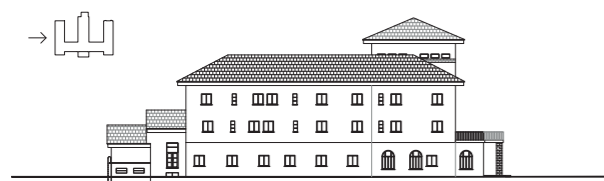
ROOF LEVEL



SOUTHWEST VIEW



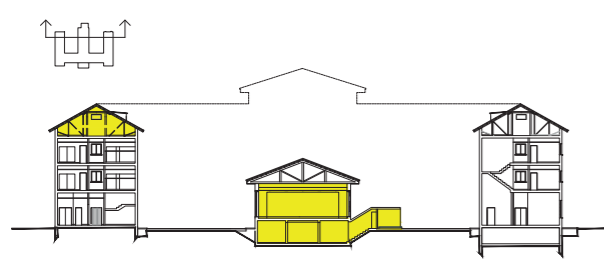
NORTHWEST VIEW



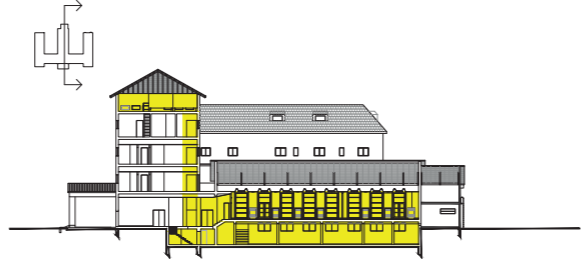
NORTHEAST VIEW



SOUTHEAST VIEW

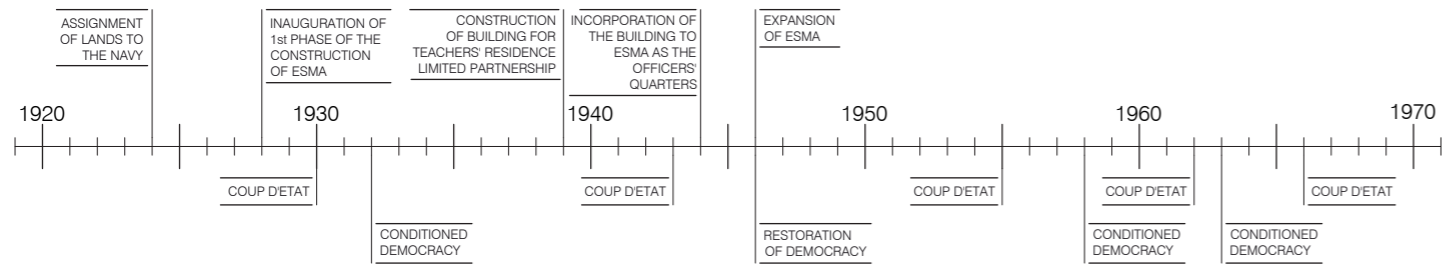


B-B' CUT

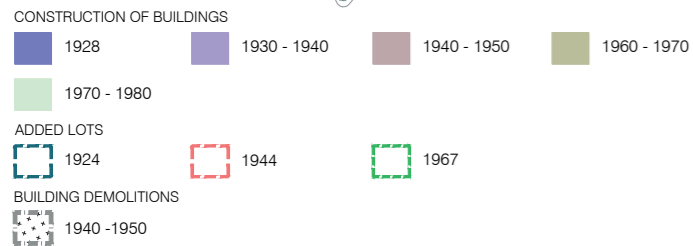


A-A' CUT



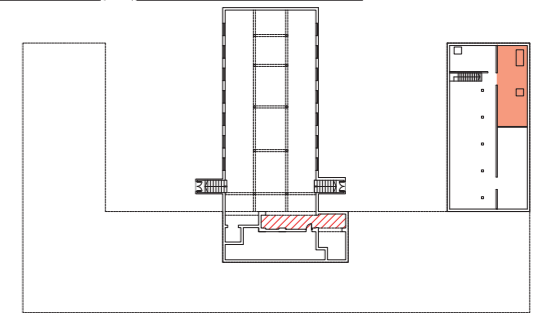
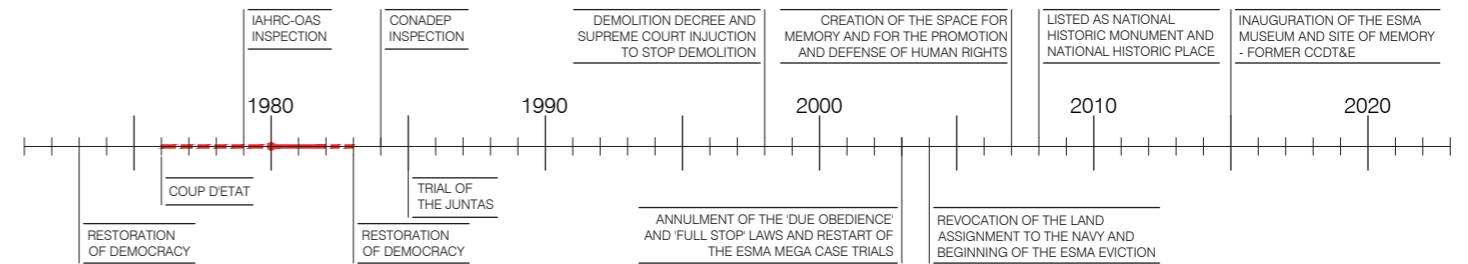


TRANSFORMATIONS - Buffer zone



TRANSFORMATIONS - Property

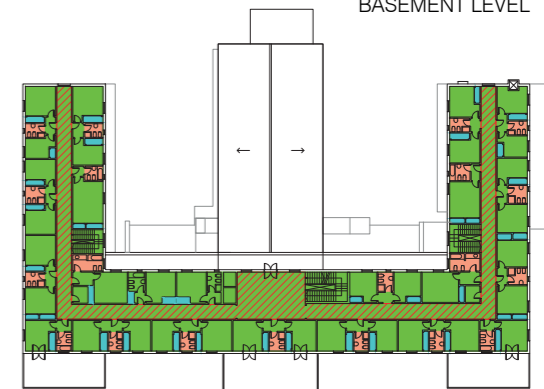
- ELECTRICAL INSTALLATION**
  - System retrofitting at Ground Level, First Level, Second Level and Third Level.
- SANITARY INSTALLATION**
  - System retrofitting at Basement, Ground Level, First Level, Second Level, Third Level and Fourth Level.
- HEATING AND AIR CONDITIONING INSTALLATION**
  - System retrofitting at Basement, Ground Level, First Level and Second Level.
- FIXTURES**
  - Ground Level: kitchen counter and pantries.
  - First and Second Levels: closets in cabins.



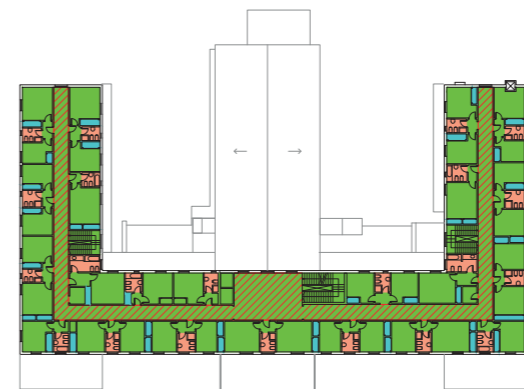
BASEMENT LEVEL



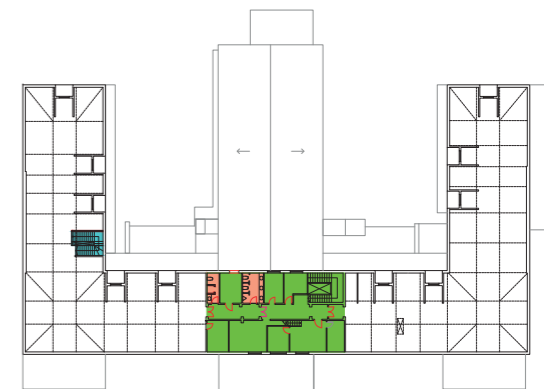
GROUND LEVEL



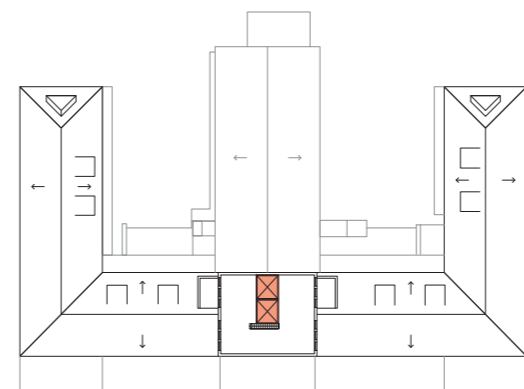
FIRST LEVEL



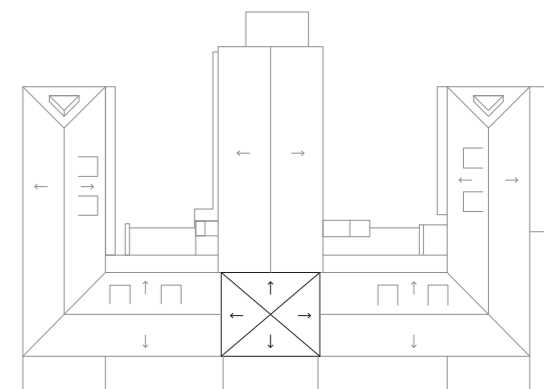
SECOND LEVEL



THIRD LEVEL



FOURTH LEVEL



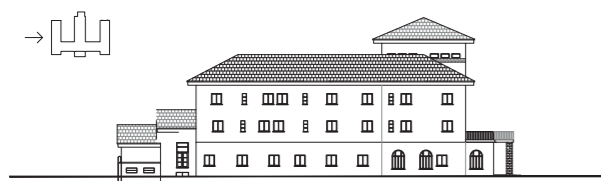
ROOF LEVEL



SOUTHWEST VIEW



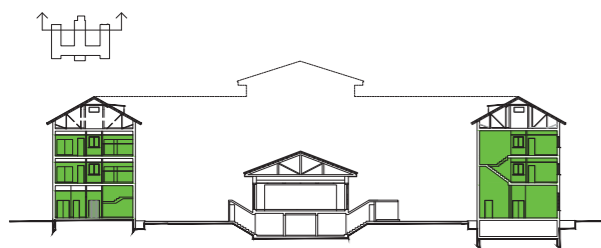
NORTHWEST VIEW



NORTHEAST VIEW



SOUTHEAST VIEW



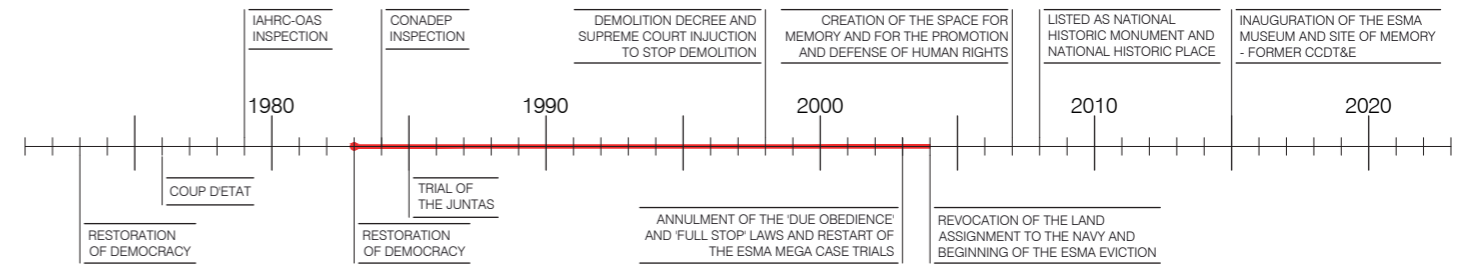
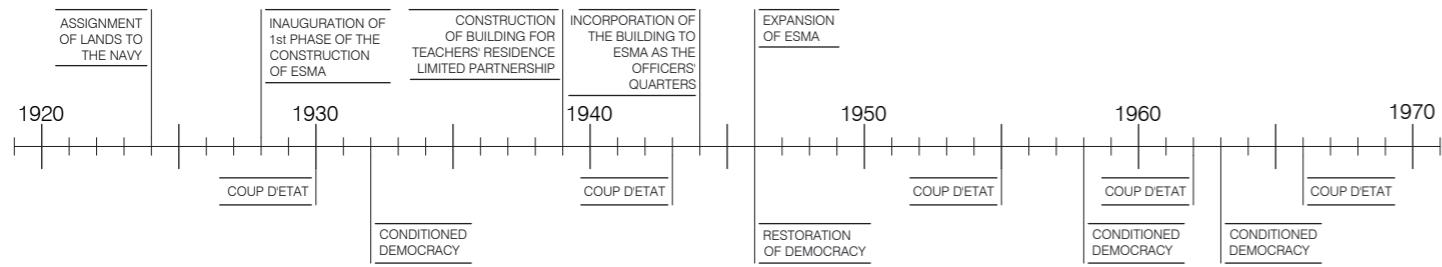
B-B' CUT



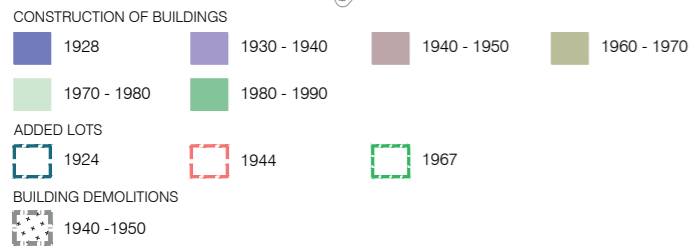
A-A' CUT







TRANSFORMATIONS - Buffer zone



SOUTHWEST VIEW



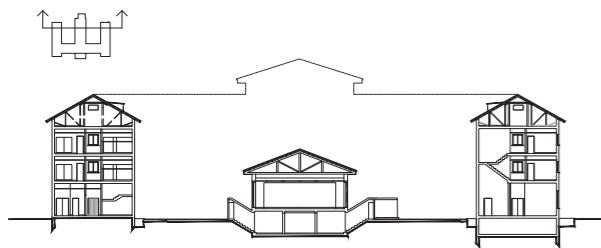
NORTHWEST VIEW



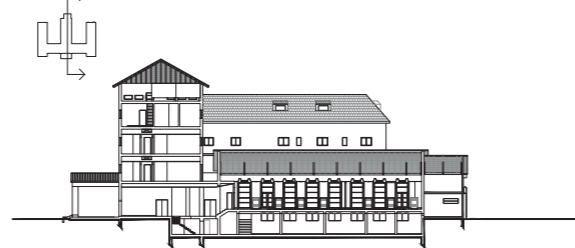
NORTHEAST VIEW



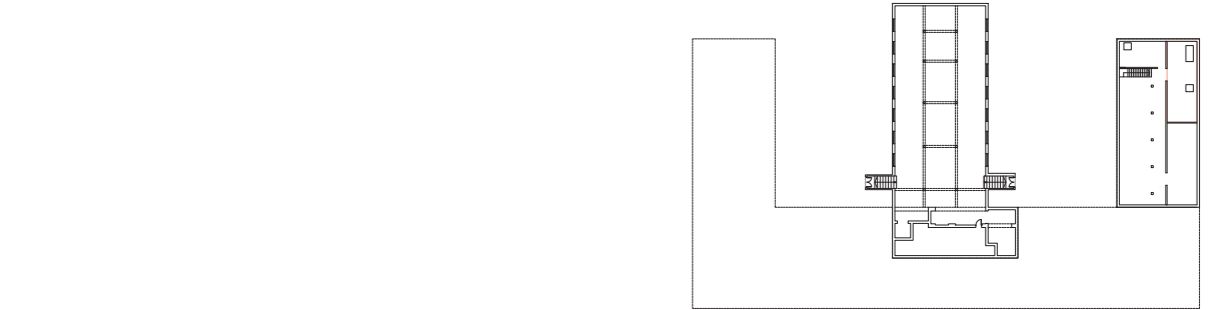
SOUTHEAST VIEW



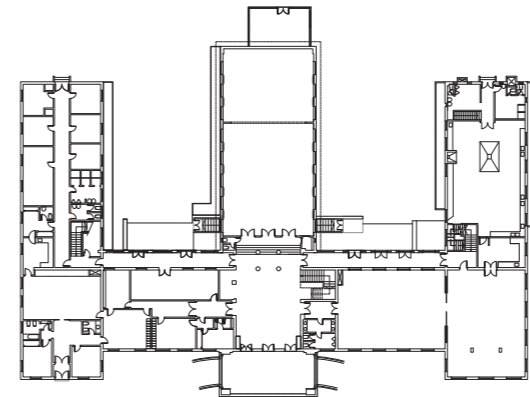
B-B CUT



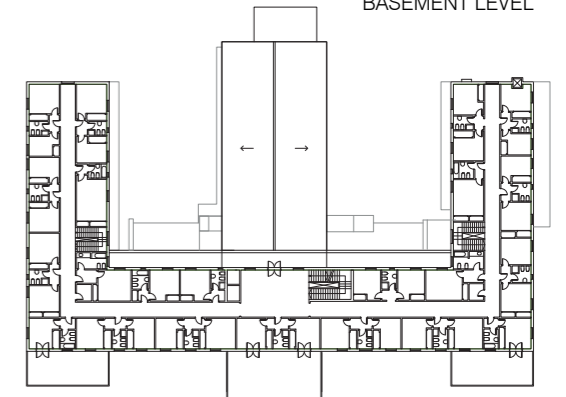
A-A CUT



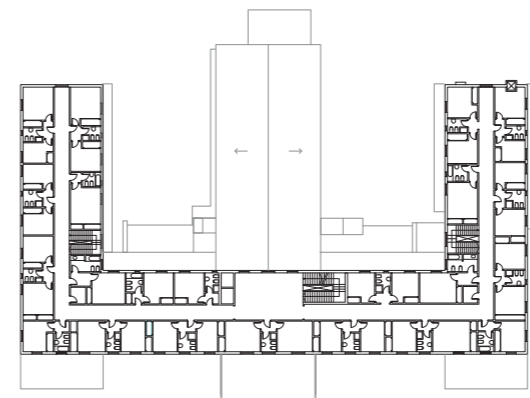
BASEMENT LEVEL



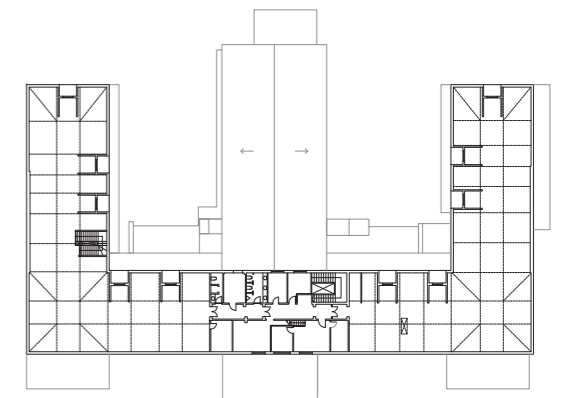
GROUND LEVEL



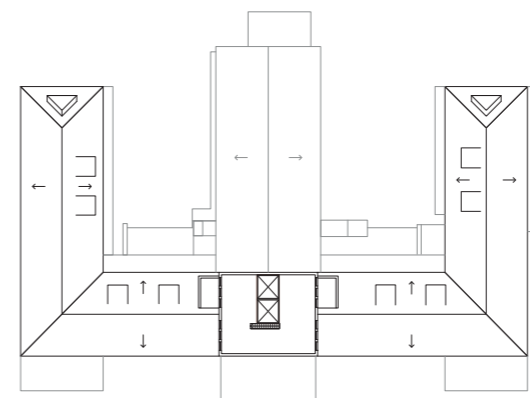
FIRST LEVEL



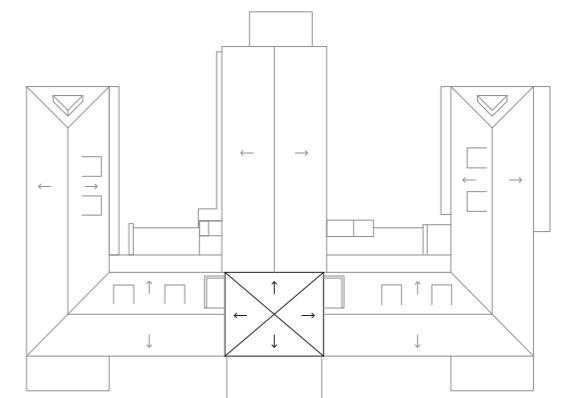
SECOND LEVEL



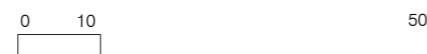
THIRD LEVEL

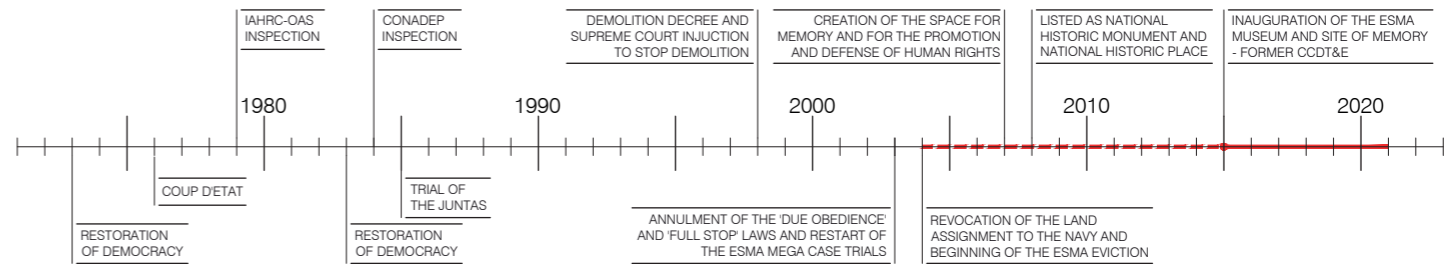
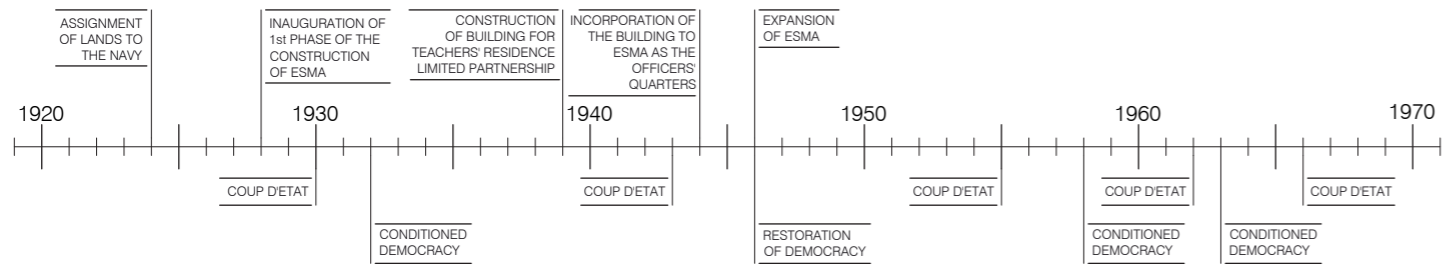


FOURTH LEVEL

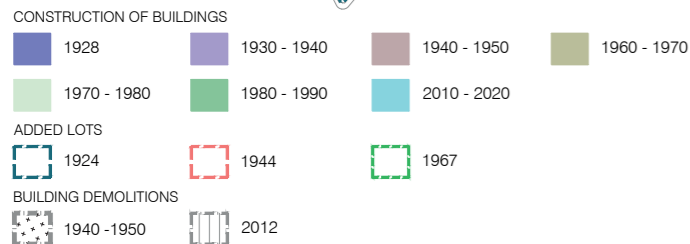


ROOF LEVEL





TRANSFORMATIONS - Buffer zone



TRANSFORMATIONS - Property

- ROOFING
  - Tile roofs and flat roofs waterproofing.
- PARTITIONS AND MASONRY
  - Ground Level: construction of new bathrooms facilities for visitors in the South wing.
- SANITARY INSTALLATIONS
  - Ground Level: new sanitary system for the bathrooms for visitors in the South wing.
- MUSEOGRAPHY FIXTURES AND EQUIPMENT
  - Basement, Ground, First, Second, Third and Fourth Levels: reversible incorporation of light panels, projectors, plasma screens, platforms, pergola, administrative furniture, counters and benches for visitors.
- ACCESIBILITY
  - Reversible incorporation of the exterior elevator and a wheelchair lift in staircase to Basement.



SOUTHWEST VIEW



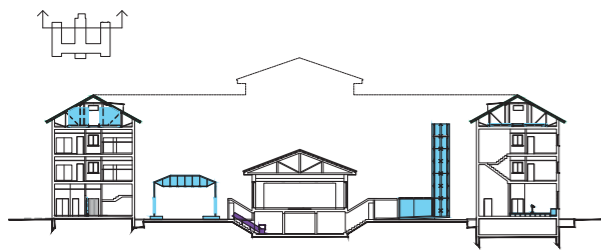
NORTHWEST VIEW



NORTHEAST VIEW



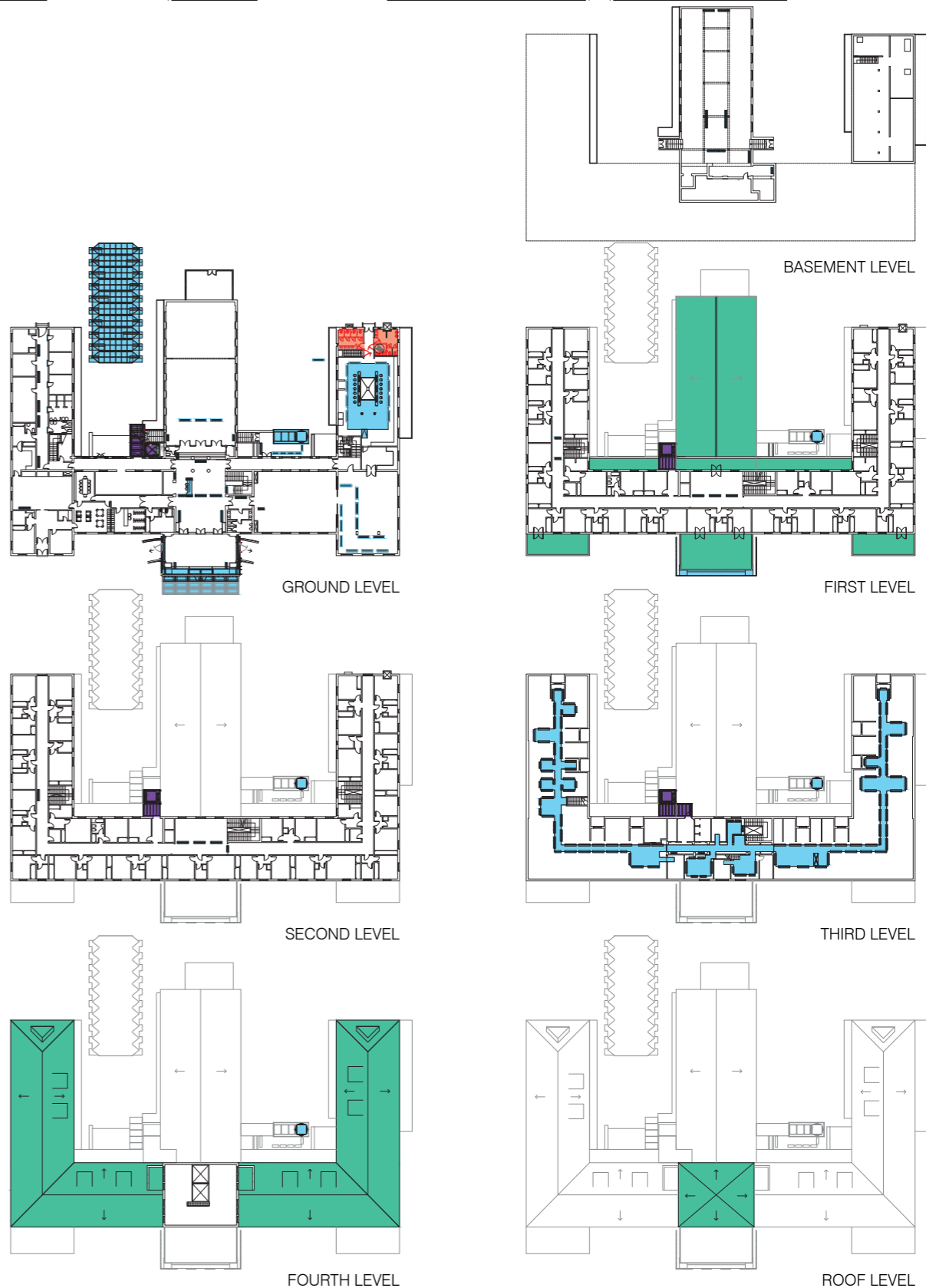
SOUTHEAST VIEW



B-B CUT



A-A CUT



# 3. JUSTIFICATION FOR INSCRIPTION

## 3.1.a Brief synthesis

The building which today houses ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination preserves the general layout and structure of the original project. It is a construction consisting of a freestanding pavilion, with a comb-like layout, two basement sectors, ground floor, first floor, second floor and topped by two attics covered by hipped roofs. It has a semi-covered protocol entrance at the front and service accesses which can be reached through two backyards. It is surrounded by gardens crossed by pedestrian paths and delimited by internal vehicular streets running across the 17-hectare plot where the building complex today called "Space for Memory and for the Promotion and Defense of Human Rights" (former ESMA) is located. The latter is defined in this nomination dossier as the buffer zone for ESMA Museum and Site of Memory.

The construction was initially carried out in 1936 by the Co-operative Society Ltd. Teachers' Residence on a site bordering the property occupied then by the Navy School of Mechanics (ESMA), a naval military educational center which had begun to be built in 1928. In 1946, the building was annexed to the institution and adapted to be turned into the ESMA Officers' Quarters, that is, a place destined for high-ranked Navy officers' recreation and resting. By

then, ESMA already had more than 30 buildings devoted to different uses. Among them, the Central Pavilion, also called "Four Pillars", and the Naval War College stood out. Additionally, there were pavilions dedicated to technical tasks, service provisions and other complementary activities.

The old Teachers' Residence, which initially followed the aesthetic canons of rationalism, was then remodeled to match it stylistically to the existing architectural complex and thus turn it into what was the Officers' Quarters afterwards. Tile roofs were added above the level of the upper flat terraces, creating attics compartmentalized by the metal trusses added for their support. The façades finishes were also modified by introducing exposed brick decorative patterns at the vertices of the central structure. Furthermore, the geometry of the semi-covered entrance gallery was rectified. Consisting of a semicircular canopy supported on recessed cylindrical pillars, it was turned into a semi-covered gallery with a rectangular slab and rectangular pillars, also lined with exposed brick.

The inner spatial layout of the building was adapted to the different institutional uses of the Officers' Quarters: hierarchical and representative functions (the main access, the entrance hall and the ceremonial hall), internal functions (offices, director's residence, officers' dormitories) and

service and maintenance functions (kitchen, basements, attics).

From the very start of the civic-military dictatorship ruling Argentina from 1976 to 1983 and until the recovery of democracy, the Officers' Quarters served as the strategic and operational nucleus of the repressive apparatus and was turned into a Clandestine Center of Detention, Torture and Extermination. In that period, the traditional legal institutional activities coexisted in this space with clandestine operations run by a working unit called "Task Group 3.3".

Several sectors of the building were adapted to various clandestine uses, which were quite functional to the systematic plan of illegal repression based upon the enforced disappearance of people implemented by the dictatorship. There was a succession of refurbish in sectors concerned with the basement, the ground floor, the attics and the inner and outer circulation areas. Likewise, some pavilions crossing ESMA's premises were used and adapted to support these clandestine operations. Among the main buildings concerning proven relationships with the activities carried out at the Clandestine Center, are the Central Pavilion, the mechanical workshop, the infirmary, the printing press and also a pavilion used for housing students.

Subsequently, refurbishing works were also carried out at ESMA's Clandestine Center to erase the traces of its existence due to the complaints submitted to various international bodies. Most of the modifications were performed in 1979, shortly before the visit of the Inter-American Commission on Human Rights (IACHR) to Argentina, to discredit the descriptions of the building made by survivors.

All these modifications are currently conclusively accounted for by both the various constructive marks present in the building and the testimonies provided by the survivors and validated by the judicial body. The gathering of these marks was possible because there are various constructive components which could not be completely hidden and thus served the survivors to identify the places where they had been detained.

Parallel to its use as a Clandestine Center, the building continued to house its legal institutional functions. As part of the maintenance necessary to comply with these functions, a series of officially registered refurbishing works took place from 1980 to 1982. The main ones included the heating and air conditioning installation, the electrical installation, the sanitary facilities and the dormitories fixtures.

The illegal repression based upon the enforced disappearance of people was basically the manifestation of a political culture on the grounds of authoritarianism, which considered the extermination of opponents valid and, at the same time, tried, through clandestine operations, to keep the appearances of a government endorsing institutional normalization in its public discourse. The particular features concerning this form of State terrorism, which was adopted with different intensity by dictatorial governments of the Southern Cone of Latin America, caught the attention of international organizations since there were no legal precedents which would allow its adequate classification. To understand the major characteristics of this illegal exercise of State violence, the United Nations created the Working Group on Enforced and Involuntary Disappearances in 1980, de-

cidated to classify its systematic practice as a crime against humanity in 1992 and, finally, approved the *International Convention for the Protection of All Persons from Enforced Disappearance* in 2006. In turn, the Organization of American States (OAS) issued a declaration in 1983 to consider the enforced disappearance of persons a crime against humanity and approved in 1994 the *Inter-American Convention on Forced Disappearance of Persons*. Due to its dimension and significance, ESMA's case became one of the most widely used references to deal with the issue concerning enforced disappearances in international forums.

At ESMA Clandestine Center, all the features describing the crime of enforced disappearance of persons –always conceived as a complex crime– were registered. Such crimes consisted of the illegal deprivation of liberty by agents making up the armed and security forces, followed by the denial of arrest and the concealment of the fate or whereabouts of the disappeared person, who was actually deprived of the protection of law. Besides, enforced disappearance is founded on the grounds of a series of associated crimes, such as torture and inhumane conditions of detention, sexual and gender-based violence, illegal and precarious medical assistance, clandestine childbirths and theft of newborn babies, forced labor, extortion, and theft of movable and immovable assets. Nearly 5,000 people passed through ESMA Clandestine Center. Most of them were assassinated and their corpses were hidden or destroyed. The victims were militants belonging to multiple revolutionary, political, social, student, union and religious organizations. There were also whole families, girls and boys, people kidnapped

to obtain financial gain, relatives of those already kidnapped and anyone who expresses any kind of opposition to the regime.

After democracy recovery, broad sectors from Argentine society have been reconstructing what happened and demanding Justice at the same time. The growing consensus achieved over the years and synthesized in the mottoes "Never Again" and "Memory, Truth and Justice" promoted early justice through the National Commission on the Disappearance of Persons (CONADEP) in 1984 and also the trial of the most responsible individuals for the civic-military dictatorship in 1985.

Then there was a period of setback in judicial matters, during which criminal action was limited and those convicted in the 1985 trial were pardoned. However, the peaceful and relentless struggle of Human Rights organizations and the demands of various sectors of society about the need to obtain Justice for the crimes committed continued to influence until being able to alter the political scene. In this context, ESMA's symbolic nature became evident when in 1998 the then-President Carlos Menem issued a decree to demolish all the buildings on the plot and turn the place into a park. The presidential initiative was stopped by means of an appeal for legal protection presented by relatives of people who disappeared there, which was accepted by the judicial body. Since then, the right of the victims' families and that of Argentine society as a whole to know the truth of what happened was recognized in relation to a material asset, and the building of the Officers' Quarters was highly regarded as judicial evidence.

As a result of the growing social consensus in favor of unrestricted justice, the laws limiting criminal action were repealed in 2003 and, in 2006, the judicial body declared the pardons of those convicted in 1985 unconstitutional. In 2004, an agreement was signed between the National State and the Government of the Autonomous City of Buenos Aires, which ordered the Navy's eviction from ESMA premises to create a Space for Memory and for the Promotion and Defense of Human Rights there. To comply with this agreement, a graduated eviction of the various buildings located on the property was carried out from 2004 to 2007. The building of the former Officers' Quarters was handed over completely empty in December 2004 and was marked as a Site of Memory in 2005. At first, it only received special visitors, among which were survivors, relatives of the detained-disappeared persons and researchers. It was opened to the public in 2007, when the Navy completed the eviction of the entire estate.

From 2007, the Space for Memory and for the Promotion and Defense of Human Rights is administered by a Public Entity made up of representatives of the National Government, the Autonomous City of Buenos Aires and a Directory integrated by Human Rights organizations. From then on, different public institutions began to be installed there, such as the National Secretariat for Human Rights, the National Memory Archive, Haroldo Conti Memory Cultural Center, the Audiovisual Production Center dependent on the National Ministry of Education and Malvinas and South Atlantic Islands Museum. Some further buildings were also assigned to become the headquarters of Human Rights organizations, such as Grandmothers of Plaza de Mayo,

Mothers of Plaza de Mayo Association, Relatives of the Disappeared and Detained for Political Reasons, Sons and Daughters for Identity and Justice against Oblivion and Silence (H.I.J.O.S.), the Argentine Forensic Anthropology Team (EAAF) and MERCOSUR's Institute of Public Policies on Human Rights (IPPDH). With the work performed by all these institutions, the former ESMA is today a field of national and international reference in public Memory policies and in the promotion of Human Rights.

After the reopening of the trials for the Human Rights violations perpetrated during the dictatorship, the role of ESMA Clandestine Center was crucial owing to the complexity and dimension of the crimes which characterize the enforced disappearance of persons as well as the national and international visibility of the condemned repressors. The so-called "ESMA Mega-Case", made up of all the trials related to the crimes committed at ESMA Clandestine Center, is the most important criminal process in Argentine judicial history and the largest in the world which judges State terrorism on the grounds of the enforced disappearance of people.

The transformation of the former ESMA was not complete until it was decided what to do with the building of the former Officers' Quarters, which was actually the headquarters of the Clandestine Center of Detention, Torture and Extermination. A first measure was its 2008 listing as a National Historic Monument by the same time that former ESMA as a whole was listed as a National Historic Site. In 2013, a museum project began to be developed, which was then presented on numerous occasions to various stakeholders made up of

survivors, relatives of detained-disappeared persons, representatives of Human Rights organizations, scholars, officials of the public agencies involved and members of the Court which is in charge of the custody of the building due to its character of judicial evidence. As a result of these presentations, some ideas were discarded and significant changes which contemplated a wide variety of observations and demands were brought forward.

The museological concept developed for the ESMA Museum and Site of Memory is based upon the protection of the historical-constructive strata as evidence of the events that took place there and that even today constitute judicial proofs to the cases brought against those responsible for crimes against humanity perpetrated there. By means of various devices, ESMA Museum and Site of Memory accounts for the survivors' testimonies, for the documents and crucial objects to interpret the property, and for the constructive marks found out in the building. The curatorial decision was to exclusively exhibit incontrovertible

sources; therefore, the information displayed in the Museum and Site of Memory is based upon testimonies validated by Justice and judicial evidence.

The museographic setting displayed at ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination does not alter either the integrity or the authenticity of any of the attributes of the property. It consists of a reversible exhibition mounted on supports created for this purpose, which are independent from the building fabric. The educational activities and the historical and cultural heritage preservation carried out by ESMA Museum and Site of Memory is supported by Human Rights organizations and all political forces. ESMA Museum and Site of Memory has broadly received national and global recognition for its status as a testimony and a symbol of State terrorism based upon the enforced disappearance of persons, and as a testimony and a symbol of the value of persuasiveness and social consensus as a means of achieving Justice.

### 3.1.b Criteria under which inscription is proposed

*Criterion (iii): To bear a unique or at least exceptional testimony to a cultural tradition or to a civilization which has disappeared.*

The ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination is a unique testimony of the characteristics and complexity involving the enforced disappearance of persons in the context of an illegal systematic repression plan, an expression of a cultural tradition which considered the use of force to conquer political power a valid set-up. The structure and attributes of the building in which it is located reveal the coexistence of illegal operations along with the normal functioning of State institutions. The museological concept developed for the ESMA Museum and Site of Memory is based upon the protection of the historical-constructive

strata as evidence of the events that took place there and that even today constitute judicial proofs to the cases brought against those responsible for crimes against humanity perpetrated there.

From 1976 to 1983, the building functioned simultaneously as an Officers' Quarters and as a Clandestine Center of Detention, Torture and Extermination within the systematic plan of illegal repression implemented by the civic-military dictatorship ruling Argentina. Such illegal repressive plan, based upon the enforced disappearance of people, was basically the manifestation of a political culture which considered the extermination of opponents valid and, at the same time, tried, through the execution of clandestine operations, to keep the appearances of a government endorsing institutional normalization in its public discourse.

The coexistence of a traditional educational institution of high hierarchical level and prestige with a Clandestine Center of Detention, Torture and Extermination, also located in a central urban sector, looks exceptional. This naturalization of extreme and illegal violence reveals the influence at that time of an aberrant ideology on Argentine society, a typical systematic mechanism of the Cold War which classified a wide sector of the population as an internal enemy, denying individuals all kinds of legal protection, thus depriving them of their human condition.

In turn, by means of the ambiguous use of clandestine operations which were carried out without any kind of institutional control and at the same time in full view of the entire population, perpetrators' sole aim was to indiscriminately intimidate and discipline any opposition attempt. Through this intimidating

action, which actually gave rise to the concept of State terrorism, the intention was to achieve full compliance with the de facto Government's policies. Due to its visibility in front of one of the main entrances to the Autonomous City of Buenos Aires, ESMA Clandestine Center played a leading role in spreading terror and fear.

Through various devices, the facilities making up ESMA Museum and Site of Memory give an account for the survivors' testimonies, the documents, the objects and constructive marks found out in the building, which explain the close coexistence of the people kidnapped and tortured there with ESMA officers and teachers residing at the Officers' Quarters. The information displayed in the Museum and Site of Memory is based upon testimonies validated by Justice and judicial evidence. This curatorial decision to display incontrovertible sources was taken so as not to give rise to questions or suspicions of arbitrariness.

The building is judicial evidence since 1998. The decision to install a Museum and Site of Memory there was widely discussed with all stakeholders, including judicial officials. Once the observations and demands of the different sectors had been considered, the project was authorized by the judicial court which was in charge of the protection of the property. The features projected to hold the exhibition had to be adjusted to non-intervention criteria on the building fabric in order to preserve the judicial evidences. Bearing this in mind, a type

of reversible exhibition devices was chosen, which is presented on self-supporting concrete bases created for this purpose and does not rub against the walls of the rooms.

The legal proceedings based upon the events taking place at ESMA Clandestine Center of Detention, Torture and Extermination encompass various cases which come collectively to be called "ESMA Mega-Case", some of which are still open. The so-called ESMA

Mega-Case is the most important criminal process in Argentine judicial history and the largest in the world which judges State terrorism on the grounds of the enforced disappearance of people. Its existence and the continuation of its proceedings express at the same time the characteristics of an undemocratic cultural tradition and the capacity of Argentine society to find common values in order to build institutions based upon respect for the popular will.

*Criterion (vi): To be directly or tangibly associated with events or living traditions, with ideas, or with beliefs, with artistic and literary works of outstanding universal significance.*

The ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination is nationally and internationally recognized as the most prominent symbol of the illegal repression carried out and coordinated by the dictatorships of the region on the grounds of the enforced disappearance of persons. Its mere existence on a venue that Argentine society turned into a center for cultural events linked to the defense and promotion of Human Rights represents the universal value of peaceful opposition to State terrorism and the strength and persuasiveness of the human spirit.

Due to its building and operational magnitude, its location in the heart of the city, the coexistence of naval officials and detained-disappeared persons and the variety and complexity of the crimes committed, ESMA Clandestine Center transcended its political and geographical borders to turn into an international milestone as an emblematic symbol representing the characteristics of enforced disappearance of persons, an atrocious mechanism considered today as a crime against humanity by the United Nations.

This international dimension acquired special relevance as an exponent of the so-called "Condor Plan", which consisted of an agree-

ment between the dictatorships of Uruguay, Brazil, Paraguay, Bolivia, Chile and Argentina to exchange intelligence information and to coordinate the execution of various repressive actions of illegal character. Among them, the most frequent ones were to plan operations in order to arrest or assassinate citizens who had escaped from their country and found themselves in a specific member country of the Condor Plan and to hand over foreigners captured as a result of routine raids and controls to the security forces of their nations of origin. The Condor Plan had been supported by the Department of State and the Central Intelligence Agency (CIA) of the United States between 1975 and 1977. Occa-

sionally, security forces from Peru, Colombia and Venezuela participated in this plan.

The enforced disappearance of people has been defined by the United Nations as “the arrest, detention, abduction or any other form of deprivation of liberty by agents of the State or by persons or groups of persons acting with the authorization, support or acquiescence of the State, followed by a refusal to acknowledge the deprivation of liberty or by concealment of the fate or whereabouts of the disappeared person, which place such a person outside the protection of the law”. In Argentina, these procedures included the illegal deprivation of liberty by State agents, the denial of the fact and legal protection, the execution of tortures, the imprisonment in inhumane conditions, sexual violence, gender violence, illegal and precarious medical assistance, murder, concealment or disappearance of corpses, clandestine childbirths, theft of newborn babies and identity substitution, forced labor, extortion and theft of movable and immovable assets. All these crimes took place at ESMA Clandestine Center on a large scale and continuously throughout the civic-military dictatorship’s period of government. Based upon the judicial investigations and the testimonies provided by survivors, it is estimated that more than 5,000 people were kidnapped, tortured and murdered at ESMA Clandestine Center during the seven years of its operation. At ESMA’s, the enforced disappearance of persons reached a unique dimension due to its complexity, scope, duration and the number of victims.

Early complaints from survivors and Human Rights organizations, even during the first years of the

civic-military dictatorship, provided ESMA with rapid and significant international visibility. For this reason, this Clandestine Center played a key role in the long process of international legal construction of the crime of enforced disappearance of persons, which led to the creation of a Working Group on Forced and Involuntary Disappearances at the United Nations and the classification of this felony as a crime against humanity. As a result of this work, the United Nations General Assembly approved the *International Convention for the Protection of All Persons from Enforced Disappearance* in 2006.

Parallel to international visibility, a growing social consensus developed in Argentina which, under the mottos “Never Again” and “Memory, Truth and Justice”, gave impetus to the creation of the National Commission on the Disappearance of Persons (CONADEP) in 1984 and the trial of those most responsible for the civic-military dictatorship in 1985. Although there were some setbacks in judicial matters afterwards, through renewed social consensus it was possible to prevent the demolition of all ESMA’s buildings in 1998, to achieve the annulment of the expiry of the criminal action in 2003, and to obtain in 2006 the unconstitutionality of the pardons to those convicted in 1985. ESMA’s role was key in this process, both because of the symbolic value recognized from the demolition project and because of the relevance and dimension of the trials based on the grounds of the crimes committed in the Clandestine Center.

The process of transforming the Navy School of Mechanics property into a Space for Memory and for the Promotion and Defense of Human Rights (former ESMA), with

a management model which includes Human Rights organizations and is inter-jurisdictional, was also the result of the broad consensus achieved. Finally, the creation in 2015 of ESMA Museum and Site of Memory, whose educational work and historical and cultural heritage preservation is supported by Human Rights organizations and by all political forces, completed this process of recovering a place where aberrant crimes were committed to make it an international

example of public policies in defense of Human Rights.

In this respect, ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination clearly represents a testimony and a symbol of State terrorism based upon the enforced disappearance of persons, and a testimony and a symbol of the value of persuasiveness and social consensus as a means of achieving Justice.

### 3.1.c Statement of Integrity

The building and the outer areas where ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination is located are physically complete and contain all the strata which explain its historical-constructive evolution necessary to understand its Outstanding Universal Value. The building has been protected as judicial evidence since 1998 owing to the crimes against humanity committed there during the operations of the Former Clandestine Center. From then on, any kind of modification was prohibited.

When it was ordered the disaffection of its use by the Argentine Navy in 2004, the building was handed over empty to the new authorities together with the traces of the passage of time. However, all the strata which explain its historical-constructive evolution were present:

- From the very beginning of the construction of the Teachers’ Residence, the structure and general architectural layout of the building is kept.
- It is possible to identify the constructive features corresponding

to the remodeling carried out to achieve its stylistic integration to the whole of the Navy School of Mechanics as the Officers’ Quarters.

- From its use as a Clandestine Center of Detention, Torture and Extermination, the constructive marks of the adaptations to meet Task Group 3.3’s operational requirements were kept.
- Likewise, the constructive marks of the attempts to conceal the Clandestine Center’s existence from the inspection of the Inter-American Commission on Human Rights (IACHR) are preserved.
- There are documents and evidences of official building refurbishment showing the coexistence of illegality with institutional legality during the 1976-1983 period.
- The traces of the passage of time corresponding to the period of institutional decline suffered by the building after the recovery of democracy can clearly be observed.

After the declaration of the building as judicial evidence in 1998 and the change of destination of the

whole ESMA in 2004, the former Officers' Quarters was turned into a Site of Memory and later, through a process open to opinions and demands of all stakeholders, into the ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination. The resulting museographic concept was based on scrupulously respecting the preservation of the status of the building as it was at the time of the disaffection of its use by the Navy and its status as judicial evidence.

With the installation of ESMA Museum and Site of Memory, the comprehensive preservation of all the aforementioned historical strata was achieved and the marks and vestiges of the passage through the place of the detained-disappeared persons were recognized. The physical attributes are conserved, protected and fully visible in enough quantity. Constructive marks are also kept up by means of a protocol specially written for the preservation of Spaces of Memory. The marks and inscriptions are identified, protected and are regularly inspected to evaluate the evolution of their conservation status. The objects related to the uses of the Clandestine Center are not exhibited. They are physically located in the National Memory Archive under adequate preservation procedures, or in possession of the survivors or the relatives of the victims. Only their images are exhibited at ESMA Museum and Site of Memory due to their documentary value.

Moreover, the building today displays the inalterability conditions necessary to continue with studies which may allow access to new judicial evidence. It also represents

a documentary source for the historical reconstruction of the events which took place there. The museographic setting displayed at ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination does not alter either the integrity or the authenticity of any of the attributes of the property. It is a reversible exhibition, mounted on supports created to protect the architectural surfaces to be preserved, which are placed independently from building components, such as walls and slabs. In the premises of the building which were used for the confinement of the detained-disappeared persons, a platform was placed to guide visitors in order to moderate the anthropic pressure.

The ESMA Museum and Site of Memory along with the proposed buffer zone, where the Space for Memory and for the Promotion and Defense of Human Rights is located, are inseparable components from each other because both are the result of a set of confluent factors from both their historical development and their common present. Property rights, the delimitation of measures concerning heritage protection and the institutional management system allow these boundaries to be clearly defined.

The boundaries of the property nominated include both the ESMA Museum and Site of Memory and its outdoor areas: its various pedestrian and vehicular accesses as well as its surrounding landscaped areas. All these areas play a key role in understanding the events which took place there during its use as a Clandestine Center. On the other hand, this delimitation is consistent with historical evolution as the building together with its entranc-

es and gardens shape an indivisible complex since the old Teachers' Residence was institutionally and physically added to the Navy School of Mechanics to turn it into an Officers' Quarters.

The buffer zone comprises the entire premises of the former ESMA, which today is the Space for Memory and for the Promotion and Defense of Human Rights. The premises house a remarkable and stylistically homogeneous complex made up of more than 30 pavilions surrounded by wooded gardens and delimited by inner streets suitable for vehicular traffic and pedestrian paths. All the buildings, including the Officers' Quarters, played a part at ESMA as an institution since the 1940s, also during the period of the Clandestine Center's operations (1976-1983), and then from the recovery of democracy until 2004 when the decision to change the destination of the property was made. This buffer zone presents a consolidated physical limit, consisting of a perimeter fence which is quite necessary for managing the pressures exercised by the influx of visitors and for the prevention of other negative factors which could affect the property, such as vandalism.

The buffer zone houses different public institutions as the National Secretariat for Human Rights, the

National Memory Archive, Haroldo Conti Memory Cultural Center, the Audiovisual Production Center dependent on the National Ministry of Education, and Malvinas and South Atlantic Islands Museum. Some further buildings were also assigned to become the headquarters of Human Rights organizations, such as Grandmothers of Plaza de Mayo, Mothers of Plaza de Mayo Association, Relatives of the Disappeared and Detained for Political Reasons, Sons and Daughters for Identity and Justice against Oblivion and Silence (H.I.J.O.S.), the Argentine Forensic Anthropology Team (EAAF) and MERCOSUR's Institute of Public Policies on Human Rights (IPPDH).

With the work performed by all these institutions, the former ESMA is today a field of national and international reference in public memory policies and in the promotion of Human Rights. In turn, its existence demonstrates the solid link which exists between the participation processes promoted by stakeholders and the protection and management of the property and its buffer zone. This active participation, which has an institutional role recognized by law, is a decisive factor in preserving the integrity of both the ESMA Museum and Site of Memory and the Space for Memory and for the Promotion and Defense of Human Rights.

### 3.1.d Statement of Authenticity

The information which made it possible to reconstruct the functioning of ESMA Clandestine Center is actually based upon the testimonies provided by the survivors and their comparison with the construction marks, inscriptions and objects

found in the building or donated by such individuals and/or by the relatives of the victims. A first reconstruction was possible thanks to the investigation carried out by the National Commission on the Disappearance of Persons (CON-



ADEP) in 1984 and by the continuation of proceedings in the Trial of the Military Juntas carried out in 1985. Later, this information was enlarged from the declassification of documents and files which the State agencies have been carrying out since 2003 and from the data provided during the trials making up the ESMA Mega-Case. An indispensable complement to these official sources is the extraordinary task of investigation and denunciation performed by Human Rights organizations for more than 40 years.

The process of reconstruction of the truth at the judicial level was accompanied by a wide range of scientific and cultural studies on the Clandestine Center and its transformation into a Museum and Site of Memory. These include historical and heritage research on the role of Memory, on jurisprudence, on associated psychological issues, and on Human Rights and institutional violence. Multiple artistic representations were also developed, which dealt with the subject matter resorting to proposals and records of various kinds. All this implied a process of symbolic appropriation by society as a whole and a great dissemination of the features of ESMA Museum and Site of Memory both among specialists and towards the general public. In this respect, the ESMA Museum and Site of Memory has a widely recognized cultural value, which is expressed in a reliable and credible way through various material attributes and intangible expressions present in the property.

The testimonies provided by survivors are validated as credible and true sources by the Argentine Justice in various judicial processes with final judgments. Based on

these testimonies (duly verified), it was determined that the building is judicial evidence in the trials for crimes against humanity committed during the operations performed at the Clandestine Center of Detention, Torture and Extermination. The constructive marks, the inscriptions and the objects found in the building itself or those donated were identified and classified in accordance with the conservation protocol enacted by the National Directorate of Sites of Memory and validated by testimonies and documents. As a result of this comparison, the constructive marks, the inscriptions and the objects were admitted as judicial evidence.

Constructive marks account for the evolution of the property in the following stages:

- Teachers' Residence.
- Officers' Quarters of the Navy School of Mechanics (ESMA).
- Clandestine Center of Detention, Torture and Extermination.
- Institutional decline since the recovery of democracy.
- Change of the destination of the property and transformation of the Officers' Quarters into ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination.

The creation of the ESMA Museum and Site of Memory was socially supported through consensus with all stakeholders and through provisions enacted by the magistrates who investigated the crimes against humanity committed there. The information displayed in the museographic exhibition at ESMA Museum and Site of Memory is based upon testimonies validated by Justice and judicial evidence. Likewise, the museological concept is based on the preservation of the physical attributes found out

in the building through devices which guide visitors and are designed to protect the architectural surfaces.

On the other hand, intangible attributes are registered and protected. Testimonies are protected in judicial archives and in the National Memory Archive. In addition, as part of the transfer of living memory, all activities in which survivors and the families of the victims take part in are recorded in multimedia format (paper publications, videos, websites, and so on).

### INSCRIPTIONS

The ESMA Museum and Site of Memory boasts marks and inscriptions on multiple kinds of surfaces in the building, which were made by detained-disappeared persons during the Clandestine Center's period of operations. There are different types of graphical symbols on walls as well as on iron or wooden structures. There are several cuts made with some kind of sharp element, and some ink or graphite inscriptions can also be observed. Full names, telephone numbers, initials of people's names, inscriptions and mottos of political parties, dates and drawings have been detected.

All marks have historical, heritage and probative value and are under rigorous investigation using different research methods from various disciplines (archeology, heritage preservation, calligraphic expertise and chemistry). The findings are then confronted with different sources of information, such as plans, photographs, sketches and declassified documentation as well as with testimonies provided by the survivors of the Clandestine Center.

### TESTIMONIES

The survivors of the State terrorism broadly represent the voices that let the world know about what happened in Argentina since the beginning of the civic-military dictatorship ruling the country from 1976 to 1983. Their testimonies revealed the names of the perpetrators and made it possible to identify thousands of disappeared persons and also the pregnant women who were kept alive until childbirth time.

The testimonies provided by the survivors are what truly feed the script of the ESMA Museum and Site of Memory with trustworthy information. The documentary collection of the Museum and Site of Memory has more than 700 testimonies certified before the Argentine judicial body. This testimonial archive is constantly updated as survivors continue to testify in the trials related to crimes committed at ESMA, thereby providing new items of information.

The exhibition displays just a representative sample of the collection of testimonies. The complete archive serves as a documentary source for the museum productions which are permanently carried forward for various activities and temporary exhibitions.

### OBJECTS AND DOCUMENTS

Since the ESMA Museum and Site of Memory's opening to the public in 2015, relatives of the victims as well as survivors of the Clandestine Center began to approach little by little to offer their personal collections. On the whole, they are objects which belonged to the detained-disappeared persons or were made by them during their captivity. There are also elements

used to subdue the prisoners (handcuffs, shackles, blindfolds, masks) or even forged documents as a result of forced labor. In turn, judges and prosecutors started to request ESMA Museum and Site of Memory to take care of documentary collections.

### 3.1.e Protection and Management requirements

Various measures and levels of legal and institutional protection converge in the property and its buffer zone, corresponding to local, national, regional and international jurisdictions. This set of standards expresses the actual strength of the current protection system.

Legally speaking, the building has been protected since 1998 under an injunction to maintain the status quo in its capacity as judicial evidence. This measure prevented its demolition and became the first milestone in the process of its preservation. Additionally, the Court in which the case related to the events taking place at ESMA Clandestine Center is actually processed continuously issues specific provisions on topics concerning the building preservation.

At the heritage level, in 2008, the building of the former Officers' Quarters was listed as a National Historic Monument and its buffer zone, made up of the premises destined to the Space for Memory and for the Promotion and Defense of Human Rights, as a National Historic Site.

As a Museum and Site of Memory, the property is protected under the National Law of "Preservation, signage and promotion of Sites of Memory on State Terrorism".

During permanent exhibitions, photos of objects and documents are displayed, which were deposited in the National Memory Archive under adequate conservation procedures. The temporary exhibitions displayed at the ESMA Museum and Site of Memory also thrive on these collections.

At the institutional level, the National Decree for the creation of ESMA Museum and Site of Memory establishes the administrative and institutional framework for its operation. The ESMA Museum and Site of Memory is a decentralized body of the Secretariat for Human Rights dependent on the Ministry of Justice and Human Rights of the Nation. It is located within the boundaries of the Space for Memory and for the Promotion and Defense of Human Rights (former ESMA), its buffer zone, which houses public institutions and civil society associations as well as regional organizations working under common objectives such as the homage to the victims of State terrorism, the preservation of Memory and the defense and promotion of Human Rights.

There is a management system which coordinates the functioning of all the institutions located on the premises, including ESMA Museum and Site of Memory, and has been designed for the Space for Memory and for the Promotion and Defense of Human Rights. This management system was specifically developed for the participation of Human Rights organizations in their capacity as the main stakeholder and is an expression of the social consensus reached regarding the necessary requirements for legal protection and preservation

of historical and cultural heritage. It is constituted by a Public Entity created ad hoc, which displays special characteristics since it is inter-jurisdictional, tripartite and autarkic. The National Government, the Government of the Autonomous City of Buenos Aires and a Directory of Human Rights organizations makes up its administrative body. Concerning administration, all decisions are taken unanimously.

In turn, the ESMA Museum and Site of Memory is managed by an Executive Directorate and two Area Directorates, whose appointments are made by the Secretariat for Human Rights, and has an Advisory Council made up of the members of the Directory of Human Rights organizations representing the Space for Memory and for the Promotion and Defense of Human Rights.

Within this institutional framework, the tasks of conservation, restoration, maintenance and the displayed museographic setting of the ESMA Museum and Site of Memory were first agreed with the various stakeholders interested in the protection of the property and then validated by the court in charge of its protection as judicial evidence. Thus, the participation of Human Rights organizations, survivors, judicial officials, departments involved, and representatives of various academic and social sec-

tors was utterly guaranteed. As a result of these exchanges, the project was modified to attain a broad consensus.

Regional protection is given by the adoption in 2012 of the *Fundamental principles for public policies on Sites of Memory* during the XXII Meeting of High-Level Authorities on Human Rights (RAADH) and foreign ministries from MERCOSUR realm (see **5.i Policies and programmes related to the presentation and promotion of the property**, the section titled **Regional Policies on Sites of Memory**). The current international protection comes from the identification of the property with UNESCO's Blue Shield in 2016. The Blue Shield grants the protection of cultural heritage in war situations or natural catastrophe phenomena.

Based on this legal and institutional framework, it is considered that the protection and management measures in force for the preservation and transmission of the Outstanding Universal Value of the property are adequate and enough. In addition, the ESMA Museum and Site of Memory has consolidated management procedures with accurate financing, and maintenance and conservation protocols which utterly guarantee the protection of its own integrity and authenticity in the long run.

## 3.2 Comparative Analysis

In order to better understand the Outstanding Universal Value concerning ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination, it is necessary to analyze the characteristics which other sites associated with memories of recent conflicts have in Argentina, in Latin America and in the rest of the world. This does not imply an attempt to compare the sufferings of the victims, which is always immeasurable, nor does it an attempt to give a hierarchical order to traumatic memories. Rather, what is intended to make explicit in this section is the need to bring in the most representative sites as world heritage so that the international dissemination of the values expressed there will benefit all those interested in the cultural processes of Memory, Truth and Justice.

As far as Argentina is concerned, the comparative analysis takes into account the best known and most characteristic sites among those linked to State terrorism implemented from 1976 to 1983. A first selection took into account the existence of institutions which are former Clandestine Centers and now are open to the public, as out of more than 700 places identified to date as such only 46 of them were turned later into well-organized associations called Spaces for Memory. These associations are now in charge of preserving each place and narrating the history of what happened. They all are duly registered in the National Directorate of Sites of Memory dependent on the Secretariat for Human Rights (see Annexes **3.2. List of Clandestine Detention Centers based in Argentina** and **3.3. Spaces for Memory in Argentina**). Among such Spaces for Memory, the most prominent ones were then chosen, either because of the way in which they were used by the repressive forces or because

of the social significance they had in the past and they have at present as references for promotion and defense of the Human Rights.

On the other hand, the characteristics of other places scattered throughout the continent and related to the crime of enforced disappearance of persons are compared. In all cases, they are members of the Network of Latin American and Caribbean Sites of Memory (RESLAC), an organization which in turn is part of the International Coalition of Sites of Conscience. Most of these sites are linked to the dictatorial apparatus which emerged in the region during the second half of the last century.

Finally, the analysis compares different sites worldwide which are related to recent conflicts and have various points of contact with the ESMA Museum and Site of Memory. For this level of comparison, only those sites which are members of the International Coalition of Sites of Conscience, are inscribed on the UNESCO World Heritage List or are proposed in its Tentative List were taken into account. These include sites which used to be detention centers where political prisoners were held, sites which used to be scenarios of massacres and genocides, clandestine torture centers, and areas which are symbols of recent conflicts and Human Rights violations.

In all cases previously posed, in order to avoid certain obvious repetitions, the comparison refers to the most relevant characteristics of the selected sites when contrasting them with ESMA Museum and Site of Memory, both to point out similarities and to highlight the specific and universal contribution of the Museum and Site of Memory as a property nominated to the UNESCO World Heritage List.

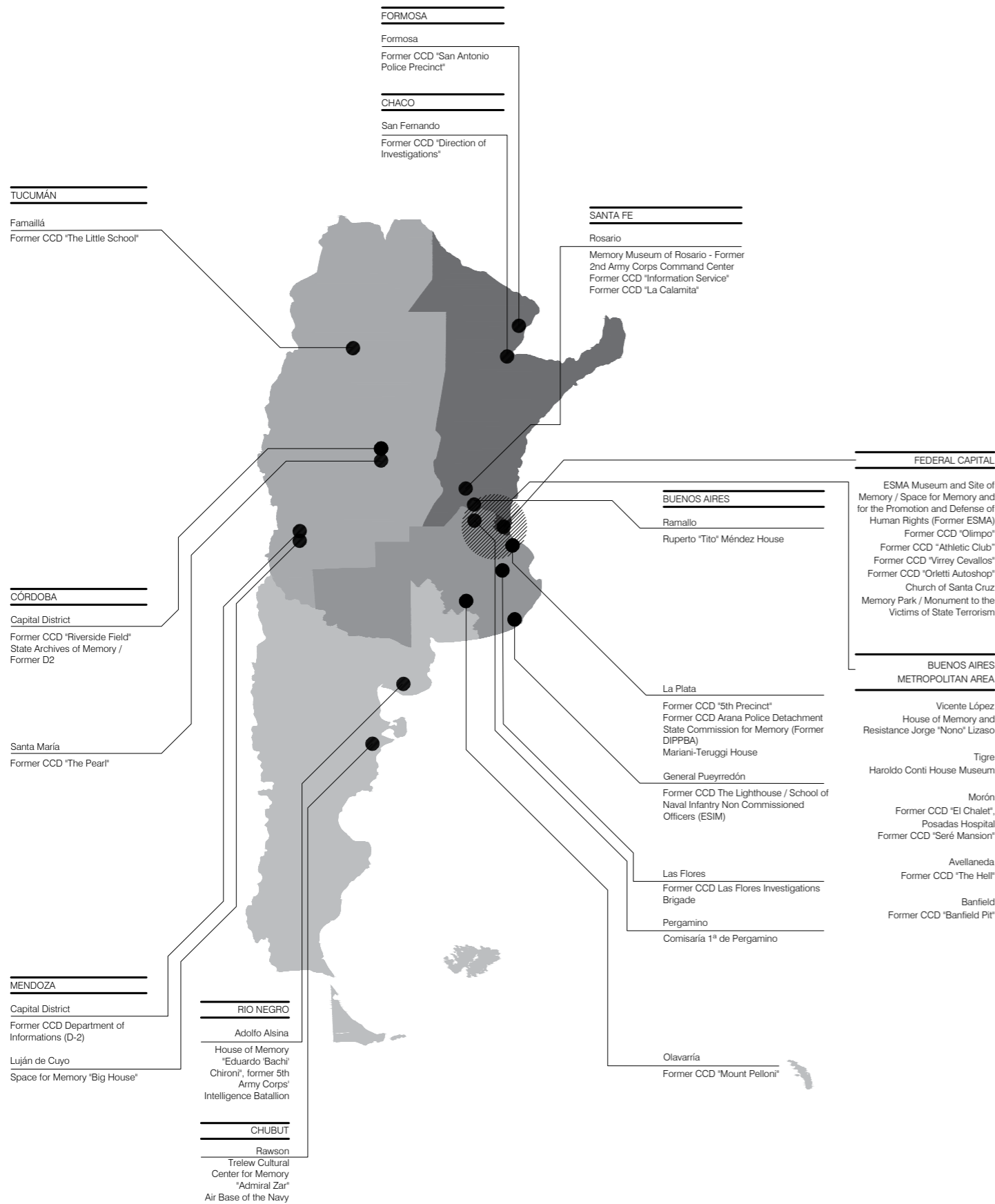
## SPACES FOR MEMORY IN ARGENTINA

As all the sites selected for the comparative analysis in Argentina are defined as Spaces for Memory, it is quite necessary to refer what they actually mean at the national level, how they were established as such, and what their functions are as well.

During the last two decades, there has been an exponential growth in the number of research works on Human Rights violations committed during the civic-military dictatorship ruling from 1976 to 1983 and on the sites where these crimes were carried out. This process was helpful for the beginning of the trials which have succeeded in convicting hundreds of those responsible for the crimes committed. As a contribution to the dissemination of the historical facts, Spaces for Memory began to be established throughout the country in different sites, most of them associated with the repressive dictatorial apparatus as Clandestine Centers of Detention, Torture and Extermination.

Spaces for Memory in Argentina can basically be defined as sites linked to State terrorism, disaffected from their original military or police use to be then turned into institutions which promote and defend Human Rights. In Argentina there are over forty of these experiences, in which pedagogical, research, cultural and artistic activities are permanently carried out, always focused on the transmission of Memory, the contribution to judicial processes, the reparation to victims, and the dissemination of Human Rights.

These Spaces for Memory are managed in a participatory manner, including various governmental bodies (provincial, regional, national), Human Rights organizations, survivors, victims' families and various social groups committed to this issue, such as neighborhood as well as social organizations.



FORMER CCD: FORMER CLANDESTINE CENTER OF DETENTION  
SOURCE: ARGENTINE SPACES FOR MEMORY (2015), SECRETARIAT OF HUMAN RIGHTS

The Spaces for Memory chosen for the comparative analysis in Argentina display very similar characteristics in terms of their operation procedures and the goals in mind for which they were created. All in all, they constitute a unique test of the operations performed by State terrorism in Argentina. They are also social and judicial evidence of the crime of enforced disappearance of persons which distinguished the last civic-military dictatorship and of the scale that this crime reached throughout the country.

Taking this into account, such comparative analysis does not aim to point out the absolute uniqueness of ESMA Museum and Site of Memory. On the other hand, it makes it possible to show why this property has been considered the most representative asset of its type.

Through this analysis, it is shown that, although other Spaces for Memory scattered throughout the country are social and judicial evidence of the crime of enforced disappearance of persons, ESMA Museum and Site of Memory represents an exemplary testimony due to the scale and magnitude of the crimes which were committed

### SPACES FOR MEMORY AND FOR THE PROMOTION OF HUMAN RIGHTS "ATHLETIC CLUB" AND "OLIMPO"

The Spaces for Memory and for the Promotion of Human Rights "Athletic Club" and "Olimpo" are located on two premises which functioned as Clandestine Centers of Detention in Federal Police units located in the Autonomous City of Buenos Aires. Together with the Clandestine Center known as "The Bank", located in La Matanza district in the Metropolitan Area of Buenos Aires, they made up the same repressive circuit called ABO. Although the building where The Bank Clandestine Center operated has been signposted, a police brigade from

there, because of the significance of the events performed there, and because of its central role in the construction of a social consensus which came to be relevant in the procedures to obtain justice without restrictions.

Furthermore, given that the crime of enforced disappearance has complex characteristics, it is necessary to point out that all the atrocious behaviors which constitute it were present in ESMA Clandestine Center. It has been proved that, throughout the entire period of Government of the civic-military dictatorship, these premises were faithful witness of kidnappings, tortures, imprisonment in inhuman conditions, sexual and gender-based violence, murders, clandestine childbirths, theft of babies, concealment of corpses, forced labor, extortion, and theft of movable and immovable assets.

On the other hand, ESMA Museum and Site of Memory is distinguished by the state of preservation of its building and its buffer zone, by the quality of its museographic setting, by the judicial tests of which it is evidence, and by thoroughly complying with criteria of Integrity and Authenticity.

Area excavated in the Space for Memory and for the Promotion of Human Rights "Athletic Club" under 25 de Mayo Highway in the Autonomous City of Buenos Aires. (Source: Secretariat for Human Rights, National Ministry of Justice and Human Rights)





Space for Memory and for the Promotion of Human Rights "Olimpo". (Source: Alessandro Grussu)

These sites operated successively and were in charge of the same Task Groups made up of members of various repressive forces. They were under operation from 1976 to 1979.

Since 1996, projects have been promoted to disaffect the property occupied by Olimpo Clandestine Center from its use by the Federal Police. In 2002, an archaeological excavation was carried out in the site where Athletic Club is located, a premise whose building had been demolished in 1978 to allow the construction of the 25 de Mayo Highway. The excavation resulted in multiple physical and architectural evidence of the crimes mentioned in the survivors' testimonies.

**SPACE FOR MEMORY AND FOR THE PROMOTION OF HUMAN RIGHTS "ORLETTI AUTOSHOP"**

This property operated as a Clandestine Center from May to November 1976 in a former automotive workshop in the Autonomous City of Buenos Aires. It operated as a relevant base of the so-called Condor Plan, a secret agreement through which the repressive State

These spaces are presented as clear evidence of the coexistence, during the civic-military dictatorship, between the legal State forces and the clandestine repressive actions. Likewise, these sites became judicial evidence of most of the crimes related to the enforced disappearance of persons and that was useful to convict those responsible by the Argentine Justice. The investigations carried out in this circuit reveal the complex plot which united different Clandestine Centers that closely functioned with others and served to coordinate the actions of various repressive forces.

The ESMA Museum and Site of Memory has become a core evidence of the multiple crimes against humanity committed by the civic-military dictatorship on a greater scale and variety. Athletic Club and Olimpo Clandestine Centers operated for a much shorter period, had fewer victims and do not show enough evidence of the great complexity the crime of enforced disappearance of persons exhibits in the case involving ESMA Clandestine Center. In turn, owing to the demolition of the Athletic Club and the poor building conditions at Olimpo's, the structures which housed these sites do not present the amount of evidence or the high preservation status which characterizes ESMA Museum and Site of Memory.

apparatuses of Argentina, Bolivia, Brazil, Chile, Paraguay and Uruguay coordinated their illegal actions. It is estimated that around 300 Uruguayan, Chilean, Bolivian, Paraguayan, Cuban, and Argentine citizens were kidnapped at Orletti Autoshop. Most of them are still

missing. This property is a key test of the repressive coordination system which matched the different military dictatorships governing in Latin American Southern Cone.

Compared with ESMA Museum and Site of Memory, Orletti Auto-shop has less rigorous building and preservation conditions. Likewise, it was a smaller-scale Clandestine Center in terms of the number of victims, the complexity and variety of the crimes reported and the period of time during which it was active. Finally, although this Clandestine Center took part in the repressive coordination system of the dictatorships ruling in Latin American Southern Cone through the Condor Plan, its role in the national and international visibility

**SPACES FOR MEMORY "BANFIELD PIT" AND "FORMER 5TH PRECINCT" OF LA PLATA**

The Space for Memory "Banfield Pit" was a Clandestine Center, which operated from 1974 until the end of 1978 and was located in the Investigation Brigade of the province of Buenos Aires. One of its main functions was to house detainees passing through the last months of pregnancy to later dispose of the newborns, who were separated from their mothers and handed over to families linked to the repressors. Furthermore, this Clandestine Center worked together with Orletti Autoshop as part of the Condor Plan.

The Space for Memory "Former 5th Precinct" located in La Plata operated, as the name indicates, in the aforementioned police station where a Clandestine Detention Center and a clandestine maternity facility worked simultaneously, from 1976 to 1978. An estimated 250 men, women, boys and girls



of the crimes committed by the civic-military dictatorship was not considered as crucial as the one developed by ESMA Clandestine Center. Having a higher number of survivors who gave testimony, the latter achieved greater recognition.

Space for Memory and for the Promotion of Human Rights "Orletti Autoshop". (Source: Secretariat for Human Rights, National Ministry of Justice and Human Rights)

were illegally detained and tortured there. There were ten pregnant women and three minors held captive there, two of which were grabbed. At least two babies were born in this Clandestine Center, who were also grabbed and their own identity illegally modified.

The Spaces for Memory "Banfield Pit" and "Former 5th Precinct" became evidence of the clandestine maternity facilities organized by

Space for Memory "Banfield Pit". (Source: Télam News Agency)





Space for Memory "Former 5th Precinct". (Source: "Former 5th Precinct")

the illegal repression system. With reference to this particular crime, the ESMA Museum and Site of Memory plays a more important role in accounting for its scope and legal dimensions. The clandestine

motherhood facility at ESMA Clandestine Center operated for around seven years. There, both the resources and the treatment of pregnant prisoners were constantly adapted over time with the sole purpose of guaranteeing the health of the newborns who would later be misappropriated. Thus, the clandestine motherhood facility installed at ESMA Officers' Quarters put into action an organized procedure which included better nutrition for pregnant women and the murder of most of them after childbirth. This level of complexity and its scope over time lead to the conclusion that ESMA Museum and Site of Memory represents a more significant example of the crimes of aggravated thefts of girls and boys.

#### SPACE FOR MEMORY "ARANA POLICE DETACHMENT"

Space for Memory "Arana Police Detachment". (Source: Undersecretariat for Human Rights of the province of Buenos Aires)

The Clandestine Center of Detention, Torture and Extermination called "Arana Police Detachment" operated from May 1976 to March 1978 in a semi-rural police station near La Plata airport. It was part of a repressive circuit led by Colonel Ramón Camps, Police Chief of the province of Buenos Aires at that time. This site housed over 250 kidnapped people who came from other Clandestine Detention Centers because, for different rea-

sons, it was not convenient for the repressors to keep them in densely populated areas. In 2007, the Argentine Forensic Anthropology Team (EAAF) carried out excavations under judicial order and it could therefore be verified the existence of clandestine burials at the site. During the EAAF's work, scorched skeletal remains belonging to 13 people were recovered.

The Space for Memory "Arana Police Detachment" is actually a clear evidence of the need for repressors to sometimes hide part of their operations either to avoid interceding for any of the kidnapped or to have an alternative place to send detainees in case some type of inspection would be carried out in the Clandestine Centers located in densely populated areas. Besides, as it was a place located far from urban centers, it was occasionally used as a clandestine graveyard. Regarding all these practices, which were



intended to protect illegal actions, the ESMA Museum and Site of Memory renders a more complete testimony. On the one hand, the Task Group at ESMA Clandestine Center carried forward multiple reforms to the facilities before the 1979 visit of the Inter-American Commission on Human Rights

took place and, after that, the site was fully evicted and the hostages imprisoned there were transferred to an island located in El Tigre. On the other hand, the extermination of prisoners at ESMA Clandestine Center was carried out by means of the so-called "Death Flights" in a massive and systematic way.

#### SPACE FOR MEMORY "EL FARO" (THE LIGHTHOUSE)

At the School of Naval Infantry Non-Commissioned Officers (ESIM) of the city of Mar del Plata (province of Buenos Aires), there was a Clandestine Detention Center which operated in at least two of the buildings located on the Lighthouse premises, on the coastal area called Punta Mogotes. ESIM took part in a criminal circuit which included the Clandestine Centers operating under the Navy's surveillance and control, and acted in coordination with other repressive forces. At present, this Space for Memory is managed by different State institutions and by Human Rights organizations led by survivors and relatives of detained-disappeared persons.

This Clandestine Center only preserves one of the two buildings as-



sociated with illegal repression. By comparison, the status of integrity and preservation of ESMA Museum and Site of Memory is much greater since it displays unalterable conditions as a documentary source for historical reconstruction and for further studies aimed at finding new judicial evidence.

#### SPACES FOR MEMORY AND FOR THE PROMOTION OF HUMAN RIGHTS "LITTLE SCHOOL OF FAMAILLÁ" AND "THE PEARL"

The Space for Memory and for the Promotion of Human Rights "Little School of Famaillá" was a Clandestine Center operating in the south of the province of Tucumán from February 1975 until by 1976, when the Argentine coup d'état took place (March 24, 1976). Scientific and judicial investigations assert that more than 2,000 detainees passed through this Clandestine Center in a very short pe-



Space for Memory "El Faro" (The Lighthouse) - Former School of Naval Infantry Non-Commissioned Officers (ESIM). (Source: Former ESIM)

Space for Memory and for the Promotion of Human Rights "Little School of Famaillá". (Source: "Little School of Famaillá")



School visits to the Space for Memory "The Pearl". (Source: Secretariat for Human Rights, National Ministry of Justice and Human Rights)

riod of time. This property is an important evidence that the crime of enforced disappearance of persons began to be practiced during the democratic period prior to the 1976 coup d'état. For this reason, the Little School of Famaillá is described as the starting point of the system of illegal repression which was later systematized and generalized throughout the country.

The premises making up the Space for Memory "The Pearl" operated on the site which was the largest extermination camp in the interior of the country. This Clandestine Center was in fact the epicenter of the repressive apparatus which was deployed throughout the central and northwestern region of Argentina. It operated from March 1976 to December 1978. It is estimated that between 2,000 and 2,500 people passed through there in its two years of permanent activity. Ninety percent of those people still remain missing. In 2014, the Argentine Forensic Anthropology Team (EAAF) came across the remains of four disappeared people in this property. This remains were unearthed, identified and returned to their families.

The Spaces for Memory and for the Promotion of Human Rights "Little School of Famaillá" and "The Pearl"

are highly recognized at national level not only for having previously been Clandestine Centers of great importance in terms of the number of victims but also for having occupied key places for the repressive circuits of their respective regions.

Compared to these spaces, ESMA Museum and Site of Memory is a testimony to the passage of a greater number of prisoners as evidenced by judicial investigations and the information provided by survivors, who estimate that more than 5,000 men and women were kidnapped at the ESMA Clandestine Center during its seven years of operation. Furthermore, unlike the Little School of Famaillá and The Pearl, which were located in suburban areas, the Officers' Quarters building was located in a central urban area in the Autonomous City of Buenos Aires. In this respect, the coexistence of clandestine activities with the visibility of a prestigious educational institution was part of the strategy of disciplining the population by instilling terror and fear as a matter of fact. These features make the ESMA Museum and Site of Memory a unique space due to its ability to plainly show the coexistence of illegal operations with the normal functioning of State institutions.

### THE HOUSE OF MEMORY IN CHACO, STATE ARCHIVES OF MEMORY - FORMER CLANDESTINE DETENTION CENTER RUN BY CORDOBA POLICE DEPARTMENT OF INFORMATION (D-2) AND THE SPACE FOR MEMORY AND FOR THE PROMOTION OF HUMAN RIGHTS "FORMER DEPARTMENT OF INFORMATION (D-2)" IN MENDOZA

The House of Memory in Chaco operated as a Clandestine Center from March 1976 to early 1978. It was the headquarters of the Investigation Brigade dependent on the Police Forces of the province of Chaco. Located in the middle of the city of Resistencia, its capital city, this Clandestine Center was the main exponent of illegal repression in northeastern Argentina.

The Clandestine Center called D-2, which operated in what is now Córdoba's State Archives of Memory, functioned in the facilities of the then-Police Information Department. Its premises were located in the heart of the capital city of the province. The Clandestine Center D-2 operated permanently. It was a place of arrival for detained-disappeared people and also a place of torture and of transit to less visible premises.

The Space for Memory and for the Promotion of Human Rights "D-2" in Mendoza was the headquarters of the most important Clandestine Center located in the capital city of the province. It operated in the Police Palace building, which was located in the heart of the city and a few meters from the judicial institutions of the province. Its facilities belonged to the Information Department No. 2 (D-2) dependent on the provincial Police Forces and were used for illegal political repression before and during the civic-military dictatorship.

The House of Memory in Chaco, the State Archives of Memory in Córdoba (D-2) and the Space for



House of Memory in Chaco. (Source: Secretariat for Human Rights, National Ministry of Justice and Human Rights)



Memory and for the Promotion of Human Rights "D-2" in Mendoza represent evidence of illegal repressive circuits which operated in highly-visible areas. By operating in this way, they were fulfilling the task of instilling terror in the population with the sole purpose of disciplining individuals. To this effect, clandestine activities were carried out in areas where the illegal inter-

State Archives of Memory - Former Clandestine Detention Center run by Córdoba Police Department of Information (D-2). (Source: Infojus, National Ministry of Justice and Human Rights)



Space for the Memory and for the Promotion of Human Rights "D-2" in Mendoza. (Source: Public Prosecution Office, Attorney General of the Nation)

mingled with the normal functioning of institutions and daily life.

Compared to these spaces, ESMA Museum and Site of Memory wit-

#### MEMORY MUSEUM OF ROSARIO - FORMER 2ND ARMY CORPS COMMAND CENTER

Since 2010 the Memory Museum of Rosario has its headquarters in the building located in the heart of the city of Rosario, where the 2nd Army Corps Command originally worked. The Museum of Memory seeks to promote the construction of social and political Memory and Human Rights education as well. It has an important archive whose collection includes material of various kinds, which reports Human Rights violations in Latin America and in the world. It specializes in information on the actions of State

Cultural activities carried forward in the Memory Museum of Rosario - Former 2nd Army Corps Command Center. (Source: Memory Museum of Rosario)



nessed a larger number of victims coming through the Clandestine Center, the crimes committed there were even more cruel and complex, and it operated for a longer period of time. At ESMA's, the detained-disappeared persons were subjected to forced labor and the property was used as a base of operations for the illegal misappropriation of their movable and immovable assets. The coexistence between kidnappers and hostages who performed forced labor and were subjected to psychological abuse is one of the most notorious features of ESMA Clandestine Center, which could not be verified in any other case for the time being.

terrorism during the civic-military dictatorship governing Argentina from 1976 to 1983.

Although the 2nd Army Corps Command was directly linked to the illegal repression as an operational base for several Argentine provinces, its own facilities never operated as a Clandestine Detention Center. In this respect, the ESMA Museum and Site of Memory is a more remarkable space of the planning and execution circuit of the crimes perpetrated by the civic-military dictatorship. ESMA Clandestine Center was both a base of operations and a place of detention, torture and extermination. These characteristics become evident in the uses which the repressors gave to the different areas of the building and are duly signposted and explained through the museographic setting.

## MUSEUMS AND SITES OF MEMORY IN LATIN AMERICA

The different Latin American museums, memorials and sites of memory chosen for the comparative analysis share common memories of recent conflicts. Most of them are spaces dedicated to contributing to local processes for the recovery of collective memory and the fight against impunity for crimes committed during the military dictatorships and internal conflicts which plagued the region in the last half of the last century.

Several of these properties display evidence of the actions carried out by the Condor Plan. Consequently, they account for the State terrorism scheme and the characteristics it acquired in Latin America, where the crime of enforced disappearance of persons denoted a generalized repressive technique.

These sites are also a consequence of the democratization processes which took place at the end of the dictatorial cycles. The characteristics of these democratization processes, which are particular to each national society, shape and have a great impact on the type of institutions linked to Memory and the promotion of Human Rights which emerged in each country. The selected spaces are thus a reflection of the conflicts they embody, of the recovery processes of democracy and Justice which followed them, of the different actors involved in these processes, and of the role that the State assumed in them.

In Argentina, the social consensus reached through the peaceful and unwavering struggle of Human Rights organizations led the State to assume the task of investigating and convicting those responsible

for the crimes committed during the civic-military dictatorship governing the country from 1976 to 1983 without any kind of restrictions at all. As a result of this, national and provincial Governments, in collaboration with civil society, became involved in the processes of recovery, constitution, preservation and administration of the Spaces for Memory.

On the other hand, in countries where most of the crimes committed by repressive States remain unpunished, it was civil society organizations or even private individuals the ones that took on the task of promoting the struggle for Memory, Truth and Justice. In such context of less protection, the type of evidence preserved and the amount of information available vary enormously between the different countries and regional territories.

Within this general panorama, the ESMA Museum and Site of Memory pictures an exceptional case due to the quantity, variety and integrity of the evidence it owns to denounce the crime of enforced disappearance of persons and as part of the unrestricted judicial processes. In many of the cases which will be analyzed below, the evidences of crimes against the Human Rights of the population are less abundant or are in state of preservation less favorable, with a number of inferior attributes in terms of Integrity and Authenticity.



**VILLA GRIMALDI PEACE PARK CORPORATION IN CHILE AND DEFENSE INFORMATION SERVICE (FORMER SID) "THE MANSION" IN URUGUAY**

Villa Grimaldi Peace Park Corporation in Chile and the Defense Information Service (former SID) "The Mansion" in Uruguay are important testimonies of the actions carried out by military dictatorships that took power in the 1970s. These sites received a lot of international attention due to the multiple crimes committed there and in turn they became symbols of the illegal repression in the Latin American Southern Cone.

Commemoration ceremony in Villa Grimaldi Peace Park Corporation. (Source: Villa Grimaldi Peace Park Corporation)



"The Mansion", former Defense Information Service (SID). (Source: Collective Sites of Memory, Uruguay)

Located in Peñalolén commune (Santiago de Chile), Villa Grimaldi Peace Park Corporation is installed in the place where the headquarters of the National Intelligence Directorate (DINA) originally were. One of the largest secret Deten-

tion, Torture and Disappearance Centers in Chile operated there from 1974 to 1976. It is estimated that around 4,500 prisoners passed through there, of which 241 are still missing.

In the current Space of Memory known as the "Defense Information Service" (former SID) or "The Mansion" located in Montevideo, a military organization in charge of the repressive policies of the Uruguayan dictatorial regime installed an important Clandestine Detention Center by the end of 1976. The Defense Information Service played an important role in the Condor Plan through the exchange of information and the detention and clandestine transfer of prisoners between the Latin American Southern Cone countries which made it up. The SID also supported the operations carried out by ESMA Task Group in Uruguay.

The preservation conditions of the properties where Villa Grimaldi Peace Park Corporation and the Defense Information Service (former SID) "The Mansion" are located are considerably lower than those of ESMA Museum and Site of Memory. Villa Grimaldi Peace Park's original facilities were totally demolished and the current reconstruction, based on the testimonies offered by the survivors, only covers a small portion of the entire property. In relation to the place where the Defense Information Service (former SID) "The Mansion" was located, it did not go through rigorous registration and preservation processes legitimized by Justice as judicial evidence.

Therefore, these spaces do not meet the same characteristics of Integrity and Authenticity observed at ESMA Museum and Site of Memory, whose building is physically entire and contains all the strata which explain its historical-con-

structive evolution. Moreover, the physical attributes displayed at ESMA Museum and Site of Memory are in adequate quantity and preserved by means of protocols developed especially for the protection of Spaces for Memory.

**MEMORIAL DA RESISTÊNCIA DE SÃO PAULO ASSOCIAÇÃO PINACOTECA ARTE E CULTURA (APAC) IN BRASIL**

Located in the city of São Paulo, the São Paulo Memorial da Resistência Associação Pinacoteca Arte e Cultura (APAC) is a unique institution dedicated to preserving the memories of resistance and repression in the Republic of Brazil. The property on which the Site of Memory is located was originally the headquarters of the São Paulo State Department of Political and Social Order (Deops/SP) from 1940 to 1983, one of the Brazilian police organisms which are most recognized for its key role in political repression. Likewise, it was also a detention center which operated during the civic-military dictatorship governing the country from 1964 to 1985.

The São Paulo Memorial da Resistência is socially and politically relevant throughout the Brazilian historical background. However, it did not fulfill the same role as ESMA Museum and Site of Memory



in making known the characteristics of the crime of enforced disappearance of people on an international scale and as part of court proceedings. For this reason, ESMA Museum and Site of Memory is considered today a reference space for scientific and judicial investigation on the crime of enforced disappearance of persons in Argentina, in the region and in the world.

Memorial da Resistência de São Paulo Associação Pinacoteca Arte e Cultura (APAC). (Source: Mike Peel)

**MEMORY AND TOLERANCE MUSEUM OF MEXICO**

The Memory and Tolerance Museum is located in Mexico City and its goal is to promote the importance of tolerance, non-violence, Memory and Human Rights. It also seeks to create awareness, responsibility and respect as a path to social action. It features a large number of exhibitions that address the theme of genocides and other crimes against humanity, aiming to pro-

mote learning through historical memory. There are permanent exhibits on the Holocaust and on violations of Human Rights in Yugoslavia, Rwanda, Guatemala and other countries.

This museum does not in itself constitute evidence of any crime. Its great value is based on the information and exhibitions it offers to the



public and its pedagogical work. Unlike the ESMA Museum and Site of Memory, it does not constitute judicial evidence nor does it play an exceptional role in justice processes that seek to convict those responsible for crimes classified as crimes against humanity.

Memory and Tolerance Museum in Mexico City. (Source: Memory and Tolerance Museum)

### HISTORICAL ARCHIVE OF THE NATIONAL POLICE (AHPN) IN GUATEMALA AND THE MUSEUM OF MEMORIES: "DICTATORSHIP AND HUMAN RIGHTS" IN PARAGUAY



Historical Archive of the National Police of Guatemala (AHPN). (Source: Network of Latin American and Caribbean Sites of Memory)

The Historical Archive of the National Police (AHPN) of Guatemala, located in the capital of this country, is a renowned institution that is responsible for the safeguarding, preservation, digitization and custody of the documentary heritage of the defunct National Police (1881-1997). The institution plays a fundamental role in the investigation of key documents for the judicial investigations that are carried out in the country related to the Human Rights violations committed during its internal armed conflict (1960-1996). The Historical Archive of the National Police is a key tool in the search for truth of the families and friends of those who disappeared during the armed conflict, as well as in the fight against impunity in Guatemala.



Museum of Memories: "Dictatorship and Human Rights", Asunción, Paraguay. (Source: Male Bogado)

The Museum of Memories "Dictatorship and Human Rights" is in the city of Asunción, Paraguay, on the premises where the National Directorate for Technical Affairs (DNAT) originally operated. This institution played a leading role in the civic-military dictatorship that ruled the country until 1989, and at the

regional level in the Condor Plan. The building was also a detention center where thousands of opponents were imprisoned and tortured. This property is internationally recognized, since the "Archives of Terror" of Alfredo Stroessner's civic-military dictatorship were discovered there. These contain fundamental evidence of communications between Paraguayan police and military authorities and civil informants, as well as with repressive forces from other Southern Cone countries in order to coordinate political repression.

Both the Historical Archive of the National Police (AHPN) and the Museum of Memories: "Dictatorship and Human Rights" carry out an important task of analysis, systematization and preservation of testimonies and archives that help to understand political repression in their respective countries and contribute to the investigations that lead to the judicial prosecution of those responsible for those

crimes. Although this task has an undeniable documentary value, these sites do not have the same significance and representativeness of the ESMA Museum and Site of Memory as an exceptional material testimony of the characteristics and complexity of the crime of enforced disappearance of persons.

In addition to being a fundamental source of judicial evidence for the crime of enforced disappearance of persons, the ESMA Museum and Site of Memory is an expression of society's active participation in the process of fighting impunity in Argentina. This role as an exponent of social consensus as a means to achieve Justice is expressed both in the existence of the ESMA Museum and Site of Memory and its location within the Space for Memory and for the Promotion and Defense of Human Rights, which constitutes its buffer zone.

### PATHWAYS OF MEMORY ASSOCIATION ("THE CRYING EYE" MEMORIAL) IN PERU AND THE CENTER FOR MEMORY, PEACE AND RECONCILIATION IN COLOMBIA

The Pathways of Memory Association manages "The Crying Eye" Memorial, located in the city of Lima, Peru. The Association carries out educational, commemorative and reflection tasks in the field of Human Rights. The Memorial was built by Dutch artist Lika Mutal as part of an initiative to honor the victims of the internal armed conflict in Peru (1980-2000) and to promote peace and reconciliation in the country. The monument is made up of a labyrinth of eleven concentric circles made up of thousands of rocks. Each one is inscribed with the name, age and year of death of a victim from the

time of the country's internal conflict. There is a small eye-shaped stone in the center of this sculpture which pours water continuously.

"The Crying Eye" Memorial in Lima, Peru. (Source: Situated Memories, International Center for the Promotion of Human Rights)



Monument at the Center of Memory, Peace and Reconciliation in Colombia. (Source: Bogotá City Hall)



Located in the city of Bogotá, the Center for Memory, Peace and Reconciliation of Colombia is a space for the promotion of historical memory and Human Rights. It was founded in 2012 with a mission to contribute to peace-making efforts through the engagement and participation of different sectors of civil society. It seeks to promote and strengthen the processes of mem-

ory within the Colombian armed conflict. This institution is part of the "Bogotá City Memory" Program directed by the High Council for Victims' Rights, Peace and Reconciliation.

The "The Crying Eye" Memorial and the Center for Memory, Peace and Reconciliation are not by themselves evidence of the crimes they denounce, but rather they are presented as a symbolic tribute to the victims and as spaces for the recovery of historical memory. Consequently, they lack the exceptional characteristics of Integrity and Authenticity that are present in the ESMA Museum and Site of Memory.

#### MUSEUM OF THE WORD AND IMAGE OF EL SALVADOR AND THE MEMORIAL MUSEUM OF DOMINICAN RESISTANCE IN THE DOMINICAN REPUBLIC

Museum of the Word and Image in El Salvador. (Source: Museum of the Word and Image)



The Museum of the Word and Image of El Salvador is located in the city of San Salvador and was founded in the late 1990s by Venezuelan journalist Carlos Henríquez Consalvi. The museum is dedicated to the collection and preservation of memories from the Salvadoran civil war. The Museum has a

large documentary collection that includes historical, photographic, manuscript and audiovisual records. It also has a library specialized in social sciences. Its objective is to rescue, preserve and spread the content of its varied and valuable collection, placing it at the service of students, researchers and the general public wishing to learn about the contemporary history and culture of El Salvador.

Located in the city of Santo Domingo, the Memorial Museum of Dominican Resistance is a unique institution in its country that is dedicated to recovering the memory of the victims of State terrorism. Its goal is to rescue and preserve the historical memory of the Dominican people through the exhibition of the tangible and intangible her-

itage of the fight against the dictatorship. Thus, it presents information that helps us understand the precedents and consequences of Rafael Trujillo's dictatorial regime and the Human Rights violations. It is also constituted as a space to commemorate those who died fighting for democracy. The Museum's collection has been protected by UNESCO's Memory of the World Program since 2009.

The Museum of the Word and Image and the Memorial Museum of Dominican Resistance are the result of private projects that defined the characteristics and script of their exhibitions. In this sense, there is a key difference with the ESMA Museum and Site of Memory, whose creation is the result of the consensus achieved by society as a whole through the fight of Human Rights organizations and other social and political groups. Thus, the Museum of the Word and Image of El Salva-



dor and the Memorial Museum of Dominican Resistance in the Dominican Republic are very valuable initiatives that still do not represent the entire society of their countries. The ESMA Museum and Site of Memory, on the other hand, is the expression of a joint effort by civil society and the State to defend Memory, Truth and Justice.

Memorial Museum of Dominican Resistance in the city of Santo Domingo. (Source: Memorial Museum of Dominican Resistance)

#### MUSEUMS, MEMORIALS AND SITES AROUND THE WORLD

In order to understand the Outstanding Universal Value of the ESMA Museum and Site of Memory, we need to analyze other sites around the world that are direct evidence or an important symbol of recent conflicts and systematic Human Rights violations.

In this section of our comparative analysis, we have considered places that were detention centers where detainees were tortured and executed for various reasons, sites that were the scenes of massacres or that commemorate their victims, as well as properties that are symbols of recent conflicts. They make up a great variety of spaces that nowadays help us understand

some of the darkest events humanity has ever experienced, and on the same account for the ability of human resistance and dignity to face these situations.

The information from cases that belong to the UNESCO World Heritage List and the Tentative List comes from publications made on the website of the World Heritage Center. We have also included sites that, even if they are not in these lists, are nonetheless significant due to the relevance they have acquired in their own contexts, and because they present certain similarities with the ESMA Museum and Site of Memory. We have carried out the comparative analysis with

these institutions on the basis of the official information provided by them.

Given the great variety of events and contexts they represent, the selected properties will not be compared on the basis of their

### CENTER FOR MEMORY AND DEVELOPMENT "NYAYO HOUSE" IN KENYA



Building that houses the "Nyayo House" in Nairobi. (Source: Thomas Mukoya / REUTERS)

The Center for Memory and Development is located in the well-known "Nyayo House", right in the commercial center of the city of Nairobi, Kenya. This building, which housed government offices such as the Ministry of Immigration, became a true symbol of Nairobi as one of the tallest and most modern buildings in the city back when it was built. Between 1978 and 2002, the place was a detention and torture center for political opponents to Daniel arap Moi's government. Several victims who went through this center have given their testimony in public trials and have received compensation

### TUOL SLENG GENOCIDE MUSEUM IN CAMBODIA

The Tuol Sleng Genocide Museum is located in downtown Phnom Penh, the capital of Cambodia. Originally conceived as a school, the building was used as a prison

ability to account for the crime of enforced disappearance of persons. Instead, they will be analyzed taking into account their attributes of Integrity and Authenticity as testimonies and symbols of the Human Rights violations they intend to denounce.

for the Human Rights violations they were subjected to.

The Center for Memory and Development "Nyayo House" was created in accordance with a recommendation included in the final report of the "Commission for Truth, Justice and Reconciliation of Kenya" to establish a monument in the building that housed torture chambers in its basement. The institution's objective is to move forward on the process of peace, tolerance, and respect for diversity and national development through an effort to reconstruct memory.

The Center for Memory and Development established in the "Nyayo House" has not developed a museum setting. Therefore, it has not gone through the registration, conservation and musealization processes that characterize the ESMA Museum and Site of Memory, nor does it represent a space of gathering and commemoration for society as a whole.

called "S-21" of the Khmer Rouge regime. As a detention center, it operated between 1975 and 1979 as an articulating axis for a large network of prisons that spanned

the entire country. The S-21 was a clandestine space for the detention, interrogation, torture and extermination of those regarded as "political enemies" of the regime. It is estimated that about 15,000 people went through this prison, out of which only 12 managed to survive.

The Tuol Sleng Genocide Museum aims to preserve the memory of a tragic period in national history and inspire visitors to be messengers of peace. It has permanent and temporary exhibitions that address different aspects of the Khmer Rouge regime. The Museum also has an archive that includes the photographic and documentary records that were taken during the last years of the S-21 prison and serve to identify the victims who went through there.

Without ignoring the different contexts for each site, the Tuol Sleng Genocide Museum and the ESMA Memory Site Museum share a high degree of conservation of their spaces, where scenes of terrible Human Rights violations took place. They both are, at the same time, fundamental evidence of these crimes and internationally established as symbols of the atrocious events that took place there.

That said, there are also some significant differences. In Cambodia,

### TARRAFAL CONCENTRATION CAMP IN CAPE VERDE AND CELLULAR JAIL IN INDIA

*Sites inscribed in the UNESCO World Heritage Tentative List*

The Tarrafal Concentration Camp or "Slow Death Camp" was a concentration camp installed in Cape Verde, which back then was a Portuguese colony. The prison was



Tuol Sleng Genocide Museum in Cambodia (Source: Carlos Peñalba)

only three of the people responsible for the atrocities committed during the Khmer Rouge regime have been sentenced to prison for their crimes, including the director of the S-21 prison. For its part, the Argentine experience is exemplary and unique in the world because there are hundreds of people responsible for crimes during the dictatorship who have already been subjects of criminal investigation and prosecuted before national courts for crimes against humanity. The trials continue today, and day by day contribute to a greater understanding of how State terrorism worked in Argentina.

The ESMA Museum and Site of Memory has played and continues to play an exemplary role in these legal processes. It also stands as an international landmark in the processes of peaceful struggle to obtain Justice, and is a fundamental symbol of the value of social consensus as a means to achieve it.

established under the orders of Portuguese dictator Antonio de Oliveira Salazar after the outbreak of the Spanish Civil War in 1936. The prison colony began to operate on



Internal yard in the Tarrafal Concentration Camp, in 2009. (Source: F. Mira)

October 29, 1936, with the arrival of the first prisoners. The camp aimed to achieve two connected objectives: to take the most problematic opponents out of Portugal, and to show society that repression would be extremely harsh. Due to the poor living conditions in the camp, at least 32 political prisoners died there during its first period of operation, which ended in 1956. The site was reopened in 1961 as a forced labor camp for African leaders and activists fighting against Portuguese colonialism. Prisoners were brought in from Cape Verde, Angola and Guinea-Bissau. In 2000, the Museum of Resistance was inaugurated, as a way to bring dignity to the space and pay tribute to the victims.

Cellular Jail building in the Adaman Islands. (Source: Astrid Schweigert / Getty Images)



The old Cellular Jail is located in the southern part of the Adaman Islands, in India. It was planned and built as a prison by British colonial authorities in the mid-19th century. This penal center was designed with the purpose of repressing the growing discontent against the British colonial authorities in India. Prisoners were subjected to continuous isolation and labor quotas that were frequently impossible to complete within the stipulated time. This involved terrible punishments that included physical and psychological torture. The prison was also known for the very poor health conditions to which the prisoners were subjected, as they were exposed to all kinds of diseases and a very meager diet. Due to its remoteness and the terror this prison was associated with, it was known as "Kala Pani" (black water). The Cellular Jail was also a scene of different acts of rebellion and resistance by the prisoners against the tyranny of prison officials. In 1938, the Government decided to close the establishment, and all political prisoners in Cellular Jail were repatriated to their respective states in mainland India. The Cellular Jail was listed as a National Monument on February 11, 1979.

The Tarrafal Concentration Camp and the Cellular Jail represent important imprisonment spaces where atrocious acts were committed, violating human dignity. Together with the ESMA Museum and Site of Memory, both sites share the condition of being testimony to the subhuman conditions prisoners were subjected to for political reasons.

One of the significant differences both sites have with the ESMA Museum and Site of Memory is their

remote location, distant from urban centers. Both the Tarrafal Concentration Camp and the Cellular Jail were specifically designed as detention centers that sought to keep prisoners away from the metropolises, thus controlling any exchange of ideas. This meant seclusion on islands that were located outside the continent and without any fluid connection with large cities. For its part, the ESMA Museum and Site of Memory shows how the systematic

plan for the enforced disappearance of people established by the Argentine civic-military dictatorship made use of a highly visible institutional space for the purpose of propagating terror to society as a whole. In turn, as it is located right in the middle of the urban thread in the city of Buenos Aires, today the ESMA Museum and Site of Memory is a place where society can gather and commemorate.

### NYAMATA, MURAMBI, BISESERO AND GISOZI GENOCIDE MEMORIAL SITES IN RWANDA

*Group of sites inscribed in the UNESCO World Heritage Tentative List*

Nyamata, Murambi, Bisesero and Gisozi are memorial sites for the genocide perpetrated against the Tutsis in Rwanda between April and July 1994. They are located 35 km, 154 km, 161 km and 3 km respectively from the center of the capital city of Kigali. This circuit of places of memory is made up of two memorials, Bisesero and Gisozi, where dozens of victims of the massacres committed against the Tutsi population were laid to rest. It has two other sites, Nyamata and Murambi, which were the scenes of major massacres in this country where more than 100,000 people were brutally killed. These sites are a key testimony to the abhorrent events that occurred in Rwanda and resulted in the murder of more than one million people in 1994. They constitute a firm commitment to prevent these types of events from happening ever again.

In the case of Rwanda, the trials that convicted some of the people responsible for the crimes committed in 1994 took place in Tanzania and were promoted by the International Criminal Tribunal for Rwanda (ICTR), created by the United Na-



Nyamata Genocide Memorial. (Source: Stevooh, CC BY-SA 4.0, via Wikimedia Commons)



Murambi Genocide Memorial. (Source: Panorama Newspaper)



Bisesero Genocide Memorial. (Source: CIPDH-UNESCO)



Gisozi Genocide Memorial. (Source: Jim Joel)

### OLD BRIDGE AREA OF THE OLD CITY OF MOSTAR, BOSNIA AND HERZEGOVINA

*Inscribed in the UNESCO World Heritage List*

Originally established in the 15th Century, the historic city of Mostar is famous for its old Turkish houses and for the "Stari Most" (Old Bridge), after which it is named. Most of the historic town, including the famous bridge, was destroyed during the Yugoslav Wars (1991-2001). The destruction of the bridge became one of the major symbols of the conflict, as it implied the end of many centuries

of tolerance between the different religious communities of the region. The Old Bridge was rebuilt in 2004, and a large part of the Old City was restored or rebuilt with the contribution of the international scientific committee established by UNESCO. In the present day, the Old Bridge Area is an outstanding example of multicultural coexistence in an urban settlement. The reconstructed bridge and Old

City of Mostar are symbols of international cooperation and of the peaceful settlement of diverse cultural, ethnic and religious communities. Further, they are emblematic of human for solidarity and support in the face of catastrophes.

In contrast to the ESMA Museum and Site of Memory, the Old Bridge Area of the Old City of Mostar was not a detention center and does not serve as legal evidence for prosecuting those responsible for the crimes against humanity that it represents. In turn, due to the destruction it suffered during the Yugoslav Wars, a large part of the Old Bridge Area of the Old City of Mostar had to be reconstructed and, thus, its conditions of Authenticity and Integrity are different from those of ESMA Museum and Site of Memory, which is physically complete and contains



all the strata that explains its historical-constructive evolution. And so, the Outstanding Universal Value of the Old Bridge Area of the Old City of Mostar is not given for its capacity to serve as evidence of acts of Human Rights violations, but rather for being a symbol of reconciliation and cooperation.

Old Bridge Area of Mostar. (Source: Alistair Young, CC BY 2.0, via Wikimedia Commons)

### AUSCHWITZ-BIRKENAU GERMAN NAZI CONCENTRATION AND EXTERMINATION CAMP

*Inscribed in the UNESCO World Heritage List*

The Auschwitz-Birkenau German Nazi Concentration and Extermination Camp was the largest of its kind and the most symbolic of the history of the Nazi regime. It was established in 1940 in the suburbs of Oswiecim, a Polish city that was annexed by the Third Reich at the beginning of the Second World War. Auschwitz-Birkenau, which functioned until 1944, was the main center where the Nazis carried out the so-called "Final Solution", a euphemism to refer to the mass murder of the European Jewish population. According to historical investigations, around 1.5 million prisoners (the majority of

them, Jews) were sent to this concentration camp where they were systematically abused and then murdered.

Currently, the Auschwitz-Birkenau camp complex comprises 155

Auschwitz-Birkenau State Museum, Former German Nazi Concentration and Extermination Camp. (Source: P. Sawicki / UNESCO)



brick and wooden structures and about 300 ruins. There are also ruins of gas chambers and crematoria, which were dynamited in January 1945. The site also has multiple structures of great historical significance. These include the remains of the railway system that transported the prisoners to the camp, and some of the buildings that functioned as food stores and spaces of industrial production. The evidence of the sites functioning has been carefully conserved using minimally invasive restoration techniques. Auschwitz-Birkenau is a unique testimony of the merciless, cruel and methodical effort to deny human dignity to groups considered inferior. It was inscribed in the UNESCO World Heritage List in 1979 for the Outstanding Universal Values it represents: human cruelty and the strength of the human spirit to resist appalling conditions of adversity.

In an interview conducted in prison, former Lieutenant General Jorge Rafael Videla, the first president of the Argentine dictatorship, named "Disposición Final" (Final Disposition) the decision to exterminate the dissidents. According to Videla, the impossibility of legally execut-

### ROBBEN ISLAND IN SOUTH AFRICA

*Inscribed in the UNESCO World Heritage List*

In 1961, the authorities of the South African government inaugurated a maximum-security prison on Robben Island, 12 kilometers from the capital of the nation, with the objective of quartering political prisoners and criminal convicts. This place is internationally known for having counted among its prisoners the Nobel Prize Laureate and ex-President of South Africa Nelson Mandela, who was imprisoned

ing them by firing squad was due to the oppositions, at both the national and international levels, that such a practice would face. Unlike the murders that were carried out in Auschwitz-Birkenau, which were planned during the chaotic context of a World War, the ESMA Clandestine Center functioned in times of peace and with the complete co-existence of legal and illegal operations. For this reason, while there are points of contact between both experiences with respect to the disdain for the most basic Human Rights, the stages of History in which each was carried out makes up an element that differentiates them.

The Auschwitz-Birkenau German Nazi Concentration and Extermination Camp is a symbol of the struggle for survival, and of resistance in the face of suffering and death caused by a political regime that infringes upon human dignity. Similarly, the accounts of survivors of the ESMA Clandestine Center speak of the creation of ties of solidarity and camaraderie, even in subhuman conditions. These moving scenes serve as testimony to the resilience and to the inalienable resistance to oppression.

there for 18 years. Other exemplary figures in the struggle against apartheid spent time in the prison of Robben Island, such as Kgalema Motlanthe and Jacob Zuma, both of whom were later South African presidents.

The maximum-security prison for political prisoners closed in 1991, and the medium security prison for ordinary convicts ceased its func-

tioning five years later, in 1996. Robben Island is a South African National Heritage Site and its property has been inscribed in the UNESCO World Heritage Sites since 1999. It is a testimony to the racism and oppression that characterized the apartheid regime, and also represents the triumph of freedom and democracy.

Robben Island resembles what the ESMA Museum and Site of Memory represents because in both cases the societies managed to overcome situations of injustice and suffering to build a renewed democracy. Nevertheless, the ESMA Museum and Site of Memory adds a different dimension of brutality, given that the apartheid system created legal structures to justify its operation. Instead, the Clandestine Centers of Detention, Torture and Extermination created by the Argentine civic-military dictatorship operated beyond all regulations. They were secret spaces that, at the same time, were known of by the entire society, in a dual operation that tried, on one hand, to carry out the extermination of prisoners without any controls, and on the other, to terrorize the population.

Also, there are similarities in the attitude adopted for resolving the conflict in a peaceful manner. Nonetheless, South Africa and Argentina prosecuted those responsible for the crimes of the authoritarian regimes in different ways. In each case, the approach to transitional justice was adapted to the local context. In South Africa, the repara-

### CONCLUSION

The Spaces for Memory in Argentina and the Museums, Memorials and Sites in Latin America feature a lower degree of conservation, a



tion of the crimes was carried out using a politics of reconciliation. In contrast to this experience, Argentina managed to initiate, after the return of democracy in 1984, processes of justice before ordinary national courts. While there were pressures and reversals of judicial decisions, the growing social consensus about the need to obtain complete justice led to the annulment of the attempts to limit the number of accused persons and of the pardon to those who were the most responsible. In this new context, over the course of a number of years, the so-called "ESMA Mega-Case" was developed, consisting of various judicial proceedings related to the events that occurred in the ESMA Clandestine Center. Due to the number of accused and the complexity of the crimes being investigated, the ESMA Mega-Case is the most important case in the entire world on State terrorism based upon the enforced disappearance of people.

Maximum-security prison on Robben Island. (Source: Francesco Bandarin / UNESCO)

national impact in the recognition and characterization of the crime of enforced disappearance of persons achieved both historically and currently by the ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination. In turn, the ESMA Museum and Site of Memory stands out among other comparable Sites of Conscience in Argentina and Latin America because of the degree of Authenticity and Integrity of the building of the former Officers' Quarters and its historical location as a whole, the premises of the former Navy School of Mechanics (ESMA), now transformed into the Space for Memory and for the Promotion and Defense of Human Rights.

Regarding the Museums, Memorials and Sites in other regions of the world, the ESMA Museum and Site of Memory provides a both different and complementary dimension to understanding the darkest

aspects of human activity as well as societies' ability and strength to overcome these tragedies. There is no other cultural asset in the world such as the ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination, which is an exceptional testimony of the characteristics and complexity of the crime of enforced disappearance of persons within the framework of a systematic plan of illegal repression, expression of a cultural tradition that validated the use of force to conquer political power; and, at the same time, it is a testimony and a symbol of the universal values of peaceful opposition to State terrorism and of persuasion and social consensus as a means to achieve Justice, which is reflected in the transformation of the former Clandestine Detention Center into the Museum and Site of Memory as well as in the set of judicial processes that are part of the ESMA Mega-Case.

### 3.3 Statement of Outstanding Universal Value

#### BRIEF SYNTHESIS

ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination represents a testimony and a symbol of State terrorism based upon the enforced disappearance of persons, and a testimony and a symbol of the value of persuasiveness and social consensus as a means of achieving Justice.

The Museum and Site of Memory is located on the grounds of what was once the Officers' Quarters of the Navy School of Mechanics (ESMA), a remarkable set of more than 30 buildings spread over 17 hectares in the city of Buenos Aires, Argentina. Its mission is to inform and convey to all mankind the events which took place in the Former Clandestine Center of Detention, Torture and Extermination during the civic-military dictatorship ruling the country from 1976 to 1983, along with their precedents and consequences, through the preservation of historical heritage and different sorts of representation which foster reflection and stimulate debate for the strengthening of democracy.

In the Clandestine Center installed at the ESMA Officers' Quarters, officers and subordinates belonging to the Argentine Navy kidnapped, tortured, and murdered more than 5,000 people, carried forward a plan to steal babies born in captivity, exercised sexual and gender violence, subjected groups of detained-disappeared persons to forced labor of various kinds, and organized the appropriation of movable and immovable assets of the victims. Due to its building and operational magnitude, its location in the heart of the city, the coexistence of naval officers and

detained-disappeared persons and the variety and complexity of the crimes committed, ESMA Clandestine Center transcended its political and geographical borders to turn into an international milestone as an emblematic symbol representing the characteristics of enforced disappearance of persons, considered today as a crime against humanity by the United Nations.

After democracy recovery, several different sectors from Argentine society have been reconstructing, in subsequent stages, what happened and demanding Justice at the same time. The growing consensus attained over the years, summarized in the slogans "Never Again" and "Memory, Truth and Justice", promoted the earliest possible stage of the justice process through the trial of the Military Juntas in 1985, prevented the demolition of the whole ESMA complex in 1998, achieved the annulment of impunity laws and the 2003 reopening of the trials of all those responsible for the crimes committed and, finally, led to the creation of the ESMA Museum and Site of Memory in 2015, whose educational and cultural role has gained wide national and international recognition.

#### JUSTIFICATION FOR CRITERIA

*Criterion (iii): To bear a unique or at least exceptional testimony to a cultural tradition or to a civilization which has disappeared.*

The ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination is a unique testimony of the characteristics and complexity involving the enforced disappearance of persons in the context of an



illegal systematic repression plan, an expression of a cultural tradition which considered the use of force to conquer political power a valid set-up. The structure and attributes of the building in which it is located reveal the coexistence of illegal operations along with the normal functioning of State institutions. The museological concept developed for the ESMA Museum and Site of Memory is based upon the protection of the historical-constructive strata as evidence of the events that took place there and that even today constitute judicial proofs to the cases brought against those responsible for crimes against humanity perpetrated there.

*Criterion (vi): To be directly or tangibly associated with events or living traditions, with ideas, or with beliefs, with artistic and literary works of outstanding universal significance.*

The ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination is nationally and internationally recognized as the most prominent symbol of the illegal repression carried out and coordinated by the dictatorships of the region on the grounds of the enforced disappearance of persons. Its mere existence on a venue that Argentine society turned into a center for cultural events linked to the defense and promotion of Human Rights represents the universal value of peaceful opposition to State terrorism and the strength and persuasiveness of the human spirit.

## STATEMENT OF INTEGRITY

The property presented is physically complete and contains all the strata which clearly explain its historical-constructive evolution, necessary to understand its

Outstanding Universal Value. The building has been protected as judicial evidence since 1998 owing to the crimes against humanity committed there during the operations of the Former Clandestine Center of Detention, Torture and Extermination. From then on, any kind of modification was prohibited. The disaffection of its use was ordered to the Argentine Navy in 2004, which vacated and handed over the empty building.

From 2004 to 2014, only maintenance and deterioration arrest work were performed. From 2014 to 2015, the works projected to publicly open the ESMA Museum and Site of Memory were carried out with scrupulous respect for the preservation of the state of the building, as it was at the time of its disaffection, and its status as judicial evidence.

At present, different marks and vestiges denoting the stay of the detained-disappeared at the place are preserved. The building today displays the inalterability conditions necessary to continue with studies which may allow access to new judicial evidence and, furthermore, it represents a documentary source for the historical reconstruction of the events which took place there.

## STATEMENT OF AUTHENTICITY

The property has a series of attributes which account for its own authenticity. Its structure, spatial configuration, coatings, marks of the various constructive alterations and uses over time let us understand its own history and evolution. The validation of the building as judicial evidence in the trials for crimes against humanity committed there is based upon the recognition of the authenticity of the facilities and

the veracity of the testimonies referring to such events.

Subsequently, the conservation and restoration protocols applied for the installation of ESMA Museum and Site of Memory were jointly endorsed by experts in such matters, by an Advisory Council made up of representatives of Human Rights organizations and by the judicial body. Nowadays, all the conservation and restoration measures of the building are based upon scientific studies carried forward in order to preserve it by virtue of its dual nature of judicial evidence and documentary source.

## REQUIREMENTS FOR PROTECTION AND MANAGEMENT

Various legal and institutional protection measures, which are considered accurate and sufficient for the preservation of its Outstanding Universal Value, converge in the property and its buffer zone.

Legally speaking, the building has been protected since 1998 under injunction to maintain the status quo in its capacity as judicial evidence. Additionally, the Court continuously issues specific provisions on the topics concerning the entire building preservation.

At the heritage level, in 2008, the nominated property was listed as a National Historic Monument and its buffer zone, made up of the premises destined to the Space for Memory and for the Promotion and Defense of Human Rights (former ESMA), as a National Historic Site.

From the institutional point of view, the national decree for the creation of the ESMA Museum and Site of Memory - Former Clandestine

Center of Detention, Torture and Extermination sets its administrative role as a decentralized body of the National Secretariat for Human Rights, whose mission is to inform and convey the events which took place in the Clandestine Center, its precedents and its consequences.

The tasks of conservation, restoration, maintenance and the displayed museographic setting for the creation of the ESMA Museum and Site of Memory were first agreed with the various stakeholders interested in the protection of the property and then validated by the court in charge of its protection as judicial evidence. Currently, the ESMA Museum and Site of Memory has its own maintenance and management protocols, which utterly guarantees the preservation of its own integrity and authenticity in the long term.

The Museum and Site of Memory is located within the boundaries of the premises destined to the Space for Memory and for the Promotion and Defense of Human Rights (former ESMA), which nowadays houses public institutions and civil society associations with a local, national and regional reach. The Space for Memory and for the Promotion and Defense of Human Rights (former ESMA) is administered by an Executive Body made up of representatives from the National Government, the Autonomous City of Buenos Aires and a Directory integrated by Human Rights organizations. In turn, the ESMA Museum and Site of Memory is managed by an executive directorate and has an Advisory Council composed of the same members coming from the Directory of Human Rights organizations belonging to the Space for Memory and for the Promotion and Defense of Human Rights.

# 4. STATE OF CONSERVATION AND FACTORS AFFECTING THE PROPERTY

## 4.a Present state of conservation

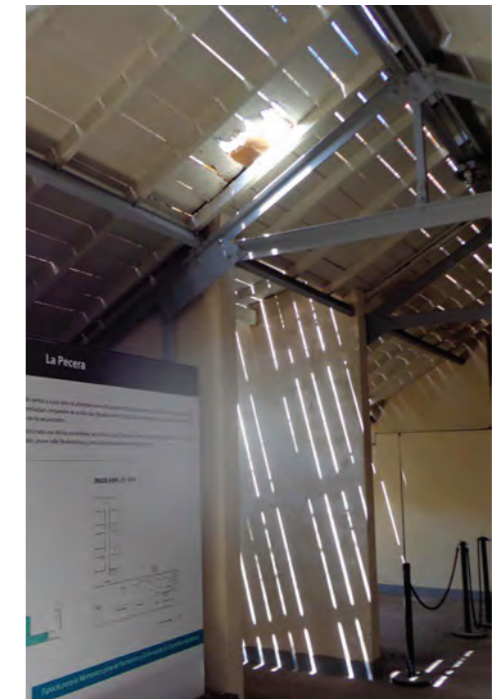
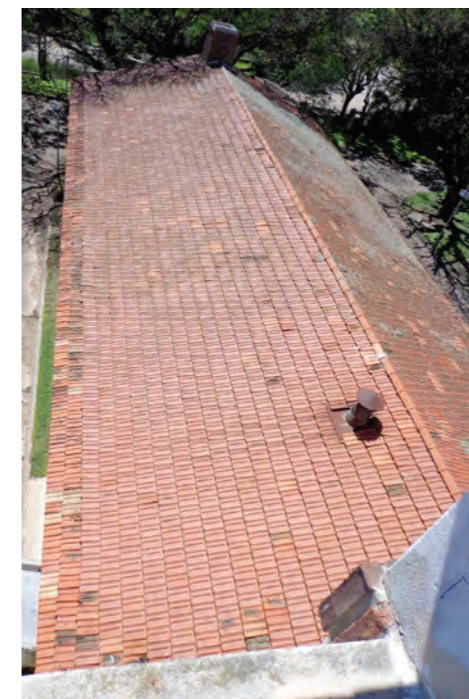
### PREVIOUS RECORDS

#### RESTORATION OF ROOFS AND TERRACES

In 2012, the Space for Memory Institute (IEM), the organism that was responsible for the management of the site at the time, was in charge of carrying out the Restoration Project of the Officers' Quarters' roofs. The works were oriented to recovering the waterproofing of the building's roofs, both the flat roofs of the terraces as well as the sloped roofs with tiles. The criterion that was adopted was to retain as much as possible the original materials. To this end, the tiled roofs had a disassembly process, selection of recoverable materials (tiles, rafters and wooden boards), selective re-

placement of damaged materials, placement of waterproofing insulation and reassembly.

To visually integrate the existing tiles with the replacement ones, it was decided to preserve the building's visual characteristics as seen from the access point on Del Libertador Avenue. The original roof tiles were placed on these gables, while, on the rest of the gables, the



State of the tiled roofs before the beginning of the restoration of 2012. (Source: Lucía de Lisi)

replacement roof tiles were interspersed, always favoring the use of the original tiles in the more visible sectors of the gables, as seen from the position of the adjacent gardens.

A deep cleaning was undertaken in the terraces. Afterwards, a waterproof, liquid membrane was placed on the accessible terraces, and an asphalt membrane on the service terraces. In both cases, no original building fabric was removed.

Recovery of materials (roof tiles, rafters and wooden boards) and selective replacement of damaged materials. (Source: Lucía de Lisi)



Placement of waterproof insulation in the accessible terraces (left), and in the service terraces (right) over and without removing the original building fabric. (Source: Lucía de Lisi)

### COMPREHENSIVE MUSEOGRAPHIC PROJECT

During the works undertaken between 2014 and 2015 to create the ESMA Museum and Site of Memory, a broad range of interventions were carried out that were aimed at the preservation of the historical strata present in the architectural surfaces as the main objective, to the extent that they were considered as supports for the attributes

that confer upon the building its Outstanding Universal Value. With this aim, all of the construction components were conserved in the state in which they were found at the moment when the Navy turned over the building in 2004.

In the interior facings of the building, in there was general peeling of the various layers of paint that had been applied over time, falling sections of rendering, surfaces de-

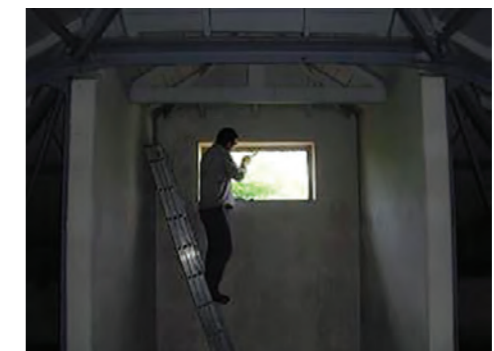
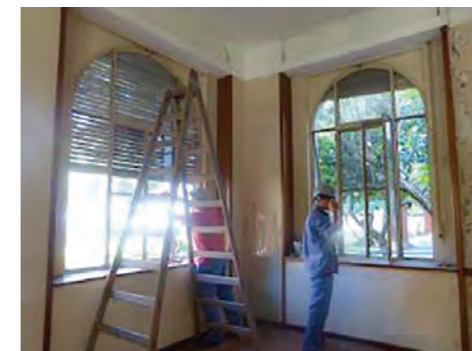
posits and damages from the rust of adjacent steel window frames. In light of these conditions, the sealing of the steel window frames was begun to achieve watertightness, together with soft cleaning and repair of the bordering rendering and paint layers. All those materials that had good adhesion to the substrate were not removed.

Due to the safety and hygiene requirements for the workers of the Museum and Site of Memory, re-

pair work on the layers of damaged paint were only undertaken in those sectors that were to be used by the administration offices.



Interior building surfaces: before (above and center) and after (below) cleaning and consolidation procedures. (Source: Martín Capeluto / MSME)



Steel window frames: cleaning, replacement of broken window glass, and repair of roller shutters. (Source: Martín Capeluto / MSME)



Flooring: before and after cleaning and repair of missing parts procedures on the parquet flooring. (Source: Martín Capeluto / MSME)

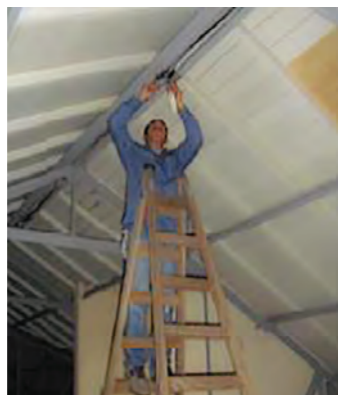


Renovation of paint coatings in the Meeting Room on the Ground Floor. (Source: Martín Capeluto / MSME)



Repair of tiled roofs through valley flashing details to improve waterproofing. (Source: Martín Capeluto / MSME)

Artifacts of the lighting system: detail of the dismantling, classification and cleaning of the lamps that were later relocated in Capucha (Hood) and the Golden Hall. (Source: Martín Capeluto / MSME)



On the basis of the functions related to the new use of the property, installations that were no longer necessary were left out of service, such as the old bathrooms of the Officer's dormitories and the electrical fixtures on the façade.

To allow for the use of the Site as a Museum, sanitary services for visitors were built, with an independent entrance from the exterior gardens. In turn, the existing bathrooms of the building located in the sectors that would be reused for administrative purposes were preserved as found, just restored and put into working condition. Additionally, retrofitting works were carried out, including the electrical and heating and air conditioning systems.

For the electrical installation, the existing conduits were rewired and reused, along with the artifacts belonging to the existing lighting system. These fixtures were numbered, dismantled, cleaned and relocated in their original positions.



Heating and air conditioning installation: cleaning and partial renovation of the air ducts for its reuse, and placement of new devices. (Source: Martín Capeluto / MSME)



Concrete slab for the placement of the emergency power electric generator. (Source: Martín Capeluto / MSME)



Water pumping system located in the service basement of the building. (Source: Martín Capeluto / MSME)



Structural repair: a sector of the slab in the service basement, located underneath the kitchen, where an overload was confirmed due to the new use of the structure and gunité concrete was applied. (Source: Martín Capeluto / MSME)

Also, new installation systems were included as a closed circuit system of security cameras, a telephone system and an emergency electrical generator.

Given that all over the grounds the groundwater level is quite close to the surface, a pumping system was installed.

Lastly, preventative structural reinforcement was undertaken in specific sectors that showed loss of the coating of slabs.

On the basis of court authorization, new devices were added to improve accessibility, such as an elevator, ramps and access platforms. The incorporation of these components

was carried out in order to comply with the current building regulations and also following the minimal intervention upon the building fabric and reversibility criteria. For this reason, the elevator structure is self-supporting and was placed outside the building. The device only touches the building through landings at the different levels. Further, the ramps and access platforms were built with pieces of prefabricated concrete, which are simply laid in place and can be removed easily.

To avoid few interior steps in sectors where it was not possible to place ramps, a portable track-chair is at visitors' disposal. It allows easy mobility without physically altering the building.

Accessibility solutions under the criterion of reversibility: self-supporting exterior elevator and the ramps before and after placement. (Source: Martín Capeluto / MSME)



Incorporation of accessibility devices. (Source: Martín Capeluto / MSME)



The features that organize the tour of the museum and the information for the visitor consist of a system of walkways, glass panels and screens. All these components are self-supporting devices and are simply set up and separate from the building structure. In turn, the panels, being translucent, allow visitors to see the facings with their material marks belonging to the

historical events occurred at the Museum and Site of Memory. The main guiding principles for adopting this system, meeting standards of use and current regulations and laws, were those of minimum intervention, maximum retention of the historical-constructive strata, reversibility and durability of the intervention.



System of self-supporting glass panel in Hood Room and Navy Officers' Dormitories Room. They serve a double role of guiding the public and protecting the architectural surfaces to be preserved. (Source: Martín Capeluto / MSME)



In the sectors that are potentially most vulnerable to anthropogenic pressure, walkways were placed that allow for guiding the visitors path. The concrete supports upon which they are held are reversible

and can be removed easily, without the need for machinery. These supports house the electrical wiring, without altering the historical surfaces to be conserved.



Support system of walkways before and after the placement of the wood platforms. (Source: Martín Capeluto / MSME)

In turn, the installations of the museum setting that make up a tribute to the victims, such as the curtain wall device of the Entrance Room and the Serapeum, were also designed following the criteria of reversi-

bility and minimal intervention. In both cases, these are exterior and self-supporting structures that are only connected to the building at anchoring points that were selected so as to not cause damage.

The work methodology that was applied during the execution of the works included various exchanges and reviews by stakeholders:

- Weekly progress reports, sent to the Public Entity "Space for Memory and for the Promotion and Defense of Human Rights" for approval.
- Meetings and informative reviews oriented to the workers and the construction teams about the key values and fea-

tures of the building to be preserved.

- Periodic visits to the construction site by families of people who were detained-disappeared, survivors and representatives of Human Rights organizations to show them the progress and realization of the project.
- Presentations before National Criminal and Correctional Court No. 12, responsible for the protection and preservation of legal proof about ESMA.

Project team meetings with relatives of detained-disappeared people, survivors and representatives of Human Rights organizations during the execution of the job. (Source: Martín Capeluto / MSME)

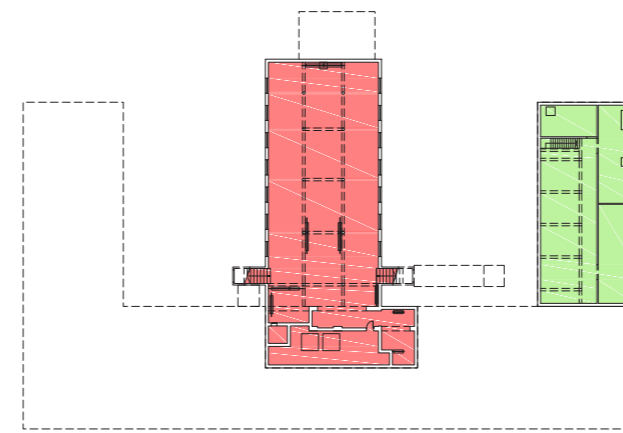


Beginning with the process of turning the Site into a museum, a heritage preservation strategy that concern the protection of the Outstanding Universal Value was defined as follow:

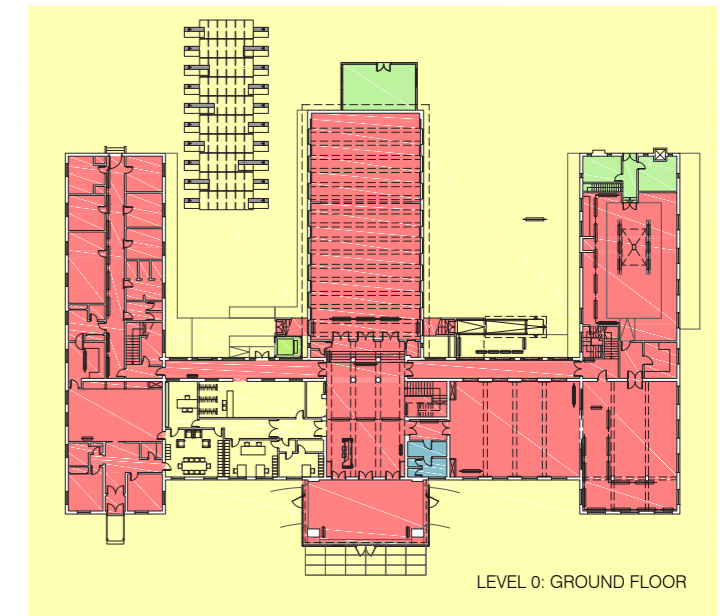
- Preservation and Restoration Areas: These are the areas destined for musealization, with strongly controlled uses. No modifications are allowed. Only action of conservation and restoration are undertaken.
- Conservation and Refurbishment Areas: Administrative uses and/or management of visitors take place here. Controlled mod-

ifications are allowed. In these cases, conservation actions are complemented with those of refurbishment.

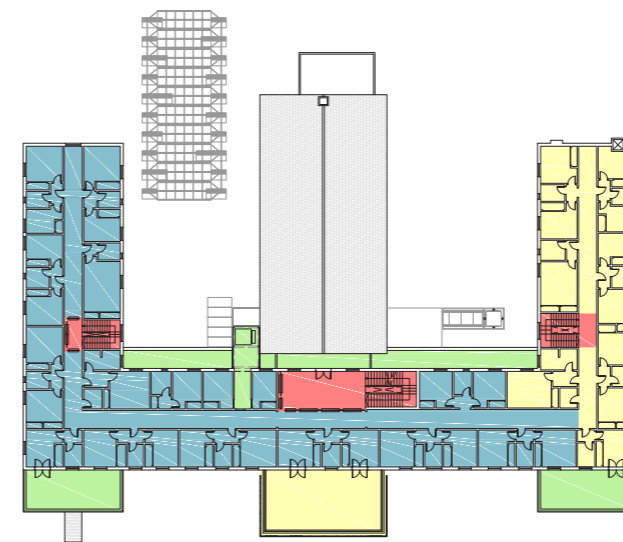
- Maintenance Areas: Service uses. Modifications according to the Museum's needs are permitted. Building maintenance is the priority.
- Underdeveloped Areas: These are areas that are preserved, but without intervention or current use as part of the Museum. Their incorporation for being part of the visiting space of the Museum is projected.



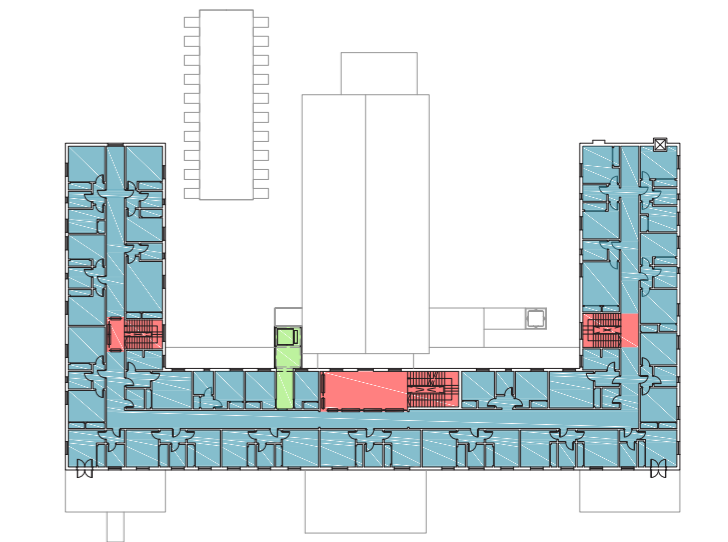
LEVEL -1: BASEMENT



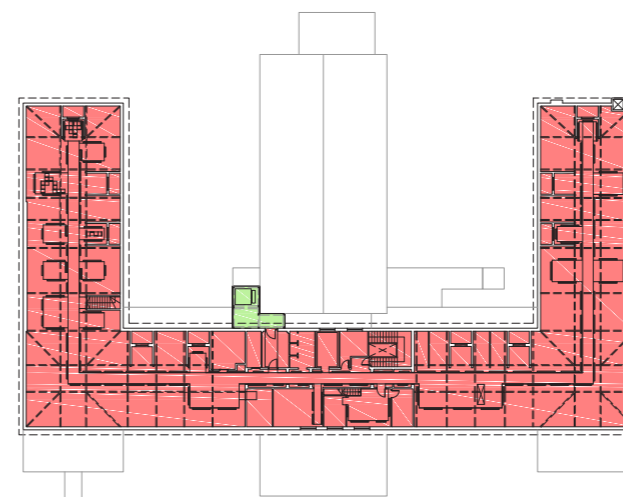
LEVEL 0: GROUND FLOOR



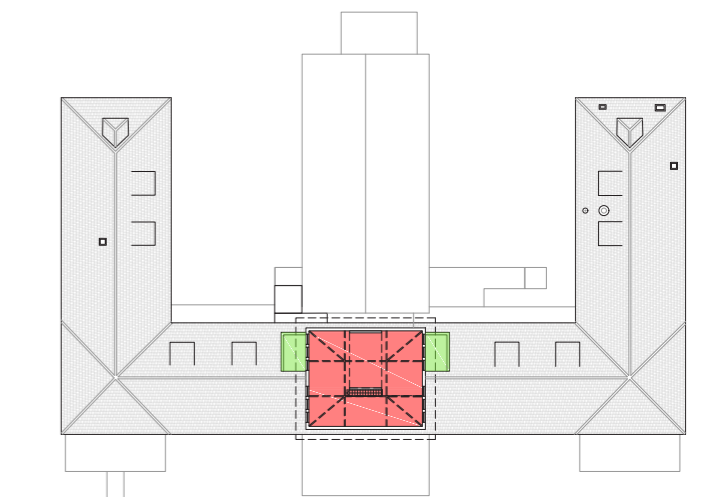
LEVEL 1: FIRST FLOOR



LEVEL 2: SECOND FLOOR



LEVEL 3: HOOD



LEVEL 4: LITTLE HOOD

PRESERVATION STRATEGY

- Preservation and Restoration Areas
- Conservation and Refurbishment Areas
- Maintenance Areas
- Undeveloped Areas

## PRESENT STATE OF CONSERVATION

The general state of conservation of the building is good, with a stable trend for the future. The work that has been realized for turning the space into a museum has met its objective, managing to stop the causes of deterioration that had previously affected the building, especially those issues related to watertightness. The conservation procedures applied to diverse materials and architectural surfaces with heritage value were also effective. As a consequence, those attributes associated with Integrity and Authenticity of the nominated property have been adequately preserved.

In 2021, there are four key factors which define the current state of conservation of the building:

- The presence of historical strata that left their imprints over time (different periods of use and phases of construction), especially visible in the architectural surfaces, that reveal aesthetic, but not functionally, imbalances (small cracks, detachment and peeling, missing render, etc.).
- The building's age which impact the existing deficiencies and the needs for maintenance.
- The status of legal evidence that the building has, bound to the obligation to request authorization from the responsible judge in order to add or remove materials.
- Given the transcendent message of the Museum and Site of Memory, the importance of allowing for and fostering the legibility of the various temporalities present in the property, over its aesthetic integration or the recovery of an ideal state.

Minor damages exist, such as the cracking and detachment of small amounts of material in specific parts of the roof eaves and cornices. There are other damaged parts that, while they are not currently serious, they must be regularly monitored, since in the long term they could compromise the watertightness of the walls. This is especially required for those walls adjacent to the sanitary facilities and to the gutters and drains, as well as for wall sectors bordering to the exterior steel framed windows and doors, which have minor functional deficiencies and have missing components.

Due to the importance given to conservation of the historical-constructive strata present in the building and their value as material support for the testimonies in the trials for the crimes committed there, the aesthetic imbalances of the exterior coatings or interiors finishes are not considered damages to be repaired. This category includes terrazzo floor tiles, parquet floors, renders, layers of paint, interior joineries, marble coverings, boiserie, glazed ceramic tiles, etc. For the same reason, neither is consideration being given to the repair of damages or imbalances related to the functional obsolescence and/or missing components in the facilities that, despite they may be out of service, do not affect the current use of the building as the Museum and Site of Memory.

## EVALUATION OF THE STATE OF CONSERVATION

Considering the previous diagnosis, the building currently has only minor deficiencies which are in very specific locations that do not compromise its Integrity or its Authenticity, or the conveyance

of its Outstanding Universal Value. These minor deficiencies were surveyed between 2017 and 2019 to carry out a maintenance plan in 2020, which had to be interrupted due to the COVID-19 pandemic. As soon as the public health emergency allows for it, these tasks will be taken up again.

### Characteristics of Localized Deficiencies

#### - Foundations

In the whole plot, the groundwater level is high. While there is a pumping system installed, it is insufficient due to the increasing frequency of exceptional meteorological

events, so it has been recorded water gushed over in a sector of the basement. Further, there it is installed an electro osmotic system for rising damp control that must be regularly inspected and tuned to guarantee its efficacy.



Electro osmotic system for rising damp control, installed in the Basement Level. (Source: Martín Capeluto / MSME)

**- Structure**

The building has a structure formed by slabs, pillars and beams of reinforced concrete. In specific points, it shows minor deficiencies such as reinforcement bars rusted together

with the lack of its protective coating on beams and slabs. As well, a few sectors of the slabs in the Service Basement level are slightly damaged because of waste pipes leaking from the visitors' restrooms located on the upper level.

Reinforcement bars rusting together with the lack of its protective coating on slabs located at the Basement Level, underneath the main hall. (Source: Martín Capeluto / MSME)



Reinforcement bars rusting together with the lack of its protective coating on a beam located in a dormitory on the First Floor. (Source: Martín Capeluto / MSME)



Reinforcement bars rusting together with the lack of its protective coating on slabs located at the Ground Level. (Source: Martín Capeluto / MSME)



**- Façades**

They consist of rendered masonry walls framed by decorative vertical strips of exposed brick, which were

then painted. The visible deficiencies are principally fissures and detachment of the rendering that allow rainwater to enter into the facings.

Fissures and detachment of the render on a lintel at the Second Floor, situated over the axis of the central volume of the main façade. (Source: Martín Capeluto / MSME)



Horizontal cracking in the brick veneer seen on the main façade, at the intersection of the central and side volumes. (Source: Martín Capeluto / MSME)

**- Exterior apertures**

The exterior apertures consist of steel framed windows and doors with painted wood roller shutters. Some of the doors to terraces have screen doors, though they were re-

moved. The main visible deficiencies consist of general superficial wear and rusting, together with the functional damage or missing parts (as hinges, espagnoletts and shutters).



Functional damage on windows on the First Floor: in a dormitory (left) and in a bathroom (right). (Source: Martín Capeluto / MSME)

**- Roof Eaves**

Those are made of eaves molding with a perimeter drip groove and free runoff, following the perimeter

edge of the roof gables. The recorded deficiencies are principally cracks and rendering detachment, in specific sectors, which allow for rainwater to filter to the inner wall.



Cracks on the eaves molding over the façade on the right side. (Source: Martín Capeluto / MSME)



Cracks without detachments on the eaves molding over the left volume of the principal façade. (Source: Martín Capeluto / MSME)



#### - Cornices

These consist in masonry rendered moldings with a perimeter drip groove, and are located following the edge of the perimeter of

the slabs of the terraces. The recorded deficiencies are principally fractures with partial detachments of the rendering of the cornices, which allow for rainwater to filter to the inner wall.

Fractures with partial detachments of the cornices in the lower volume over the left side of the main façade. (Source: Martín Capeluto / MSME)



Fractures with partial detachments of the cornices in the lower volume over the right side of the main façade (Source: Martín Capeluto / MSME)



## STATE OF CONSERVATION OF THE MARKS OF THE HISTORICAL-CONSTRUCTIVE EVOLUTION

In the building and in the exterior spaces of the ESMA Museum and Site of Memory - Former clandestine Center of Detention, Torture and Extermination there are various construction marks corresponding to the strata of its historical-constructive evolution. When

the building was transferred by the Argentine Navy to the new authorities, it was found empty and with the traces of the passage of time. Since then, there has begun a process of documentary analysis and contrast of the construction marks found, reflected in records that allow for the establishing of a correspondence between a specific mark and the associated testimonies and documentation.

### 20. Puerta al Antiguo Acceso a Capuchita

Tercer Piso - Planta Central



**Historia de la Marca:** Desde 1976 y hasta comienzos de 1979, los secuestrados que estaban alojados en el altillo del edificio eran ingresados por una puerta de madera, desde el pasillo central de la tercera planta. La puerta estaba enfrentada al acceso de la escalera central con puesto de guardia. Una vez traspasada la puerta de madera, los detenidos eran obligados a subir al altillo por un escalera empinada y muy angosta. En 1979 durante las reformas por la visita de la CIDH, la puerta de acceso quedó oculta detrás de una pared. El Grupo de Tareas abrió un nuevo acceso poco más cerca de Capucha. El ingreso permitía acceder a las oficinas de inteligencia que a partir de ese momento comenzaron a funcionar debajo del altillo. En esas condiciones se mantuvo el lugar hasta 1983.

**Descripción de la marca:** donde estaba la puerta de acceso a Capuchita, se visualiza la diferencia de construcción en el muro. (Ver archivo adjunto Área Patrimonial)

**Ubicación:** Pasillo Central - Tercer Piso

**Estado:** Visible

**Modificación:** 1979

**Planos:**

- 1976. Referencia 4 - Escalera que conduce a un altillo. Horacio Domingo Maggio, Plano de Tercer Piso de la ESMA, 10 de abril de 1978. (Adjunto)
- 1978. Referencia 4 - Puerta de Madera Acceso a Capuchita. Lisandro Cubas, Plano Tercer Piso, Legajo Conadep 1984. (Adjunto)
- 1979. Referencia 6 - Escaleras que conducen al anterior Capuchita. Amalia Larralde, Plano Tercer Piso, Reformas ante la Visita de la CIDH, Carta al Grupo de Trabajo de Desapariciones Forzadas de la ONU, 1981, Legajo Conadep. (Adjunto)

**Testimonios:**

- "Desde la escalera (de acceso al tercer piso) se podía acceder a una escalera situada enfrente de la puerta de entrada, a un segundo altillo llamado Capuchita". Lisandro Cubas. Secuestrado del 20 de octubre de 1976 al 19 de enero de 1979, Legajo Conadep, 1984.

Record of registry and classification of construction marks: Door to the old access to Capuchita (Little Hood). (Source: ESMA Museum and Site of Memory)

With the establishment of the Museum and Site of Memory, a comprehensive conservation of the historical strata was achieved, which made recognizable the construction marks that reveal the passing through of detained-disappear people in this place. Some of these marks were easily distinguishable to the eye while others required investigation, guided by documents and testimonies, to understand them. Among those easily distinguishable was the flight of stairs demolished in 1979 that connected the Hall to the Basement. Instead, the hidden remains of the pit and a buffer spring of the elevator, also retired in 1979, required prospective research to be found.

Flight of stairs connecting the Ground Floor to the Basement, removed and hidden. Signalized in the Hall Room (left) and in the Basement Room (right). (Photos 50 y 51: Camilo del Cerro / MSME)



As part of the tasks for the opening of the Museum and Site of Memory, in 2014, a gentle cleaning and consolidation of the rendering and claddings was undertaken, without renovating them so as not to eliminate the information that they might hold for future investigations. Further, the museum facilities were designed to point out the existence of these construction marks through a signage system, that at the same time contribute to its preservation by not allowing the public to have direct access to those sectors.

Protection of the historic strata present in the architectural surfaces, through the museum displays. (Photo 52: Camilo del Cerro / MSME)

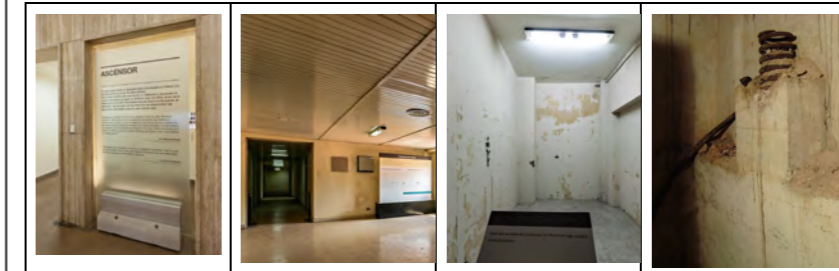


### 3. Ascensor

#### Todo el edificio

**Historia de la marca:** Entre 1976 y 1979, el edificio contaba con un ascensor desde el sótano hasta el tercer piso. El ascensor fue utilizado para el traslado de prisioneros sobre todo en 1976. Algunos testimonios lo describen con un sonido "ruidoso". Y en cuanto a las dimensiones, varían: algunos señalan que era grande y espacioso, otros pequeño y otros lo mencionan como montacargas. En 1979, fue desmantelado como parte de las reformas ante la visita de la CIDH<sup>1</sup>. El hueco de la planta baja quedó oculto por una mampara de madera aglomerada<sup>2</sup>.

**Descripción de la marca y ubicación:** las marcas del antiguo ascensor son algunas de las más notables en el edificio. Sus rastros pueden ser observados en cada piso:



Planta baja. Hall de ingreso, ala derecha (Pico): el antiguo hueco del ascensor se encuentra ocupado por un amplio espacio vacío, delimitado por dos columnas.

Primero y Segundo Piso: la marca del antiguo ascensor puede verse a simple sobre el muro del ala derecha de cada piso. Según el Área de Preservación Patrimonial y Obras de Restauración en Sitio de Memoria, ex CCDTyE ESMA, el paso del tiempo y la acción de la humedad hicieron aflorar las marcas del relleno de los antiguos huecos.

Tercer Piso. El motor del ascensor estaba ubicado en el pasillo de la planta central del tercer piso, entre el primero y el segundo baño - Ver Referencia en Planos, abajo.

Sótano. En 2010, el Área de Preservación localizó el hueco del ascensor con los resortes detrás de una falsa pared construida para ocultarlo. Y realizó las siguientes tareas: liberó un muro para visualizar el lugar y acceder, retiró parte del sustrato y de un fragmento de viga. Realizó una ventana de 70 x 70 cm con una placa de acrílico provisoria. Hoy el lugar está señalizado: ver documento, Plan de Trabajo Foso Ascensor.

**Año de modificación:** 1979

**Estado:** Visible

**Pendiente:** No hay datos sobre tipo, marca, modelo y tamaño del ascensor, fundamental para determinar su relación con el traslado de bienes de los detenidos. Y la información sobre los

<sup>1</sup> Comentario: Falta saber el tipo de ascensor, la marca y si también se usó para el traslado de muebles de los detenidos desde la Planta Baja al Pañol. Algunos testimonios lo mencionan como montacargas. Y otros como pequeño ascensor.

<sup>2</sup> Testimonio de Liliana Andres, ESMA Unificada.

Prospective research, finding, visualization and signage of the remains of the elevator pit and a buffer spring. (Source: ESMA Museum and Site of Memory)

### STATE OF CONSERVATION OF THE MARKS AND INSCRIPTIONS


The building has writing on the walls, and on metal and wooden structures. There are incisions made with sharp tools and inscriptions in ink and graphite. Names, telephone numbers, persons' initials, inscriptions of political parties, dates and drawings have been found. These marks possess historical and heritage value, and are proof in the trials for crimes against

humanity. They are part of a rigorous archaeological investigation that confronts diverse sources of information –plans, photographs, sketches and declassified documentation– with the testimonies of survivors that were kidnapped and held in this place. The tasks of identification, investigation and conservation of the marks are being realized by the Technical Conservation Team of the National Directorate of Sites of Memory.



Tasks of identification, investigation and conservation of the marks realized by the Technical Conservation Team of the National Directorate of Sites of Memory. (Source: Camilo del Cerro / MSME)

Equipo de Conservación  
ESTUDIO DE MARCAS, DETERMINACIÓN DE ÉPOCA Y ORIGEN


 Secretaría de Derechos Humanos y Pluralismo Cultural  
 Ministerio de Justicia y Derechos Humanos  
 Presidencia de la Nación

N° DE INVENTARIO	0008	RELEVAMIENTOS	
MARCA	FIGURA HUMANA		
EDIFICIO	Ex Casino de oficiales		
SECTOR	Capuchita		
ÁREA	Este		

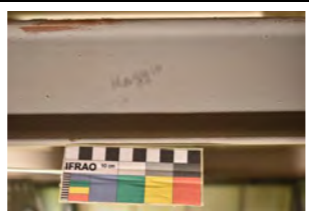
**ANTECEDENTES**

**Fecha del hallazgo:** 10/10/2008.  
**Modo de hallazgo:** Mediante el retiro de la capa pictórica, ampollada como consecuencia de la humedad.  
**Hallada por:** Cristina Godoy.  
**Tipo de marca:** Dibujo.  
**Detalle:** Dibujo realizado con algún tipo de grafito color negro, no se puede definir el tipo de trazo. El mismo se encuentra sobre la capa pictórica color rosa.  
**Intervenciones:**  
**Octubre 2008:** Se retiraron mecánicamente los sectores donde la capa pictórica color crema estaba desprendida.  
**Junio 2010:** Se realizaron perforaciones alrededor de la marca y en la parte posterior del muro para permitir que drene la humedad existente en el mismo y poder evitar así las eflorescencias salinas.

**INFORMACIÓN O DOCUMENTACIÓN VINCULADA**

IMAGEN RELEVAMIENTO 2005	IMAGEN RELEVAMIENTO 2008
	

Record of the "FIGURA HUMANA" (HUMAN FIGURE) mark. (Source: Technical Conservation Team, National Directorate of Sites of Memory)

<b>N° DE INVENTARIO</b>	0014	<b>RELEVAMIENTOS</b>	
<b>MARCA</b>	CIO MAGGIO	2008 / 2017	
<b>EDIFICIO</b>	Ex Casino de Oficiales		
<b>SECTOR</b>	Pecera		
<b>ÁREA</b>	Materiales		

**ANTECEDENTES**

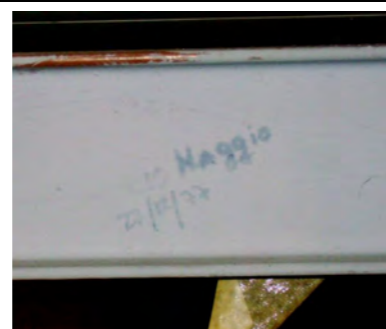
Calco Grafía "Cio Maggio 27/12/77"  
Ubicación Geográfica  
**Edificio:** Casino de Oficiales  
**Área:** Capucha  
**Sector:** Pecera  
**Detalle:** Sobre viga de hierro  
**Fecha del hallazgo:** 20/07/2008.  
**Modo de hallazgo:** Mediante un relevamiento del sector.  
**Intervenciones:** Protección del sector evitando la entrada de energía lumínica.

**INFORMACIÓN O DOCUMENTACIÓN VINCULADA**

Soporte Histórico: según testimonios de sobrevivientes, Horacio Maggio trabajaba en el sector donde se encontró dicha marca. Este escrito se cotejó con la carta escrita por Maggio, cuando pudo escaparse del centro clandestino, denunciando lo que ocurría en la ESMA.

**IMAGEN RELEVAMIENTO 2005**

**IMAGEN RELEVAMIENTO 2008**



Record of the "Cio Maggio 27-12-77" mark. (Source: Technical Conservation Team, National Directorate of Sites of Memory)

<b>N° DE INVENTARIO</b>	0020	<b>RELEVAMIENTOS</b>	
<b>MARCA</b>	40 días y civil	2008 / 2017	
<b>EDIFICIO</b>	Ex Casino de oficiales		
<b>SECTOR</b>	Capuchita		
<b>ÁREA</b>	Sur 2		

**ANTECEDENTES**

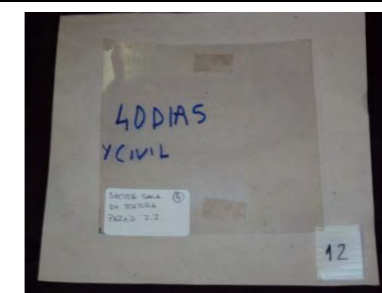
**Sector:** Sala de tortura - Pared 2.2 -  
**Fecha del hallazgo:** 05/10/2008.  
**Modo de hallazgo:** Mediante el retiro de la capa pictórica, ampollada como consecuencia de la humedad.  
**Tipo de marca:** Incisión  
**Detalle:** Incisión realizada, con algún elemento punzante. La misma se encuentra sobre la pintura color rosa que está debajo de la celeste y el color crema.  
**Intervenciones:** Se retiró mecánicamente la capa pictórica color crema que estaba desprendida.

**INFORMACIÓN O DOCUMENTACIÓN VINCULADA**

**Soporte Histórico:** No existe a la fecha un testimonio o relato que pueda relacionarse con dicha marca.

**IMAGEN RELEVAMIENTO 2008**

**IMAGEN RELEVAMIENTO 2017**



**UBICACIÓN ESPACIAL**

<b>ORIENTACIÓN DEL MURO</b>	Sur.
<b>SUPERFICIE CUBIERTA</b>	0,065 m ancho x 0,045 m alto (0,002925m2)

Record of the "40 días y civil" (40 days and civil) mark. (Source: Technical Conservation Team, National Directorate of Sites of Memory)

**STATE OF CONSERVATION OF THE COLLECTIONS AND THE ARCHIVES**



All objects found and donated to the Museum and Site of Memory that are described in this section

were subjected to conservation procedures related to their status as heritage assets. As such, they should receive protection through an agreement of custody and conservation with the National Archive of Memory.

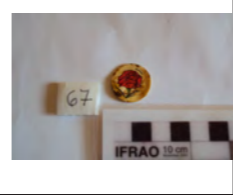



## Objects from the Clandestine Center Building

Various objects were found in the building during the survey campaigns carried out by the Technical Conservation Team of the National Directorate of Sites of Memory. Some objects refer to elements that explain the characteristics of the spaces and its refurbishing traces. Others are linked to the uses of those spaces during the

operational time of the building as a Clandestine Center of Detention, Torture and Extermination. Those objects are called "OBJECTS OF THE CLANDESTINE CENTER BUILDING". Among them, various items have been catalogued: pieces of ceramic tiles from the Capuchita (Little Hood) sector, shampoo sachet, cigarette marks, candy wrappers and Coca-Cola bottle caps.

1. Baldosa roja	
	
<p><b>Descripción:</b> Fragmentos de baldosa roja con restos de cera hallada en el espacio donde funcionó antiguamente Capuchita. El hallazgo se hizo durante el trabajo de relevamiento del Equipo de Conservación de la Dirección Nacional de Sitios de Memoria.</p> <p>Historia Asociada: El attillo del antiguo Centro Clandestino fue adaptado como lugar de reclusión. Los detenidos permanecían acostados en colchonetas ubicadas en el piso separadas con maderas aglomeradas. El piso estaba hecho de baldosas de color rojo oscuro que fue una de las características recordadas por los sobrevivientes para identificar el lugar. De acuerdo a los testimonios, las baldosas eran enceradas ante la visita de algún invitado de jerarquía.</p>	
<p><b>Fondo:</b> Equipo de Conservación de la Dirección Nacional de Sitios de Memoria</p>	
<p><b>Testimonio:</b></p> <ul style="list-style-type: none"> <li>"Fiscalía: ¿Recuerda alguna visita de Massera a la ESMA? Lila Pastoriza: Si una, hubo dos, una cuando yo estaba en Capuchita. Nos enteramos porque los guardias estaban alborotadísimos, excitadísimos y empezaron a encerar el piso de Capuchita. Si había algo insólito era que enceraban el piso. Les preguntamos: ¿qué pasa? Y nos dijeron que venía Massera, que tenían que encerar Capuchita y pusieron patines. En un momento llegó uno que era el jefe de los guardias, afuera le decían El Tehuelche que estaba armado, que vino para otra cosa, era el jefe de los guardias y lo hicieron entrar en patines. Era subrealista. Ese día había venido Massera. Nosotros no lo vimos. Después yo supe por la gente de abajo, mucho tiempo después, que había dado un discurso y la Gaby (Arrostito) me contó que la había ido a ver al camarote y que estaba todo vestido de blanco." Lila Pastoriza. Secuestrada del 15 de junio de 1977 al 25 de octubre de 1978. Testimonio Juicio ESMA, Causa 1270, 7/8/2</li> <li>"Era como el attillo más alto de la ESMA, se llegaba por una escalerita muy angosta. Era chico, de baldosas rojas, tenía no se que extensión, menos de 100 mts<sup>2</sup>, había veinte cuchetas puestas en L, un tanque de agua, y junto al tanque había una construcción hermética de un material medio precario, no se que era, no era de ladrillo sino un material sustitutivo, que arriba tenía un extractor de aire de las mismas baldosas rojas, y tenía dos cuartos muy chiquitos, un corredor y adelante un hall chico. Esos cuartitos eran de tortura. En ese lugar se torturaba gente casi continuamente en la época que me secuestraron. Mi cucheta estaba ubicada frente a la puerta de entrada a ese cubículo." Lila Pastoriza. Secuestrada del 15 de junio de 1977 al 25 de octubre de 1978. Testimonio Juicio ESMA, Causa 1270, 8/7/2010. En el attillo del edificio funcionó el área de reclusión denominado Capuchita.</li> </ul>	

Record and classification of Objects: OBJECTS FROM THE CLANDESTINE CENTER BUILDING, RED TILE. (Source: ESMA Museum and Site of Memory)

15. Chapitas de Coca-Cola			
			
<p><b>Objeto:</b> Flor de Perú La multinacional Coca-Cola editó una colección de gomitas coleccionables para el Mundial de Fútbol 1978. La imagen con la flor nacional de Perú se encontró entre los vestigios del antiguo Centro Clandestino de la ESMA.</p>			
<p><b>Fondo:</b> Equipo de Conservación de la Dirección Nacional de Sitios de Memoria.</p>			
<p><b>Objeto:</b> Laureles, Esquiador, Escudo con la bandera de Suiza Coca-Cola editó chapitas coleccionables para diversos eventos deportivos durante el período 1976-1983. En 1976, la serie Coca Cola le da más vida... al Fútbol. Y en 1980, Gran Colección Olimpiadas '80. La bandera suiza pertenece al álbum de 1976. Las imágenes de los laureles y el esquiador, al álbum de 1980. Las chapitas se encontraron entre los vestigios del antiguo Centro Clandestino de la ESMA.</p>			
<p><b>Fondo:</b> Equipo de Conservación de la Dirección Nacional de Sitios de Memoria.</p>			
<p><b>Testimonios Asociados</b></p> <ul style="list-style-type: none"> <li>"El agua nos la daban en unas botellitas de Coca Cola de vidrio, una de las detenidas la rompe, su seudónimo era Violeta, se corta la muñeca con una botella y se defiende de los guardias. Cuando consiguen reducirla, ella está desangrada y muere desangrada. Nunca supe el nombre, su nombre de guerra era Violeta". Testimonio de Martín Gras, secuestrado del 14 de enero de 1977 al 1 de agosto de 1978. Juicio ESMA. Causa Unificada. 8/8/2013</li> <li>"En un momento dado me trasladan momentáneamente a Capucha City porque necesitaban las salas de interrogatorio, las caídas eran numerosas, estaban repartiendo agua en botellas de Coca Cola, y yo tenía unas ganas locas de tomar. Me tomo mi agua de un trago. Pasa la segunda vuelta, quiero más, y el guardia recibe una orden para dejar de repartir agua. Así quedó una botella entre las dos capuchas, entre la mía y la de mi vecino de la izquierda. Y en ese momento, veo una mano que aparece lentamente en busca de esa botella y de repente veo otra mano, que luego de un gruñido, manotea violentamente la botella. Escucho un gruñido, ruido más de un animal que de una persona, y la mano que arrebató la botella y había hecho el grito de un animal era yo, soy consciente ahora. Esa mano era la mía Ahí sí temblé de terror. Digo, caray, soy un individuo que tenía una personalidad y después de cuatro días de interrogatorio me puedo llegar a convertir en una bestia que gruñe y manotea una botella de agua. ¿A dónde se puede llegar?" Testimonio de Martín Gras, secuestrado del 14 de enero de 1977 al 1 de agosto de 1978. Juicio ESMA. Causa Unificada. 8/8/2013</li> </ul>			

Record and classification of Objects: OBJECTS FROM THE CLANDESTINE CENTER BUILDING, COCA COLA BOTTLE CAP. (Source: ESMA Museum and Site of Memory)

## Objects from the operation of the Clandestine Center

There are also various objects and documents, provided by survivors which have given accounts of the activities and functioning of the Clandestine Center. Those objects are called "OBJECTS OF THE OPERATION OF THE CLANDESTINE CENTER". Among them, various items have been catalogued:

Shackles, Partition, Photographs of the Basement, Photographs of Disappeared Persons, Photos of members of the Task Group, ESMA Entry Cards, False ID for the Magazine Confirmado, Work memos, Handbag with hidden pocket, Work papers, ID for the 1978 World Cup, Photos of French Nuns, Audio of telephone conversation, Christmas Card, and Images 1977-1978.

8. Fotos de los integrantes del Grupo de Tareas



**Descripción:** Víctor Bastera permaneció secuestrado en la ESMA entre el 10 de agosto de 1979 y el 3 de diciembre de 1983, cuando salió bajo un régimen de libertad vigilada. Por su experiencia como obrero gráfico fue obligado a trabajar en el sector documentación del centro clandestino que dependía del área de Inteligencia y funcionaba en el subsuelo. Bastera debía confeccionar documentos falsos para los militares y también tomarles fotos. Pese a los riesgos, pudo conservar algunas copias ocultas en cajas de material fotosensible que era el único sitio que los marinos no requisaban. En mayo de 1984 presentó las fotos de sus compañeros y de los represores ante la Conadep. En julio de ese año, acompañado por el Centro de Estudios Legales y Sociales (CELS), entregó una carpeta con su testimonio y las fotografías en el Juzgado N° 30. En 1985, entregó las fotos al tribunal del Juicio a las Juntas. El "Informe Bastera" permitió por primera vez conocer las caras de muchos de los represores de la ESMA. El contenido de su testimonio fue, además, una herramienta para entender el funcionamiento del Centro Clandestino, y aún hoy constituye material de interés y prueba para la Justicia.

Fondo: Conadep

Record and classification of Objects: OBJECTS FROM THE OPERATION OF THE CLANDESTINE CENTER, PHOTOS OF MEMBERS OF THE TASK GROUP. (Source: ESMA Museum and Site of Memory)

6. Credencial apócrifa de la Revista Confirmado



**Descripción:** Libreta de periodista profesional confeccionada en la ESMA a nombre de Lisandro Raúl Cubas durante los meses previos al Mundial de Fútbol 1978. Cubas estaba detenido desaparecido en este centro clandestino cuando fue obligado a utilizarla para participar de una conferencia de prensa del entrenador de la selección Argentina, César Luis Menotti. En 2018, Cubas entregó la credencial y la libreta al Museo Sitio de Memoria ESMA.

Fondo: Museo Sitio de Memoria ESMA.

Testimonio

- "Fue una situación surrealista: yo estaba desaparecido, obligado a oficiar de periodista y era muy futbolero, hincha de River, quería que Alonso estuviera en la selección. Pensé qué pasaría si le hablo a Menotti y le digo en qué condición estoy, qué pasaría, pero no lo hice, pensé que era peor el remedio que la enfermedad". Lisandro Raúl Cubas. Secuestrado del 20 de octubre de 1976 al 19 de enero de 1979. Testimonio Juicio ESMA, Causa 1270, 30/7/2010

Record and classification of Objects: OBJECTS FROM THE OPERATION OF THE CLANDESTINE CENTER, FALSE ID FOR THE MAGAZINE CONFIRMADO. (Source: ESMA Museum and Site of Memory)

Object of detained-disappeared persons

Since its opening, the Museum and Site of Memory received personal objects from families of the victims and from survivors. These objects were promptly studied and classified under the denomination "OBJECTS OF DETAINED DISAPPEARED PEOPLE". Among these

objects, the following have been catalogued: Letter of a disappeared woman who was pregnant, Bicocca Collection, Walsh Collection, the Poems of Loli Ponce, the Kerchief, Capucha (Hood), Spanish style playing cards, Flowers made from breadcrumbs, Message, Doll, Christmas Card and Objects made by the disappeared persons.

Record and classification of Objects: OBJECTS OF DETAINED DISAPPEARED PEOPLE, WALSH COLLECTION. (Source: ESMA Museum and Site of Memory)

**12. Colección Walsh**



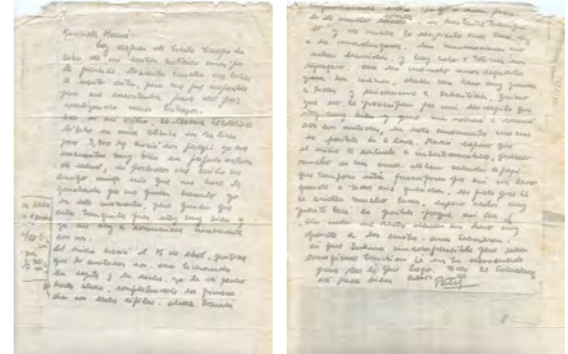
**Descripción:** El 25 de marzo de 1977 Rodolfo Walsh fue secuestrado por el Grupo de Tareas de la ESMA. Su cuerpo sin vida fue visto en el centro clandestino de la Armada por algunos detenidos desaparecidos. Antes de su secuestro, el escritor y periodista había logrado enviar por correo las primeras copias de la Carta Abierta de un Escritor a la Junta Militar, considerada un testimonio revelador sobre la dictadura y una obra maestra del periodismo universal. Tras su secuestro, el Grupo de Tareas bombardeó la casa de San Vicente en la que vivió los últimos meses y robó cuentos, documentos y diversos materiales de trabajo. Parte de los objetos fueron vistos en la ESMA. Entre ellos su último cuento, inédito y también desaparecido, Juan se iba por el río. En el año 2017, el Museo Sitio de Memoria ESMA recibió en guarda varios objetos personales del escritor, entre ellos sus anteojos. La Colección está integrada por 126 fotografías blanco y negro en papel; 8 fotografías color en papel, 11 fotografías color diapositivas en sobre de cuero tapa dura del Instituto Cubano de Amistad con los Pueblos, 39 fotografías en negativos en tira, en sobre blanco que reza "Para Lili", 19 copias de fotografías; 2 fotografías 4x4; 7 Cd's de fotografías y audios; 1 original de fotograbado de plano sobre tiroteo en Pizzería La Real (Avellaneda) que se utilizó para la serie "Quién mató a Rosendo"; 1 par de anteojos pertenecientes a Rodolfo Walsh; 2 tarjetas personales de Rodolfo Walsh; 1 cuenta hilos para diapositivas; 2 postales con carta de Victoria Walsh en sobre blanco; 1 agenda de cuero (1975); 1 invitación a estreno teatral (Gente de Teatro); 1 remito de Grupo Editorial Planeta Argentina, Servicio de Ejemplares Gratuitos; 1 boleta de compra de artículos de hogar del 4/9/62; 1 baúl chino con cierre completo pero desarmado; 3 dibujos, dos de ellos pegados sobre cartulina negra; 1 dibujo en lápiz de Antonio Seguí; 1 dibujo en lápiz "Palacio de la Revolución"; 14 fotocopias con códigos para citas escrito en griego, numerados; 2 originales con códigos para citas escrito en griego; 1 mesa tijera con paño verde.

Fondo: Museo Sitio de Memoria ESMA

**Testimonio:**

- "Había un grado de tensión enorme en el aire. En el momento en que empiezo a subir la escalera, escucho voces, tropiezo físicamente con un grupo que estaba bajando muy excitado. Me empujan, yo muevo la cabeza, y alcanzo a ver algo. Y veo pasar delante mío una camilla llevada por cuatro o cinco personas. Desnudo de la cintura para arriba, reconozco a Rodolfo. Me parece ver un par de impactos de bala en la zona del pecho, y es llevado precipitadamente con voces de mando, gritos y un estado de gran excitación hacia la enfermería. Se cierra la puerta de la enfermería y, bueno, yo sigo hacia Capucha". Testimonio de Martín Gras. Secuestrado en la ESMA entre enero de 1977 y mediados de 1978. Juicio ESMA. Causa 1270. 18/8/2010

**9. Carta de una embarazada desaparecida**



**Descripción:** Antes de separar definitivamente a las madres de sus hijos, los represores les hacían escribir una carta con los datos del niño. Aseguraban a las mujeres que iban a enviar esas cartas a sus familias junto a su hijo. Pero eso era un engaño. Pocos días después del parto, ellas eran generalmente asesinadas y los recién nacidos entregados a personas extrañas, usualmente familias de los represores o allegados a ellos. La copia de la carta que se exhibe excepcionalmente llegó a destino. Elizabeth Patricia Marcuzzo fue secuestrada el 19 de octubre de 1977 con tres meses de embarazo. Aquí, en la ESMA, dio a luz a un niño el 15 de abril de 1978 a quien llamó Sebastián. El 23 de abril de 1978 una patota dejó al niño con su abuela materna en Mar del Plata, llevaron una cuna muy arreglada y la carta de su madre. Elizabeth Patricia Marcuzzo está desaparecida. Sebastián es un niño nacido en la ESMA restituido a su familia biológica luego del asesinato de su madre. La carta es el único documento de su tipo conocido.

Fondo: Sebastián Rosenfeld Marcuzzo.

**La carta:** "Querida Mamá. Hoy después de tanto tiempo sin saber de mi recibí noticias mías por la presente. Lamento mucho no haberte escrito antes pero me fue imposible pues me encontraba fuera del país realizando unos trabajos. Este es mi niño. Se llama SEBASTIAN, lo tuve en una clínica en Buenos Aires. Pesó 3,800 kilos, nació con fórceps. Yo me encuentro muy bien en perfecto estado de salud, el portador del niño es un amigo mío que me hace la gauchada por no poder hacerlo yo en este momento pero quiero que estés tranquila pues estoy muy bien y ya me voy a comunicar nuevamente con vos. El niño nació el 15 de abril. Quisiera que lo anotaras vos. Acá te mando su ropita y la leche. Yo le di pecho hasta ahora, complementándole los primeros días con leche Bifilac. Ahora tomará seguramente 150 gramos o mas porque es de mucho comer. Es bastante tranquilo y de noche se despierta una sola vez a la madrugada. Las maderas no están hervidas. Y hay solo una tetina con un agujero. Les mando unos regalitos para las nenas. Dales un beso muy grandes a todas. Y principalmente a Sebastián. Quiero que no se preocupen por mi les repito que estoy muy bien y que me volveré a reunir con ustedes, en este momento no me es posible ir a casa. Mami espero que el niño te consuele la incertidumbre, querelo mucho, es un amor. Denle saludos a papá que tampoco esté preocupado por mí. Un beso a todos mis queridos, les pido que se cuiden mucho todos, espero estar muy pronto, haré lo posible porque así sea. Sin más me resta mandarles un beso muy grande a los cuatro. Uno a Sebastián. Se que suena incomprensible pero sabés cómo pienso también sé de tu desacuerdo para con lo que hago. Todo se solucionará para bien. Paty."

**Testimonio:**

- "En abril, más o menos el 20, a la tardecita, un auto estaciona entre mi casa y al lado. De un Peugeot 504 bajan dos jóvenes con un moisés en la mano. Me preguntan si es la casa, mi apellido, preguntan por mi mamá. Les dije que se estaba duchando. Ponen el moisés y dicen: 'Eso es de Patricia'. Se estaban por ir pero les dije que esperaran, que mi mamá seguro iba a querer hablar con ellos. Viene mamá. Le hacen referencia a que ese es el bebé de Patricia, que iban a dejarlo. Venía con leche en polvo y ropita. Y una carta con la letra de mi hermana, datos del papá, que lo cuidáramos mucho, nos pidió que lo anotáramos. Mi mamá les dice que no se vayan, que quiere mandar dinero a mi hermana. Ellos dicen que no, que no les dé nada porque a ella no la van a volver a ver. Eran jóvenes entre 20 y 30 años. Los cuatro que estaban ahí, estaban vestidos de civil. La carta tenía la letra y la firma conocida de mi hermana: Paty con floritas y maripositas arriba de la 'i'". Sandra Roxana Marcuzzo. Testimonio Juicio ESMA, Causa ESMA Unificada, 19/2/2014.

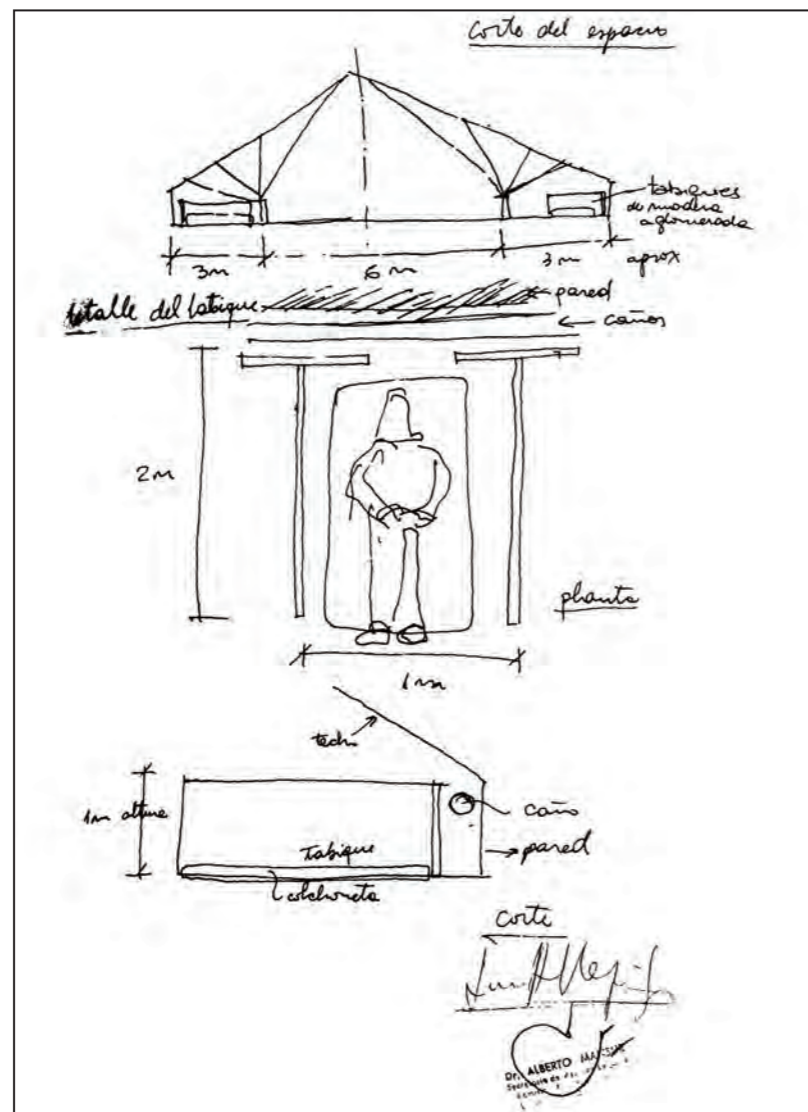
Record and classification of Objects: OBJECTS OF DETAINED DISAPPEARED PEOPLE, LETTER OF A PREGNANT DISAPPEARED WOMAN. (Source: ESMA Museum and Site of Memory)

## STATE OF CONSERVATION OF THE LEGAL TESTIMONIES AND COURT SENTENCES

There exist a series of elements that, while they are intangible heritage assets, they are inseparable from the nominated property and define its authenticity. In the case of the ESMA Museum and Site of Memory, it is through relationships of reciprocal validation that the building expresses in its entire dimension the historical and cultural values that it represents. From this perspective, a crucial element to keep in mind are the more than 700 certified testimonies before the Argentine Courts that today make evident the existence of the Clandestine Center of Detention,

Torture and Extermination. The testimonies were given in the cases for crimes against humanity during the Trial of the Juntas of 1985 and ESMA Mega-Case.

The Museum and Site of Memory possesses a collection of testimonies, archived and catalogued for their conservation, organized by name, time spent in the Clandestine Center, and declaration before trials. In such way, it has the conceptual tools for the identification of the testimonies as well as the mechanism of legal protection and conservation of these intangible heritage assets.



Sketches of Capucha (Hood), included in the declaration of survivor Luis Alberto Vázquez, architecture student. (Source: Complaint No. 002447 before the CONADEP, 1984, National Archive of Memory)

## 4.b Factors affecting the property

### i) Development pressures

The ESMA Museum and Site of Memory is located in Núñez, a consolidated urban neighborhood which is characterized for its residential and service uses, principally office. Further, the whole block, corresponding to its buffer zone, is physically surrounded by a fence with monitored access points, and is located on a block bordered by two of the main arterial roads that connect the City of Buenos Aires with its Metropolitan Area –the Del Libertador and Intendente Cantilo Avenues–, and by the Comodoro Rivadavia Avenue. In turn, the northern border of this block is a few meters from another arterial road of great importance: General Paz Avenue. As a matter of consequence, this is a well-established section of the urban fabric that does not exert pressures upon the property and its buffer zone.

The neighboring urban sector has very large areas destined to sports facilities and a few tertiary activities. In this sector, there are not other architectural or urban landmarks linked to the nominated property, nor to its buffer zone. Further, the transformation that have

taken place in that environment over the past decades, consistent with processes of increased urban development, have not negatively impacted the property or its buffer zone. To the contrary, these are factors that have created positive synergies, such as better opportunities for mobility and for services available in the area.

This urban situation has accompanied the property and its buffer zone for various decades and does not represent a threat to the future. To the contrary, it is a key factor for its conservation and visibility. Plus, the location of the ESMA Museum and Site of Memory within the perimeter of the premises of the Space for Memory and for the Promotion and Defense of Human Rights (former ESMA) strengthens its permanence and its adequate development in the future.

Given the current urban configuration and on the basis of the current Urban Planning Regulations for the Autonomous City of Buenos Aires, changes to the area are not foreseen. As such, the present conditions are considered stable.

### ii) Environmental pressures

Climatic change has caused, for the City of Buenos Aires, an increase in rainfall during recent decades. With respect to the nominated property, this factor has had repercussions in the tiled roof that had to be repaired after an extreme rainfall event that took place almost a decade ago. This factor is taken into account and managed using the maintenance

protocol of the Museum and Site of Memory, which establishes survey through periodic inspections and inspections following extraordinary weather events.

Another factor to take into account is environmental pollution. Its main source in the area is the intense vehicular traffic that circulates on



the perimeter of avenues around the property and on General Paz Avenue, which are major arteries of connection between the City of Buenos Aires and its Metropolitan Area. This affects the property and its buffer zone lightly, principally in the form of hydrocarbon deposits on the surfaces of the exterior fac-

ings of the buildings. On certain elements, like for example the windows, this implies intensifying the cycles of cleaning. Though this is presented in general terms, this is a problem in aesthetic terms that has no repercussion upon the preservation of the property.

### iii) Natural disasters and risk preparedness

#### FLOODS

The Hydraulic Risk Management Program (PGRH), within the Directorate of Hydraulic Risk, is the planning tool that has as its objective the reduction of this kind of threat in the Autonomous City of Buenos Aires. While the Museum and Site of Memory is located near the coast of the De la Plata River, it is not within the city's zones that are considered as flooding risk.

#### FIRES

The potential risk of fires in the building is low, since no combustible substances are handled indoors. In addition, the Museum and Site of Memory does not have neither a natural gas installation or a bottling one. In turn, the heating, air conditioning and electrical installations were technically updated following current building regulations during the museum works executed in 2015.

Regarding fire risk management, this is carried out in accordance with the Safety and Health Plan of the Space for Memory and for the Promotion and Defense of Human Rights. The Museum and Site of Memory has fire extinguishers for exclusive use of authorized personnel. Besides, evacuation plans are displayed and escape and exit routes are marked in each Room. Evacuation drills are held every six months.

At the urban level, the Autonomous City of Buenos Aires has a Fire Department that operates under the Undersecretariat of Emergencies of the City Council, with detachments near every neighborhood. The Fire Department intervenes in fires, floods, accidents and catastrophes helping the victims and alleviating the consequences.

#### EARTHQUAKES

According to the Seismic Zoning established by the National Institute for Seismic Prevention under the National Ministry of Public Works, the institution in charge of setting national standards for earthquake-resistant building, the Autonomous City of Buenos Aires is included in "Zone 0", whose seismic danger is classified as "Very Low" (corresponds to a maximum acceleration of the soil of 0.04 g).

In addition, recurrence is very low. The last recorded earthquake dates back to 1888. Its epicenter was located in the center of the Río de la Plata and although it affected all the populations of the coast, especially the cities of Buenos Aires and Montevideo, the intensity of the earthquake was 5.5 degrees on the Richter scale and produced only slight damages.

#### OTHER SPECIFIC RISKS

One risk to consider is the manifestations from groups of deniers, that is, allegations such as that the crimes committed during the civic-military dictatorship did not happen or that they were justified. These groups do not have in 2021 electoral representation, and their standpoints are belied by the facts that have been established in the system of Justice. Besides, there is a body of legislation and regulations for the protection and conservation of the property that remain in force and are consolidated through their development for various decades, and involve various levels of government (see sections 5.b Pro-

TECTIVE DESIGNATION and 5.i Policies and programmes related to the presentation and promotion of the property).

March 24, the day that marked the beginning of the coup d'état that started the civic-military dictatorship in 1976, was established by Congressional law as a National Day of Memory for Truth and Justice, and a non-movable national holiday. Every year on this date there is a commemorative march to Plaza de Mayo (Mayo Square), in front of the Government Building, with a great attendance. Human Rights groups, political and social organizations, and a broad sector of the general citizenry participate in the march.

March 24 march during the commemoration of the Day of Memory for Truth and Justice in 2019. (Source: Clarín newspaper)



### iv) Responsible visitation at World Heritage sites

#### VISITORS TO THE ESMA MUSEUM AND SITE OF MEMORY

Overall, since its inauguration in May of 2015, to December 10 2019, the Museum and Site of Memory received 235,211 visitors. During 2019, from January to December 10, the site received 62,530 visitors. The growth rate

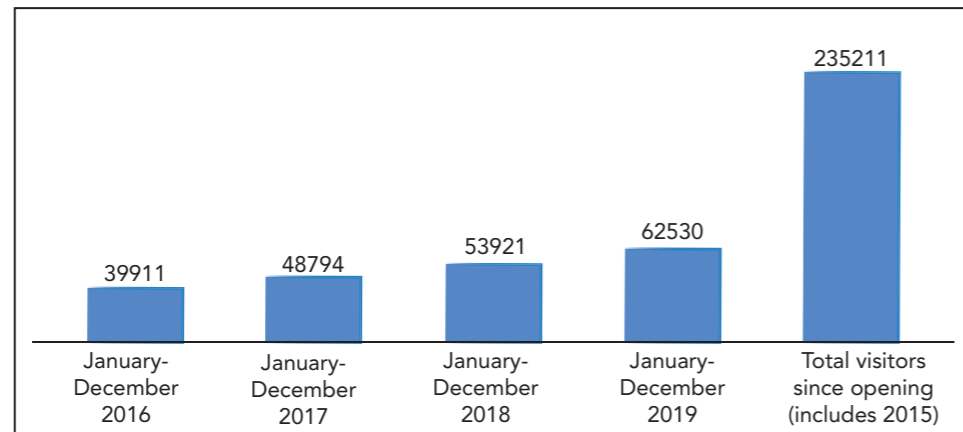
was 19% with respect to this same period in 2018.

The entrance to the Museum and Site of Memory, and to all of the special activities that it organizes, is free and open to the public. Ini-

tially, it was open Friday to Sunday, from noon to 5:00 pm. Starting in November of 2015, as the number of visitors increased, the days that it was open were enlarged: from Thursday to Sunday, within

the same hours. From the beginning of 2016 until the beginning of the pandemic, the hours and days were expanded: Tuesday to Sunday, 10 am to 5 pm.

Number of visitors. Data updated on 8/12/2019. (Source: ESMA Museum and Site of Memory)

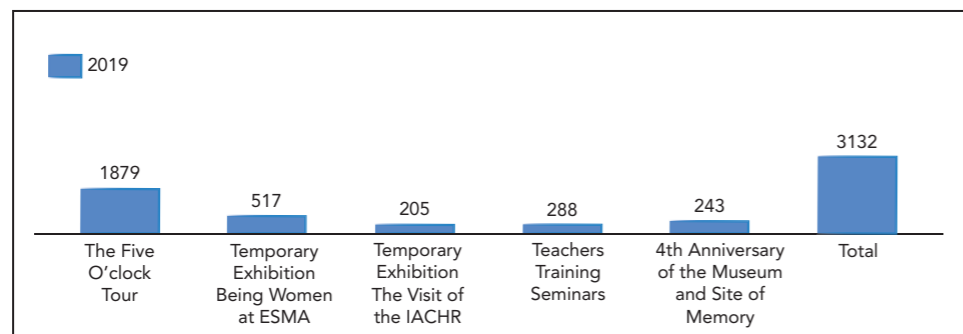


### Audiences in special activities

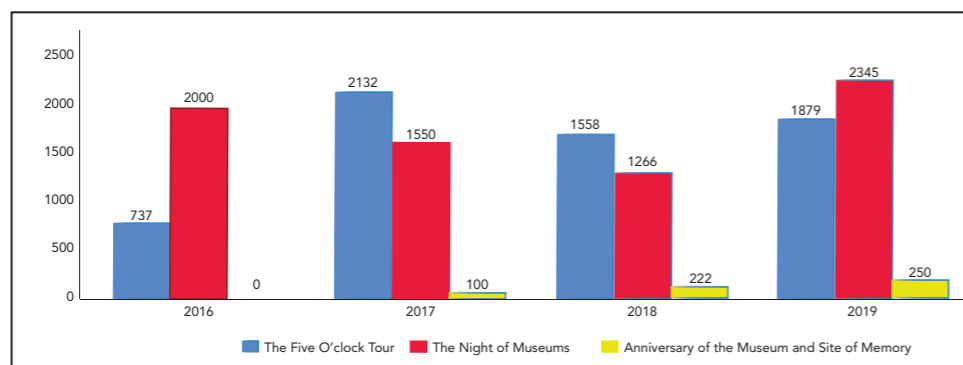
The special activities that the Museum and Site of Memory organizes have grown year after year, and increase the attendance of its own public that tour the space for var-

ious kinds of visits. The activities that have the greatest number of visitors were the *Temporary Exhibits*, *The Five O'clock Tour*, *The Night of Museums* and the *Teachers Training Seminars*.

Audience for special activities in 2019. Data updated on 8/12/2019. (Source: ESMA Museum and Site of Memory)



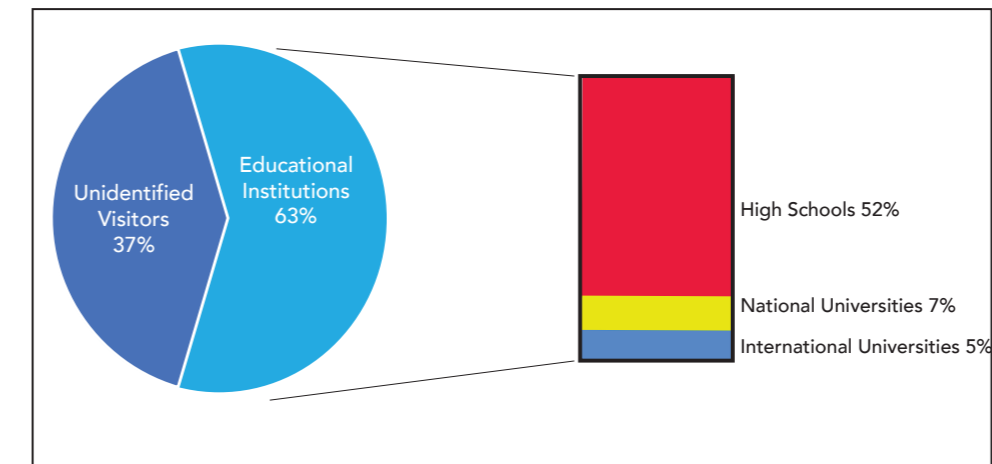
Comparison of special audiences 2016-2019. Data updated on 8/12/2019. (Source: ESMA Museum and Site of Memory)



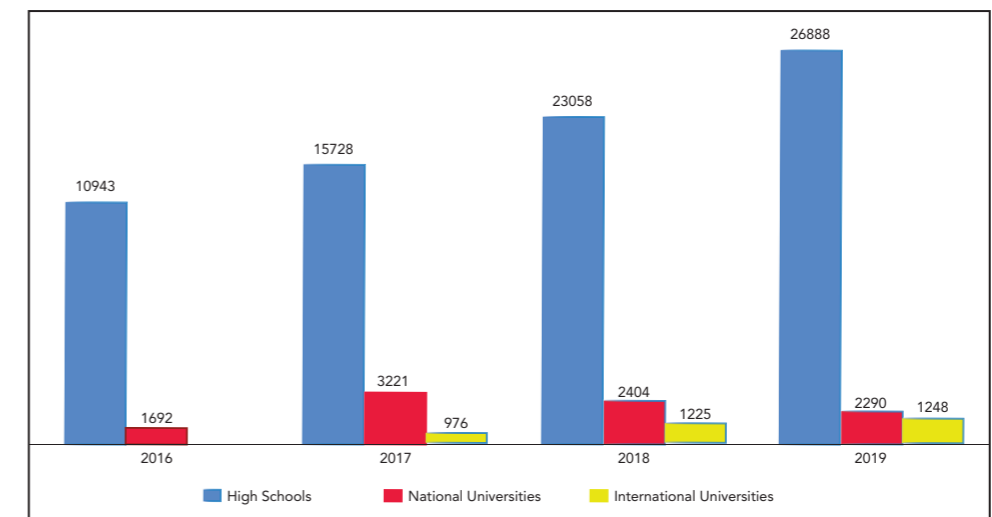
### Educational institutions and guided visits

Of the total number of guided visits that have taken place at the Muse-

um and Site of Memory, 63% correspond to educational institutions of different levels. Among them, most notable is the participation by high schools.



Types of public attendance and guided visits. Data updated on 8/12/2019. (Source: ESMA Museum and Site of Memory)



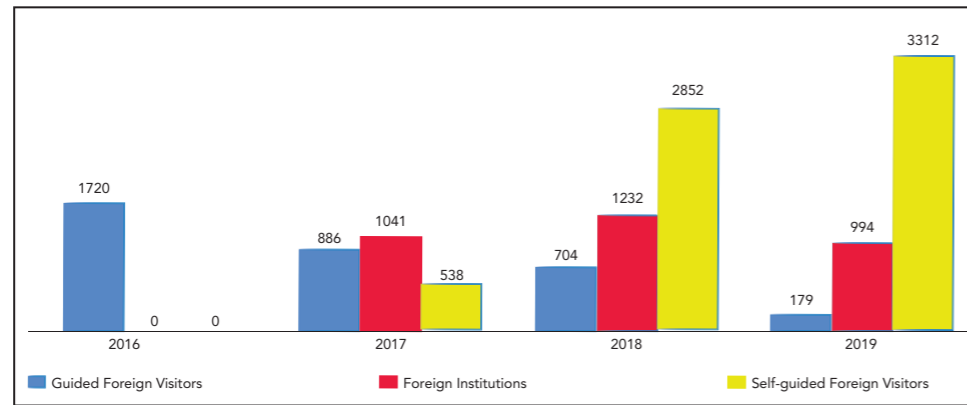
Interannual growth and impact for high school level visitors between 2016 and 2019. Data updated on 8/12/2019. (Source: ESMA Museum and Site of Memory)

### International public

Since the ESMA Museum and Site of Memory opened its door in 2015, it has received visitors from all over the world: tourists, students, academics, researchers, government functionaries and ambassadors. The foreign public grows every year, and the Museum and Site of

Memory has been working on an on-going basis on providing alternatives for making the rooms accessible in different languages. To this end, there are audio guides that allow for visits in Spanish, English, Portuguese and French, as well as programmed tours in English.

Total of international visitors, comparative change from 2016 and 2019. Data updated on 8/12/2019. (Source: ESMA Museum and Site of Memory)



### VISITORS TO THE BUFFER ZONE: SPACE FOR MEMORY AND FOR THE PROMOTION AND DEFENSE OF HUMAN RIGHTS (EX ESMA)

More than 200,000 people, each year, participate in guided tours and activities that are carried out at the Space for Memory and for the Promotion and Defense of Human Rights (former ESMA), as well as the activities that are undertaken by each one of the organizations and institutions that occupy the buildings of the venue. The gener-

al hours of access to the premises, whose entrance is free and open to the public, are Monday through Sunday, 9 am to 10 pm. The main activity that the public attends are the tours through the *Historical Circuit*, that are organized on Tuesdays, Fridays, Saturdays and Sundays at 3:00 pm.

### MANAGEMENT OF VISITORS FOR THE PROTECTION AND CONSERVATION OF THE PROPERTY

Normally, the first direct contact with the public takes place in the Reception Room. In the case of special events, such as The Night of Museums and The Five O'clock Tour, the Museum and Site of Memory develops various alternatives for receiving and tending to the extraordinary influx of visitors. In such cases, due to the maximum capacity and the time required for tours, the logistics of attention to the public are established in the gardens outside of the building with an information table, large screens with videos, and activities for the wait period.

#### Maximum capacity

With the aim of preserving the various areas of the Museum and Site of Memory from possible damage due to intensive usage, in the 2015 Museographic Protocol Handbook maximum capacities were established for each area of the building. Further, access was planned for groups of up to 30 visitors.



#### Circulation of visitors

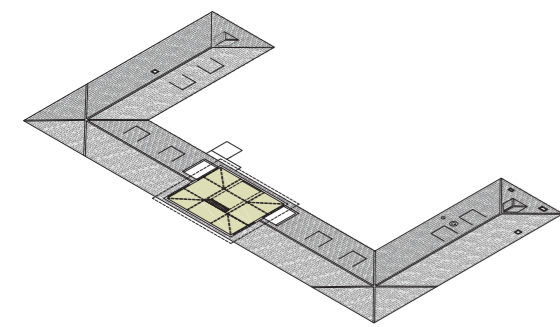
Visitors only have access to rooms included in the exhibition circuit. The rest of the areas of the Museum and Site of Memory have either an administrative use, or have not yet been enabled for offices or exhibitions. The rooms that are accessible to visitors have been equipped using museographic devices (glass panels, platforms, etc.). These serve a double functioning of orienting the tour path

and providing information and content. They were designed to create sufficient distance, physically and perceptually, with respect to the surfaces of the building, and to avoid damage by anthropogenic activities.

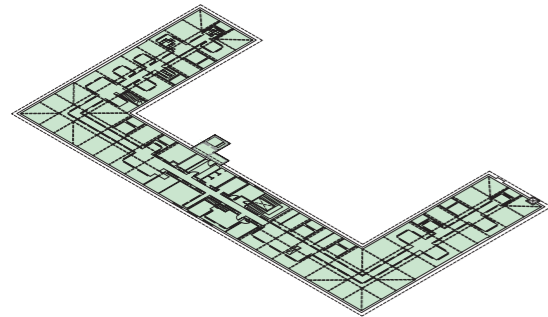
Reception and front desk in the Reception Room. (Photo 53: Camilo del Cerro / MSME)

The platforms located on the Third Floor guide the tour path and limit building access by the visitors. (Photo 54: Camilo del Cerro / MSME)

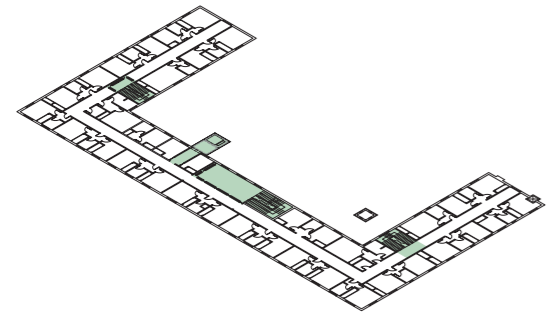




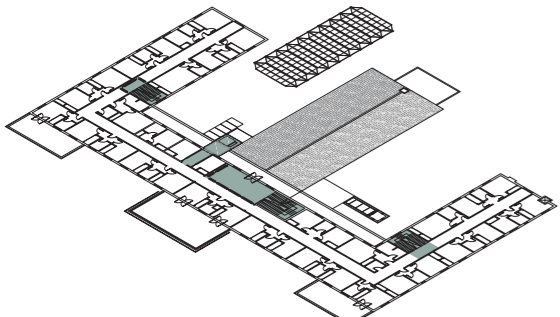
LEVEL 4: LITTLE HOOD  
 15 people



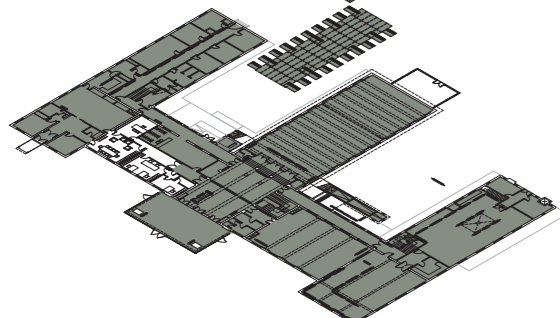
LEVEL 3: HOOD  
 50 people



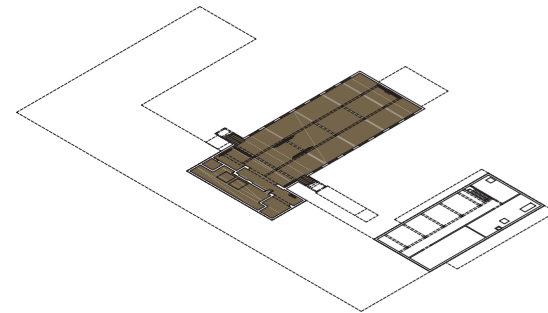
LEVEL 2: SECOND FLOOR  
 30 people



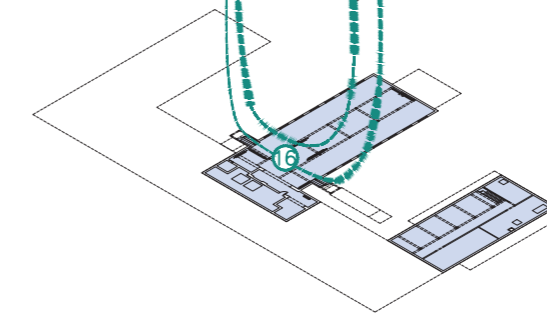
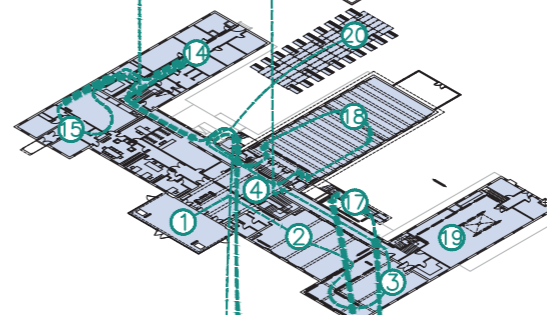
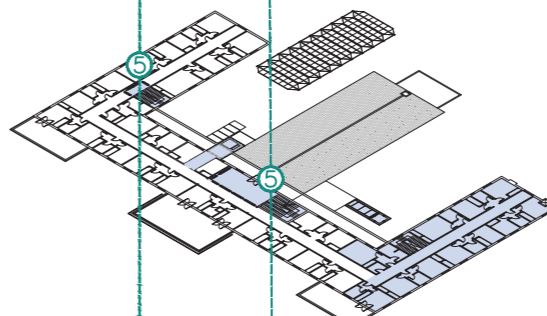
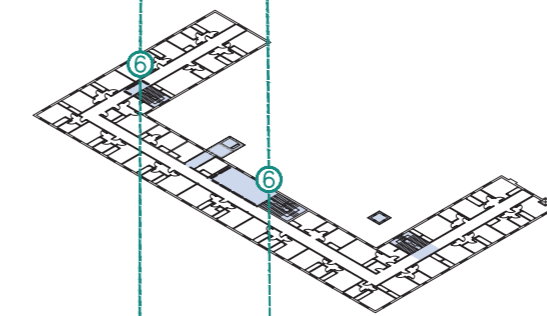
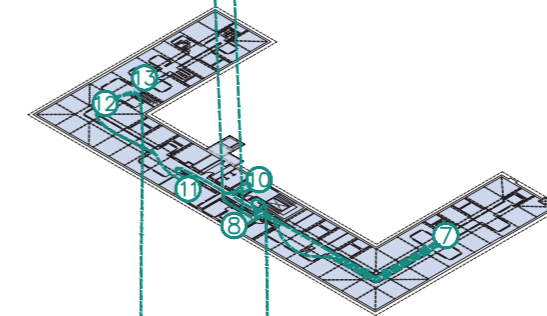
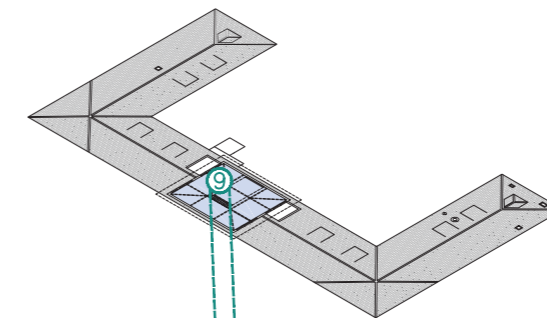
LEVEL 1: FIRST FLOOR  
 30 people



LEVEL 0: GROUND FLOOR  
 150 people



LEVEL -1: BASEMENT  
 40 people



- TOUR
1. Entrance Room
  2. Historical Context Room
  3. A History of ESMA Room
  4. Central Hall Room
  5. Navy Officers' Dormitories Room
  6. Navy Officers' Dormitories Room
  7. Hood Room
  8. Little Hood Room
  9. Little Hood Room
  10. Pregnant Women Room
  11. Pregnant Women Room
  12. Storeroom
  13. Fishtank Room
  14. Los Jorges Room
  15. Admiral's House Room
  16. Basement Room
  17. Transfers Room
  18. Golden Hall Room
  19. Temporary Exhibitions Room
  20. Memory, Truth & Justice Square Room

## Museum and Site of Memory's Rules for Visitors

The Museum and Site of Memory has a protocol for individual visitors, institutions and for the work by members of communication media in the space, which includes:

- Respect and care of the institution by the visitors. People who damage the facilities will be held responsible for those damages before the corresponding authorities.
- Cell phones must be on silence while touring the Museum and Site of Memory, out of respect for the other visitors and the institution.
- Speaking in a moderate tone of voice and not making annoying noises out of respect for the other visitors and the institution.
- Each school or institution will be responsible for the behavior of all people who are members of the group, as well as for any damages that occur.
- In situations of verbal, psychological or physical abuse to members of the staff of the institution or to the public in general by any visitors, the Museum and Site of Memory has the right to suspend the visit and/or pursue legal action in accordance with the case. The institution's protocol for action against gender violence is available.
- Those people who present aggressive, offensive or discriminatory behavior toward the Museum and Site of Memory or the visitors will be requested to leave the institution.
- Any activity organized by people who do not work for the institution require previous authorization and approval by the authorities of the Museum and Site of Memory.

## Recommendations for visitors

The Museum and Site of Memory requests that visitors do not enter with any of the following:

- Food and/or drink.
- Large bags, backpacks, umbrellas.
- Animals, except assistance (seeing-eye guide dogs).
- Weapons or sharp objects.
- Dangerous substances.
- Musical instruments or tools.
- Wet objects (such as umbrellas).
- Large objects: bicycles, skateboards, roller skates.

The following is not permitted:

- Touching architectural surfaces and/or museum displays.
- The use of fire (lighters) within the building.
- Smoking.
- Running or pushing within the facilities.
- Wearing apparel that has offensive, racist or discriminatory inscriptions.
- Entering with a bare torso.
- Taking flash photographs.
- Entering under the influence of alcohol or drugs.
- Using megaphones or radio devices while touring the installations.
- Taking items that belong to the museum exhibition.

In cases of non-compliance with these rules, the Museum and Site of Memory reserves the right of admission.

## Requirements for the presence of members of the media in the Museum and Site of Memory

Any members of the media who want to record, film or photograph the Museum and Site of Memory facilities must announce themselves at the reception, where they will be given the form that must be completed with their pertinent information and that of the media outlet to which they belong.

## Rules for recording images

For the recording of images for commercial purposes, authorization is required, which does not imply approval of such a request. Such decisions will be made by the Executive Direction. Similarly, authorization is required for the use of drones that record movement in the vicinity of the Museum and Site of Memory.

## v) Number of inhabitants within the boundaries of the property and its buffer zone

There are no inhabitants within the property or the buffer zone. The Museum and Site of Memory facilities are used by various groups of workers from Monday to Sunday between 6 am and 7 pm. The Museum and Site of Memory receives visitors during its visiting hours from Tuesday to Sunday, from 10 am to 5 pm. According to data from 2019, approximately 200 people visited the Museum and Site of Memory per day, on average, with spikes in number during the months of March, April, September and November, due to the school calendar.

With respect to the buffer zone, made up of the Space for Memory and for the Promotion and Defense of Human Rights (former ESMA), the total number of workers in the various institutions is approximately 1,900. The Space for Memory and for the Promotion and Defense of Human Rights (former ESMA) receive more than 550 visitors per day on average that turn out for its various activities. The general hours for visits by the public are from Monday to Sunday, from 9 am to 10 pm. At night, only security personnel remain at the premises.

# 5. PROTECTION AND MANAGEMENT OF THE PROPERTY

## 5.a Ownership

Ownership of the property on Del Libertador Avenue 8151/8209/8305/8401/8461, where the ESMA Museum and Site of Memory is located, belongs to the Superior National Government since 1924, according to the record No. 118.783, volume 595, folder 257, North District of the Land Registry of the Autonomous City of Buenos Aires.

In 2000, Law No. 392 of the Autonomous City of Buenos Aires revoked the assignment made by an Ordinance dated December 23, 1924 to the then Ministry of the Navy in relation to the property located at Del Libertador Avenue 8151/8209/8305/8401/8461 (formerly Blandengues) and established that the buildings where the Navy School of Mechanics used to operate would be destined to the installation of the so-called "Museum of Memory", according to Resolution No. 50.318/1996 of the former Deliberative Council of the City of Buenos Aires.

An Ordinance dated December 23, 1924, compromised the transfer of the property belonging to the old City government of Buenos Aires to the National Government to assign it to the then Ministry of the Navy. Its objective was the construction of the Navy Higher School of Mechanics. This way, said assignment was revoked arguing the improper use

by the Navy, since Deed No. 139, signed in the City of Buenos Aires on May 19, 1925, had established the following clause: "FIFTH ARTICLE: If, for any reason, a use is given to the mentioned land other than the one determined in this ordinance, possession will immediately pass to the City with all the constructions that have been carried out without any right to compensation". The use of the property to install a Clandestine Center between 1976 and 1983, which was proven in court, was considered improper and, therefore, the assignment was revoked.

Within the framework of Agreement 46/2007 between the Government of the Autonomous City of Buenos Aires and the National State, the Public Entity Space for Memory and for the Promotion and Defense of Human Rights was created as an interjurisdictional public law entity, with administrative and economic-financial autarky, autonomy in matters of their concern and ability to dictate their own regulations. The Public Entity Space for Memory and for the Promotion and Defense of Human Rights has granted the possession of various buildings on the venue to civil associations, State agencies and international organizations.

In 2015, Decree No. 1133 issued by the Executive Branch estab-

lished that the ESMA Museum and Site of Memory – Former Clandestine Center of Detention, Torture and Extermination will be installed at the building of the former ESMA Officers’ Quarters.

## 5.b Protective designation

Both the ESMA Museum and Site of Memory building and its buffer zone, the Space for Memory and for the Promotion and Defense of Human Rights, are legally and institutionally protected by the following legal instruments, in chronological order:

### **Appeal for legal protection “Palacio de Lois, Graciela -ex Fair No. 10/98- and another enacted by the National Executive Branch in accordance with Protection Act 16986”, in Case 149/1998.**

Date: 1998-2001.

Type of Protection: Appeal for legal protection that prevented the demolition of all ESMA buildings. The sentence was ratified by the National Supreme Court of Justice, issued on 2/13/2001. The entire ESMA premises were preserved (including the Officers’ Quarters building, currently the ESMA Museum and Site of Memory) for its evidential value, for being a fundamental part of the heritage of the Memory on what happened during the dictatorship and for its cultural value. The ruling recognizes two of the rights victims have historically claimed: the right to the truth and the right to Memory, which would be violated by the demolition of the buildings on the venue.

Delimitation: It establishes a prohibition to demolish the buildings on the ESMA venue, in order to preserve properties that may constitute valuable evidence in connection to yet unclarified events in recent history and because they are considered a cultural heritage of Argentine society as a whole.

Range: National.

Responsible Authorities: Supreme Court of Justice, the Nation’s Judiciary.

### **Incident No. 34 in “Judicial protection on the ESMA premises”, in Case No. 14.217/03, labelled “Navy School of Mechanics v/Report”.**

Date: 2003.

Type of Protection: It protects the building of the former Officers’ Quarters as judicial evidence in the ESMA Mega-Case, relating to the events that occurred in the Clandestine Center of Detention, Torture and Extermination that operated there between 1976 and 1983. Within the framework of said case, measures to physically protect the property were issued, as well as a protocol for the preservation tasks in the building.

Delimitation: Building of the ESMA Officers’ Quarters.

Range: National.

Responsible Authorities: National Court on the Federal Criminal and Correctional No. 12, Secretary No. 23, Judicial Branch of the Nation.

### **Agreement No. 8/2004 between the National State and the Autonomous City of Buenos Aires to create the Public Entity Space for Memory and for the Promotion and Defense of Human Rights and its ratifying resolutions, National Law No. 26.415/2008; and CABA Laws No. 1.412/2004 and No. 2.599/2007.**

Date: 2004-2008.

Type of Protection: Creation of an institutional administrative framework for the property and its buffer zone. The Public Entity “Space for Memory and for the Promotion and Defense of Human Rights” is an interjurisdictional, autonomous and autarkic body, which allows coordinated action between the National Government, the Government of the Autonomous City of Buenos Aires and the Human Rights organizations to carry out a policy of Memory where a policy of torture and extermination previously took place. The Public Entity has the ability to define the activities to be carried out on the former ESMA premises and to determine the destination and functions of the buildings that make up the venue.

Delimitation: The plot and all the buildings of the former Navy School of Mechanics (ESMA) in its entirety.

Range: Local and National.

Responsible Authorities: National Government Executive Branch; Executive Branch of the Autonomous City of Buenos Aires; Human Rights organizations.

### **UNESCO Memory of the World Program**

Date: 2007.

Type of Protection: Identification of archives that make up the collective memory of Humanity with the purpose of preserving, protecting and making them permanently and unobstructedly accessible as a World Heritage. It also commits governments to preserve the documents that are incorporated into the program.

Delimitation: Protection of the Documentary Heritage on Human Rights 1976-1983.

Range: International.

Responsible Authorities: National Archive of Memory, Secretariat for Human Rights, Ministry of Justice; UNESCO.

### **National Decree No. 1.333/2008 of “Listing as a National Historic Monument”**

Date: 2008.

Type of Protection: Listing of the former ESMA premises as a National Historic Site and of the former Officers’ Quarters as a National Historic Monument.

Delimitation: Officers’ Quarters of the former Navy School of Mechanics (ESMA): the fraction of the polygon formed by Pico, La Cachila, Muratore and San Martín streets facing Del Libertador Avenue, located in the Autonomous City of Buenos Aires. Cadastral Data: Circumscription 16, Section 29, Block 110 A. The property and other buildings of the former Navy School of Mechanics (ESMA) in its entirety, located on Del Libertador Avenue No. 8151/8209/8305/8401/8461 of the Autonomous City of Buenos Aires. Cadastral Data: Circumscription 16, Section 29, Block 110 A.

Range: National.

Responsible Authorities: National Commission on Monuments, Sites and Historical Assets; Office of the Presidency.

### **National Law No. 26.691/2011 of “Preservation, signage and promotion of Sites of Memory on State Terrorism”.**

Date: 2011.

Type of Protection: The places that operated as Clandestine Centers of illegal repression are declared Sites of Memory on State Terrorism. The law establishes its preservation, signage and public promotion.

**Delimitation:** It includes all those Sites for which there is sufficient evidence that they operated as Clandestine Detention Centers, or where emblematic events of the illegal repression took place. For these purposes, the report produced by the National Commission on the Disappearance of Persons (CONADEP), the testimonies given in judicial proceedings, and the records kept in the National Archive of Memory within the Secretariat for Human Rights will all be considered as documentary sources.

**Range:** National.

**Responsible Authorities:** Secretariat for Human Rights, within the Ministry of Justice and Human Rights; National State.

**Decree No. 1.133/2015 of "Creation of the ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination".**

**Date:** 2015.

**Type of Protection:** Administrative and institutional framework of the ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination.

**Delimitation:** Creation of the ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination. Provides organizational chart, purpose and staff resources.

**Range:** National.

**Responsible Authorities:** Secretariat for Human Rights, within the Ministry of Justice and Human Rights; National State.

**Convention for the Protection of Cultural Properties in the Event of an Armed Conflict, approved by National Law No. 23.618/1988.**

**Date:** 2016.

**Type of Protection:** Blue Shield-Protected Cultural Property. It protects heritage in situations of war and disasters, through an International Committee that covers prevention and response in crisis and post-crisis situations.

**Delimitation:** ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination, which operates under the Space for Memory and for the Promotion and Defense of Human Rights (former ESMA).

**Range:** International.

**Responsible Authorities:** Ministry of Defense and Foreign Office; Office of the Presidency; UNESCO.

**CABA Law No. 6.099/18, Urban Planning Code of the Autonomous City of Buenos Aires**

**Date:** 2018.

**Type of Protection:** Protected. Singular Cataloguing. Level of Provisional Protection.

**Delimitation:** ESMA Museum and Site of Memory, and Space for Memory and for the Promotion and Defense of Human Rights.

**Range:** Local.

**Responsible Authorities:** Undersecretariat for Records, Interpretation and Cadastre under the Ministry of Urban Development and Transport of the Government of the Autonomous City of Buenos Aires.



HERITAGE PROTECTION AT INTERNATIONAL LEVEL - UNESCO	
<b>Property</b>	CULTURAL PROPERTY PROTECTED BY THE UNESCO BLUE SHIELD The Hague Convention for the protection of Cultural Property in the event of armed conflict, UNESCO (1954 and 1999)
<b>Buffer Zone</b>	UNESCO MEMORY OF THE WORLD PROGRAMME Registered Heritage: "Human Rights Documentary Heritage 1976-1983 - Archives for Truth, Justice and Memory in the struggle against State Terrorism" (2007)
HERITAGE PROTECTION AT NATIONAL LEVEL - ARGENTINE REPUBLIC	
<b>Property</b>	NATIONAL HISTORIC MONUMENT National Decree No. 1.333/2008
<b>Property and Buffer Zone</b>	CREATION OF THE ESMA MUSEUM AND SITE OF MEMORY - FORMER CENTER OF DETENTION, TORTURE AND EXTERMINATION National Decree No. 1.133/2015
<b>Property and Buffer Zone</b>	INJUNCTION TO MAINTAIN THE STATUS QUO ON THE ESMA PREMISES Supreme Court Ruling Case No. 14.217/2003, titled "Navy School of Mechanics v/Report"
<b>Property and Buffer Zone</b>	FORMER ESMA SITE OF MEMORY National Law No. 26.691/2011 on "Preservation, signage and promotion of Sites of Memory of State Terrorism"
<b>Property and Buffer Zone</b>	CREATION OF THE PUBLIC ENTITY SPACE FOR MEMORY AND FOR THE PROMOTION AND DEFENSE OF HUMAN RIGHTS Agreement No. 8/2004 between the National State and the Autonomous City of Buenos Aires, National Law #26.415/2008 and GCABA Laws #1.412/2004 and #2.599/2007
HERITAGE PROTECTION AT NATIONAL LEVEL - AUTONOMOUS CITY OF BUENOS AIRES	
<b>Property and Buffer Zone</b>	LISTED BUILDINGS GCABA Law No. 6.099/2018, Urban Planning Code of the Autonomous City of Buenos Aires.
<b>Property and Buffer Zone</b>	NATIONAL HISTORIC SITE National Decree No. 1.333/2008
<b>Property and Buffer Zone</b>	ASSET OF NATIONAL HISTORIC INTEREST National Decree No. 848/2004



## 5.c Means of implementing protective measures

The current protective measures for the ESMA Museum and Site of Memory - Former Clandestine Center for Detention, Torture and Extermination are those provided by the regulations listed in **5.b Protective designation**. As noted in that section, various protective measures converge on the property, corresponding to all levels of government as well as various institutions, which strengthens the current protection of the asset.

At a heritage level, it enjoys the highest protection provided at the national jurisdiction, since it has been listed as a National Historic Monument. The scope of this protective designation is defined by National Law No. 12.665/1940 and its amendments, which created the National Commission on Monuments, Sites and Historical Assets. The role of this Commission, which operates under the orbit of the National Ministry of Culture, includes

exercising the superintendence of the properties listed as National Historic Monuments, authorizing the interventions that are proposed in them, and providing technical assistance for their conservation and restoration.

At the memorial level, Law No. 26.691/2011 on "Preservation, signage and promotion of Sites of Memory on State Terrorism" guarantees the transmission of Memory through its preservation, signage and promotion. Within this legal framework, the Museum has the advice and collaboration of the National Directorate of Sites of Memory, through the Technical Conservation Team and the organization of activities to exchange knowledge and experiences. In 2020, work meetings were co-organized to reflect on the "Expansion of Audiences", in June, and on "Conservation and Maintenance", in September.

2015-2020
5° Aniversario

### + memoria + verdad + justicia



Jueves 10 de septiembre de 2020, 15 h
REUNIÓN DE TRABAJO

#### Conservación y mantenimiento de Museos y Espacios para la Memoria

La Dirección Nacional de Sitios de Memoria y el Museo Sitio de Memoria ESMA – Ex Centro Clandestino de Detención, Tortura y Exterminio, convocan a una Reunión de Trabajo de Museos y Espacios para la Memoria de Argentina para promover la reflexión y el intercambio de saberes y experiencias.

**15:00 h**  
Palabras de bienvenida de **Norberto Berner**, de la Dirección Nacional de Sitios de Memoria, y de **Alejandra Naftal**, directora del Museo Sitio de Memoria ESMA.


**15:15 h**  
Introducción de la temática a cargo de **Alberto Aldo Orsetti**, asesor en conservación de la Dirección Nacional de Sitios de Memoria, de **Mónica Pinto**, responsable del Programa Restaurar del Instituto Nacional de Tecnología Industrial (INTI), y de **Martín Capeluto**, gerente de Patrimonio de la Ciudad Autónoma de Buenos Aires.

**15:45 h**  
**Intervenciones de los participantes. Temas:**  
- Criterios de conservación del Patrimonio vinculado a monumentos no intencionados con valor documental.  
- Lineamientos para la elaboración de protocolos de conservación y mantenimiento específicos en función del uso actual de los Espacios (visitantes y administración) y el valor documental del edificio.  
- Plan de manejo referido a la conservación y el mantenimiento.


**17:00 h**  
Síntesis y acuerdos a cargo de **Mayki Gorosito** y **Mauricio Cohen Salama**, coordinadores de la candidatura del Museo Sitio de Memoria ESMA a la **Lista de Patrimonio Mundial de Unesco**.

**Lugar:** Convocatoria a través de la plataforma Zoom

Organizan:



**SITIOS DE MEMORIA**  
DIRECCIÓN NACIONAL DE SITIOS DE MEMORIA



**MEMORIA ARGENTINA PARA EL MUNDO**  
Patrimonio del Nunca Más



**Argentina unida**



Secretaría de Derechos Humanos



Ministerio de Justicia y Derechos Humanos Argentina

**Av. del Libertador 8158 / 8571 (ex ESMA) CABA Argentina.**  
Actividad Virtual.

Flyer of the call to the Work Meeting on "Conservation and Maintenance of Museums and Sites of Memory in Argentina", co-organized with the National Directorate of Sites of Memory in September 2020. (Source: ESMA Museum and Site of Memory)

Another level of protection of the property occurs in the context of the regulations relating to the creation of the institutional and administrative framework, both of the ESMA Museum and Site of Memory and the Space for Memory and for the Promotion and Defense of Human Rights –its buffer zone. As these laws recognize Human Rights organizations as an Advisory Council for the Museum and Site of Memory, and also as part of the Executive Body that manages the Public Entity “Space for Memory and for the Promotion and Defense of Human Rights”, they create an institutional reinsurance against any initiative aimed at reducing the professional and financial resour-

ces these spaces need in order to function.

Finally, the injunction to maintain the status quo emanating from various judicial cases and ratified by the Supreme Court of Justice constitute an additional protection, which establishes solid legal precedents that are also endorsed by the various international covenants Argentina has signed into, which have constitutional status.

Considering all of the above, the current means of protection for the preservation of the nominated property’s Outstanding Universal Value are regarded as sufficient.

## 5.d Existing plans related to municipality and region in which the proposed property is located

The Urban Planning Code, approved by the Law of the Government of the City of Buenos Aires No. 6.099/2018 and in force since January 2019, establishes that the property located on Del Libertador Avenue 8151/78209/8305/8401/8461 corresponds to a zoning for singular uses called “Special Equipment EE 2-Space for Memory and for the Promotion and Defense of Human Rights”.

This zoning is intended to a large-scale equipment activity, in acknowledgment of the existing premises. For this reason, the standard heights established by the Urban Planning Code in its Units of Sustainability and/or Development do not apply, and instead it is specially regulated to preserve its value.

Usually, “Special Equipment” corresponds to unique uses that, due to their characteristics, require large-area lands and/or individualized standards for each activity. They constitute large facilities on an urban and/or regional scale, and such specificity of their use limits their constructability. In these cases, the permitted land uses are those directly linked to the main activity in question, and the complementary and related uses that are necessary for its development. Its delimitation is established by building regulations and uses in order to preserve its value.



In addition, the Officers’ Quarters of the former Navy School of Mechanics is included in the Base of Historic Protection Areas (APH) of the Government of the Autonomous City of Buenos Aires listed with a “singular” and a “precautionary” protection. The APHs have a special protection regime due to their historical-cultural, architectural, singular and/or environmental values. The “singular” criterion refers to irreproducible or quality-driven characteristics in terms of the technical constructive aspects or the design of the building or site, and the “precautionary” protection indicates the value of the building as part of the characteristic image of the area, preventing negative actions on the urban fabric and its morphology.

The building is also listed by the Urban Planning Code of the Autonomous City of Buenos Aires based upon local acceptance of National Law No. 12.665 and its amendments. By doing so, the jurisdiction of the City acknowledges the provisions for the former Officers’ Quarters listing as a National

Historic Monument by the National Commission of Monuments, Sites and Historical Assets, at a national level.

On the other hand, the plot is within the limits of the so-called “cone of approach to the Airfield”. This condition establishes that, when new buildings are projected or the height of existing buildings located within the limits of this area is increased, the building permit must include a certificate of reference for the measurement of altitudes issued by the proper Aeronautical Authority.

Special building regulations for the zoning “Special Equipment EE2-Space for Memory and for the Promotion and Defense of Human Rights”. (Source: Plano Abierto BA, Government of the Autonomous City of Buenos Aires)

Card of the ESMA Officers' Quarters record as a Historic Protection Area (APH) by the Government of the Autonomous City of Buenos Aires. (Source: APH Base, Government of the Autonomous City of Buenos Aires)

The screenshot shows a web interface for the 'Area de Proteccion Historica'. At the top, there is a search bar with 'ESMA' entered. Below the search bar, there is a table with the following data:

DENOMINACION	ESMA - Casino de Oficiales de la ex Escuela Superior de Mecanica de la Armada		
DIRECCION PRINCIPAL	DEL LIBERTADOR AV. 8205/8209	DIRECCION SECUNDARIA	LA CACHI LA
DIRECCION 3	RIVADAVIA MARTIN, COMODORO	DIRECCION 4	LUGONES, LEOPOLDO AV.
SECCION-MANZANA-PARCELA	029-110A-000		
CATALOGACION	SINGULAR	PROTECCION	CAUTELAR
APH Nro y NOMBRE		ESTADO de TRAMITE	CPU/CUR
IMAGEN PRINCIPAL		IMAGEN COMPLEMENTARIA	
IMAGEN de MANZANA		IMAGEN de CUADRA	
IMAGEN ADICIONAL			
LEY 3056 - Edificio Anterior a 1941			SI
FICHA del ATLAS		FOTO de FACHADA	

## 5.e Property management plan or other management system

### MANAGEMENT OF THE PROPERTY: THE ESMA MUSEUM AND SITE OF MEMORY - FORMER CLANDESTINE CENTER OF DETENTION, TORTURE AND EXTERMINATION

The ESMA Museum and Site of Memory is a decentralized body of the Secretariat of Human Rights under the Ministry of Justice and Human Rights of Argentina, created by National Decree No. 1.133/2015. It is managed by an Executive Directorate and two Area Directorates (Institutional Relations, and Museographic Projects and Audiovisual Content) appointed by the Secretariat of Human Rights. It also has an Advisory Council made up of the members of the Directory of Human Rights organizations from the Public Entity "Space for Memory and for the Promotion and Defense of Human Rights".

In accordance with the provisions of National Decree No. 1.133/2015, the ESMA Museum

and Site of Memory holds periodic non-binding consultative meetings with the Advisory Council, whose functions are as follows:

- Participating in the elaboration of the Annual Plan of Museum activities.
- Intervening in the definition of content to be displayed in the permanent exhibition, temporary exhibitions and other activities.
- Engaging in national and international institutional relations on the subject of their competence.
- Issuing a non-binding opinion on the Secretariat of Human Rights proposal for the appointment of the position of the Executive Director or the Area Directors of the ESMA Museum and Site of Memory.

### MISSION, VISION AND VALUES

The overall design of the ESMA Museum and Site of Memory's public management policies is based on the definition of the institution's Mission, Vision, and Values in the following terms:

- Mission: to inform and convey Humanity about the events that took place in the ESMA Clandestine Center of Detention, Torture and Extermination during the last civic-military dictatorship that ruled Argentina between 1976 and 1983, as well as its precedents and consequences, through the conservation of historic heritage and forms of representation that drive reflection and stimulate debate for a stronger democracy.
- Vision: to be a landmark institution both locally and internationally, in the field of Memory promotion and the building of social consensus for the defense of Human Rights and the Nunca Más (Never Again) culture.
- Values: Commitment to Memory, Truth and Justice, Inclusion, Gender Perspective and Respect for Diversity.

### PRECEDENTS OF THE MANAGEMENT SYSTEM

In the early years of the institution, the management system was driven by developing two complementary documents: the Annual Report and the Annual Planning. At the end of every year, both documents were drafted: the management Report of the finished period, and the Planning for the next one. This planning method set the basis for what would later become the Strategic Management Plan, and continues to be applied as a complementary tool.

The available records of such management system are the documents produced annually since the opening of the Museum in 2015. The documents are called: *Annual Report 2015*, *Annual Report 2016*, *Annual Report 2017*, *Planning 2018*, *Annual Report 2018*, and *Planning 2019*. Once these documents were ready, they were submitted to the control bodies: the National Secretariat of Human Rights and the Advisory Council of the ESMA Museum and Site of Memory.

The last recorded management cycles correspond to the annual cycles between January 1, 2019 and December 31, 2019, and between January 1, 2020 and December 31, 2020. The latter had particular characteristics due to the COVID-19 pandemic. The documents are called *Annual Report 2019*, *Planning 2020*, *Annual Report 2020* and *Planning 2021*. Copies of *Annual Report 2019* and *Annual Report 2020* are included in section 2. **Copies of property management plans or documented management systems** in the Annexes.

Today, the Annual Reports and Planning are the documents that gather the organized activities, ongoing conservation and monitoring projects and guidelines for the following year, all of which are the result of applying the Strategic Management Plan and provide the necessary information to assess their efficacy.



Front cover 2020 Annual Report document. (Source: ESMA Museum and Site of Memory)

### CURRENT MANAGEMENT SYSTEM OF THE ESMA MUSEUM AND SITE OF MEMORY

Beginning in 2019, a six-year strategic planning started to be drafted, gathering the experience of the first years of the ESMA Museum and Site of Memory, and developing the main concepts to be considered as guiding principles for the annual planning. The resulting document is called *Strategic Management Plan for the ESMA Museum and Site of Memory 2020-2025*, and it was developed by Alejandra Naftal, executive director of the institution, and experts Mauricio Cohen Salama, Mayki Gorosito, Eduardo Merodio and María Turull. A copy of the *Strategic Management Plan 2020-2025* is included in section 2. **Copies of the property management plans or documented management systems** in the Annexes

The purpose of the Strategic Management Plan is to consolidate and strengthen the ESMA Museum and Site of Memory's institutional capacity through a set of sustainable projects of management, conservation and transmission of Memory. Thus, the Strategic Plan develops 3 guiding programs that cover 9 sub-programs, which include 39 projects. The goals, key actors, actions and indicators of fulfilment and success for each one of the 39 projects can be found in Section 6 of the Strategic Management Plan.

The 3 guiding programs have been defined as follows:

- **Memory Management:** Includes projects related to the administration, the relations with the Advisory Council and the Public Entity "Space for Memory and for the Promotion and Defense of Human Rights", the cooperation with national and international institutions, and the control and oversight of the institutional functioning.
- **Memory Conservation:** Includes projects related to the judicial custody of the property and its heritage preservation, the development of an Expansion Plan of the Museum and Site of Memory to the entire building of the former Officers' Quarters, the updating of the Archives, and the planning of further studies and research on what happened at the ESMA Clandestine Center.
- **Transmission of Memory:** Includes projects related to education and promotion of the Museum and Site of Memory's contents through its permanent exhibition, various types of activities (public conferences, events, special visits, etc.) and both temporary and travelling exhibitions. It also includes communication with the press and through the Museum and Site of Memory's

website and social media, as well as conducting audience studies and plans for their development and diversification.

Implementation of the 2020-2025 Strategic Management Plan is carried out in parallel with the development of necessary activities for the presentation of the candidacy of the Museum and Site of Memory to the World Heritage List. These activities are a valuable contribution to the management and systematization of the information and available documentary collection, as well as to international cooperation strategies. Taking this into account, the 2020-2025 Strategic Management Plan foresees, in 2024, the integration of both lines of work in the formal structure of the institution, which will be made up of the following four directorates, working under the Executive Directorate:

- **Heritage Management and Conservation:** It will be in charge of the management and development of Human Resources, the operational legal advice as well as consulting on cooperation agreements, the technical areas related to the museographic setting and temporary exhibitions, the maintenance and cleaning, the security, and the conservation of the property in accordance with the guidelines established for monitoring.
- **Institutional Relations and Education:** It will manage the link with the community through the attention of visitors, teacher training and initiatives related to education, and establishing connections with national institutions, both to promote visits to the Museum and Site of Memory and to establish cooperative relationships.

- **International Relations and Cooperation:** Its task will be aimed at establishing and developing links with similar institutions abroad, international networks and organizations committed to the preservation of cultural heritage and/or the defense of Human Rights and with diplomatic representations of foreign countries in Argentina and Argentine representatives abroad.
- **Museum Production and Contents:** It will be dedicated to updating the permanent exhibition; producing temporary exhibitions, audiovisual materials and the promotion of activities in the Museum and Site of Memory; the maintenance and updating of the website and social media presence; and to produce inputs for the press. It will be in

Front cover of the 2020-2025 Strategic Management Plan document. (Source: ESMA Museum and Site of Memory)



charge of the custody, systematization and incorporation of new elements to the collection of the Museum and Site of Memory in its various formats. It will carry out and promote the production of studies and research related to the events that occurred in the ESMA Clandestine Center.

### Monitoring and Evaluation of the Management Plan

The 2020-2025 Strategic Management Plan brings in Monitoring and Evaluation mechanisms created with a focus on continuous feedback and both articulation and identification of recommendations and lessons learned. The Monitoring and Evaluation device contributes to a shared analysis between the actors in the process and its results, based on the expected dimensions in the Programs, Subprograms and Projects.

The goals of the Monitoring and Evaluation are:

- To provide feedback to executors about the contribution of the organized activities to achieve the goals set in the Strategic Plan, and the progress and difficulties that arise, through specific recommendations.
- To perform progress and final evaluations of the projects in order to identify expected and unexpected results of the activities.
- To contribute to the processes of systematization and planning through the identification of lessons learned by the actors of the different stages and activities.

In order to achieve these goals, during 2020 and 2021 the Monitoring and Evaluation will be conducted through a Steering Committee formed by: the Executive Directorate, the Directorate of Institutional Relations, the Direc-

torate of Museographic Projects and Audiovisual Contents, and two expert members of the Work Plan Team for the ESMA Museum and Site of Memory's candidacy to the UNESCO World Heritage List. This instance, which will be conveyed every three months, analyzes the degree in which the Strategic Management Plan is being met, makes the necessary adjustments for improvement and assessment of any difficulties and unexpected results.

The impact evaluation analyzes the success of the activities according to a survey system that integrates the following categories: Influx of general audiences; Number of ESMA survivors/witnesses visiting; Number of prominent visitors (personalities or referents from the field of culture, politics or human rights); Collection of testimonies given during the activity; Impact on the press; Impact on social media; Attention quality; Quality of the services: maintenance, cleaning, technology, guides.

The systematization of this process will become a tool to create, during 2022, a Monitoring and Evaluation Plan to be implemented starting in 2023. It will promote mechanisms of consensus and diagnosis processes through the development of a program of participation of all sectors involved, application of in-depth interviews, technical consultations, satisfaction surveys, description and analysis of activities, polls, and other tools.

In the context of the Monitoring and Evaluation Plan to be formulated in 2022 and executed in 2023, the Steering Committee will then expand by incorporating a representative of the Advisory Council and a representative from the Secretariat of Human Rights of the Nation.

Timeline for the application of the Strategic Management Plan of the ESMA Museum and Site of Memory 2020-2025 (SMP)						
SMP Stages	2020	2021	2022	2023	2024	2025
Implementation of the 2020-2025 SMP	•	•	•	•	•	•
SMP Evaluation and monitoring	Steering Committee	•	•	•		
	Monitoring and Evaluation Plan				•	•
Development of SMP programs, subprograms and projects	•	•	•	•	•	•
Implementation of the new institutional chart					•	•
Preparation of the new SMP cycle 2026-2031						•

### Principles related to sustainable development

The paradigm of sustainable development has been incorporated to the management of the Museum and Site of Memory in three complementary aspects: protection of the environment, economic sustainability and social equity.

With regard to environmental protection, the Strategic Management Plan connects conservation strategies linked to the buffer zone and the buildings that comprise it, including the Museum and Site of Memory itself, as an integrated set. This contributes from an urban environmental point of view in two outstanding aspects. The first is related to the environmental services provided through the preservation of a significant absorbent surface in a city that has high levels of soil sealing. The second aspect refers to the renewal of the usage cycle of thousands of square meters of existing facilities through their valorization as cultural heritage. Both aspects contribute greatly to environmental sustainability in the urban context of the Autonomous City of Buenos Aires.

Regarding economic sustainability, the Strategic Management Plan includes and encourages the construction of institutional partnerships that have been developed in the course of several years, both nationally and internationally. These partnerships provide contributions to finance various projects, including training, and help to expand the activities of the Museum and Site of Memory. On the other hand, the work carried out to achieve the inclusion of the Museum and Site of Memory in the UNESCO World Heritage List aims to consolidate the long-term commitment of the Argentine State with the institution and its values.

In the social aspect, the Museum and Site of Memory is conceived and managed as a free access space, capable of developing various educational tools to contribute to cultural integration, the construction of citizenship and the consolidation of democratic practices, through a participatory approach that includes the various stakeholders. The exhibition on a common past, together with the reflection on the present, contributes positive values for the future evolution of society.

## MAIN ACTIVITIES

The following activities complement the information and transmission, which is done through the permanent exhibition:

### TEMPORARY AND TRAVELLING EXHIBITIONS

Ever since 2016, the Museum and Site of Memory has held Temporary Exhibitions with the aim of expanding audiences and examine individual cases or specific themes about the events that occurred in the Clandestine Center of Detention, Torture and Extermination. The exhibitions started to be requested by national and international institutions, and this created a new exhibition format, extending

the Museum and Site of Memory beyond its own facilities, with the Traveling Exhibitions. Examples of this include the temporary exhibitions *Walsh at ESMA*, focused on the kidnapping and disappearance of one of the most renowned journalist in Argentine history, and *Being Women at ESMA*, based on the surviving women's court testimonies on gender violence and several sexual crimes committed by the ESMA Task Group. In this last case, together with the exhibition's custom-made devices, the museographic script was subjected to a purple, hand-written intervention to underline the absence of a gender perspective in those texts. When the exhibition closed, the modifications were added to the permanent exhibition.



Temporary Exhibition *Walsh at ESMA*. (Photo 55: Camilo del Cerro / MSME)



Intervention of the permanent exhibition with a gender perspective. (Photo 56: Camilo del Cerro / MSME)

### THE FIVE O'CLOCK TOUR

Since 2016, the Museum and Site of Memory features a guided tour called *The Five O'clock Tour*, which takes place on the last Saturday of every month. At these events, visitors enter in the company of special guests from the Human Rights movement, survivors, mothers of the disappeared, judicial officials,

academics or artists. A writer, journalist or essayist invited for each occasion makes a personal record of the event, which is included as a chronicle in the *Book of the Five O'clock Tour*, published every two years. The success of this activity can be measured through each edition's impact on the media and the constant influx of new and diverse audiences.



*The Five O'clock Tour* of August 2017, featuring survivors of the Clandestine Center. (Photo 57: Camilo del Cerro / MSME)

## ANNIVERSARY OF THE MUSEUM AND SITE OF MEMORY

Every year in May, an event is held to commemorate the anniversary of the inauguration of the ESMA Museum and Site of Memory. The event is an opportunity to make a public evaluation of the work and communicate the guidelines for the actions ahead.

## PUBLIC EVENTS

Public Days are events featuring special guests to reflect on issues related to the Museum and Site of Memory's mission, vision and values. They have included Pascall Taruvinga, Chief Heritage Officer of the Robben Island Museum, South Africa; Maider Maraña, Spanish consultant on Heritage and Human Rights; and Leonardo Castriota, vice president of the International Council on Monuments and Sites (ICOMOS), among many others.

Pascall Taruvinga, Chief Heritage Officer of the Robben Island Museum, South Africa, at the Public Event "World Heritage and Sites of Memory", held in September 2019. (Photo 58: Camilo del Cerro / MSME)



## THE NIGHT OF THE MUSEUMS

*The Night of Museums* is a traditional event organized by the Government of the Autonomous City of Buenos Aires since 2004. The Museum and Site of Memory has joined since 2015 with an influx of people that waits in line an average of one hour in order to enter, ranging between 1,800 visitors (in 2015) and 2,400 (in 2019).

This day was complemented with an activity that took place while visitors were waiting, called "BOOKS OF MEMORY. ESMA-related stories in the first person", in which the books are actually the people shar-

ing their life stories. Participants include survivors, relatives, restored grandchildren, the "disobedient" daughter of a colonel, a member of the conservation team that works with the marks in the building, a history specialist and a journalist who describes what happened in those years.



## STAKEHOLDERS

There are four main universes of stakeholders around the property. In the first place, those who are directly connected as survivors or those who are relatives of the victims, gathered around organizations that advocate Human Rights. Then there are those who have some relationship with the management of the property in the National State and the groups of educators, academics, artists, researchers and civil associations linked in various ways to the commitment to build a better world. Third, the Argentine citizenship, as a subject of the right to Memory, Truth and Justice, recognized by the National State. Finally, the

international community through public institutions, civil society entities and international organizations linked to the issue of Human Rights and the preservation of historical and cultural heritage.

Audiences arrive during *The Night of Museums* in November 2017. (Photo 59: Camilo del Cerro / MSME)

## BUILDING CONSENSUS AS A WORKING METHOD

In 2013 and 2014, the multidisciplinary team that prepared the museographic project made some 200 presentations of the proposal to those who would be the potential stakeholders of the Museum and Site of Memory. The final project was modified to introduce many of their demands. As a consequence of this, some ideas were discarded and significant changes were made.

Entrance Room, featuring photos of the detained-disappeared persons outside the building at the request of the victims' relatives. (Source: Martín Capeluto / MSME)



## SURVIVORS, RELATIVES OF THE DETAINED-DISAPPEARED AND HUMAN RIGHTS ORGANIZATIONS

### Survivors

There are between 250 and 300 survivors of the ESMA Clandestine Center of Detention, Torture and Extermination, less than 10% of the people who were kidnapped. They were the ones who denounced the existence of the Clandestine Center and who have testified before international organizations and in the courts. Their testimonies made it possible to reconstruct the structure of the Clandestine Center, identify the perpetrators and the disappeared victims, and recognize the functioning of the building. The ESMA Museum and Site of Memory established policies and priority lines of action in connection to them.

The most notable of these changes consisted in moving the images of the detained-disappeared persons out of the building, because their relatives did not want to see them in the place where their loved ones had suffered kidnapping and torture. Today, the curtain glass device built for this purpose has become a fundamental piece of the Museum and Site of Memory's identity and a palpable example of the collaboration with stakeholders.



For this purpose, instances were created to promote the participation of survivors in activities such as The Five O'clock Tour and the Temporary Exhibitions. A list with updated email addresses was also consolidated and used as a direct channel for institutional and regular communication on news related to each activity. Currently, the Museum and Site of Memory is in contact with 271 survivors and people who were born at the ESMA Clandestine Center, 60 of whom have an active participation in different editions of *The Five O'clock Tour* and in special events, or through the donation of objects and documentation.

## Relatives of the detained-disappeared and Human Rights organizations

A large number of the relatives of the detained persons are organized around associations such as Mothers of Plaza de Mayo, Grandmothers of Plaza de Mayo, Sons and Daughters for Identity and Justice against Oblivion and Silence (H.I.J.O.S.) and the Association of Relatives of the Disappeared and Detained for Political Reasons. Others have active participation in Human Rights organizations such as the Permanent Assembly for Human Rights and the Center for Legal and Social Studies (CELS). These organizations have representatives on the Advisory Board of the Museum and Site of Memory and participate in activities such as *The Five O'clock Tour* and the Temporary Exhibitions.

## NATIONAL STATE: EXECUTIVE BRANCH, JUDICIARY, AND LEGISLATIVE BRANCH

The development of the museographic project and the inauguration of the ESMA Museum and Site of Memory were the result of agreements and consensus that included all main political forces. Thus, the creation of the Museum and Site of Memory was promoted in 2013 by the then ruling party, which left power in December 2015. In 2016, the new government authorities confirmed the executive director of the Museum and Site of Memory, who had been appointed by the previous administration. In 2019, after a new change in the political sign of the ruling party, the management of the Museum and Site of Memory was again endorsed, and gained new momentum with the appointment of Horacio Pietragalla Corti as Secretary of Human Rights. Pietragalla Corti is the son of detainees-disappeared, he was appropriated when he was five

months old, and he recovered his identity in 2003.

In addition, the Museum and Site of Memory has developed permanent links with the Judiciary, since its installation was endorsed by the courts and the building where it sits is considered to be judicial evidence in the so-called "ESMA Mega-Case". Based on this connection, the Museum and Site of Memory was visited by twelve federal judges, seven of them from the National Criminal Cassation Chamber, the highest criminal court in Argentina. It was also visited by the heads of Federal Oral Courts involved in the ESMA Mega-Case and numerous officials of the Public Prosecutor's Office with the rank of prosecutors. Each visit led to collaboration agreements, such as, for example, the steps taken before the Criminal Cassation Chamber to begin a process of storage, conservation and exhibition of the judicial files.

In regards to the Legislative Branch, the creation of the ESMA Museum and Site of Memory is a consequence of the development of a nation-wide normative framework for the preservation and signage of the Sites of Memory on State Terrorism. This interest and commitment to the issue has been expressed not only in its legislative activity, but also through visits to the Museum and Site of Memory and in both national and local representatives participating in activities organized by the institution. Based on this knowledge, the National Senate, the National Chamber of Deputies, the Legislature of the Autonomous City of Buenos Aires and the Buenos Aires Province Chamber of Deputies issued unanimous statements in support of the candidacy of the ESMA Museum and Site of Memory to the UNESCO World Heritage List (see **Annex 5. Support to the nomination**).



## EDUCATORS AND ACADEMICS

Visits by high school students represent more than 30% of the public at the Museum and Site of Memory. Visits are allowed only for people over 12 years old. In 2017, a specific policy towards this audience was outlined with the organization of the *Teachers Training Seminars*, which aim to establish a direct link with teachers since they are the main promoters of school visits and our institutional contact persons. Today, the *Teachers Training Seminars* constitute an essential part of the Museum and Site of Memory's educational program. They allow teachers to take the tour before the students so that they can then prepare the visits as a complement to the work in the classroom.

On the other hand, ever since its opening the Museum and Site of Memory began to receive invitations to national and international conferences, seminars, talks, and all kinds of presentations organized by referents of various disciplines in the field of social sciences, architecture and heritage. Some of the invitations were the result of officials and personalities of those spaces visiting the Museum and Site of Memory. Likewise, the institution invites academics to participate in events and promotes the co-organization of various kinds of projects.

The constant exchange with academic institutions of Argentina led the more than 50 national universities that are members of the Interuniversity Network of Human Rights (RIDDDH) -part of the National Interuniversity Council (CIN)- to become interested in the fundamentals of the ESMA Museum and Site of Memory's candidacy to the UNESCO World Heritage List. As a consequence of this interest, the

team of the Museum and Site of Memory made a presentation before the RIDDDH assembly and later received the network's support for the nomination (see **Annex 5. Support to the nomination**).

## GENERAL PUBLIC

The ESMA Museum and Site of Memory serves Argentine society in the construction of citizenship through its content and activities, contributing to the commitment assumed by the State to safeguard the right to Memory, Truth and Justice. This commitment, ratified before various international organizations and through national jurisprudence and legislation, not only refers to the victims of serious Human Rights violations but also involves society as a whole. In this sense, the Museum and Site of Memory constitutes a fundamental contribution to the construction of social identity by providing citizens with access to information of high cultural impact validated by the Argentine courts.

## THE WORLD HERITAGE CANDIDACY BEFORE THE STAKEHOLDERS

In parallel to the preparation of the file for the nomination of the Museum and Site of Memory to the UNESCO World Heritage List, a series of presentations and events were held to engage the community in the process, expose the values that represent the institution and raise awareness about the objective. This process deepened and broadened the ties that unite the Museum and Site of Memory to the community and strengthened the social consensus about its mission. In addition to the previously outlined efforts before legislators and academics, presentations were also made befo-

re feminist and LGBTIQ+ groups, social movements, sports clubs and entities, foreign universities, and Argentina diplomats stationed abroad as well as foreign diplomats based in Argentina.

## DISTINGUISHED GUESTS

Since its opening, the Museum has received distinguished visitors from all over the world, coming from the fields of culture, Transitional Justice and Human Rights. The testimonies they have provided after their visits are compiled and published in the Museum and Site of Memory's monthly bulletins. A few examples below:

"I can't see the faces of those murdered young brothers so filled with joy, energy and promises, without my heart breaking. I recognize them, even if I never met them. They were my students, I saw them every day in my classes in the 70s."

J.M. Coetzee  
South African writer, Nobel Prize for Literature

"In this place you can feel the weight of history, but I was also able to see how Argentina has been able to convey such a difficult past."

Nils Melzer  
United Nations Special Rapporteur on Torture and other Cruel, Inhuman or Degrading Treatment or Punishment

"I feel very honored to visit ESMA again, as it has been transformed into such a powerful site of memory."

Sara Bloomfield  
Director of the US Holocaust Memorial Museum

"I take back with me a feeling of justice. Because this story was heard, the suffering was acknowledged. In the end, we

reached Justice, this is absolutely important.. You can't move on and preach the Never Again if there was no justice before."

Fatou Bensouda  
General Prosecutor of the International Criminal Court

"There can't be any future for a society if they are not aware of their past. Even if it's too painful, people should learn about those who were responsible and their victims, and there must be a process of memory and justice. Argentina is doing it. And that allows them to have a future."

Audrey Azoulay  
Director-General of UNESCO

"That strength of the Argentine society, which replicated throughout the continent, represented in our countries the strength in the quest for justice, in pointing out that humankind will not accept the violation of people's rights."

Esmeralda Arosemena de Troitiño  
President of the Inter-American Commission on Human Rights

"We have a high respect for the Argentine people, who keep fighting to find the truth and let justice be made. This tour leaves us with a lot to think about. We confirm that we have a great responsibility in protecting our people."

Kim Myeong-su  
Chief Justice of the Supreme Court of the Republic of Korea

## OTHER EXAMPLES OF ENGAGEMENT WITH STAKEHOLDERS

### International Coalition of Sites of Conscience

In August 2017, the Museum and Site of Memory joined this international coalition whose objectives are to build networks between spaces that denounce Human Rights violations. In 2018, the proposal "Women, Sexual Violence and State Terrorism at ESMA. Testimonies of victims of gender violence in cases of crimes against humanity" obtained the Support Fund for projects. Thanks to this Support Fund, in 2019 the Museum and Site of Memory inaugurated the temporary exhibition *Being Women at ESMA - Testimonies to Look Again*.

### International temporary exhibit: SOUTH-SOUTH - Memories in Present Tense

The 2017 visits of Seal Hatang, president of the Mandela Foundation, and then Argentine ambassador to South Africa Javier Figueroa, resulted in the agreement for a joint activity between Argentina and South Africa on the occasion of the 100th anniversary of Nelson Mandela's birthday. The project consisted in the realization of an international temporary exhibition that started a conversation between the ESMA Museum and Site of Memory and the Robben Island Museum, located in the prison where Mandela was detained for 18 years. The exhibition was presented in March 2019 in Cape Town, South Africa, and is expected to take place also in Buenos Aires.

### Global Diplomacy LAB (GDL)

The agreement included the participation of the Museum and Site

of Memory in the GDL, which was developed with the support of the Federal Ministry of Foreign Affairs of Germany and in association with the BMW Herbert Quandt Foundation, the Global Leadership Academy, the Stiftung Mercator Foundation and the Robert Bosch Foundation.

### International Conference on Education and the Holocaust (ICEH)

Following the participation of the Museum and Site of Memory in the Conference together with representatives of the University of Buenos Aires and the Ministry of Education, a project on teaching and learning about the Holocaust began to be developed. This project was completed in 2018 with the organization of a teacher training seminar and a publication.

### Ministry of Education of the Nation and Holocaust Museum of Buenos Aires

Intensive seminars on reflection and exchange with teachers under the title "Museums and Sites of Memory as a pedagogical challenge". They were the result of an articulation with the Ministry of Education of the Nation, the Free Chair of Human Rights of the School of Philosophy and Literature of the University of Buenos Aires and the Holocaust Museum of Buenos Aires.

### Reception of volunteers

Exchange Program *Memory Sites Xchange Program DVV International*. Reception by Zelal Pelin Dogan, from the Institute for International Cooperation of the Deutscher Volkshochschul-Verband e.V. (DVV), of the German Adult Education Association, in 2017.

*Summer Internship Program* of the David Rockefeller Center for Latin American Studies (DRCLAS) office,

Harvard University, United States. Reception by Sofía Corzo, Political Science student, in 2018.

## EXECUTIVE BRANCH PROGRAMMES ON CONTROL AND MONITORING

### INTERNAL AUDITS

National Law No. 24156 on Financial Administration and Control Systems of the Public Sector establishes that the General Trustees of the Nation (SIGEN) is the regulatory agency of the internal control system of the Executive Branch. Based on the standards emanating from the General Audit Office of the Nation, included in Resolution No. 152/02, each state body organizes an internal audit unit with the purpose of maintaining an active, open and constructive dialogue with the audited areas, communicating the results to the highest authority of the jurisdiction, carrying out a periodic monitoring of the corrective measures, and providing counsel in its area of competence.

Based on this general framework, the Internal Audit of the Ministry of Justice and Human Rights monitors the activity of the ESMA Museum and Site of Memory to perform a systematic and comprehensive examination of its operation and submit recommendations to promote such procedures that improve efficiency, efficacy, transparency and good practices. These recommendations are complemented by the opinion of the auditee, who may or may not agree with them by filing a justification in writing.

As a result of this internal control mechanism, positive changes were made in the administration of the ESMA Museum and Site of Memo-

ry and in the planning of its activities. Since 2017, a Travel Registry of trips financed by third parties has been carried out with the Anti-Corruption Office. In addition, a Digital Archive of the documents generated by the Administration area and a Documentation Entry and Exit Record were created.

### DEVELOPMENT OF THE STRATEGIC PLAN

The development of the Strategic Management Plan for the Museum and Site of Memory began with the technical assistance of the General Directorate of Strategic Planning at the Ministry of Justice and Human Rights. By identifying priorities, the implementation of this key management tool for decision-making helped improve the quality of the services provided by the institution. The first stage included the definition of the Planning Committee, formed by the heads of the different departments, as well as work meetings to define a Mission, Vision and Values proposal for the Museum and Site of Memory. Subsequently, the information provided by the Planning Committee was gathered and used as input for the making of the 2020-2025 Strategic Management Plan, which is currently in force.

## PROMOTION AND COMMUNICATION

### INCORPORATING THE MUSEUM TO CULTURAL AND TOURIST PROMOTION PROGRAMS

The Museum and Site of Memory was included in Cultural and Tourist Promotion Programs of both the National State and the Government of the Autonomous City of Buenos Aires. They are listed below:

- Official websites of the Argentine State: [argentina.gob.ar](http://argentina.gob.ar)
- The Ministry of Culture's Recommendations of Spaces to Never Forget: Seven Sites of Horror and Resistance [cultura.gob.ar/espacios-para-no-olvidar-7-sitios-de-horror-y-resistencia\\_7297/](http://cultura.gob.ar/espacios-para-no-olvidar-7-sitios-de-horror-y-resistencia_7297/)
- Catalog of Argentinian Sites of Memory crafted by the National Directorate of Sites of Memory: [apm.gov.ar/sites/default/files/Espacios%20de%20Memoria%20en%20la%20Argentina.%20Catalogo%20web\\_1.pdf](http://apm.gov.ar/sites/default/files/Espacios%20de%20Memoria%20en%20la%20Argentina.%20Catalogo%20web_1.pdf)
- Tourism Offers of the Government of the Autonomous City of Buenos Aires: [turismo.buenosaires.gob.ar/es/otros-establecimientos/museo-de-la-memoria-ex-esma](http://turismo.buenosaires.gob.ar/es/otros-establecimientos/museo-de-la-memoria-ex-esma)

### MEDIA AND ONLINE PRESENCE

The Museum and Site of Memory constantly sends information to both the media and opinion leaders through newsletters and a monthly Informative Bulletin email. Communication is carried out through the Museum and Site of Memory's own database, which has approximately 5,000 contacts, as well as publications on social media accounts like Facebook, Instagram and Twitter. Between 2015 and 2021, the Museum and Site of Memory received special visits from specialized journalists, and its events and activities

were covered by national and international media.

Due to the COVID-19 pandemic declared in 2020, the Museum and Site of Memory has been closed to the public since the end of March, transferring much of its activity to social networks. Interviews with survivors and members of the Judiciary working on cases for crimes against humanity were broadcasted on social media. This medium was used also to regularly organize The Five O'clock Tour and spread audiovisual material on the rooms of the Museum and Site of Memory.

In August 2020, the Museum and Site of Memory surpassed the 20,900 followers mark on Facebook ([www.facebook.com/SitiodeMemoriaESMA](http://www.facebook.com/SitiodeMemoriaESMA)). There were more than 140 posts with an estimated average reach of 1,844 people. On the same date, the Museum passed the 7,600 followers mark on Instagram ([www.instagram.com/museositiodememoriaesma/](http://www.instagram.com/museositiodememoriaesma/)), with over 400 posts and an estimated average reach of 1,830 people per post. The website [www.museositiodesma.gob.ar](http://www.museositiodesma.gob.ar) is constantly updated and its contents are translated into English.

## MANAGEMENT OF THE BUFFER ZONE: THE SPACE FOR MEMORY AND FOR THE PROMOTION AND DEFENSE OF HUMAN RIGHTS (FORMER ESMA)

### MANAGEMENT AND REMITS

The premises of the Space for Memory and for the Promotion and Defense of Human Rights (former ESMA) accommodate public institutions and local, national and regional civil society associations that work on common goals. Each one of these institutions has its own management system. Nevertheless, there are issues of common interest and coordination works led by a Public Entity created to such effect and run by a three-part Executive Body formed by the representatives of a Directory of Human Rights organizations, the Executive Branch and the Government of the Autonomous City of Buenos Aires. Every decision of the Executive Body is made unanimously.

According to National Law No. 26.415/2008 the Executive Body of the Public Entity Space for Memory and for the Promotion and Defense of Human Rights has the following remits:

- To decide the destination and assign the buildings and common spaces within the premises, with a special care to prevent them from distorting the reason for the creation of the Public Entity and that they are not for profit.
- To control and supervise the policies and activities to be carried out in the Space, for which purpose it will create its own structure and regulations.
- To organize, kick-start and manage the cultural, historical, educational and artistic under-

takings to be determined from time to time according to the new specific uses admitted or to be admitted for said premises in accordance with the purpose for which it was created.

- To protect the buildings, objects, and sites that constitute material evidence in the trials of those who perpetrated the crimes committed during the civic-military dictatorship that ruled Argentina between 1976 and 1983.
- To obtain feedback from social and academic institutions, universities, research institutes and national and international entities with specific competence in memory issues.

On the basis of these attributions, the Public Entity supervises, authorizes and monitors the works and modifications carried out on the premises, both inside the buildings and in the open spaces. The same occurs with the authorizations for the naming of buildings and internal streets. The agency also ensures the care of the external landscaping and the maintenance of common service areas.

The following civil society associations sit on the Directory of Human Rights organizations and are in charge of designating a representative for the Executive Body of the Public Entity Space for Memory and for the Promotion and Defense of Human Rights:

- **Grandmothers of Plaza de Mayo:** Created in 1977, its mission is to locate and restore to their legitimate families all babies, boys and girls disappeared by the civic-military dictatorship that ruled Argentina between 1976 and 1983. Website: [abuelas.org.ar](http://abuelas.org.ar).
- **Permanent Assembly for Human Rights (APDH):** Created in 1975 by people from various social, political, intellectual, union and religious sectors of Argentina in response to the growing situation of violence and ruptured validity of Human Rights. Website: [apdh-argentina.org.ar](http://apdh-argentina.org.ar).
- **Mothers of Plaza de Mayo Association:** Created in 1977 by mothers who gathered with the goal of recovering their detained-disappeared daughters and sons alive. Subsequently, the association dedicated itself to promoting the prosecution of those who participated in the illegal repression. Today, it also seeks to give continuity to the ideals of the victims of the civic-military dictatorship. Website: [madres.org](http://madres.org).
- **Buena Memoria Association:** Created in 1998 and formed by relatives and victims of illegal repression. Buena Memoria is dedicated to the promotion and defense of Human Rights through artistic, cultural, educational and social events. Facebook page: [facebook.com/Asociación-Buena-Memoria-2289561141072375](https://facebook.com/Asociación-Buena-Memoria-2289561141072375).
- **Center for Legal and Social Studies (CELS):** Created in 1979 by Emilio Mignone, lawyer and father of a disappeared young woman. CELS promotes the protection and effective exercise of rights, justice and social inclusion both at national and international levels. Website: [cels.org.ar](http://cels.org.ar).
- **Relatives of the Disappeared and Detained for Political Reasons:** Created in 1976, it is formed by relatives of the detained-disappeared. It promoted reports of Human Rights violations during the civic-military dictatorship and demanded justice after the return of democracy. In 1981 they promoted the creation of the Latin American Federation of Associations of Relatives of the Detained-Disappeared (FEDEFAM). Website: [desaparecidos.org/familiares](http://desaparecidos.org/familiares).
- **Historical and Social Memory Foundation:** Created in 1987 by parents of detained-disappeared persons. In a context when the ongoing legal proceedings were facing a setback, the Foundation's main objective was recovering the identity of the disappeared and preserving their memory. Further information at: [memoriaabierta.org.ar/wp/memorias-de-la-memoria-fundacion-memoria-historica-y-social-argentina](http://memoriaabierta.org.ar/wp/memorias-de-la-memoria-fundacion-memoria-historica-y-social-argentina).
- **Sons and Daughters for Identity and Justice against Oblivion and Silence (H.I.J.O.S.):** Created in 1995 by the sons and daughters of the victims of illegal repression. Its objectives are the fight against impunity, the trustworthy reconstruction of History, the restitution of kidnapped and appropriated people's identity, and the vindication of their parents' fight. Capital city subsidiary website: [hijos-capital.org.ar](http://hijos-capital.org.ar).
- **Siblings of the Disappeared for Truth and Justice:** Created in 2002 and made up of brothers and sisters of the detained-disappeared. Its objective is to work for Memory, Truth and Justice while also trying to reconstruct the life stories of each of the victims in order to bring back their work as activists committed to life and social justice. Website: [hermanosdesaparecidos.blogspot.com](http://hermanosdesaparecidos.blogspot.com).

- **Argentine League for the Rights of Man (LADH):** Created in 1937 by people of different political backgrounds. It is dedicated to the defense, promotion and education for Human Rights. It aspires to work within the people's movement (workers, students, local communities, etc.) to build a society where freedom, the full development of democracy and pluralism become a reality. Website: [laligaporlosddh.com](http://laligaporlosddh.com).
- **Mothers of Plaza de Mayo - Founding Chapter:** Created in 1977 and formed by mothers who gathered in search of Truth and Justice for the forced disappearance of their children and to promote Memory. It has a horizontal organizational structure whose main objective is to maintain the founding principles of the association. Website: [madresfundadoras.blogspot.com](http://madresfundadoras.blogspot.com).
- **Ecumenical Movement for Human Rights (MEDH):** Created in 1976 and made up of members of the Catholic Church, the Evangelical Church and the Lutheran Church. The MEDH began to work with the intention of mobilizing the Argentine churches to demand the State to effectively fulfill its obligations regarding Human Rights. Website: [derechos.net/medh](http://derechos.net/medh).
- **Peace and Justice Service (SERPAJ):** Non-governmental organization that promotes the culture of peace and Human Rights in Latin America through active non-violence. It was organized following a Christian and ecumenical inspiration. SERPAJ is recognized as an advisory entity before the United Nations Economic and Social Council (Ecosoc) and UNESCO. Nobel Peace Prize winner Adolfo Pérez Esquivel is the International President of SERPAJ and co-founder of the organization. Website: [serpaj.org.ar](http://serpaj.org.ar).

#### **PUBLIC INSTITUTIONS AND NON-GOVERNMENTAL ORGANIZATIONS PRESENT IN THE SPACE FOR MEMORY AND FOR THE PROMOTION AND DEFENSE OF HUMAN RIGHTS**

The following public institutions and non-governmental organizations have offices in the premises of the Space for Memory and for the Promotion and Defense of Human Rights:

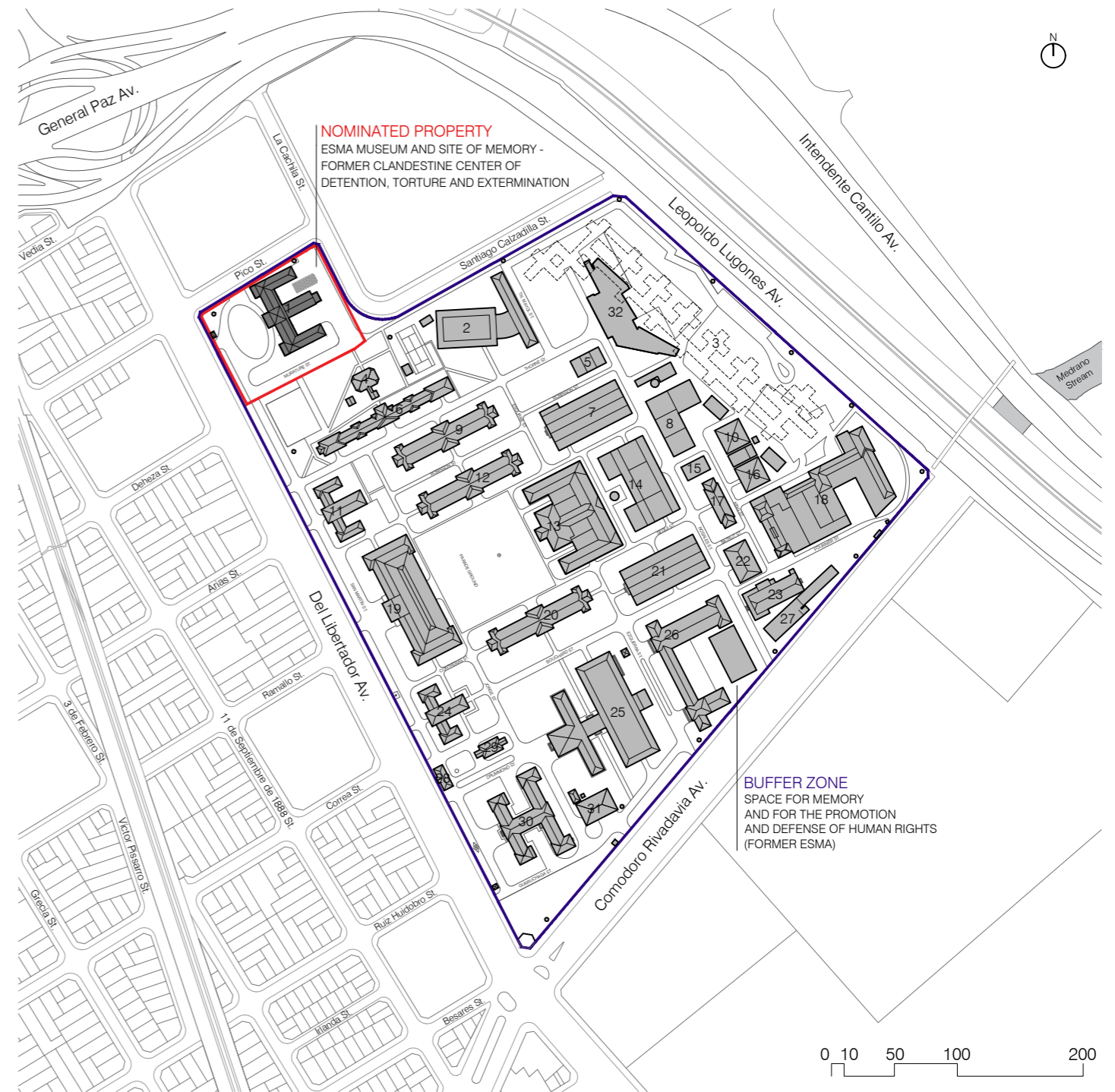
- **ESMA Museum and Site of Memory - Former Center of Detention, Torture and Extermination:** It is a proof of State terrorism and a piece of evidence in the trials for crimes against humanity in Argentina. It is a place for denouncement of State terrorism and transmission of Memory. Its purpose is to contribute to raising awareness, experiencing and understanding the Human Rights violations committed by the Argentine State between 1976 and 1983 by promoting an inter and cross-generational dialogue at the present and for the future. It is located in the former building of the Officers' Quarters, where the ESMA Clandestine Center of Detention, Torture and Extermination operated.
- **Ministry of Justice and Human Rights of Argentina:** Its mission is to collaborate with the Executive Branch in its relations with the Judicial Branch, the Public Ministry, the Ombudsman and the Judicial Council, and in updating national legislation. It inaugurated some of its offices in the building that used to operate as the Cadets' Quarters and Canteen.

- **National Secretariat of Human Rights:** Under the orbit of the Ministry of Justice and Human Rights, its mission is to protect and promote the Human Rights of all people who inhabit the Argentine territory. It receives complaints and monitors cases of Human Rights violations together with national, provincial, municipal organizations and related civil organizations. Its goals include training, advocacy and promotion of Human Rights. It is located in the buildings that used to operate as the Kitchen-Canteen for Cadets, Sailors, NCOs and Civilian Personnel, and as the Basic Workshops.
- **National Memory Archive:** Under the orbit of the Secretariat of Human Rights, its mission is to obtain, analyze and preserve information, testimonies and documents on the violation of Human Rights and fundamental freedoms where the Argentine State is involved, and on the social and institutional response to these violations. It is located in the former Naval War College, and its sector for Archive Storage and Conservation area sits on the former Bakery.
- **Haroldo Conti Memory Cultural Center:** Under the orbit of the Secretariat of Human Rights, it's a Cultural Center that is open to the community, a space for the dissemination and promotion of culture, education and Human Rights. The Conti Memory Cultural Center is based on the premise that art problematizes from a poetic point of view encouraging other perspectives on history, and aims to transform what was once an emblematic site of deprivation, exclusion and death into a space of art and resignification. Located in the former Arms and Aviation Pavilion.
- **National Institute of Indigenous Affairs (INAI):** Under the orbit of the Secretariat of Human Rights, it focuses on developing and coordinating public policies to guarantee community development, the right to health and education, and access to land for indigenous communities, as well as the preservation of their cultural identity. It encourages the participation of communities in the design and management of State policies that involve them, respecting their traditional forms of organization and values. Located in the former Main Guard.
- **Malvinas and South Atlantic Islands Museum:** Under the orbit of the Ministry of Culture, it invites visitors to learn about the geography, flora and fauna of the Malvinas Islands as well as its political-cultural history, within the framework of the sovereignty claim Argentina has sustained for almost 200 years. It was built on the area that was previously occupied by the Accommodation Units, that had been demolished.
- **Productive Node:** Under the orbit of the Ministry of Social Development, it offers training and production workshops on wood and aluminum carpentry, blacksmithing, cement products and solar panels. The Confederation of Work Cooperatives "La Nacional" collaborates with the program, which offers training to facilitate people's insertion in the job market. Located in the former Firemen and Mechanical Workshop Pavilions.
- **Educ.ar:** Under the orbit of the Ministry of Education, it's a State Society responsible for the government's educational website. It executes policies defined by the Ministry of Education regarding the integration of Information and Communication Technologies with the educational system. It manages and produces the educational contents

that are broadcast on cable TV channel Canal Encuentro. Located in the former Electrical Workshop and in the former Machines Pavilion - Training for Cadets and Corpels.

- **Federal Council on Human Rights:** Gathering of the highest authorities in Human Rights of both the Argentine provinces and the Autonomous City of Buenos Aires with the National Secretariat of Human Rights. Its main objective is to outline and apply public Human Rights policies throughout the country. Located in the former Equipment Storeroom.
- **Argentine Forensic Anthropology Team (EAAF):** A scientific civil association, it was created in 1984 to develop forensic anthropology techniques that would help to investigate the fate of disappeared persons during the civic-military dictatorship. The task of the EAAF consists of recovering and identifying the remains of victims of Human Rights violations, restoring them to their families, and providing courts and investigative commissions with the results of their forensic work. Since 1986 the EAAF has worked in 50 countries in Latin America, Africa, Europe and Asia. The EAAF is in charge of the Latin American Initiative for the Identification of Disappeared People (ILID) and the International Training Center in Forensic Sciences. Located in the former Operations Pavilion.
- **Ombudsman's Office of the City of Buenos Aires:** Some of its offices are located in the same building assigned to the Latin American Initiative for the Identification of Disappeared People (ILID). The Office of the Ombudsman is dedicated to addressing the concerns of people who feel affected, in the scope of the Autonomous City of Buenos Aires, by acts, facts or omissions by the government, public service providers and the forces that exercise the role of security police. Located in the former Non Commissioned Officers' Residence II.
- **MERCOSUR Institute of Public Policies on Human Rights (IPPDH):** It is a technical instance of investigation in the field of public policies on Human Rights and the implementation of strategic lines approved by the Meeting of High Level Authorities on Human Rights of MERCOSUR (RAADH). Its mission is to help consolidate the social dimension as a central drive in the MERCOSUR integration process. Located in the former Non Commissioned Officer's Quarters.
- **Grandmothers of Plaza de Mayo:** They manage the House for Identity, which organizes permanent exhibitions to convey the story of how a group of women fights to find the children of their disappeared sons and daughters. The place features individual and collective narratives related to recovering the identity of people who were illegally appropriated during the civic-military dictatorship. It is located in the former Operations Pavilion.
- **Mothers of Plaza de Mayo Association:** They manage the Cultural Space 'Our Children' (EcuNHI), a cultural space and art school. It offers workshops on Visual Arts, Native Arts and Crafts, Literature, Music, Musical Therapy and Drama. Also visual arts exhibitions, conferences, book and CD presentations, concerts of different musical genres, theater plays, film screenings and festivals of all kinds. It is located in the former Electricity Pavilion.

- **Relatives of the Disappeared and Detained for Political Reasons:** They manage the 30,000 Companions Present headquarters, which houses the exhibition "Sports and Memory" that provides information on athletes who disappeared during the last civic-military dictatorship, the use of the 1978 World Cup by the regime, and other relevant facts about this issue. The building also houses the headquarters of Memoria Abierta, an alliance of Argentine human rights organizations that promotes Memory, resistance actions and the fight for Truth and Justice. It is located on the Bote or Bravo Pavilion.
- **Sons and Daughters for Identity and Justice Against Oblivion and Silence (H.I.J.O.S.):** They manage the House of Activism, which houses the radio station "La Imposible". It offers public and free education to obtain both elementary and high school degrees and a Certificate in Sports Journalism issued by La Plata National University. It also houses courses, screenings, conferences and other activities with free admission. It is located in the former Delta Pavilion.
- **Mothers of Plaza de Mayo - Founding Chapter:** They manage the 'Our Children, Life & Hope' House. Through a partnership with the Music and Hope Foundation, it was created the People's School of Music, Life and Hope. The School offers training courses to obtain a Technical Degree in Popular Music, and organizes concerts and different kinds of music events. It is located in the former Alpha Pavilion.
- **Public Entity Space for Memory and for the Promotion and Defense of Human Rights:** They manage their own headquarters as well as the White Scarfs Hall and the Patric Rice Space. At the White Scarfs Hall, a permanent photo exhibition about the history of the Human Rights organizations is displayed. It is located in the former Gazebo. The Patrick Rice Space, located in the former 'Stella Maris' Chapel, is a place of gathering, exchange and reflection for all religious beliefs.



Nº	USE DURING ESMA'S OPERATIONAL TIME	CURRENT USE WITHIN THE SPACE FOR MEMORY AND FOR THE PROMOTION AND DEFENSE OF HUMAN RIGHTS (FORMER ESMA)
1	OFFICERS' QUARTERS	ESMA MUSEUM AND SITE OF MEMORY
2	ELECTRICITY PAVILION	OUR CHILDREN CULTURAL SPACE (ECUNH)
3	ACCOMMODATION UNITS	DEMOLISHED
4	GAZEBO	WHITE SCARFS HALL
5	'STELLA MARIS' CHAPEL	PATRICK RICE SPACE
6	INFIRMARY	MANAGED BY THE EXECUTIVE BRANCH
7	CADETS QUARTERS AND CANTEEN	NATIONAL MINISTRY OF JUSTICE AND HUMAN RIGHTS
8	FIREMEN / MECHANICAL WORKSHOP	PRODUCTIVE NODE
9	COY OR CHARLY PAVILION	MANAGED BY THE EXECUTIVE BRANCH
10	PRINTING PRESS	MANAGED BY THE EXECUTIVE BRANCH
11	NON COMMISSIONED OFFICERS' QUARTERS	MERCOSUR INSTITUTE FOR PUBLIC POLICIES ON HUMAN RIGHTS (IPPDH)
12	BOTE OR BRAVO PAVILION	30,000 COMPANIONS PRESENT / MEMORIA ABIERTA
13	KITCHEN AND CANTEEN FOR CADETS, SAILORS, NON COMMISSIONED OFFICERS AND CIVILIAN PERSONNEL	NATIONAL SECRETARIAT OF HUMAN RIGHTS
14	BASIC WORKSHOPS	NATIONAL SECRETARIAT OF HUMAN RIGHTS
15	EQUIPMENT DEPOSIT	-
16	ELECTRICAL WORKSHOP	EDUC.AR STATE PARTNERSHIP
17	EQUIPMENT STOREROOM	FEDERAL COUNCIL ON HUMAN RIGHTS
18	MACHINES PAVILION / TRAINING FOR CADETS AND CORPELS	EDUC.AR STATE PARTNERSHIP

Nº	USE DURING ESMA'S OPERATIONAL TIME	CURRENT USE WITHIN THE SPACE FOR MEMORY AND FOR THE PROMOTION AND DEFENSE OF HUMAN RIGHTS (FORMER ESMA)
19	CENTRAL PAVILION OR 'FOUR COLUMNS'	HEADQUARTERS OF THE PUBLIC ENTITY SPACE FOR MEMORY AND FOR THE PROMOTION AND DEFENSE OF HUMAN RIGHTS (FORMER ESMA)
20	ALFA PAVILION	OUR SONS, LIFE & HOPE HOUSE
21	DELTA PAVILION	HOUSE OF ACTIVISM
22	LAUNDRY ROOM	-
23	SWIMMING POOL	-
24	MAIN GUARD	NATIONAL INSTITUTE OF INDIGENOUS AFFAIRS (INAI)
25	ARMS AND AVIATION PAVILION	HAROLDO CONTI MEMORY CULTURAL CENTER
26	OPERATIONS PAVILION	HOUSE FOR IDENTITY / ARGENTINE FORENSIC ANTHROPOLOGY TEAM (EAAF)
27	SHOOTING RANGE	-
28	DEL LIBERTADOR AV. ENTRANCE GUARD	VISITORS' RECEPTION AND ENTRANCE TO THE SPACE FOR MEMORY AND FOR THE PROMOTION AND DEFENSE OF HUMAN RIGHTS
29	NON COMMISSIONED OFFICERS' RESIDENCE II	LATIN AMERICAN INITIATIVE FOR THE IDENTIFICATION OF DISAPPEARED PEOPLE (IIDI) / CITY OF BUENOS AIRES' OMBUDSMAN OFFICE
30	NAVAL WAR COLLEGE	NATIONAL MEMORY ARCHIVE (ANM)
31	BAKERY	GUARDIANSHIP AND CONSERVATION OF THE ANM DOCUMENTS
32	NOT BUILT AT THE TIME	MALVINAS AND SOUTH ATLANTIC ISLANDS MUSEUM

## 5.f Sources and levels of finance

The ESMA Museum and Site of Memory is financed by a national budget allocation granted by the Ministry of Justice and Human Rights of the Nation in accordance with the items established annually through the Budget voted by Congress.

Through the budgetary funds of the Ministry of Justice and Human Rights, the National State pays the salaries of the personnel. In turn, resources for special activities and general expenses are financed periodically through expenditure requests, which are channeled through the Ministry of Justice and Human Rights and/or Cooperative Entities of the National State. In addition, a special fund was established and administered by the Public Entity "Space for Memory and for the Promotion and Defense of Human Rights" to hire an interdisciplinary team that manages all tasks related to the application of the Museum and Site of Memory to the UNESCO World Heritage List.

Some specific activities are funded by strategic partners such as the ones listed below:

- International Coalition of Sites of Conscience

## 5.g Sources of expertise and training in conservation and management techniques

The ESMA Museum and Site of Memory receives and gives training through a system of collaborative feedback of experiences, conceptual development and social and legal processes. Following, the main programs, seminars, congresses and national and interna-

- Goethe-Institut Buenos Aires
- AIPR - The Auschwitz Institute for Peace and Reconciliation
- ACNUR - The UN Agency for Refugees
- Embassy of Canada in Argentina
- German Embassy in Argentina
- Elisabeth Käsemann Foundation

Regular budgetary resources are integrated as follows:

- Funds for the Staff: The permanent staff of the Museum and Site of Memory consists of an Executive Directorate, a Directorate of Institutional Relations, a Directorate of Museographic Projects and Audiovisual Contents. The Maintenance and Conservation and Administrative areas depend directly on the Executive Directorate. The total staff is made up of a team of 33 people.
- General: A fixed monthly fund assigned by the Ministry of Justice and Human Rights to cover daily expenses for cleaning, stationery supplies, maintenance and conservation, and security, among others.
- Events: It contemplates the start-up of all special activities, such as The Five O'clock Tour, the Teachers Training Seminars and the Temporary Exhibitions.

tional meetings in which it participates are described.

## PROGRAMS FOR EXCHANGE AND TRAINING

### PROJECT SPEME

This is a four-year working project that was initiated in 2017 and is named *SPEME Questioning Traumatic Heritage Spaces of Memory in Europe, Argentina and Colombia*. Project SPEME was the winner of the RISE program - European Marie Curie Exchange Program of the European Commission Research & Innovation. It is led by the University of Bologna, Italy, and made up of the ESMA Museum and Site of Memory and the University of Buenos Aires, of Argentina, the National University of Colombia, the Fondazione Recupero e Valorizzazione della Memoria Storica del Campo di Fossoli, of Italy, and H401 and the University of Amsterdam, of the Netherlands. The project aims to create opportunities for academic and professional exchanges, as well as development of seminars, training workshops, conferences and exhibitions.

### PREVENTION OF GENOCIDE AND OTHER MASS ATROCITIES

The Auschwitz Institute for Peace and Reconciliation (AIPR) uses education, training and technical assistance to develop and strengthen efforts for the prevention of genocide and other mass atrocities. The ESMA Museum and Site of Memory has participated in training and conferences, with an approach related to "the power of the place", in order to develop policies oriented toward prevention. During 2017 and 2018, the ESMA Museum and Site of Memory was present at the following activities:

- The Raphael Lemkin Seminar for Genocide Prevention, Latin America edition. In Oswiecim

(Auschwitz) and Krakow, Poland, June 4 - 11, 2017.

- Conference "Building new bridges for prevention". In Buenos Aires, August 16, 2018.
- Conference "Challenges for the Prevention of Genocide and other Mass Atrocities". In Buenos Aires, August 28, 2018.
- Conference "Remembrance on the 80th Anniversary of Kristallnacht". In Buenos Aires, October 31, 2018.
- The Global Edition of the "Raphael Lemkin" Seminar. In Oswiecim (Auschwitz) and Krakow, Poland, November 10 to 17, 2018.
- Workshop on spaces and tools of memory and memorialization. In Montevideo, Uruguay, December 12, 2018.

### SUSTAINABLE TOURISM

The ESMA Museum and Site of Memory forms part of the *Harnessing the potential of Tourism to Historical Conflict Sites in Advancing Peace* project led by the World Tourism Organization (UNWTO), together with ten other historic sites from around the world. The project is run by the historian and specialist in Heritage and Human Rights Mairer Maraña, who visited the ESMA Museum and Site of Memory on various occasions. In December of 2019, Maraña ran a workshop for the workers of the ESMA Museum and Site of Memory, and gave a master class open to the public entitled "Communities and audiences in Sites of Memory". The public event included a colloquium with representatives of various Spaces for Memory from Argentina.

## **ANNUAL CONFERENCE OF THE FEDERATION OF INTERNATIONAL HUMAN RIGHTS MUSEUMS (FIHRM)**

The Canadian Embassy offered economic support to facilitate the presence of the ESMA Museum and Site of Memory at the Annual Conference of the Federation of International Human Rights Museum (FIHRM), in September of 2018 at the Canadian Museum for Human Rights in Winnipeg.

## **YOUTHS AND MEMORY PROGRAM**

The Program is an initiative of the State Commission for Memory of

## **INTERNAL TRAININGS**

### **LANGUAGE COURSES**

As per the Framework Agreement that the Museum and Site of Memory has with the University Center of Languages (CUI) of the University of Buenos Aires, and mindful of the letter of commitment signed by both institutions in August, 2017, ten workers were awarded grants for language training during 2019 (Italian, Portuguese, English and French). This training, which continues to this day, offers the workers of the Museum and Site of Memory a tool for providing better attention to the foreign public.

### **TRAINING SESSION ON THE CURRENT ROLE OF MUSEUMS**

In the framework of the SPEME project, the curator of contemporary art and professor of Art History Viviana Gravano, from the University of Bologna, Italy, held a workshop for the workers of the ESMA Museum and Site of Memory in March, 2019. The workshop tackled prob-

Buenos Aires Province, which began to be implemented in 2002. Since 2011, the Public Entity "Space for Memory and for the Promotion and Defense of Human Rights" has been carrying out the program in the Autonomous City of Buenos Aires. It was declared "of educational interest" by the Ministry of Education of the Autonomous City of Buenos Aires and "of interest" by the Commission for Human Rights of the city Legislature. Workers of the Museum and Site of Memory became part of the Program by developing workshops throughout the year and at the end of the annual cycle, that are held in the town of Chapadmalal.

lematics related to the function of museums in the transmission of history to different kinds of audiences, the current conception of the museum internationally and the role of visitors, keeping in mind that memory is always a construction of today and that the interpretation that each generation makes about history is always changing.

### **TRAINING SESSION ON THE TRANSMISSION OF HISTORY**

In the framework of the SPEME Project, Dr. Ihab Saloul, professor of Memory and Narrative Studies and Co-Director of the Amsterdam School for Heritage, Memory and Material Culture AHM at the University of Amsterdam, together with Marzia Luppi, director of Museum of Memory of the Fossoli ex-Camp of Deportation, Italy, gave a workshop to the workers of the ESMA Museum and Site of Memory in August, 2019. The workshop tackled subjects related to the function of museums and the transmission of history to various

kinds of audiences, the process of memorialization and the historic gaze on the form of transmission.

### **SESSIONS FOR REFLECTION WITH PSYCHOLOGISTS OF THE ULLOA CENTER**

Together with specialists from the Dr. Fernando Ulloa Center for Assistance to Victims of Human Rights Violations, the public attention team of the Museum and Site of Memory worked on various problematics and complexities that make up the work of giving attention to the public in a Museum that was a Clandestine Center

of Detention, Torture and Extermination. The sessions took place in November and December of 2019.

### **SESSIONS FOR VOCAL TRAINING**

In December of 2019, the team that gives guided visits to the public participated in four sessions of vocal training. The meetings were made possible thanks to a collaboration with the singer Celsa Mel Gowland, and they were conducted by María Constanza Manigot and Loli Álvarez, vocal trainers and singers.

## **5.h Visitors facilities and infrastructure URBAN MOBILITY AND ACCESSIBILITY**

The main entrance of the ESMA Museum and Site of Memory is located at Del Libertador Avenue 8151, on one of the main access roads into the city. Various public transportation services, a train station and a network of bicycle paths connect the area to a number of neighborhoods and the downtown of the city. The Space for Memory and for the Promotion and Defense of Human Rights, defined as the buffer zone of the Museum and Site

of Memory, borders an established urban area that is both residential and of office use, and it holds various commercial services (bars, restaurants, service stations, etc.).

The entrance to the property is marked with signage and has a general reception area that offers orientation and information for visitors, as well as a hall for waiting and resting.

## **MUSEUM FACILITIES AND INFRASTRUCTURE**

The areas arranged for receiving visitors are Museographic Displays, Reception and Information, Coat Room, Rest Areas and Bathrooms, Audio Guides, Accessibility, Evacuation, Medical Emergencies and Security.

### **MUSEUM FACILITIES**

The circuit through the permanent exhibition of the museum consists of 17 Rooms that contain tradition-

al and contemporary museographic displays. The Rooms are:

- *Entrance*
- *Reception*
- *Hall*
- *Historical Context*
- *A History of ESMA: From School to Clandestine Center*
- *Navy Officers' Dormitories*
- *Hood*
- *Little Hood*
- *Pregnant Women*
- *Fishtank*

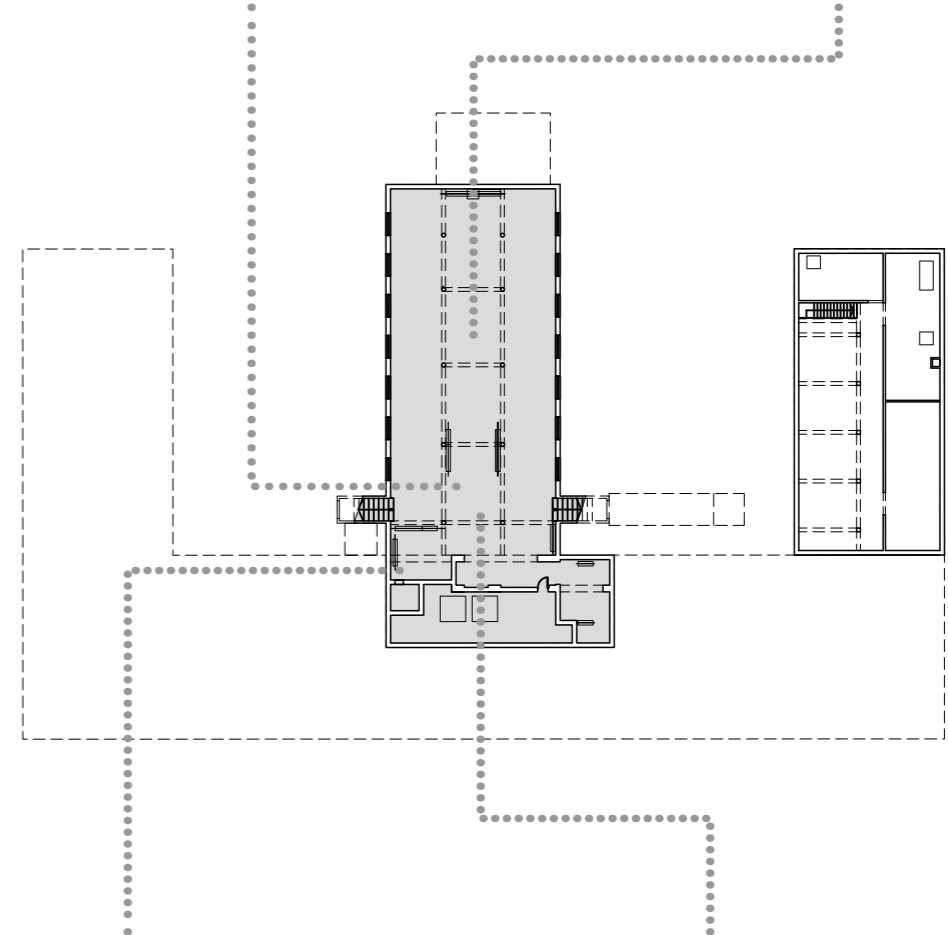


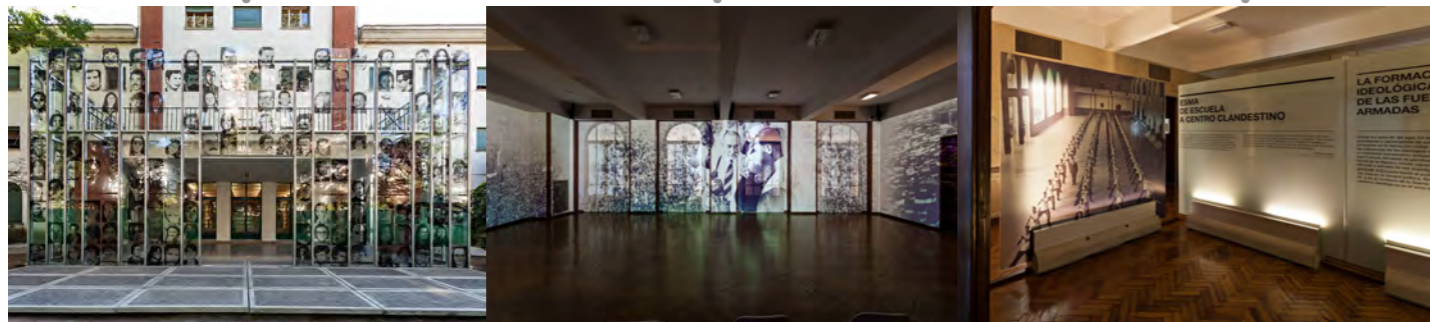
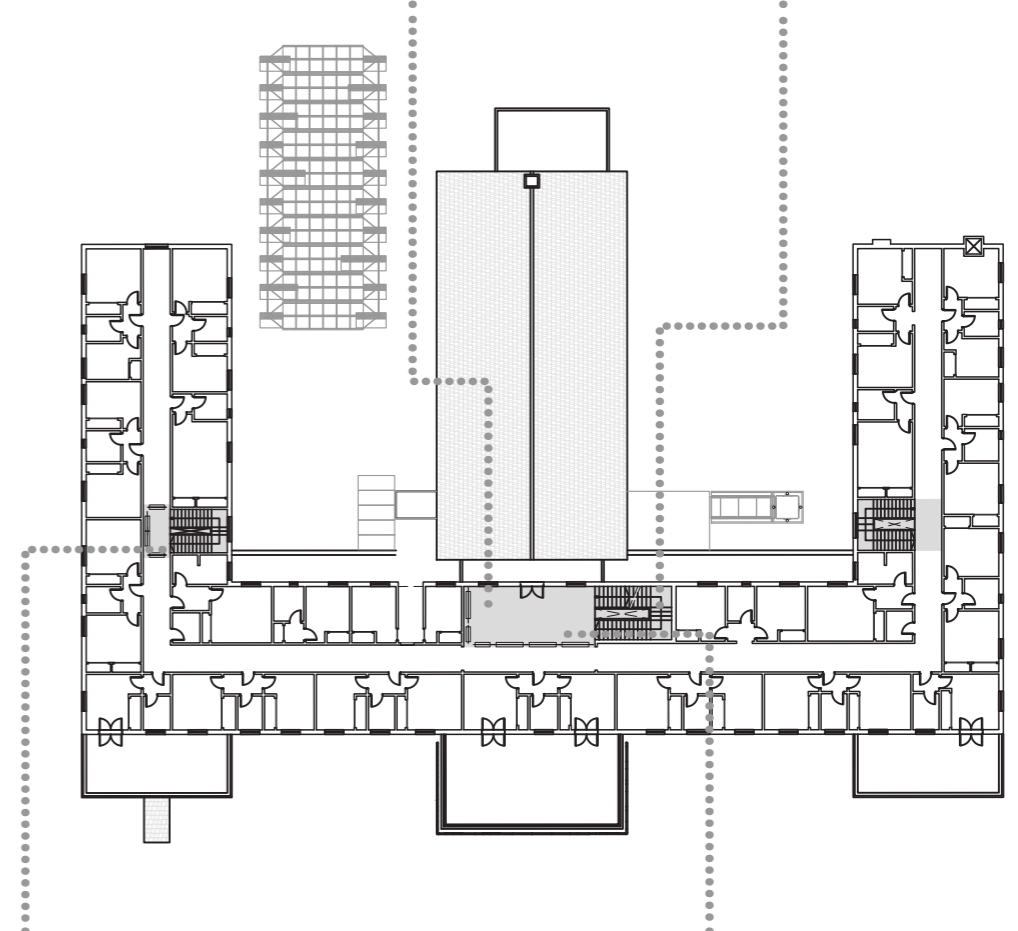
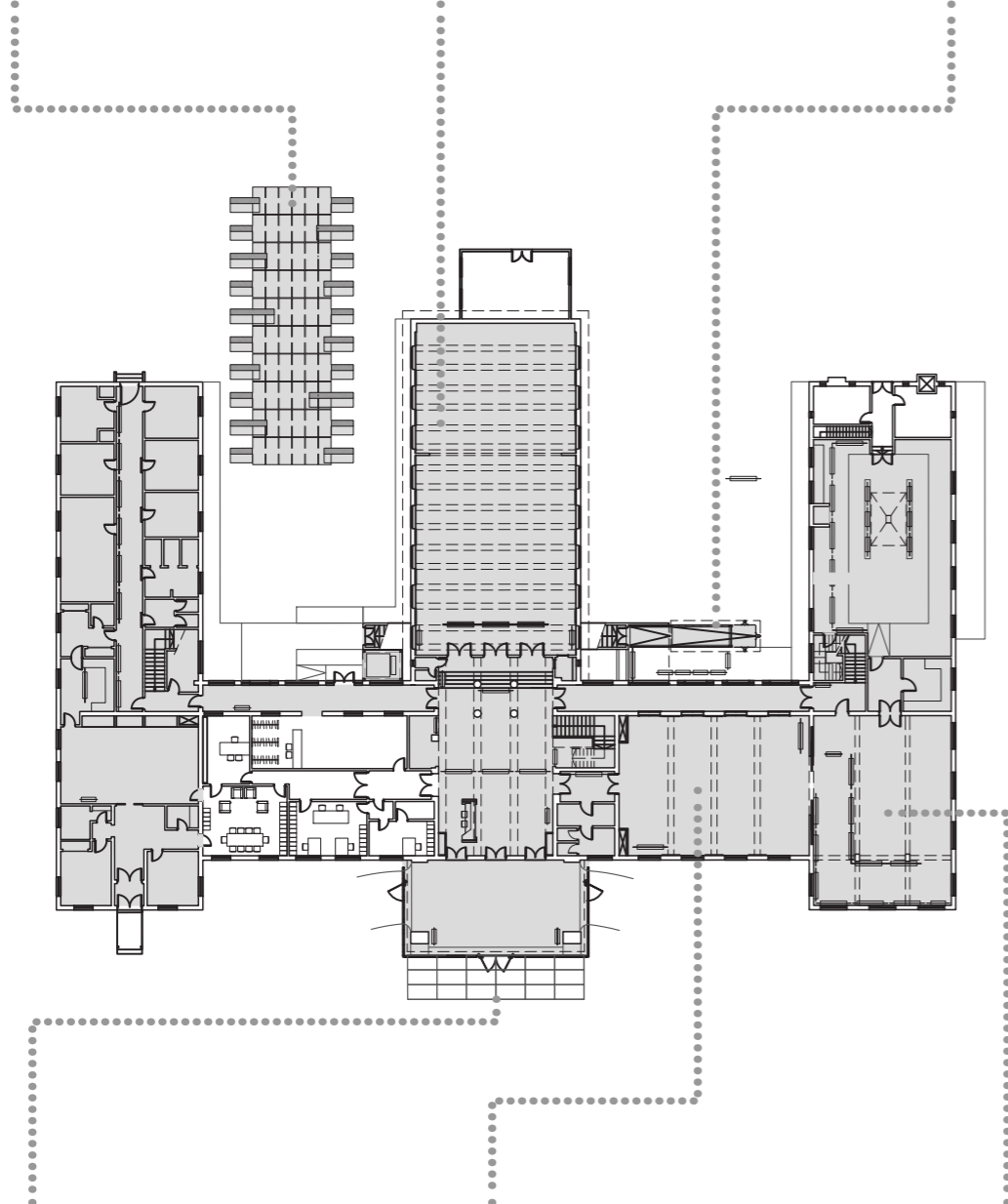
- Store
- Los Jorges
- Admiral's Home
- Basement
- Transfers
- Golden Hall
- Memory, Truth & Justice Square

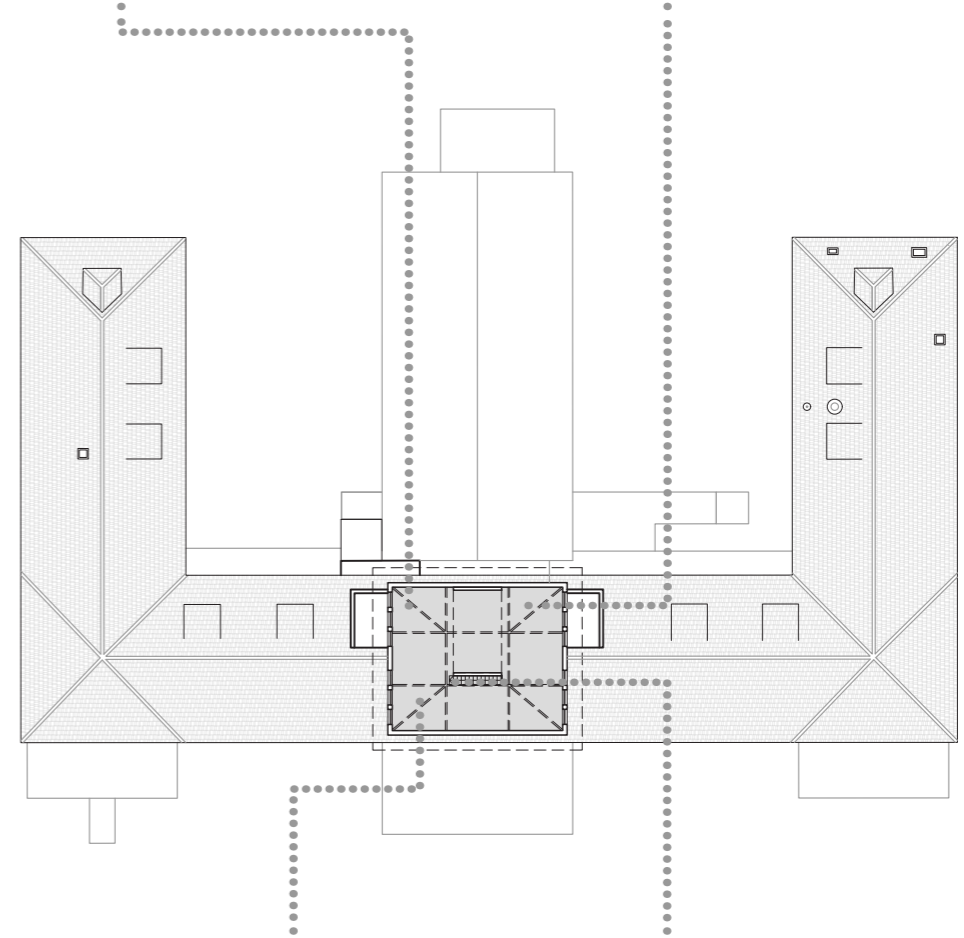
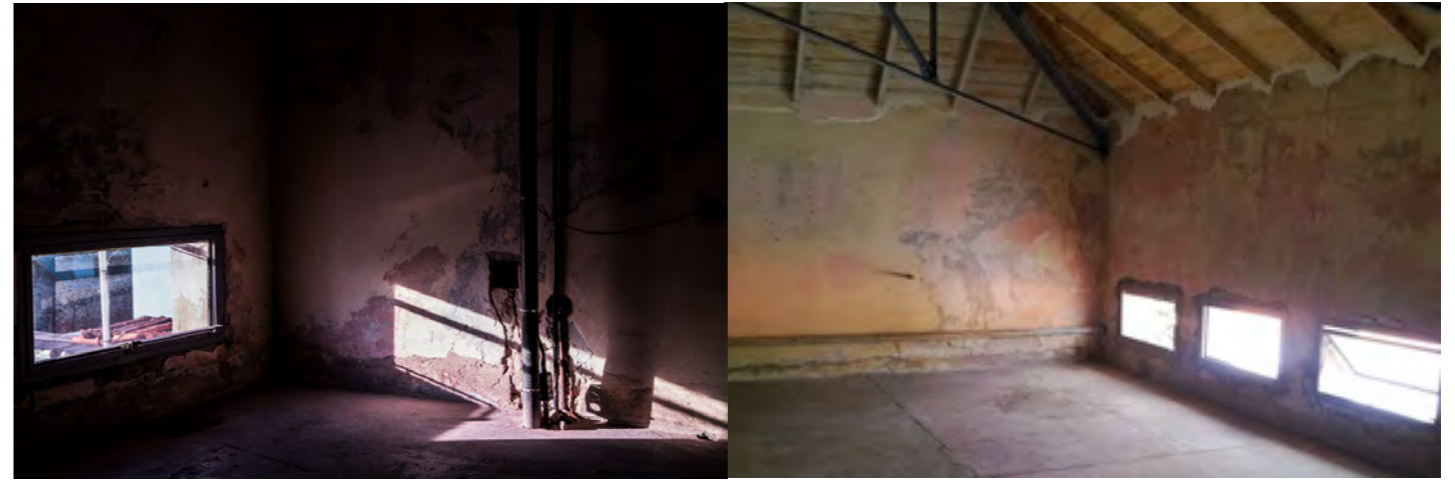
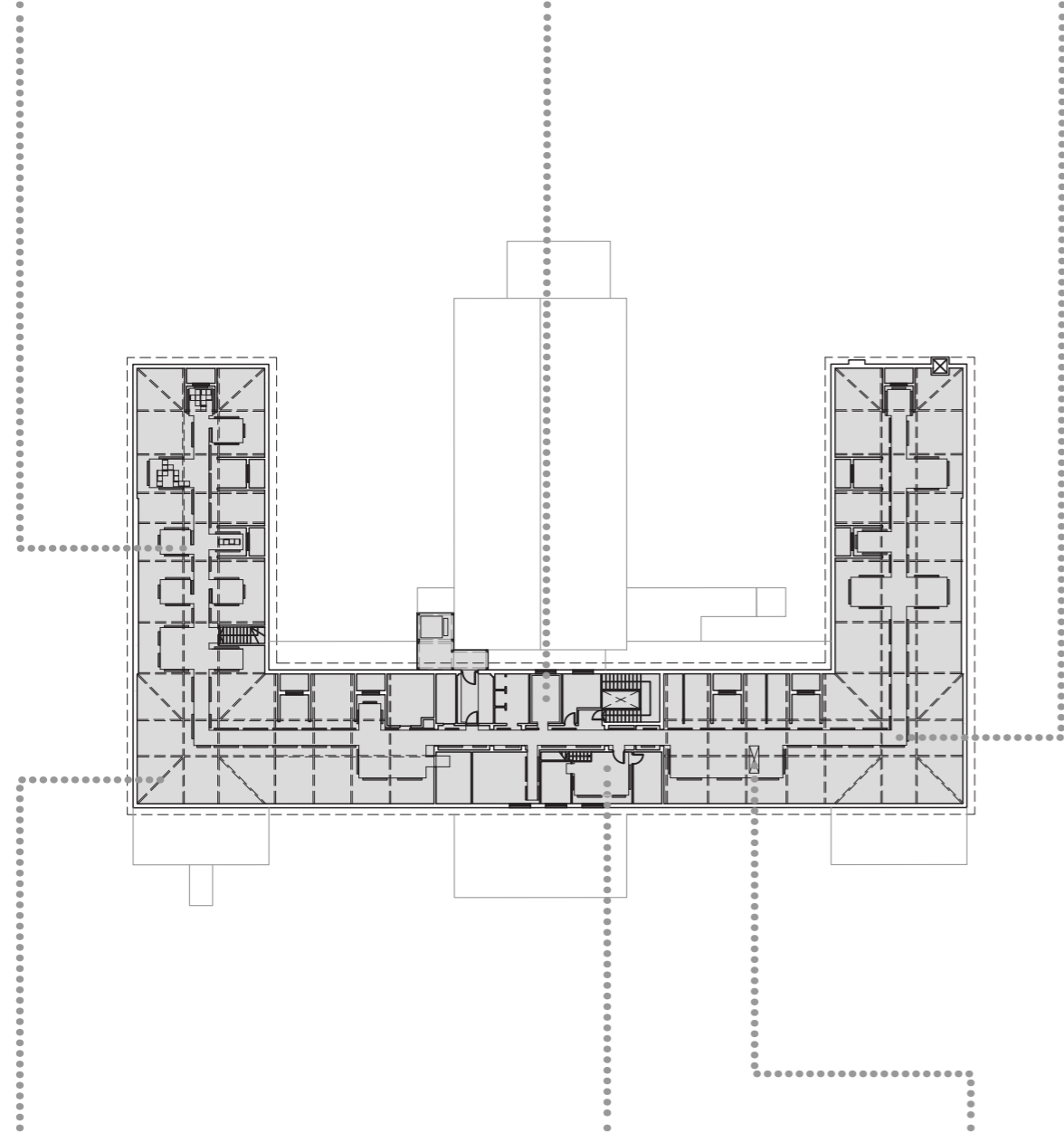
The museographic circuit is built upon a system of glass panels and screens with information for the public, located in each one of the Rooms of the Museum and Site of Memory. These are self-supporting components. They are separated from the building walls and, being translucent, they allow visitors to visualize the walls' surfaces with their marks and traces of the historic events that make up the Site. The contents –news articles, administrative documents, oral testimo-

nies, etc.– are displayed in a variety of formats: texts, graphic materials, photographs, maps, audiovisual materials, that provide rational, historical, pedagogical and testimonial information.

The system of Rooms guides the visitor through the areas of the Museum and Site of Memory in which there are contemporary displays that appeal to the sensations, emotions and experiences through a variety of technological resources. In this way, the aim is to integrate the visitor's spatial experience, and facilitate the understanding about the uses that each area of the building had before, during and after its conformation as a Clandestine Center of Detention, Torture and Extermination.







## RECEPTION AND INFORMATION

This service is located on the ground floor, at the building entrance. There the personnel of Attention to the Public of the Museum and Site of Memory receive and orient visitors, explaining the various modes of visiting and the security measures that must be followed. Among the latter, the main recommendation is to not touch due to the condition of the building as legal evidence. This room has a counter, a waiting area and publications about the various activities of the Museum and Site of Memory available to visitors. In early 2018, a screen was added to provide information about how to tour the rooms, precautions to have in mind when walking inside the building, days and times of guided visits, and temporary exhibits and special activities for the current month.

## COAT CHECK

In the reception area, the personnel request that visitors not enter with large handbags, bags or backpacks that could scrape against the walls. To this end, the Museum and Site of Memory have a free coat check service located on the

ground floor, very close to reception. The space has a sector that is accessible to the public with benches for resting, an area for standing while waiting, and a counter and storage area that is not accessible to the public.

## REST AREAS AND BATHROOMS

Located in various sectors of the building, the rest areas include wooden benches. This feature contributes to caring for the public, during their daily visits as well as for the special events that are developed throughout the year.

The area of public bathrooms, located inside the building of the Museum and Site of Memory, has access from the exterior gardens. This location avoids interference with the route of the museographic scripts. There are three bathrooms: one for men, one for women, and another accessible to visitors with reduced mobility.

## AUDIO GUIDES

The system of audio guides is a facilitating mechanism for touring. It allows visitors to take a personalized visit to the 17 rooms, organ-

ized according to the current layout of the permanent exhibition. Each room has a QR code for reference for downloading the audio files to any mobile device. The audio guides are available in Spanish, English, Portuguese and French. The Museum and Site of Memory does not provide devices for the visit.

## ACCESSIBILITY

The elevator, installed to comply with standards of universal accessibility, is for the exclusive use of visitors with reduced mobility, pregnant women, seniors and personnel of the Museum and Site of Memory. It offers accessibility to all levels of the Museum and Site of Memory, except for the basement, given the technical restrictions due to the judicial measures for protection of the property. There are also ramps in the main entrance of the building and in the exit of the tour at one of the backyards.

## EVACUATION, MEDICAL EMERGENCIES AND SECURITY

The placement and distribution of fire extinguishers for exclusive use by authorized personnel is undertaken following the protocol of Safety and Health of the Secretariat for Human Rights. In each Room, evacuation maps are exhibited, with escape paths and signed exits. The Museum and Site of Memory has a service of ambulances and emergency medics, as well as a closed circuit security system that is monitored from an office located near the administrative area.



Coat check and public bathrooms. (Source: Mariano Armagno / MSME)

## 5.i Policies and programmes related to the presentation and promotion of the property

### GENERAL FRAMEWORK

The civic-military dictatorship that governed Argentina from 1976 through 1983 had as the principal instrument of its repressive doctrine the enforced disappearance of people. Faced with the concealment of this, the need to know what happened became the engine of social demand. For this reason, the first measure that the democratic Government that came into power in 1983 adopted was the creation of the National Commission on the Disappearance of People (CONADEP), which made it possible to know a good part of what had occurred clandestinely.

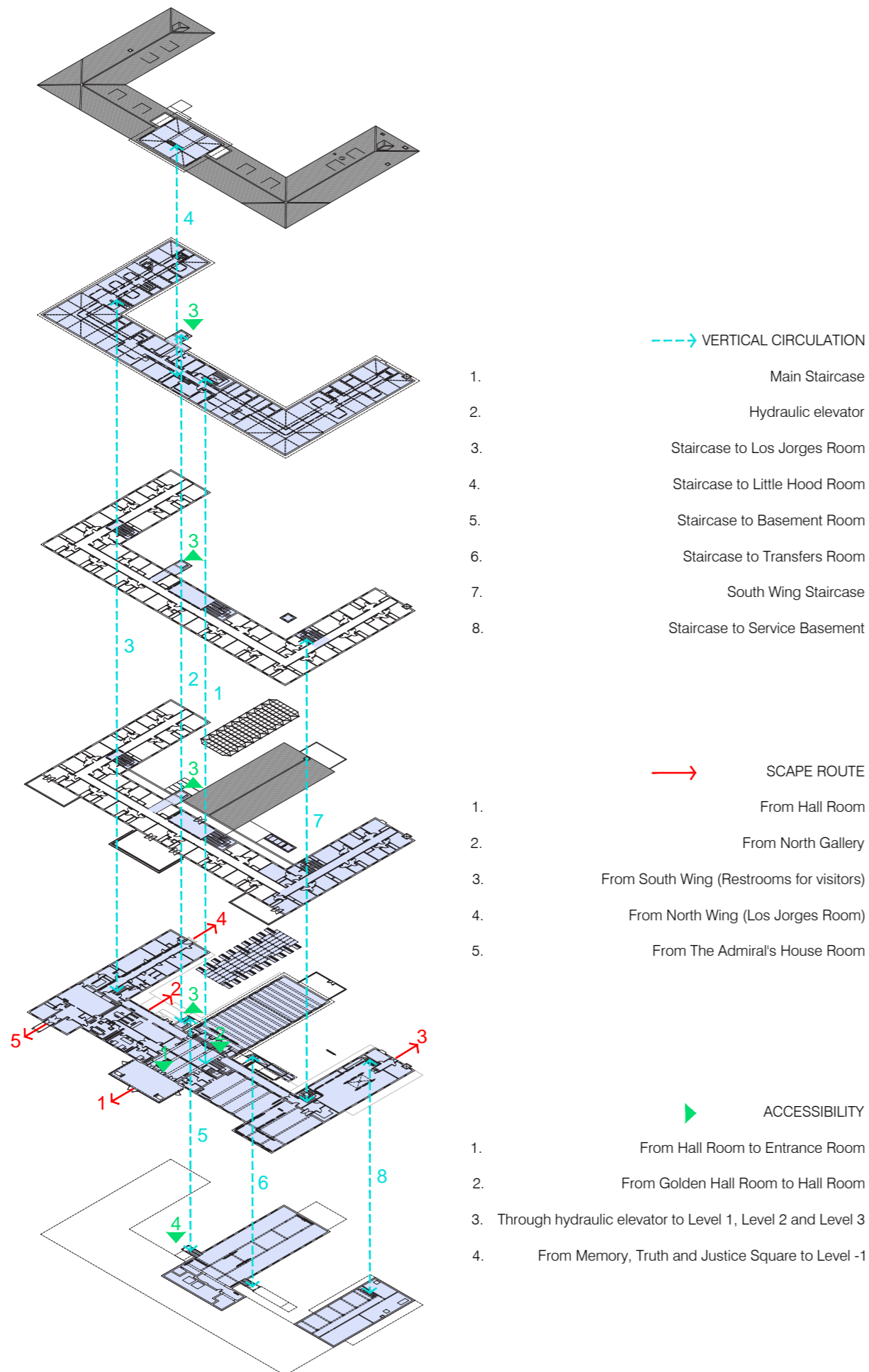
Through that investigation, made public through the Nunca Más (Never Again) report, the top military leaders were put under the rule of law. The sentence dictated by a civil tribunal confirmed the existence of a systematic plan of extermination and validated the probative value of the testimonies of the survivors.

Military revolts motivated by the judicial investigations managed to underscore the governmental policy. This produced serious setbacks in the field of Justice through the so-called "Full Stop" law of 1986, the "Due Obedience" law of 1987, and the Presidential pardons of those found guilty (1989-1990). Even so, during the years of impunity, the Human Rights organizations continued the fight for Truth, Justice and reparations for the victims, and to socially strengthen the commitment of Never Again. This commitment embraces the idea referred to at the international level as "guarantees of non-recurrence", meaning, the obligation to adapt

the State apparatus and its institutions to avoid that the Human Rights violations that occurred are repeated.

Step by step, Argentine society managed to achieve a policy of economic and symbolic reparations for the victims of enforced disappearance, murders and arbitrary detentions, appropriations of children, and robbery of identities. The Argentine experience with regards to economic reparations stands out at the international level for the extensiveness of the program in terms of the extent crimes and victims have been included, and for the funds provided. The society also obtained the recognition of the "right to the truth" through the beginning, in 1998, of the trials in various cities of the nation that, while they did not have consequences in terms of sentencing perpetrators, did allow the families of the victims, including those of the ESMA Clandestine Center, to further the investigation into the disappeared and know the fate of the bodies. Based on this and other experiences, the Organization of American States (OAS) made a declaration in 2006 in which it recognized the right to the truth. In turn, the United Nations, in its Resolution A/RES/65/196 of 2010, proclaimed March 24 as the International Day for the Right to the Truth concerning Gross Human Rights Violations and for the Dignity of Victims.

At the same time that the Truth Trials were beginning in 1998, the Human Rights organizations began to take care of the preservation and transmission of Memory. A legal



action of protection presented by the families of victims resulted in a sentence in which it was established that the ESMA “forms part of the cultural heritage of the Nation”, for which reason “it cannot be destroyed by any government administration”. In the same sentencing, dictated in 1998 and ratified by the Supreme Court in 2001, the judge pointed out that “its preservation for memory for future generations” was necessary. Starting with this precedent, there was an admission of the necessity of avoiding the destruction and of recovering the places that functioned as Clandestine Centers of Detention, Torture and Extermination in order to guarantee their function in the transmission of memory.

## STATE POLICY: MEMORY, TRUTH AND JUSTICE

The programs and policies that make up this State policy are of a public nature (see **4. Summary of policies and programs involving the presentation and promotion of the property** in the Annexes). These programs include legal, judicial, administrative, educational and cultural fields; they have been sustained over time and have a high level of effectiveness. Further, they reach the various levels of government (national, provincial and local) and extend to Argentine foreign policy, with impact at the regional and global levels.

These measures include the creation of a legal framework that recognizes rights that can be demanded and measures that guarantee those rights, which offers them stability and continuity. It also includes the development of institutions for the implementation of public policies. The most important among these are the areas of Human Rights at the various levels of

After the growing social consensus to judge those responsible for the illegal repression, in 2001 the Argentine justice system declared the so-called “Full Stop” and the “Due Obedience” laws unconstitutional. This decision was supported by the Congress, which annulled the laws in 2003, and it was ratified by the Supreme Court in 2005. Following that, Argentina advanced more than any other State in the region in guaranteeing justice for the crimes of the dictatorship. These measures inaugurated a period of great intensity of strengthening the Never Again mandate that materialized as a State policy of Memory, Truth and Justice.

the State, as well as the specifics in the field of international policy and in the policy of defense and security.

Additionally, there are policies for the development of investigations, whose results have informed the entirety of measures for Memory, Truth and Justice. Here it must be mentioned from the creation of the National Commission on the Disappearance of People (CONADEP) to the opening and declassification of the archives of the Armed Forces; the creation of the National Memory Archive; and the development of judicial and administrative policies for knowing the facts and being able to judge them.

Similarly, these programs include the policies of preservation, conservation and valuation that refer to all the measures of recovery and management of the assets related to Memory, both archives and sites.

The commemorative policies, of education and transmission of memory also occupy a central place and include the establishment of anniversaries, the creation of places of public commemoration, the generation of contents for Sites of Memory and the elaboration of educational materials, among other activities.

The State policy of Memory, Truth and Justice has in and of itself a restorative character. Within it, various measures of a tangible nature for repairing the consequences that affected the direct victims of the civic-military dictatorship have been made available.

### THE ESMA MUSEUM AND SITE OF MEMORY AS HERITAGE OF THE “NEVER AGAIN”

All of the measures indicated in the Memory, Truth and Justice programs and policies reveal their efficiency in the case of the ESMA Museum and Site of Memory, to the extent that they unveil and allow people to know the events that took place there, confirm their criminal nature, recognize the victims and offer them reparation, promote the collective right to the truth, and guarantee the transmission of Memory to future generations.

Some measures have a specific efficacy, in that they extend the protection and conservation of the heritage value of the building of the Museum and Site of Memory, understood in its multiple dimensions as legal proof and material evidence of a historical memory. Among these we can mention the judicial measures that rule the obligation to not innovate, that require the creation of an institutional framework for the site, that guaran-

tee its financing and that assign it specific missions and functions in the transmission of memory.

In particular, it highlights the listing of the building where the Museum is located as a National Historic Monument (National Decree No. 1.333/2008); the identification and signposting of the place where these gross violations of Human Rights took place; and the creation of the following institutions:

- ESMA Museum and Site of Memory - Former Clandestine Centre of Detention, Torture and Extermination (National Decree No. 1.133/2015).
- National Directorate of Sites of Memory (National Law No. 26.691/2011 with the aim of preserving, signposting and promoting the Sites of Memory of State Terrorism).
- Federal Network of Sites of Memory (Resolution No. 14/2007 of the Secretariat for Human Rights of the Ministry of Justice and Human Rights).
- Public Entity “Space for Memory and for the Promotion and Defense of Human Rights” (Agreement No. 8/2004 between the National Government and the Autonomous City of Buenos Aires and its ratifying resolutions, National Law No. 26.415/2008, CABA Law No. 1.412/2004, CABA Law No. 2.599/ 2007).

These policies guarantee the provision of trained personnel coming from various disciplines; the provision of an adequate budget; the development of programs with supportive investigation; the reassurances that no alterations will be produced and that the preservation of the property will be guaranteed.

Additionally, there is a consensus among the main actors of Argentine Human Rights policies with respect to the representativeness of the ESMA Museum and Site of Memory as an exponent of Outstanding Universal Value in this Nomination Dossier for the UNESCO World Heritage List. So, the candidacy of the Museum and Site of Memory to the UNESCO World Heritage List has received support from the Public Entity "Space for Memory and for the Promotion and Defense of Human Rights", from all the Human Rights organizations that are part of the entity, and from the Federal Council on Human Rights of Argentina, in which all the provinces and the Autonomous City of Buenos Aires are represented (see **Annex 5. Support to the nomination**).

#### REGIONAL POLICIES ON SITES OF MEMORY

In 2012, the XXII Meeting of the High Level Authorities on Human Rights and Foreign Ministries of the MERCOSUR (RAADH) adopted the Fundamental principles for public policies as regards Sites of Memory, a document for guiding the policies that would be implemented in different countries of the region with respect to the creation, preservation and management of places in which gross violations of Human Rights were committed, in which these violations were resisted or confronted, or that are used to recover, rethink and transmit traumatic processes, and/or to pay homage and to redress the victims.

This tool was elaborated by the Institute of Public Policies on Human Rights (IPPDH), created in 2009 by an initiative of the States of Argentina and Brazil, and located in the Space for Memory and the Promotion and Defense of Human Rights

(former ESMA). These principles were created from the studying of experiences, debates, regulations and standards of Human Rights applicable in the region. Through its approval, the MERCOSUR aims to contribute to the process of regional integration through the endorsement of public policies that promote the construction and deepening of common memories and identities.

The principles are derived from the obligation of the States to provide effective mechanisms for investigating, judging and punishing those responsible for gross violations of Human Rights, as well as to guarantee the rights to the truth, to Memory and to the integral reparation of victims, their relatives and the society as a whole. In this sense, the document considers that Sites of Memory can provide valuable information for reconstructing the truth about what happened around these violations, and serve as evidentiary material in the ongoing legal processes or those that may be opened in the future in relation to these events. Likewise, it considers the value of these spaces as adequate tools for the construction of memories linked to the crimes of the State that were committed in the past, to offer symbolic reparations to the victims, and to strengthen the guarantee of non-recurrence.

In particular, it proposes guidelines for the preservation of sites where gross violations of Human Rights were committed, with an emphasis in the duty to adopt judicial, legal or administrative measures to guarantee the physical preservation of those places. Also, it postulates criteria for the identification, signposting and determination of the content of Sites of Memory, among those, the need to ensure

the broadest possible participation of victims, relatives, local communities and various sectors of society. Finally, it considers the principles for the institutional design of Sites of Memory. Thus, they underscore the obligation to lay out adequate legal frameworks, to conform interdisciplinary teams and to establish mechanisms of transparency and of social participation in its management.

For its part, in 2019, the Inter-American Commission on Human Rights (IACHR) of the Organization of American States (OAS) adopted the Principles of Public Policies in the Americas (Resolution OAS 3/19), that aims to guarantee standards for an integral approach to Memory, preserving the place of the victims, as well as minimal standards of protection of Sites of Memory, archives and memorials. The Principles were developed through a joint effort with the Network of Latin American and Caribbean Sites of Memory (RESLAC), with organizations of victims, and through public consultations with civil society. They constitute a key tool that States can use and whose application the citizenry can demand to their governments.

In 2017, the Inter-American Commission on Human Rights (IACHR) visited the ESMA Museum and Site of Memory during the 162nd Special Period of Sessions, which took place in Buenos Aires, Argentina. The mission highlighted the role of the ESMA Museum and Site of Memory in the education and training of future generations. Such recognition strengthens the collective rejection of the aberrant crimes committed by the Argentine State and reaffirms before the international community that these events must never be repeated.

The High Level Authorities on Human Rights and Foreign Ministries of the MERCOSUR (RAADH), the Parlasur Commission on Citizenship and Human Rights, and the rapporteur of Memory, Truth and Justice of the Inter-American Commission on Human Rights (IACHR) supported the candidacy of the ESMA Museum and Site of Memory - Former Clandestine Centre of Detention, Torture and Extermination to the UNESCO World Heritage List (see **Annex 5. Support to the nomination**).

Cover of the document *Principles of Public Policies in the Americas (Resolution OAS 3/19)*. (Source: Organization of American States)



## 5.j Staffing levels and expertise

The current various areas and work teams allow for the coverage of a broad spectrum of requirements associated with the conservation and management of the Universal Outstanding Value of the property. To this end, the staff is organized in the following manner:

### EXECUTIVE DIRECTORATE

Number of workers: one (1)  
Bachelor's degree in Museology, Master's degree in Image and Institutional Communication and in Social Anthropology.

### ASSISTANT TO THE EXECUTIVE DIRECTORATE

Number of workers: one (1)  
Degrees and professional training: University courses in Management of Public Policies and Management Oversight.

### PRIVATE SECRETARY

Number of workers: one (1)  
Degrees and professional training: Course on PC Operations and Microsoft Office.

### CURATORSHIP

Number of workers: one (1)  
Degrees and professional training: Bachelor's and Master's Degree in Law. Adjunct Professor at the Master in Human Rights of the National University of Lanús.

### TECHNOLOGY AND SOUND

Number of workers: two (2)  
Degrees and professional training: Bachelor's Degree in Audiovision. Specialization in Videomapping.

### ADMINISTRATION

Number of workers: three (3)  
Degrees and professional training: Bachelor's Degree in Law and Master's Degree in Public Policies and Development Management. University courses in Purchase Management and Public Contracts. University courses in Human Resources Management.

### MAINTENANCE AND MACHINERY

Number of workers: three (3)  
Degrees and professional training: Technical Degree in Electromechanical Systems. Official courses in Museum Conservation.

### DIRECTORATE OF MUSEOGRAPHIC PROJECTS AND AUDIOVISUAL CONTENT

Number of workers: one (1)  
Degrees and professional training: Journalistic, audiovisual and graphic design producer. Content research for audiovisual projects.

### - PRESS AND COMMUNICATIONS

Number of workers: two (2)  
Degrees and professional training: Bachelor's Degree in Journalism. Bachelor's Degree in Social Communication. University courses on communication in public administration.

### - AUDIOVISUAL CONTENTS

Number of workers: three (3)  
Degrees and professional training: Technical Degree in Photography. Integral Production in Television and Audiovisual Services. University courses in communication and animation.

### - MUSEOGRAPHIC SETTINGS AND CONTENTS

Number of workers: three (3)  
Degrees and professional training: Bachelor's Degree in Restoration and Conservation of Cultural Properties. Bachelor's Degree in Curating and Art Criticism. University courses in conservation of photographic collections and audiovisual media storage.

### DIRECTORATE OF INSTITUTIONAL RELATIONS

Number of workers: one (1)  
Degrees and professional training: Bachelor's Degree in Sociology.

### - EDUCATION

Number of workers: one (1)  
Degrees and professional training: Teaching Degree in Language and Literature. Official courses on education and memory.

### - ATTENTION TO VISITORS

Number of workers: ten (10)  
Degrees and professional training: Bachelor's Degree in Psychology. Bachelor's Degree in Sociology. Bachelor's Degree in Law. Teaching Degree in Administrative Sciences. Official courses in Public Policies in Human Rights. Training in English, French and Portuguese.

As is pointed out in the Strategic Management Plan 2020 - 2025, the current organizational chart of

the Museum and Site of Memory is going through a crisis of growth provoked by the development and social insertion achieved by the institution, combined with the fact of having been affected by general budget restrictions, that impacted the entire government administration from 2016 to 2018. As a consequence of this situation, the areas that directly depend upon the Executive Directorate are overburdened and there is a parallel increase of activities linked to the jobs that are necessary for presenting the Museum and Site of Memory's candidacy to the UNESCO World Heritage List.

The planned solution to this growth crisis is a restructuring of the organizational chart, which will be defined in full detail in 2023 and implemented in 2024 (see 2.3. **Strategic Management Plan 2020-2025** in the Annexes).

## COLLABORATION AND ASSISTANCE FOR PRESERVATION AND CONSERVATION

There are various departments in the State organizational chart that lend specific technical assistance for the conservation needs of the building and the intangible assets related to the Museum and Site of Memory. The most important of these are the following:

- The National Directorate of Sites of Memory assists the Spaces for Memory all over the nation with the aim of guaranteeing the preservation of each Site. To this end, it has a Technical Conservation Team, made up of archeologists, conservators-restorers and architects who consult and regularly collaborate with the Museum and Site of Memory.

- The National Memory Archive offers training and consultancy in the following areas: archive management, document conservation, conservation of oral memory, historical research, archeology, architecture and building conservation, and design and content production. The institution is responsible for the storage of documents and historical objects belonging to the Museum and Site of Memory.
- The National Institute of Industrial Technology (INTI) provides the Museum and Site of Memory with consulting and studies for the diagnosis of conditions of construction materials and



systems. Through the program “Restaurar” (Restore), it has conducted inspections that verify the dating of coats of paint of various sectors of the Museum and Site of Memory and that have revealed the marks and inscriptions that were detected in the Clandestine Center.

- The Institute of Architecture and Urbanism (IA) of the National University of San Martín (UNSAM) consults to the Museum and Site of Memory in the development of conservation, restoration and refurbishing projects.

- The National Commission of Monuments, Sites and Historical Assets, through its functions as conferred by National Law No. 12.665/1940 and its amendments, offers technical assistance for the conservation of properties under its protection.

## 6. MONITORING

### 6.a Key indicators for measuring state of conservation

In order to preserve the nominated property’s Integrity and Authenticity, it is necessary to keep a monitoring of both its historical attributes and the building components that provide them material support. In regards to the latter, this means periodically inspecting its general constructive status and the evolution of the current imbalances in both materials and construction subsystems (see section 4.a. Present state of conservation), as well as preventing the potential emergence of new construction pathologies. The monitoring indicators are selected according to the following goals:

- A) **Preservation of the historical attributes of the property.** This includes the monitoring of the proper conservation of the constructive marks, testimonies, marks-inscriptions, objects and documents related to the history of the property.
- B) **Preservation of architectural surfaces, as support of historical strata present in the property.** This includes inspecting the evolution of its levels of consolidation and adherence or anchoring to the substrate in order to prevent and stop potential deterioration factors.
- C) **Maintenance of the building’s watertightness to avoid damages on the historical strata.** This includes inspecting the evolution of those constructive subsystems (roofing, joinery, etc.) that may eventually develop watertightness failures.

- D) **Maintenance of the structural stability of the building to prevent damages on its historical strata.** This includes inspecting the evolution of those load bearing subsystems (reinforced concrete structure, roof trusses, etc.) to prevent the potential emergence of pathologies that may compromise stability.
- E) **Maintenance of the functionality of the building’s installations.** This includes inspecting its functional condition in order to prevent the potential emergence of failures that may cause damages on other constructive subsystems or any related historic attributes; to extend its own durability in relation to the current use of the building; and to guarantee the safety of Museum and Site of Memory visitors and staff.

Starting on these general guidelines and on the basis of the previous records of inspections and monitoring kept in the Museum and Site of Memory and in the National Memory Archives, the following chart details the key indicators for assessing the state of conservation of the property.

INDICATOR	PERIODICITY	LOCATION OF RECORDS
<b>A.1_HISTORICAL ATTRIBUTE: CONSTRUCTION MARKS.</b> Persistence of the integrity of the construction components of each one of the marks and their protection against anthropogenic action.	Annual	ESMA Museum and Site of Memory
<b>A.2_HISTORICAL ATTRIBUTE: INSCRIPTIONS MARKS.</b> Persistence of the intensity and visibility of each mark. Deterioration of its protection against UV exposure. Loss of adhesion to the substrate and constructive damage of their support. Room's moisture and temperature variation.	Annual	
<b>A.3_HISTORICAL ATTRIBUTE: OBJECTS.</b> Persistence of the integrity of each object based on their materiality.	Annual	National Memory Archive
<b>A.4_HISTORICAL ATTRIBUTE: DOCUMENTS.</b> Persistence of the integrity of each document depending on the medium (paper, digital).	Annual	
<b>B.1_BUILDING COMPONENT: INTERIOR PARTITIONS.</b> Zones with constructive pathologies associated with structural components, leakage and/or installation systems linked to partitions, in order to preserve the historic strata.	Annual	ESMA Museum and Site of Memory
<b>B.2_BUILDING COMPONENT: INTERIOR ARCHITECTURAL SURFACES (RENDER, PAINT COATS, TILES, BOISERIE, CEILINGS, ETC.).</b> Zones with missing components, poor adhesion or anchorage to the substrate, and/or loss of cohesion, in order to preserve the historic strata.	Biannual	
<b>B.3_BUILDING COMPONENT: FLOORINGS (TERRAZZO TILES, PARQUET WOOD, ETC.).</b> Zones with missing components, presenting surface discontinuities, and/or poor anchorage to the substrate, in order to guarantee user safety, especially in the evacuation routes.	Biannual	
<b>B.4_BUILDING COMPONENT: INTERIOR JOINERY.</b> Pieces requiring drives repair or replacement of broken or missing components (hardware, etc.), in order to allow continuity of use.	Biannual	
<b>B.5_BUILDING COMPONENT: EXTERIOR FLOORING.</b> Zones with missing components, presenting surface discontinuity, and/or poor anchorage to the substrate, in order to guarantee user safety, especially in the evacuation routes.	Annual	
<b>C.1_BUILDING COMPONENT: STRUCTURE / BASEMENT WALLS.</b> Pumping system operational, to avoid water infiltration from groundwater, in order to guarantee the building envelope watertightness.	Biannual	

INDICATOR	PERIODICITY	LOCATION OF RECORDS
<b>C.2_BUILDING COMPONENT: STRUCTURE / BASEMENT WALLS.</b> An operational working system for rising damp control through reverse electro osmotic, in order to guarantee the building envelope watertightness.	Annual	ESMA Museum and Site of Memory
<b>C.3_BUILDING COMPONENT: BUILDING ENVELOPE / SLOPED ROOFS / TILED GABLES.</b> Zones with missing components and /or leakage (tiles, deck, etc.), in order to guarantee the building envelope watertightness.	Biannual	
<b>C.4_BUILDING COMPONENT: BUILDING ENVELOPE / SLOPED ROOFS / EAVES.</b> Zones with cracking and detachment, in order to guarantee the building envelope watertightness.	Annual	
<b>C.5_BUILDING COMPONENT: BUILDING ENVELOPE / FLAT ROOFS / TERRACES.</b> Clogging drains and zones showing waterproof insulation discontinuity, in order to prevent the envelope's eventual loss of watertightness.	Biannual	
<b>C.6_BUILDING COMPONENT: BUILDING ENVELOPE / FLAT ROOFS / CORNICES AND COPINGS.</b> Zones showing cracks, detachments and break ups, in order to guarantee the building envelope watertightness.	Annual	
<b>C.7_BUILDING COMPONENT: BUILDING ENVELOPE / FLAT ROOFS / HANDRAILS.</b> Zones showing anchorage damage and lack of surface protective coating, in order to prevent the eventual loss of section due to rust and corrosion processes with a decrease in its bearing capacity and damage to the linked copings.	Biennial	
<b>C.8_BUILDING COMPONENT: BUILDING ENVELOPE / JOINERY.</b> Pieces requiring repair of its anchorage to walls, drive repair and/or replacement of missing components (glasses, blinds, hardware, etc.), to guarantee the tightness of the building and to prevent pests access.	Annual	
<b>C.9_BUILDING COMPONENT: BUILDING ENVELOPE / JOINERY.</b> Pieces requiring application of surface coating protection, in order to stop or prevent rust of the component.	Biennial	
<b>C.10_BUILDING COMPONENT: BUILDING ENVELOPE / ARCHITECTURAL SURFACES (RENDER, EXPOSED BRICK).</b> Persistence of its anchorage or adhesion to the substrate, without discontinuity or detachments of the render or architectural finishes, in order to guarantee the envelope watertightness.	Annual	
<b>D.1_BUILDING COMPONENT: STRUCTURE / BEAMS AND SLABS.</b> Zones of the reinforced concrete structure showing lack of reinforcement protective coating with rusted bars, in order to preserve the building stability.	Annual	

INDICATOR	PERIODICITY	LOCATION OF RECORDS
<b>D.2_BUILDING COMPONENT: BUILDING ENVELOPE / LINTELS.</b> Lintels showing render detachments and rust on the reinforcement bars, in order to preserve the building stability.	Annual	ESMA Museum and Site of Memory
<b>D.3_BUILDING COMPONENT: BUILDING ENVELOPE / SLOPED ROOFS / METAL TRUSSES.</b> Trusses that require application of surface protective coating, to prevent rust of the component, in order to avoid the eventual loss of section due to rust and corrosion processes which lead to a decrease in its bearing capacity.	Biennial	
<b>E.1_BUILDING COMPONENT: LANDSCAPING.</b> Clogging drains and rainwater runoff patterns in order to preserve the building watertightness. Preservation of the condition of tree species to prevent their deterioration, in order to preserve the landscaping lifespan and to allow the continuity of its use.	Annual	
<b>E.2_BUILDING COMPONENT: SANITARY SYSTEM.</b> Leaking and/or broken or missing installation components that must be replaced, in order to allow the continuity of its use and to avoid affecting other linked building components.	Biannual	
<b>E.3_BUILDING COMPONENT: ELECTRICAL SYSTEM.</b> Out of service components that must be removed and/or repaired, in order to guarantee the safety of the installation, to allow the continuity of its use and to avoid affecting other linked building components.	Annual	
<b>E.4_BUILDING COMPONENT: HEATING AND AIR CONDITIONING SYSTEM.</b> Out of service components that must be removed and/or repaired, in order to guarantee the safety of the installation, to allow the continuity of its use and to avoid affecting other linked building components.	Annual	
<b>E.5_BUILDING COMPONENT: TELEPHONY AND DATA SYSTEM.</b> Out of service components that must be removed and/or repaired, in order to allow the continuity of its use and to avoid affecting other linked building components.	Annual	

## 6.b Administrative arrangements for monitoring the property

The ESMA Museum and Site of Memory's Executive Directorate is responsible for coordinating the monitoring actions of the property in the various instances that concern the preservation of its

Outstanding Universal Value. This coordination currently involves the following areas: Maintenance, Conservation and Restoration, and Museum Expansion Project.

## MAINTENANCE

The building's maintenance requirements are carried out through the Maintenance and Cleaning area of the Museum and Site of Memory, led by the Maintenance Manager. Since the building is judicial evidence, these works must be carried out in a special way. For the development of maintenance tasks, the guidelines established in the *Museographic Protocol Handbook* are followed. This protocol was developed in 2015 as part of the work performed to establish the Museum and Site of Memory.

The Maintenance and Cleaning area coordinates its actions with other areas of the Museum and Site of Memory when it comes to requirements for exhibitions and special events, as well as with institutional areas outside the Museum and Site of Memory. Issues related to Safety and Hygiene, Information Technology and Logistics are addressed together with the Secretariat for Human Rights. Tasks related to logistics and the needs of outdoor lighting, gardening and waste removal are solved with the Public Entity "Space for Memory and the Promotion and Defense of Human Rights".

## CONSERVATION AND RESTORATION

Conservation and restoration tasks are carried out based on the preservation of the building as judicial evidence, and they follow the restrictions established for the creation of the Museum and Site of Memory by the Federal Criminal and Correctional Court No. 12 in 2014, later confirmed by the Supreme Court of Justice of the Nation. These restrictions specify that any intervention must contemplate the conservation and restoration of the building, and that the museographic exhibition can be eventually removed in the event that the

courts need to carry out a specific evidentiary measure.

In addition, for all conservation and restoration tasks the Museum and Site of Memory is advised by the Technical Conservation Team of the National Directorate of Sites of Memory, the National Memory Archive, the National Institute of Industrial Technology (INTI), and the Institute of Architecture and Urbanism (IA) of the National University of San Martín (UNSAM).

## DEVELOPMENT OF THE MUSEUM EXPANSION PROJECT

Currently, the offices and the visitor's area of the Museum and Site of Memory ESMA occupy 40% of the building that had been assigned by the Navy to the Officers' Quarters first, and to the Clandestine Center for Detention, Torture and Extermination between 1976 and 1983. Given the growing influx

of the public and the cultural relevance of the institution, the Executive Directorate of the Museum and Site of Memory convened a multidisciplinary team led by the same professionals who participated in the design project of the current museum facilities. The mission of this team -formed by specialists in

architecture, heritage and museology- is to develop an expansion and enhancement project that will

cover 100% of the building. This project is under development.

## JUDICIAL PROTECTION MEASURES

Ever since the origins of the museographic project, the Federal Criminal and Correctional Court No. 12 oversees the application of adequate protection, conservation and management measures through resolutions and interventions of the acting judge. They are:

- Approval of the 2013 museographic project.
- Confirmation of the opening of the Museum and Site of Memory, after an injunction presented by a civil association in 2014.
- A 2017 request for an archaeological expert study on marks and writings found on the walls of the Museum and Site of Memory to determine their origin and dating.
- A 2017 request for a Prediagnosis Report on the Building Condition of the areas that had been

left out of the scope during the work carried out at the time of the 2014-2015 musealization project.

- Expert's report in 2018 by the Body of Official Calligraphic Experts of the Supreme Court of Justice of the Nation in order to carry out a study on the inscriptions "698598", "Mónica Te" and "Cio Maggio".
- Delivery of original documents for the temporary exhibitions *Being Women at ESMA*, March 2019, and *The Visit of the IACHR*, September 2019.
- Intervention of the judge as a speaker in conferences organized by the Museum and Site of Memory and on the 4th Anniversary of the opening of the Museum and Site of Memory in May 2019.

## 6.c Results of previous reporting exercises

### RESULTS OBTAINED IN MATTERS OF CONSERVATION

Measures taken in the matter of conservation are partly the result of public policies designed by the Executive, Legislative and Judicial branches prior to the existence of the Museum and Site of Memory (see sections **5.b Protective designation** and **5.i Policies and programmes related to the presentation and promotion of the property**). As of 2015, after the creation of the Museum and Site of Memory, the specific measures adopted by the Executive Directorate for the preservation of the

building and the attributes that grant it an Outstanding Universal Value were added to this general framework.

Thus, the results obtained in the field of conservation are the consequence of a lengthy process that has been carried out through numerous convergent measures, with the collaboration of various institutions and jurisdictions, and with the active participation of governmental and non-governmental organizations. Therefore, the conditions

of Authenticity and Integrity that the Museum and Site of Memory has today are the expression of the social consensus reached around the values it represents.

### DEVELOPMENT OF THE ARCHITECTURAL BRIEF FOR THE MUSEUM EXPANSION PROJECT

In April 2018, the architectural brief for the Museum Expansion Project was submitted for approval by the minister of the area. The brief, carried out in collaboration with the Institute of Architecture and Urbanism (IA) of the National University of San Martín (UNSAM), aims to develop the institution through the expansion of the Museum and Site of Memory, which will go from occupying 40% of the former Officers' Quarters to use the entire building.

### EXPERT AND ARCHAEOLOGICAL STUDY OF MARKS AND INSCRIPTIONS ON WALLS

In March 2017, at the request of the court intervening in the ESMA case, the Technical Conservation Team of the National Directorate of Sites of Memory carried out an organoleptic examination, a photographic survey, and comparative chalcographic and climatic records of the marks and inscriptions on the walls in order to determine time and origin.

The first analysis revealed that the piece of fabric that was placed on each mark to protect them had caused friction on the surface, putting their legibility at risk. It was decided then to remove the fabrics and install spacers and custody in order to limit any direct contact between the visitors and the marks.

Later on, specialists from the Surface Processes Unit of the National Institute of Industrial Technolo-

gy (INTI) extracted micro-samples from the inscriptions of the Hood, Little Hood, Basement, Fishtank and Storeroom sectors to characterize the layers of painting on which each mark was made.

In 2018, experts from the Corps of Calligraphic Experts of the Supreme Court of Justice carried out a calligraphic research and historical-testimonial investigation to interpret the inscriptions "698598" and "Mónica Te" of the Little Hood sector, and the inscription "Cio Maggio" of the Fishtank sector.

In addition, a survey of information related to the memory of the spaces where the marks were made (judicial and bibliographic material, interviews) was carried out in order to cross-check information, and account for their origin and dating.

### MAINTENANCE PROGRAM

#### Criteria

In order to guarantee the correct preservation of the Museum and Site of Memory building, the maintenance work is carried out on the basis of guidelines established in the *Museographic Protocol Handbook* (2015), which was created for the musealization works of 2014-15. The purpose of this Handbook is to contribute to the operational management of the institution, its building and the museographic exhibition it contains. It facilitates both the knowledge of the building components and the running of the installations systems devices, including the electrical installation, water supply system, heating and air-conditioning system, audiovisual installations and the closed circuit television monitoring system. In addition, it provides a summary of the equipment's user guides and maintenance manuals,

and of the data obtained from the commissioning checks carried out on site.

The content of the *Museographic Protocol Handbook* consists of infographic sheets that help to understand the operation and start-up of the facilities of the Museum and Site of Memory, to be used by authorized personnel with no need for specialized technical skills. It includes a detailed description of the necessary maintenance tasks to guarantee the durability of the building facilities and the devices of the museographic exhibition.

### Maintenance and Cleaning

The janitorial and maintenance staff develop scheduled actions in order to keep the general condition of the building and the permanent exhibition. The following are cited as an example:

- Repair of visitor walkways in various sectors of the permanent exhibition.
- Unblocking the sewage pipes of the bathrooms located on the ground floor.
- Installation of a 18,000 BTU AC unit in the hall of the elevator of the third floor.
- Repair of water supply pipes in the technical basement.
- Paint repairs in the Portico of the Memory, Truth and Justice Square.
- Wiring change on perimeter reflectors.
- Repair of shutters.
- Repair of lights fixtures inside the building.
- Repair, change and reconditioning of locks.
- Filter cleaning and recycling in the central AC system.
- Adjusting the belts of the central AC system on the ground floor and first floor.

- Setting up workstations on the first floor for the Directorate of Museographic Projects and Audiovisual Contents and for the Directorate of Institutional Relations.
- Survey and control of electrical conduits and sanitary pipes throughout the building.
- Monitoring the disinfection service.
- Managing the company responsible for the maintenance and repair of the elevator.

### PRESERVATION OF THE DOCUMENTS AND OBJECTS COLLECTION

Starting in 2015, the Museum and Site of Memory received documents and objects that were in the possession of survivors, relatives and close friends of the detained-disappeared, as well as court officials and public institutions. These documents and objects, all related to the operation of the Clandestine Center of Detention, Torture and Extermination, include the following:

- CASE No. 259. Arancibia Clavel, Enrique Lautaro s/Manslaughter. On April 21, 2017, Judge María del Carmen Roqueta donated the secret records from that case, which consisted in three boxes with documents. The National Memory Archive made a diagnosis of the state of conservation of the materials.
- Horacio Verbitsky Fund. On June 12, 2017, journalist and writer Horacio Verbitsky donated part of his personal archive to the Museum. It consists of a large number of personal objects and photographs belonging to writer and journalist Rodolfo Walsh, who was kidnapped and murdered by the ESMA Task Group.
- Camuñas Fund. In May 2017, Ri-

cardo Camuñas, a survivor of the Clandestine Center, donated to the Museum and Site of Memory photographs and objects belonging to Lelia Bicocca, who was detained and disappeared at ESMA.

- Cubas and Bartolomé Fund. On the occasion of the *The World Cup at ESMA* temporary exhibition held in May 2018, the Museum received objects and documents belonging to Lisandro Cubas and Carlos Bartolomé.
- Maggio Fund. In October 2018, María Maggio gave the Museum and Site of Memory an original letter written by her father Horacio Domingo Maggio, who was detained-disappeared at ESMA. In that letter, dated April 10, 1978, Maggio denounced the clandestine and criminal operation of ESMA. Along with the letter, María Maggio donated an original card from the Provincial Bank of Santa Fe with leather covers (1972) and an original laminated card from the Banking Association (1971), both with the name of her father.
- In 2018, the Museum received original historical documents from the General Archive of the Ministry of Foreign Affairs and Worship.

### Technical assessment of the collection of documents and objects

In 2016, the Technical Conservation Team of the National Directorate of Sites of Memory was called to assess the received materials in order to determine their state of conservation, the feasibility of their archival, and the design of a specific storage system.

Also, with the collaboration of the Technical Conservation Team, the

Museum and Site of Memory provides an advisory service to people who lend documents or objects for temporary exhibitions. This service consists of evaluating the material, which is then returned to its owners along with suggestions about the conditions in which it should be stored and preserved.

### Agreement with National Memory Archive

In 2017, the Museum and Site of Memory signed an Agreement with the National Memory Archive (ANM) for the custody of the collection of documents and objects in a warehouse that was set up for this purpose. This way, the conservation, protection and access to the material is guaranteed permanently.

### PRESERVATION OF THE TESTIMONIAL COLLECTION

#### Inventory of the collection of testimonies

The testimonies of the survivors in the trials for crimes against humanity are the raw material with which the Museum and Site of Memory narrates the history of the events that occurred in the Clandestine Center of Detention, Torture and Extermination. On the basis of this information, the Museum and Site of Memory prepares and updates the contents of the permanent and temporary exhibitions. Today, the Museum and Site of Memory has a collection of more than 700 testimonies collected in ESMA-related public trials. Between 2015 and 2019, a series of measures have been taken out to expand, conserve and preserve this archive.

## Transcripts

In October 2018, started the process of transcribing the testimonies of the Unified ESMA Case, which was already tried by Federal Oral Court No. 5 and was sentenced in December 2017. The goals for 2021 include finishing the transcription of all testimonies.

## DIGITAL ARCHIVE

Both the new and the historical documentary archives have been collected and classified in a digital format. This collection is currently composed of the following:

- Testimonies.
- Manuscripts.
- Unpublished and published historical documents.
- Photographs and graphic documents.
- Audiovisual and sound archives, both historical and produced by the Museum and Site of Memory.

In addition, there is a continuous incorporation of documents that originate from updates in the testimony archive and the court cases. Documentation is also provided by institutions associated with the Museum and Site of Memory on joint initiatives. Finally, this file is also nurtured by the record of all activities that take place.

The current storage conditions for the digital collection are continually improved and updated, as the initial work became more complex due to the accumulation of valuable information. In 2019, a NAS server was acquired, delivered by the IT department of the Ministry of Justice and Human Rights. This server is installed in the Rac of the Museum and Site of Memory and has 4 disks of 8 TB capacity. It is expected to expand it to 32 TB within the next 5 years.

# 7. DOCUMENTATION

## 7.a Photographs and audiovisual image inventory and authorization form

### PHOTOS

Identification Number	Format	Title	Date	Photographer / Director video	Copyright owner	Contact details	Non-exclusive cession of rights
Photo 1	JPG	Southwest aerial view of the ESMA Museum and Site of Memory	2018	Luciano Donoso	Luciano Donoso / ESMA Museum and Site of Memory, from now on MSME	L. D.: 4383 Caracas St, CABA, Argentina +54 9 11 6563-8450 lchodonoso@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 2	JPG	Northeast aerial view of the ESMA Museum and Site of Memory	2018	Luciano Donoso	Luciano Donoso / MSME	L. D.: 4383 Caracas St, CABA, Argentina +54 9 11 6563-8450 lchodonoso@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes

Identification Number	Format	Title	Date	Photographer / Director video	Copyright owner	Contact details	Non-exclusive cession of rights
Photo 3	JPG	Aerial view of the lot of the Space for Memory and for the Promotion and Defense of Human Rights, towards downtown Buenos Aires.	2021	Luciano Donoso	Luciano Donoso / MSME	L. D.: 4383 Caracas St, CABA, Argentina +54 9 11 6563-8450 lchodonoso@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 4	JPG	Aerial view of the lot of the Space for Memory and for the Promotion and Defense of Human Rights, towards De la Plata River.	2021	Luciano Donoso	Luciano Donoso / MSME	L. D.: 4383 Caracas St, CABA, Argentina +54 9 11 6563-8450 lchodonoso@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 5	JPG	Location of the ESMA Museum and Site of Memory - Former Clandestine Centre of Detention, Torture and Extermination.	2018	Luciano Donoso	Luciano Donoso / MSME	L. D.: 4383 Caracas St, CABA, Argentina +54 9 11 6563-8450 lchodonoso@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes

Identification Number	Format	Title	Date	Photographer / Director video	Copyright owner	Contact details	Non-exclusive cession of rights
Photo 6	JPG	Entrance façade of the ESMA Museum and Site of Memory Former Clandestine Centre of Detention, Torture and Extermination.	2017	Albano García	Albano García / MSME	A. G.: 2445 Washington St, 6th Floor, CABA, Argentina +54 9 11 5489-1590 albano.garcia@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 7	JPG	Semi-covered entrance to the ESMA Museum and Site of Memory.	2015	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 8	JPG	Panel in Entrance Room, explaining the building intervention criteria that were used.	2021	Mariano Armagno	Mariano Armagno / MSME	M. A.: 1929 Roosevelt St, 8th Floor, Flat "A", CABA, Argentina +54 9 11 5571-6145 mariano.armagno@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 9	JPG	Reception Room.	2015	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes

Identification Number	Format	Title	Date	Photographer / Director video	Copyright owner	Contact details	Non-exclusive cession of rights
Photo 10	JPG	Hall Room.	2017	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 11	JPG	The hole left by the elevator that was dismantled at the time of the IACHR inspection in 1979.	2016	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 12	JPG	Bathroom where the phone booth was located in the Hall Room.	2016	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 13	JPG	Historical Context Room.	2017	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes

Identification Number	Format	Title	Date	Photographer / Director video	Copyright owner	Contact details	Non-exclusive cession of rights
Photo 14	JPG	Space occupied by a bar in Historical Context Room.	2021	Mariano Armagno	Mariano Armagno / MSME	M. A.: 1929 Roosevelt St, 8th Floor, Flat "A", CABA, Argentina +54 9 11 5571-6145 mariano.armagno@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 15	JPG	A History of ESMA: From a School to Clandestine Center Room.	2015	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 16	JPG	Navy Officers' Dormitories Room.	2016	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 17	JPG	Main Staircase.	2016	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes



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Photo 18	JPG	Hood Room.	2015	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 19	JPG	Hood Room.	2016	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 20	JPG	Little Hood Room.	2016	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 21	JPG	Little Hood Room, access staircase and small windows.	2021	Mariano Armagno	Mariano Armagno / MSME	M. A.: 1929 Roosevelt St, 8th Floor, Flat "A", CABA, Argentina +54 9 11 5571-6145 mariano.armagno@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes

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Photo 22	JPG	Pregnant Women Room.	2015	Camilo del Cerro	Camilo del Cerro / MSME	CC. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 23	JPG	Pregnant Women Room.	2017	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 24	JPG	Fishtank Room.	2016	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 25	JPG	Store Room.	2017	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes

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Photo 26	JPG	Store Room.	2017	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 27	JPG	Los Jorges Room.	2017	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 28	JPG	Los Jorges Room.	2016	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 29	JPG	Admiral's Home Room.	2018	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes

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Photo 30	JPG	Admiral's Home Room: Kitchen.	2018	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 31	JPG	Basement Room.	2015	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 32	JPG	Basement Room. Open shaft in the wall to inspect the building marks from the elevator.	2017	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 33	JPG	Transfers Room.	2018	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes

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Photo 34	JPG	<i>Transfers Room.</i>	2017	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 35	JPG	<i>The Golden Hall Room.</i>	2015	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 36	JPG	<i>The Golden Hall Room.</i>	2018	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 37	JPG	<i>Memory, Truth and Justice Square.</i>	2017	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes

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Photo 38	JPG	Area for temporary exhibitions in the former dining room.	2019	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 39	JPG	Area for temporary exhibitions in the former kitchen.	2021	Mariano Armagno	Mariano Armagno / MSME	M. A.: 1929 Roosevelt St, 8th Floor, Flat "A", CABA, Argentina +54 9 11 5571-6145 mariano.armagno@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 40	JPG	Visible mark in <i>Little Hood Room</i> , made by a detained-disappeared person.	2017	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 41	JPG	Photo of shackles, on display in <i>Hood Room</i> .	2016	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes

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Photo 42	JPG	Documents on display in the temporary exhibition <i>The Visit of the IACHR</i> .	2019	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 43	JPG	Screening in <i>Hood Room</i> featuring the testimony of Víctor Bastera at the ESMA Trial, Case No. 1.270, April 30, 2010.	2018	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 44	JPG	Screening in <i>Basement Room</i> featuring the testimony of Andrés Castillo at the ESMA Trial, Case No. 1.270, July 8, 2010.	2018	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes

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Photo 45	JPG	Aerial view of the Space for Memory and for the Promotion and Defense of Human Rights (former ESMA).	2021	Luciano Donoso	Luciano Donoso / MSME	L. D.: 4383 Caracas St, CABA, Argentina +54 9 11 6563-8450 lchodonoso@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 46	JPG	One of the spaces called "cabins" in Capucha (Hood), with a screening of Miriam Lewin's testimony at the Trial of the Juntas in 1985.	2018	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 47	JPG	Cement water tank, located in Capuchita (Little Hood).	2015	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes

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Photo 48	JPG	Enclosure of the North and South galleries, made before the IACHR's visit in 1979.	2015	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 49	JPG	Main façade of the ESMA Museum and Site of Memory - Former Clandestine Centre of Detention, Torture and Extermination.	2019	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 50	JPG	Portion of staircase connecting the Ground Floor and Basement, eliminated and disguised with an overlapping wood cover. Signaled in <i>Hall Room</i> .	2016	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes

Identification Number	Format	Title	Date	Photographer / Director video	Copyright owner	Contact details	Non-exclusive cession of rights
Photo 51	JPG	Portion of staircase connecting the Ground Floor and Basement, eliminated and disguised with an overlapping wood cover. Signaled in <i>Basement Room</i> .	2021	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 52	JPG	Protection of the historic strata present in the architectural surfaces, through the museum displays.	2018	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 53	JPG	Reception and front desk in <i>Reception Room</i> .	2018	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes

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Photo 54	JPG	The platforms located on the Third Floor guide the tour path and limit building access by the visitors.	2019	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 55	JPG	Temporary exhibition <i>Walsh at ESMA</i> .	2017	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 56	JPG	Intervention of the permanent exhibition with a gender perspective.	2019	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 57	JPG	<i>The Five O'clock Tour of August 2017</i> , featuring survivors of the Clandestine Center.	2017	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes

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Photo 58	JPG	Pascall Taruvinga, Chief Heritage Officer of the Robben Island Museum, South Africa, during the Public Event "World Heritage and Sites of Memory", in September 2019.	2019	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes
Photo 59	JPG	Audiences arrive during <i>The Night of Museums</i> in November 2017.	2017	Camilo del Cerro	Camilo del Cerro / MSME	C. del C.: 328 A Pringles St, CABA, Argentina +54 9 11 3868-6742 Camilodelcerro@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes

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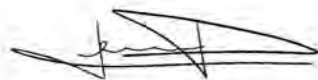
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Buenos Aires, 15<sup>th</sup> July, 2021



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Alejandra Naftal  
Directora Ejecutiva  
Museo Sitio de Memoria ESMA

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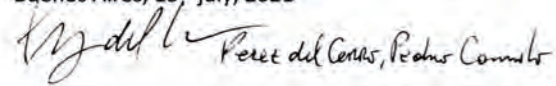
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Pedro Camilo Pérez del Cerro

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Alejandra Naftal  
Directora Ejecutiva  
Museo Sitio de Memoria ESMA

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Alejandra Naftal  
Directora Ejecutiva  
Museo Sitio de Memoria ESMA



## AUDIOVISUAL IMAGES

Video "Nomination of the ESMA Museum and Site of Memory to the UNESCO World Heritage List", 2019, 8.06 minutes  
 Direction and Editing: Ariel Poggi  
 Script and Production: Hernán Bisman, Mauricio Cohen Salama, Albano García and Alejandra Naftal

Identification Number	Format	Title	Date	Photographer / Director video	Copyright owner	Contact details	Non-exclusive cession of rights
Video	MP4	Video "Nomination of the ESMA Museum and Site of Memory to the UNESCO World Heritage List"	2019	Ariel Poggi	Ariel Poggi / ESMA Museum and Site of Memory, from now on MSME	A. P.: 446 Solís St, CABA, Argentina +54 9 11 6135-4615 arielopoggi@gmail.com MSME: 8151/8461 Del Libertador Ave, CABA, Argentina +54 (11) 5300-4000 Int. 79178/80 sitiomemoriaesma@jus.gov.ar	Yes

Available with Spanish subtitles in [youtube.com/watch?v=tbmvmfxoGjY](https://www.youtube.com/watch?v=tbmvmfxoGjY), and with English subtitles in [youtube.com/watch?v=XIUIXHoxlLo](https://www.youtube.com/watch?v=XIUIXHoxlLo).

ESMA MUSEUM AND SITE OF MEMORY  
 NOMINATION DOSSIER FOR UNESCO WORLD HERITAGE LIST



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Buenos Aires, 15<sup>th</sup> July, 2021

Authorisation shared and approved by Alejandra Naftal, Executive Director of the ESMA Museum and Site of Memory – Former Clandestine Center of Detention, Torture and Extermination

Alejandra Naftal  
 Directora Ejecutiva  
 Museo Sitio de Memoria ESMA

**7.b Texts relating to protective designation, copies of the property management plans or documented management systems and extracts from other plans relevant to the property**

Type of document	Name of the document	Year	Range	Excerpt
COURT RULINGS	Appeal for legal protection "Palacio de Lois, Graciosa -ex Fair No. 10/98- and another enacted by the National Executive Branch in accordance with the Protection Act 16986", in Case No. 149/1998; and Sentence ratified by the Supreme Court of Justice, issued on 02/13/2001.	1988 / 2001	National	This document is a judicial protection requested by relatives of people who were detained-disappeared at the ESMA Clandestine Center, responding to the Decree No. 8/1998 issued by the National Executive Branch, which ordered the demolition of all buildings on the property. The sentence establishes a prohibition to demolish these buildings in order to preserve properties that may constitute valuable evidence in relation to yet unclarified events in recent history, and because they are considered a cultural heritage of Argentinian society as a whole. The ruling recognizes two of the rights historically claimed by the victims: the right to Truth and the right to Memory, which were considered to be possibly violated by demolition.
	Resolution authorizing the Museo-graphic Project 02/11/2014 Federal Court No. 12.	2014 / 2018	National	This Resolution authorized the works needed to carry out the museographic project for the former Officers' Quarters and Clandestine Detention Center. The Resolution provided that the tasks had to be carried out carefully and always preserving the features of the site (furniture, infrastructure, building layouts, landscape design, etc.). It also established that progress of the work should be periodically reported to this court. The judicial decision was appealed in various instances, including the Supreme Court of the Nation, and was finally confirmed in 2018.

Type of document	Name of the document	Year	Range	Excerpt
LEGISLATION	Agreement No. 8/2004 between the National State and the Autonomous City of Buenos Aires (CABA) on the creation of the Public Entity "Space for Memory and for the Promotion and Defense of Human Rights" and its ratifications; CABA Laws No. 1412/2004 and No. 2599/2007 and National Law No. 26415/2008	2004 / 2007 / 2008	Local and National	The purpose of this Agreement and its ratifying laws is that the destination of the entire educational complex of the Navy where the ESMA Clandestine Center operated is transformed into the "Space for Memory and for the Promotion and Defense of Human Rights". It includes a listing of the administrative procedures for the management of this process, at the hands of a Bipartite Commission formed by the Nation State and the Autonomous City of Buenos Aires, with the participation of non-governmental organizations that advocate for Human Rights.
	National Decree No. 1333/2008 of "Proclamation of National Historic Monument" and "National Historic Site".	2008	National	The former ESMA property is listed as a National Historic Site and the former Officers' Quarters as a National Historic Monument. It highlights the importance of the ESMA Clandestine Center within the illegal repression plan based on the enforced disappearance of people implemented by the dictatorship that ruled Argentina between 1976 and 1983. It points out that the National Commission of Monuments, Sites and Historical Assets recommends the two properties to be listed in attention to the value of Memory that lies in the material attributes of the site. In order to preserve these attributes, the current layout of the venue and its buildings, and the volumetric and spatial relationship between them and the existing landscape must be respected.

Type of document	Name of the document	Year	Range	Excerpt
LEGISLATION	National Law No. 2669/2011 on "Preservation, signage and promotion of Sites of Memory on State Terrorism".	2011	National	It establishes that the places that functioned as Clandestine Centers for Detention, Torture and Extermination or where emblematic events of the illegal repression took place will be listed as Sites of Memory on State terrorism. The national Executive Branch, with the participation of Human Rights organizations, will guarantee the preservation of all the Sites in order to facilitate judicial investigations and the preservation of Memory. It also establishes the signage of the Sites of Memory. Educational, research, training and information activities related to the events that occurred in those spaces should also be promoted.
	National Decree No. 1133/2015 of "Creation of the ESMA Museum and Site of Memory - Former Clandestine Center of Detention, Torture and Extermination".	2015	National	Establishes the creation of the ESMA Museum and Site of Memory - Former Clandestine Center for Detention, Torture and Extermination, as a decentralized body within the scope of the Secretariat for Human Rights under the Ministry of Justice and Human Rights. Its primary purpose will be to inform and convey, through the application of the latest museographic techniques and investigative work, the events that occurred to the victims of State terrorism in the ESMA Clandestine Center, as well as its precedents and consequences.

Type of document	Name of the document	Year	Range	Excerpt
MANAGEMENT SYSTEM	ANNUAL REPORT	2019	Institutional	The 2019 Report provides an account of what was done throughout the year at the ESMA Museum and Site of Memory - Former Clandestine Center for Detention, Torture and Extermination. After taking stock of the first four years of management, the director of the Museum and Site of Memory specifies that in its first year the space had to face the challenge of understanding how the new institutional experience was going to go through; the second year was one of institutional strengthening, recognizing the role of the ESMA Museum and Site of Memory as a public institution of the Argentine State; the third year was about institutional visibility and strengthening, because in addition to the permanent exhibition, the space began to open up to new activities. 2019, the fourth year, was one of international positioning. The Museum and Site of Memory began to receive invitations from different international institutions to share experiences. This allows the verification of the ESMA Museum and Site of Memory's potential in terms of its contributions in the field of Human Rights, the arts, research and, above all, the unwavering struggle for Memory, Truth and Justice. In this context, the Work Plan for the candidacy of the Museum and Site of Memory to the UNESCO World Heritage List began. Intensive work was done on the preparation of the technical file and the organization of community-related promotion events, both nationally and internationally.

Type of document	Name of the document	Year	Range	Excerpt
MANAGEMENT SYSTEM	ANNUAL REPORT	2020	Institutional	Inevitably, the global COVID-19 pandemic had a decisive impact on the management of the Museum and Site of Memory. The 2020 Annual Report shows how it was possible to face the challenge of communicating through virtual media in order to give continuity to the mission of managing, conserving and transmitting Memory. Without ignoring that the "physical and face-to-face experience" of the Museum and Site of Memory is still a relevant value, the institution found new paths in its online mode. In 2020, its social media presence increased through posts of audiovisual pieces that gave an account of what had been done in previous years; the link with teachers and students was continued through the "Memory Dialogues" and the "Online Teachers Meetings". The "Five O'clock Tour" was carried out with the possibility of inviting guests from different countries; and interviews were conducted with ESMA survivors and judiciary personalities. In addition, the Museum and Site of Memory participated in several national and international seminars, as well as other actions detailed in this document. The great effort made in favor of its institutional strengthening also occupies a prominent place, especially in the administrative areas, Human Resources, file reorganization and building maintenance. In turn, a fundamental chapter was the intense work associated with the candidacy of the ESMA Museum and Site of Memory to the UNESCO World Heritage List. These actions were closely linked to the management of the institution in all aspects, which resulted in constant feedback.

Type of document	Name of the document	Year	Range	Excerpt
MANAGEMENT SYSTEM	STRATEGIC MANAGEMENT PLAN OF THE ESMA MUSEUM AND SITE OF MEMORY	2020 / 2025	Institutional	<i>The Strategic Management Plan of the ESMA Museum and Site of Memory (SMP)</i> contains the guiding principles for the following annual plans and the future reorganization of the institution. The Mission of this first SMP is to consolidate and strengthen the institutional capacities of the ESMA Museum and Site of Memory through a set of sustainable strategies and projects for the Management, Conservation and Transmission of Memory. This SMP is organized into four main programs, with 9 sub-programs that include 39 projects. Likewise, it also contemplates a Monitoring and Evaluation Plan to be prepared and implemented by a Steering Committee. This Committee will carry out the follow-up and the necessary corrections of the SMP. This document defines the three main areas to be attended by the management of the Museum and Site of Memory: Management of Memory: Includes projects related to the management, the relations with the Advisory Council and the Public Entity "Space for Memory and for the Promotion and Defense of Human Rights", the cooperation with national and international institutions, and the control and supervision of the institutional operation. Conservation of Memory: Includes projects related to the judicial custody of the property and its heritage preservation, the elaboration of an expansion Plan of the Museum and Site of Memory to the entire building of the former Officers' Quarters, the updating of the Archives, and studies and research on what happened at the ESMA Clandestine Center. Transmission of Memory: Includes projects related to education and the promotion of the Museum and Site of Memory's contents (permanent exhibition, various activities –public conversations, conferences, special visits, etc.– and temporary exhibitions); communication with the press and management of the website of the Museum and Site of Memory and its social networks, as well as conducting audience studies and plans for its development and diversification.

### 7.c Form and date of most recent records or inventory of the property

PROPERTY ELEMENT	FORMAT	IMPLEMENTATION	DATE
Building and surrounding landscape	Comprehensive museographic project for the ESMA Former Clandestine Center of Detention, Torture and Extermination (Officers' Quarters).	Curatorship: Alejandra Naftal BA and Hernán Bisman. Project: Architects Roberto Busnelli and Carlos Campos. With the collaboration of the Architecture Team of the National University of San Martín (UNSAM).	2013-2015
	Photographic record.	GD Albano García Camilo del Cerro, Luciano Donoso, Mariano Armagno and the Contents Team of the Museum and Site of Memory.	Since 2015. Constantly updating.
	Technical Report of the Evaluation of the State of the Building.	PhD. Arch. Martín Capeluto.	2017
	Expansion Project of the Museum and Site of Memory.	Architects Roberto Busnelli and Carlos Campos, and Hernán Bisman. With the collaboration of the Architecture Team of the National University of San Martín (UNSAM).	In development.
Construction Marks	Record files and inventory.	Alejandra Dandan BA, Contents Team of the Museum and Site of Memory.	2015-2019
Marks and Inscriptions	Record files and inventory.	Conservation Technical Team of the National Directorate of Sites of Memory	2008-2017
	Evaluation report for organic coatings on heritage properties.	Unit of Surface Process of the National Institute of Industrial Technology (INTI)	2017
	Calligraphic examination and historical-testimonial research for the interpretation of inscriptions in the Little Hood and Fishtank sectors.	Calligraphic Experts Corps of the Supreme Court of Justice.	2018
Objects	Record files and inventory.	Alejandra Dandan BA, Contents Team of the Museum and Site of Memory.	2012

PROPERTY ELEMENT	FORMAT	IMPLEMENTATION	DATE
Documents funds and objects.	<ul style="list-style-type: none"> <li>• Rodolfo Walsh Fund (objects and photos).</li> <li>• Camuñas Fund (photos and objects belonging to Lelia Bicocca).</li> <li>• Cubas y Bartolomé Fund (objects and documents).</li> <li>• Maggio Fund (objects and documents).</li> <li>• Original historical documents from the General Archives of the Ministry of Foreign Affairs and Worship.</li> </ul>	Alejandra Dandan BA, Contents Team of the Museum and Site of Memory.	Since 2015. Constantly updating.
Judicial documents and testimonies	ESMA Mega-Case.	National Memory Archive	Since 2008. Constantly updating.
Activities and events	Audiovisual and editorial records of the Museum and Site of Memory's activities and events: <ul style="list-style-type: none"> <li>• Special guests.</li> <li>• <i>The Five O'clock Tour</i>.</li> <li>• Temporary Exhibitions.</li> <li>• Public Conversations.</li> <li>• <i>The Night of Museums</i></li> <li>• Public Events.</li> </ul>	Contents Team of the Museum and Site of Memory.	Since 2015. Constantly updating.
Historical Documents	Survey of the building's historic planimetries.	PhD. Arch. Martín Capeluto.	2019
	Historical photos of the building.	National Memory Archive	Since 2008. Constantly updating.

## 7.d Address where inventory, records and archives are held

- **Organization:** ESMA Museum and Site of Memory - Former Clandestine Center for Detention, Torture and Extermination
- **Address:** Del Libertador Avenue 8151/8461, C1429BNB Autonomous City of Buenos Aires, Argentina
- **Phone:** +54 (11) 5300-4000 Int. 79178/80
- **E-mail:** sitiomemoriaesma@jus.gov.ar
- **Website:** www.museositioesma.gov.ar - facebook.com/SitiodeMemoriaESMA
- **Organization:** National Memory Archive, Secretariat for Human Rights, Ministry of Justice and Human Rights.
- **Address:** Del Libertador Avenue 8151, C1429BNB, Autonomous City of Buenos Aires, Argentina
- **Phone:** +54 (11) 4701-1345 /1538
- **E-mail:** infoanm@jus.gob.ar
- **Website:** www.argentina.gob.ar/anm

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- **Website:** [www.museositoesma.gob.ar](http://www.museositoesma.gob.ar)  
[facebook.com/SitiodeMemoriaESMA](https://facebook.com/SitiodeMemoriaESMA)

### 8.b Official local institution/agency

- **Organization:** Secretariat for Human Rights, Ministry of Justice and Human Rights.
- **Address:** Del Libertador Avenue 8151, (C1429BNB) Autonomous City of Buenos Aires, Argentina
- **Phone:** +54 (11) 5300-4000
- **E-mail:** [HPietragallaCorti@jus.gov.ar](mailto:HPietragallaCorti@jus.gov.ar)
- **Website:** [www.argentina.gob.ar/derechoshumanos](http://www.argentina.gob.ar/derechoshumanos)

### 8.c Other local institutions

- **Organization:** Argentine National Commission for Cooperation with UNESCO (CONAPLU)
- **Address:** Paraguay 1657, 3rd floor, of. 301 / 302, C1062ACA Autonomous City of Buenos Aires, Argentina
- **Phone:** +54 (11) 4129-1152 / 4129-1156
- **Fax:** +54 (11) 4129 11 57 / 4129 12 85
- **E-mail:** [conaplu@educacion.gob.ar](mailto:conaplu@educacion.gob.ar); [mfnd.conaplu@gmail.com](mailto:mfnd.conaplu@gmail.com)
- **Official website:** [www.argentina.gob.ar/educacion/cooperacion-internacional/conaplu](http://www.argentina.gob.ar/educacion/cooperacion-internacional/conaplu)

### 8.d Official web address

- **Web:** [www.museositoesma.gob.ar](http://www.museositoesma.gob.ar)  
[facebook.com/SitiodeMemoriaESMA](https://facebook.com/SitiodeMemoriaESMA)
- **Contact name:** Alejandra Naftal
- **E-mail:** [sitiomemoriaesma@jus.gov.ar](mailto:sitiomemoriaesma@jus.gov.ar)

## 9. SIGNATURE ON BEHALF OF THE STATE PARTY

**Horacio Pietragalla Corti**  
Secretary of Human Rights  
Ministry of Justice and Human Rights



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