

National Library of Iran in the midst of War of the Cities

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Abstract:

The War of the Cities was a series of five air raids, missile attacks, and artillery shelling on major cities and urban areas during the Iran-Iraq war lasting from September 1980 to August 1988. This series of five systematic air raids was conducted over eight years. The last time was extreme and expanded into more areas.

After striking Grand Bazaar of Tehran in 1988, the National Library of Iran which was located nearby decided to protect its resources by moving them to a safe place. After searching to find the right place, at least 12000 manuscripts, 12000 lithographic and rare books, a part of the periodicals collection and some paintings and calligraphies were moved to the Banknotes Repository of Central Bank of Iran in sealed special banknotes boxes from March 7 to April 9, 1988.

There are 28 photos that show the library staff in a line passing the books from stocks upstairs to the door downstairs to place in boxes. Windows of the building are covered with sandbags and the record number of the manuscript which had taken off the shelves is shown on the boxes. As has been mentioned in interviews and correspondences the trucks carried the books with a police escort. After the war the manuscripts were returned to the National Library but they were placed in the building which was previously the Cultural Office of Farah Pahlavi, called Niavaran Building. That building was in safer circumstances and belonged to the National Library of Iran in those days. Other resources were returned to the main building of National Library in 30 Tir Street until the new library building was generated in 2005.

The interviews outlined in the paper imply that although not many things can be done without official relations, finding a solution in the time of crisis mostly rely on the sympathy of people who act together even if they are staff of different institutions with different organizational goals. The background of an organization remains in the minds of its staff and it seems to affect their behaviour and sense of appreciation and protection. Goals and dreams of an organization are other factors which made a commitment for its staff. That is why they were there even though they had lots of stress about their family members at home. Generally the atmosphere of the library was in such a way that the staff did not feel any gap between themselves and others, especially the faculty members. There was a strong sense of commitment and faith in work is evident in all interviewees.

Keywords: National Library of Iran, History, Iran-Iraq war, saving resources, move.

Introduction

The War of the Cities was a series of five air raids, missile attacks, and artillery shelling on major cities and urban areas during the Iran-Iraq war lasting from September 1980 to August 1988. These series of five systematic air raids were conducted over eight years. The last time was extreme and expanded more areas.

The National Library of Iran was located in 30 Tir Street of Tehran, the Capital, which was a strategic area. Bases of the government were located around it and each of them could be a goal for bombarding. The Library building was surrounded by the National Museum of Iran and Ministry of Foreign Affairs. The Ministry of Education was across the street and the Ministry of Defence was in the north. Some financial institutes like the Central Bank of Iran and the first national Iranian bank (Bank Melli Iran) were around and a bit farther away there was the Parliament. There was not guaranty for safety in such a situation especially when there were no hesitations to attack civilian areas. So there was an absolute necessity to find a secure place for moving the Library's resources.

This paper is an historical look at those days from March 7 to April 9, 1988. The authors have conducted interviews with Mohammad Rajabi, the director of the National Library at the time, Zahra Shadman, one of the key faculty members engaged in the project, Eynollah Kianfar, the head of the manuscript section at the time, Ebrahim Keramati, the head of library stocks at the time and three staff, NorsaAjabi, Esmaeil Mirseyed and Ali Asghar Masoudi. Unfortunately we have missed the memories of two key individuals in this study because they have passed away; Poori Soltani and Abbas Tabatayi. Also we have evaluated 28 photos that remaining from those days and analyzed 7 proceedings, 5 official letters which were detailed reports to the Minister of Culture and Higher Education and a letter to the Prime Minister. We have analysed all the data collected thematically.

The Necessity of the Move

"Everything began for the National Library of Iran from the night of striking Grand Bazaar of Tehran. It was so near and had caused a lot of damage. The Malek Library and Museum building was there. The person in charge was my friend. She was worried as I was" remembers the faculty member of National Library. "Imagine you are getting ready to go home after the work and suddenly rockets fall only 300 meters away in the next street or you see they hit around a hospital nearby" one of the employees says. Another states "It was another missile attack near the City Park in the south of our building" he continues "well, we were thinking what would happen if one of those rockets hit the building. Perhaps damages to the building could be repaired but what about the rare books?"

"National Library of Iran was in a complicated situation those days" explains the director of the library at the time "Striking began just 6 months after I had become in charge of the library. Some significant events had happened before I joined; A collection of about 6000 manuscripts belonging to the Pahlavi Library were transferred to the National Library after Islamic Revelation of Iran and the Pahlavi Library personnel were added to that of the National Library. Tehran Book Processing Centre, a professional centre for library services, was integrated with the library and the whole faculty members were joined to the National Library. There were also a few other personnel who had come from other institutes because of structural changes. Lack of space, accommodation and budget were the basic problems. One day the head of manuscripts section showed me a box in which there was a book that microorganisms made it like powder. I asked him why he did not do anything about it and he replied there were no facilities to save the book and he was right. There were not enough places for anything. No air conditions and all windows were open during the summer and the birds nested in the shelves of stokes. Even I heard that many of employees brought their own pens from home. The budget was really limited and even it was not consumed in the right way. I thought the threat of air raids could be an opportunity for the library. Most focus and funds were on the defence of the country and to the basic needs of people those days. But it was the time to make the government pay attention to the library because of protecting national memory and cultural heritage. I wrote many letters to the Minister of Culture and Higher Education. National Library was one of the departments of that ministry those days. The problem was discussed in the Cabinet. The Prime Minister understood the circumstances and ordered directly".

Main stocks and services were held in the National Library building which was a beautifully architecture design by Andre Godard in 1937 but by integration of Tehran Book Processing Centre, another building called FAJR Building was allocated to the library. It was used for Latin resources

including English, German, Russian and French books. A while later a small part of a building in the north of Tehran was given to the library. It was a building which was previously the Cultural Office of Farah Pahlavi, the last queen of Iran before the revolution, and they called it Niavaran Building. Some of the faculty members and librarians had moved there because it was really difficult situation for working in a limited place in the building of National Library.

"We had emptied about 18000 French books from stock and sent them to the Fajr building to make a space for Poori Soltani, Kamran Fani, Zahra Shadman and other faculty members and some cataloguers of the library to work. They were about 20 working behind the lithographic books stacks. Most of them were women. Just think what a chaos it could be. It was just them that could tolerate such a situation" describes the head of manuscripts section with a big smile and continues "then all the works about processing moved to the Niavaran building but in fact there were not enough facilities there". So the new buildings could not help to save resources and it was necessary to find a secure place to transfer the books.

Finding a safe place

Correspondence about finding a secure place resulted in suggestion, negotiation, visits and evaluation of at least 16 places in a short time. Some faculty members and the heads of library were responsible for the visits and evaluations. The Ministry of Culture and Higher Education sent its security team too.

Evaluations began with the neighbouring buildings. The National Museum of Iran was the nearest one and had an equipped basement for such a situation but it was needed for their objects. So the Prime Minister Office itself suggested Bank Melli Iran. "There were lots of safe deposit boxes but most of them were small and did not have enough capacity for the books. There were a big one but it was not enough. Probably it only had capacity for 2000 manuscripts" explains the head of manuscripts section. "There were stocks too. It was a safe place but there was not enough capacity for our books" mentions the head of library stocks.

The Ministry of Education was another place to visit. "They offered to help with pleasure but it considered that the place used for a bunker as well, there was no separate door to be locked up and sealed" says the head of manuscripts section. Other spaces in that building were not appropriate either. The National Library had plans to hire some other places like Sepehr Building to solve the problem of limited space from months ago, new places like Dafineh Building and Park Hotel were suggested to be hired during this project too, but none of them led to good results. Table1 illustrates all the places mentioned in correspondence and the results.

Table 1. Places and organizations suggested for the move according to the correspondence

	Places and Organizations	Result
1	The National Library Basement	It was not suitable
2	Bank Sepah	They answered they did not have facilities for the manuscripts
3	Bank Melli Iran	Reserved a big room in the basement that could be locked up and sealed and a big safe deposit that could be used for 2000 manuscripts.
4	Banknote Repository of Central Bank of Iran	It was really secure and they accepted to help but there was a condition that there would not be any access to the books until the day they were delivered.
5	Niavaran Building Basement	Visited by security team of Ministry of Culture and Higher Education and the results were negative.
6	All the suggested places in the buildings belonging to the Ministry of Culture and Higher Education	Negotiation and consultation with security team were done and the results were negative.
7	National Museum of Iran	They needed their equipped basement for their own objects
8	The building next to the National	Humidity was a big problem and also it was not safe

	Museum of Iran	from robbery because of the unfinished building nearby.
9	Education Ministry Basement	There was no door to be locked up and sealed. It was used as a bunker.
10	Another place in the Education Ministry	It was next to a powerhouse and was not safe. It was full of the ministry's documents.
11	The stock of the Prime Minister Office in Education Ministry	It was needed for the ministry and they could not empty it.
12	Sepehr Tower (belonging to Bank Saderat Iran)	Roofs were not secure for shelves and changes in the walls could lead to high costs.
13	Dafineh Building (belonging to Islamic Revolution Mostazafan Foundation)	The building was not strong enough
14	Park Hotel (belonging to Islamic Revolution Mostazafan Foundation)	No results
15	A building belonging to Tejarat Bank	It was evaluated for the Malek Library and Museum and the results were negative
16	The former Iran Bazargani Bank basement (belonging to Tejarat Bank)	It was suitable for the collection of the Malek Library and Museum

Printing Office and Banknotes Repository of the Central Bank

Interestingly, two different sources, none of them been related to the other, suggested the same place. "My father was a former member of the Central Bank of Iran. Once Mrs. Soltani, my friend and colleague, and I were talking about the problem at home, my father was listening. He mentioned that the best place was the Banknotes Repository of the Central Bank" explained Zahra Shadman, the faculty member of the library. On the other hand, the head of library stocks says "When I was visiting deposit boxes of Bank Melli Iran, one of the employees there told me that there was a Banknotes Repository in the Central Bank and it would be useful if you found a way to transfer the books there".

The Library reported visits and evaluations to top officials and asked for the repository of the Central Bank. The Prime Minister's Office ordered the Central Bank to cooperate. The Central Bank accepted to place the books step by step and they had a condition that books would not be available until the time of delivery. First they just accepted to save manuscripts, and then they agreed to allocate another place in the subbasement for lithographic and rare books, periodicals and paintings and calligraphies. The process of convincing the Central Bank caused the National Library to continue its efforts to find new places over the whole period of moving.

As it was mentioned in the interviews the Printing Office and Banknotes Repository of Central Bank were located in Pasdaran Street. They had five floors under the ground level with security equipment and whole the structure was made of reinforced concrete. "There were some missile attacks when we were there visiting the place but we did not become aware at all. We heard about it when we came up" says the head of manuscripts section. "There were five security steps to enter there. Nobody could go in without official permission. It was a wide hall divided in to printing office and repository. Banknotes were printed in a special humidity and heat condition and were brought to the repository in special boxes. When we put the boxes filled by books at the same place, there were no difference between money and books. The roofs were high and you could put 6 boxes of 55 cm high on each other and still have enough space" describes the head of library stocks. "You could see series of 100, 200,500 Rials banknotes there. Three persons from the library were introduced to the Central Bank to enter the Banknotes Repository. Others who came with us in the truck could not come in. I was there because of checking sealing and taking care of the boxes moving to the subbasement on the lift-trucks" states one of the staff.

Providing the Boxes and the Trucks

As previously mentioned the National Library had such a limited budget. "It was about 45 million Rials and its biggest part was spent for employee salaries. There was only 15 million Rials left for the costs of utilities and winter's fuel. Government had allocated a certain budget for the move.

They allocated 50 million Rials first and then another 50 million Rials again. It was considerable" explains the director of the library at the time. But correspondence show that there was delay in cash delivery. So the National Library preferred to save the budget and provide transportation equipment in another way not spending the money. They asked the University of Tehran and the University of Allameh Tabatabayi for trucks and they just hired the trucks during the holidays of the New Year which universities were closed. They also asked some organizations to send boxes. Organizations asked for help to prepare the boxes are indicated in Table2.

"At first we thought we would find a place with shelves and we could empty the boxes after moving the books. So we thought those 30 metal boxes we bought would suffice but when the Banknotes Repository of the Central Bank was selected as the final destination we found out that we need many boxes to remain" explains the head of manuscripts section. "The person in charge of Banknotes Repository himself suggested us using the banknotes boxes" remembers the head of library stocks. "He said the New Year was coming and they were printing new banknotes and delivering new boxes. It could be possible to use the boxes for the books too if the National Library asked the Central Bank". "The boxes were 100 cm long and 80 cm wide and it seemed to be built for the books" says one of the staff with a smile.

The official correspondence was undertaken in a short time. The Central Bank loaned 40 boxes at first, then they added 10 more. After the New Year holidays they sent 50 boxes and then 50 other boxes and at last 30 more. In addition they loaned 500 sheets of big special papers and cardboards as a pad for moving paintings and calligraphies.

Table 2. Places for preparing boxes

	Places for preparing boxes	Results
1	Defence Industries Organization	The National Library asked for ammunition boxes. They answered the boxes are small and dirty but they could send wood planks for carpenters in the Ministry of Culture and Higher Education to make boxes.
2	National Organization of Educational Testing	The National Library asked them to loan 300 cartons. They mentioned their challenges of short time to the examination that would not let them loan more than 60 cartons which should be back as soon as possible.
3	Organization for Educational Research and Planning	It did not have any results.
4	Islamic Revolution Mostazafan Foundation	They promised to loan some wooden and plastic boxes. But they were not suitable.
5	Hassan Abad stores	The National Library bought 30 metal boxes. The price of each box was 13000 Rials.
6	Banknotes Repository of Central Bank of Iran	They let the National Library use the banknote boxes. About 180 boxes were given to the library over time.

How Was the Mood of the Library in the Process of Book Packaging?

The National Library building was a two-floor building. Most of administrative activities were done on the first floor; management office, lecture hall, membership, photocopy, microfilms services and also periodicals hall and stock. "Users did their membership process in the entrance and then they came upstairs for reference services" says one of the librarians "I was a young girl and I was full of energy to answer the users. I remember the days I jumped from circulation desk over the stairs happily to go to stocks and bring the books instead of circling the way". "There was an intimate and friendly atmosphere those days and all of us did anything we could. I was in another section but it was usual for me to help colleagues for lending the books whenever I saw a user in the hall" explains the head of manuscripts section "and I remember many times that there were important visits and I asked the faculty members to come to the manuscripts stock for help. We worked with sympathy together. I

had some skills in book industry and helped the faculty members in publishing the National Bibliography. They also had the same sense of responsibility about the manuscripts. It was not a big organization and there were deep connections between us". "I remember our great discussions about books with faculty members especially Poori Soltani and Kamran Fani" says the head of library stocks "They were new in our library but they brought standards of librarianship with themselves. I did not understand those things. I thought many of them did not know anything except the title pages of books but some others were truly knowledgeable and I was happy when we talked about the books".

In such atmosphere of sympathy library resources moved with coordination of staff. It happened in three phases. Manuscripts were in priority; and then lithographic and rare books; at last a small part of periodicals and numbers of paintings and calligraphies.

There were more than 12000 manuscripts. As is noted the collection of manuscripts were a merger of approximately 7000 books of the National Library and about 6000 books of the Pahlavi Library. "It was a rich and unique collection which was not comparable with others in the Malek Library and Museum or Library of the Parliament" describes the head of library stocks. "There are things that in spite of their value of cultural heritage, you cannot gain them again. Each manuscript is unique. May be you could see lots of issues of Gulistan, the book of Saadi Shirazi, in the collection but you cannot ignore any of them. Types of Papers, covers, illuminations and autographs are different and unique. All of them were valuable and should be preserved" explains the head of manuscripts section "Lithography and rare books are in the same situation. You cannot find any new Bulaq Press books, which were the first Egyptian press. We had a great colour atlas of avian which was painted with natural colours and another designed by gold. The collections of such lithographic and rare books were about 12000 issues".

The National Library announced it was closed for users from March 9, 1988 to begin the packing of the books. As is illustrated in 28 photos of those days, librarians stood in a line from the manuscript section upstairs to the door downstairs passing the books to be placed in the boxes. The line started from the head of manuscripts section upstairs in the stock and finished with faculty members downstairs next to the boxes. They wrote the number of records on the boxes, put naphthalene tablets in them and sealed them.

"Everybody stood in the line on stairs; from gardener to heads. Mrs. Shadman, one of the faculty members, managed staff and she did it in the best way. It was a heart to heart relationship between us. It was inevitable not to be responsive when you saw all faculty members were there for help. We were about 20 staff in the line. The staff of stocks were responsible to stay in the line. Others came to help whenever their duty finished in their own sections and changed their place with who got tired or suffered from pain in their hands. But there was not any rest in fact. I remember how I drank a cup of tea in a hurry and came back to the line because I thought if I got late others need to step up and down on stairs to fill my empty place. We worked up to 7 pm some days and I remember that the director of the library drove me home" describes one of the librarians.

"My experience about the national library staff was a cooperative and collaborative relationship. I don't remember to ask them to do a favour and they did not respond. Sometimes they complained but when they began to work they did it completely. Maybe because we ourselves worked shoulder to shoulder with them" says the faculty member.

The first package was ready for move on March 10, 1988 but it was not sent to the Banknotes Repository because of official problems. The boxes were maintained in periodical hall on the first floor and the door had locked up and sealed and the security team of Ministry stayed in the library the whole night. Finally, the proceedings of sending a package of 3408 manuscripts was written on March 12, 1988 and the first truck left the library with metal boxes. The day after the truck carried out 40 banknotes boxes from Printing Office to the library and security team of Central Bank attended the library to do the monitoring. The process was continued up to March 15, 1988 on which the Banknotes Repository was closed for the New Year holidays. The rest of the manuscripts moved in the short working days between the New Year holidays from 26 to 11 March.

The second step began from the first day after holidays in April 4, 1988. All the personnel were called to help from the Niavaran and the Fajr Buildings because some new missile attacks happened nearby recently and the library was serious to finish the task as soon as possible.

"I was stressed, when I heard the sound of the siren. We went to the basement; it was so dark and terrible. I did not go in and just stayed near the door and whispered prayers and pushed my hands like those days that I was in the school and the teacher wanted to ask me questions" describes one of the librarians.

"It was not an interesting situation. It is the National Library's duty to be worried about the books but what about staff? There were not any places to hide when we heard the siren. The staff were worried about their family members. Some of them had little children at home but they stayed at the library and worked with their hearts" says the faculty member with a bad feeling. The head of manuscript section says "Look, we were in the subbasement of the Banknotes Repository. Then we came up and heard that seven or eight places of the city had been attacked. We asked about the locations and each of them answered something. Not all houses had telephone those days. I was there and I did not know if my wife was at home or she had gone to pick up our children from kindergarten or if she was at her mother's home, and then when you noticed that your family were ok you couldn't even say thank God because your colleague standing next to you was still worried about his family". "But the war had taken eight years. It was not something new. We had gotten used to it. We ignored it and continued our lives" explains one of the staff.

Since a large number of staff were contributing in emptying of lithographic and rare books it finished in three days. Simultaneously part of the staff were removing periodicals, paintings and calligraphies. In April 9, 1988 Central Bank informed that there was not enough space in the Banknotes Repository and they cannot accept any more packages. As other efforts to find alternative places did not have good results so the task was finished after one month hard working.



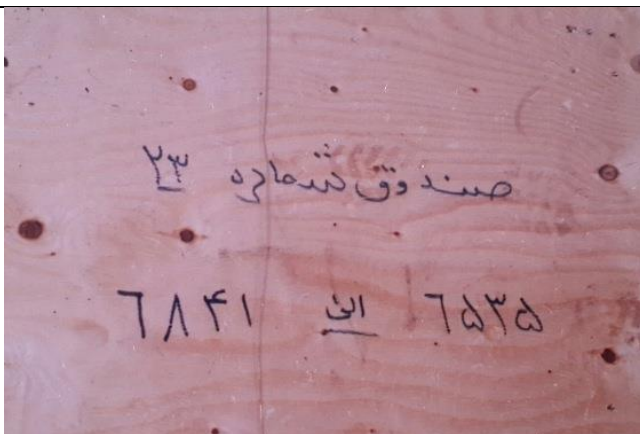
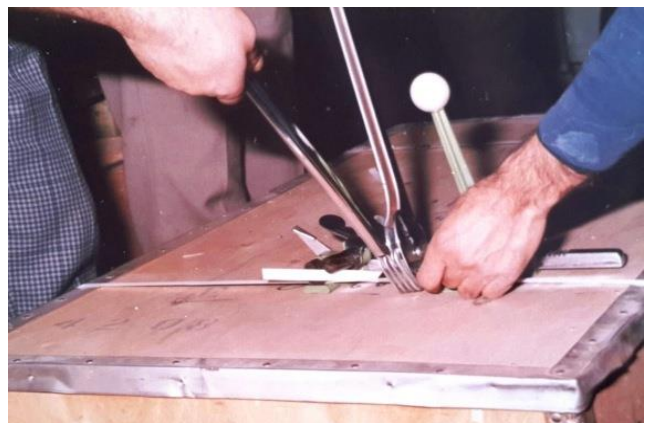
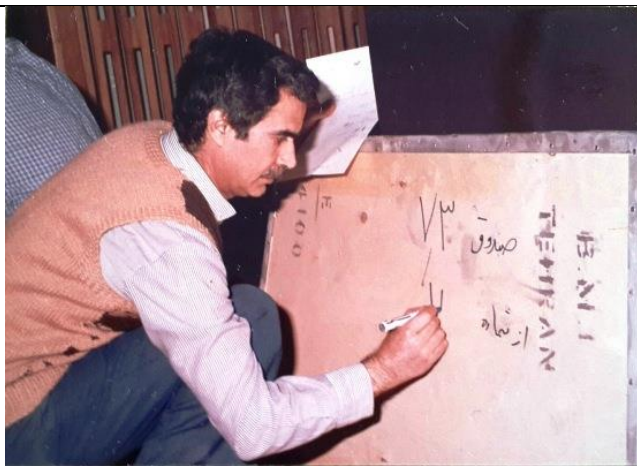




Figure1 Process of packaging

Why Police escort?

"It's a common state that the danger of moving a library collection is equal with library fire. It's like a proverb for librarians in the world" claims the director of the National Library at the time. "It was so dangerous. Damages, robberies, or any other unexpected disasters were lurking around. Add to all of these things the challenges of the war outdoors and the fear of terrorism indoors. Explosion of a bomb was probable everywhere. Terrorist groups did it in streets, buses and public places after the revolution. It was not far to fire our trucks in the middle of the way. That is why we reported everything in our correspondence with details".

The police escorted the trucks from the first day of moving. It was a long way and they had to support trucks in different regions of the city. It was in coordination with the Police. Whenever the truck was ready to leave, the library called the police station and a police car was in the street around the truck. Each police station was responsible for the security of the truck in each region until delivering the post to the other region.

The head of manuscript section says "But it was a kind of madness. Today when I look those days I think what would happen if someone disarmed us and robbed the books? How could we prove that it was not a predetermined plan? How could it change the meanings of insists on moving the collections? We would never get rid of the charge. I think if it was today I wanted an army to move them. Those days we did not think about these things at all".

What happened on the first day of Moving?

It was tense at the first day of delivering the books in the Printing Office of the Central Bank. The Books had been sent in sealed boxes but the security team and officials of the Central Bank were insisting on checking inside the boxes because there was a fear of bombing. The head of manuscript section was present and let them open the boxes but they wanted to visit each of the books. The

National Library did not permit it because of the sensitivity of the manuscripts. The Bank did not agree to let the boxes be placed in the repository and there were about two hour discussions between the head of manuscripts section and the head of the Printing Office. "I had a lot of trouble after it. They reported against me and I was punished for defending manuscripts" explains the head of manuscripts section.

In the correspondence, another event was mentioned during the discussion and it was about a man from the security team of the Ministry of Culture and Higher Education who was with the National Library team. As written he did not deliver his weapon at the entrance and when it was discovered downstairs in the subbasement, the main discussion got pale and distrust arose.

Finally, the problem was reported to the Prime Minister's Office and an order was given to deliver the boxes without checking them. The Security team of the Central Bank was ordered to send two officers to the National Library to check the process at the place from the next day.

Unexpected Events

It was the last afternoon of moving manuscripts in the first days of spring. Most of the boxes were loaded on the truck. Suddenly the sunny day changed to a stormy shower. Hailstones rained on the truck. It was a confusing situation. The truck did not have a container. There was just a canvas for covering the boxes. Instantly in a close coordination, the truck moved to the roofed parking of the Ministry of Education which was located across the street.

Another day, when the packing of manuscripts was going to finish, a missile attacked a charity school, named Mottaghin, north of the Library. The explosion wave broke all the doors and windows. "Fortunately nobody was hurt because we were downstairs and packing the boxes. The school was also closed because of the New Year holidays. Manuscript section was facing north and all its glasses had broken and the iron door was plucked" describes the head of manuscripts section. As is mentioned in the correspondence some staff stayed at the Library that night to pack the remaining books. The windows of the building were covered by sandbags in the next days and a serious note was sent to the Ministry of Foreign Affairs in the neighbour to empty their big gas tank next to the Library.

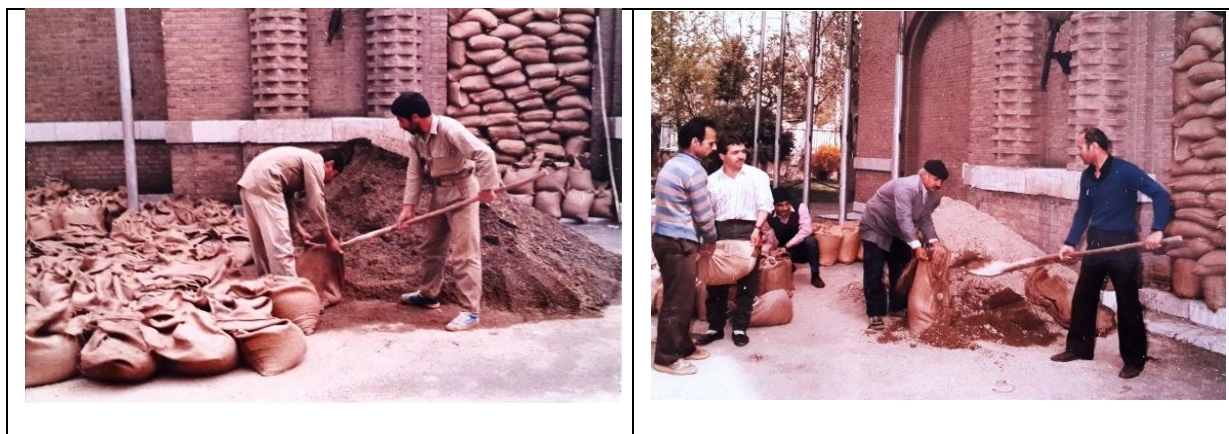




Figure 2. Covering windows with sandbags

Documentation

As is mentioned the documents of the reports and proceedings have remained from those days have lots of details. In addition we can see correspondence with Deputy of Cinema and Islamic Republic of Iran Broadcasting for taking photos and documentary videos. One of the librarians says "Staff liked to have photos of those days. They said we should have something to show our children in the future to prove what we had done". Also the director of the National Library at the time had written about his negotiation to convince the Deputy of Cinema for photography and had emphasized that it was necessary to record the efforts of defending of culture of a country in addition to military defence.

Helping Other Libraries

There were some other libraries that the National Library of Iran tried to help according the experiences were achieved.

Malek Library and Museum was the one which the National Library was concerned about from the first terrible attacks. Two places in Tejarat Bank suggested them and one accepted after visiting which took long up to night but top officials decided to move their collection to another city, Mashhad, by a jet.

The Library of Parliament was visited by the National Library of Iran and confirmed its security but it was suggested moving significant collections to the basement.

The head of manuscript section at the time, expressed that they visited many academic libraries in Tehran. He names Khajeh Nasir Toosi University as an example and says that it was a technical university and they preferred to save their technical tools instead of the books because they couldn't find them any more in a war circumstance.

Returning the Books

The ceasefire happened on August 20, 1988 and the project of returning books to the Library began from February 1989. It was a two phased project. The National Library moved manuscripts to the Niavaran Building which was equipped during that period and it was in a safer circumstance. Other resources were returned to the National Library building in 30 Tir Street again. One of the newly recruited staff was supposed to shelving the books. He says "I did not know what had happened for the books. It was a project and they paid good money for it. I was young and I needed money. But then I found out the story of them. It was a great sense. I had some war wanderer friends and I had compassion about them. I had the same feelings when I heard about the books. They had come back home and thank God their home hadn't damaged".

Books were kept in their places until the new library building was generated and opened in 2005.

Conclusion

The capital did not have a happy New Year in the last year of war. Some people tried to go to safer places in villages or small cities to be far from air raids and attacks. In such a situation there were librarians who were worried about the cultural heritage of their country. There are many lessons in thinking about their motivations, behaviours and the way they were thinking. The interviews outlined in the paper imply that although not many things can be done without official relations, finding a solution in the time of crisis mostly rely on the sympathy of people who act together even if they are staff of different institutions with different organizational goals. The background of an organization remains in the minds of its staff and it seems to affect their behaviour and sense of appreciation and protection. Most of the interviewees, especially those who worked in the National Library from the first day, spoke of Abdollah Anwar with respect during their talks and they used the title of professor for him. He was the head of manuscript section of the National Library for a long time. On the other hand, goals and dreams of an organization are other factors which made a commitment for its staff. Those who accepted an integration of the Tehran Book Processing Centre and the National Library of Iran had big dreams and they tolerated difficulties and shortages for a new honourable formation. Hope was a bold feeling and it also can be recognized from the feelings they had for taking photos. It seems that is why they were there even though they had lots of stress about their family members at home. Interviewees had different points of views but it was obvious that all of them loved the National Library in their own ways.

Generally the atmosphere of the library was in such a way that the staff did not feel any gap between themselves and others, especially the faculty members. Strong sense of commitment and faith in work is evident in all interviewees. Everyone was in its right place for doing the best.

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