



**Minutes of the 27th Session of the General Assembly
ICOM International Museum Meetings – Paris, France, 6 June, 2012**

The ICOM President opened the meeting by welcoming the participants.

The quorum was reached at the opening of the Assembly with 57 % of members represented either present in the room or via proxies.

Item 1: Approval of the minutes of the 26th General Assembly meeting of 8 June, 2011

The President requested approval from the General Assembly for the minutes of the previous meeting.

The minutes of the 26th General Assembly of 8 June, 2011, held in Paris, France, were approved as presented.

Item 2: President's report

The ICOM President presented his report to the General Assembly, in which he detailed the main activities of ICOM for the year ended 31 December, 2011 as well as a review of the actions in 2012 to date. The complete text of the President's report is available in Appendix 1.

Questions and comments from the Assembly followed the President's report.

Members congratulated the Secretariat on the accomplishments reported, mentioned they were grateful for the support the network has received from the Secretariat over the year. They asked to know more about what plans for 2012, namely between now and next year's General Conference. In this regard, it was suggested that next year's President's formal report could include indications on future plans for the organisation.

The Director general mentioned that ICOM's work and expertise in the illicit traffic of cultural goods continued to grow and that two Red Lists were being drafted, that the services to members were going to be improved through the development of technological tools, and that ICOM extended its fundraising by diversifying sources of revenue, thus being able to supply direct support to events organised by the network (for example Ibermuseum funding of the CECA Conference in Quito).

Following a request for an update on the Art and Cultural Heritage Mediation programme, the Director General confirmed that this new and innovative programme had been launched in July 2011, that two workshops had already taken place in Paris and London, and that the next events would take place in Canada and in the United States. The Mediation programme now benefits from a list of over 130 highly specialized mediators.

The development progress made in the ICOM network in Africa was also underlined, and it was suggested that the presence of ICOM on the continent could be intensified in the future. The President confirmed that, following the Memorandum of Understanding (MoU) recently signed by ICOM and AFRICOM, the Executive Council will hold a special session on the subject to determine through what concrete actions and programmes the MoU could be executed.

The General Assembly approved the President's report, as presented.

Item 3: Financial Statements 2011

The Treasurer of ICOM introduced Lydie Spaczynski, Director of Administration and Finance, Isabelle Demangeot, ICOM's Accountant, and Mr Gagnard, Statutory Auditor. She also thanked the members of the Standing Committee on Finance and Resources for their work.

The Treasurer informed the Assembly that the working documents, including the financial statements, the management report and the report of the statutory auditor, had been distributed to all. Electronic versions were also made available through the ICOM website well before the meetings. She also drew the attention of the members to the key figures, presented at the end of the 2011 activity report.

The Treasurer recalled the process applied in preparation of the financial information, including budget monitoring throughout the year. Referring to the working documents, she then presented the Financial Statements for 2011.

The balanced results were explained, noting that 75% of the organisation's revenue comes from membership subscriptions, 16% from grants and 4% from in-kind contributions, highlighting that the in-kind contribution were higher last year because of the participation in the Shanghai World Expo.

The following points were highlighted:

- A digressive operating grant from the European Union and contribution from French Ministry of Culture and Communication;
- A detailed breakdown of expenses presented in the management report including direct support for the Network, communication activities, overhead costs and programmes' activities, representing respectively 29.4%, 26.5%, 25.3% and 18.8%;
- Optimisation of costs of structure associated with ICOM Paris premises where International Committees now frequently meet;
- 25% increase in the budget allocated for support to the Network, totalling €433,293 in 2011.

Among the recent developments mentioned, the Treasurer explained that ICOM is in the first steps of the aggregation of the International Committee's financial information. As such, the 2011 financial statements included the activities of the Secretariat, but also the activities of four International Committees for whom ICOM managed the bank accounts in 2011 (CAMOC, CIDOC, ICMS and ICTOP). Concurrently and in preparation of further steps to be taken in this regard, the Secretariat reviewed the financial information of the 26 remaining International Committees, as presented in the management report. The Treasurer confirmed that the aggregation process is mandatory according to French law. Based on the new banking services presented and the discussions held during the separate meeting of the International Committees, she said she was confident that such steps shall be achieved in 2012 to allow ICOM's statutory auditor to remove the reserve for limitation expressed in his audit opinion. She further noted that International Committees carry over a high level of bank balance totalling €577,363 as of 31 December, 2011.

Members of the Assembly took the floor to thank the Treasurer and the Secretariat for clear and transparent financial reports.

Questions revolved around the possible aggregation of the accounts of National Committees, depending on their legal status in their country. They also concerned the support of UNESCO in such a difficult context for the international organisation. The Director General confirmed that UNESCO had suspended its financial support of ICOM in 2012 and that talks were underway to secure the annual grant for 2013. In the meantime, UNESCO is working with ICOM on a project-based approach such as the organisation of a seminar in Egypt in 2012.

Following a clarification request concerning the Getty's support to the Inclusive Museum Conference, it was explained that it represented a \$30,000 travel grant for ICOM participants in the conference coming from developing countries in southern Africa and that ICOM also received support from the Getty Foundation for four International Committees in 2011.

The General Assembly approved, as presented, the ICOM financial statements as of and for the year ended 31 December, 2011.

Item 4: Discharge (Quitus)

The General Assembly approved the discharge (Quitus).

President's Report

Dear members of ICOM,

In keeping with the French law of 1901 on Registered Associations and the Statutes that govern ICOM, as President of ICOM, it is my duty and privilege to present the 2011 President's Report to this General Assembly, detailing the principal activities of our organisation for the year that ended on 31 December, 2011. We are now nearly halfway through 2012, and so, I am also pleased to be able to present some of this year's achievements and objectives to date, as well.

I would first and foremost like to remark upon the incredible dynamism of our National and International Committees this year in organising conferences and workshops, sponsoring museums prizes and overseeing efforts for inclusion from all parts of the world. The great many annual meetings hosted by the Committees are veritable opportunities for exchange, and workshops contribute to the continual development of the network's expertise and knowledge. The exceptionally rich editorial activity of the committees, meanwhile, contributes to the dissemination of this knowledge in the form of conference proceedings, magazines, reports and specialised articles. Dialogue within the community has furthermore been strengthened via promotional actions undertaken in large part with the help of the web, with ICOM seeking to provide modern online tools to the whole of the network and oversee renewed efforts for communication. Additionally, a number of actions favouring diversity and inclusion have been carried out, supporting members with underrepresented profiles, notably through the development of bursary programmes.

Activities in compliance with the Strategic Plan 2011–2013 fit into four main development areas: increasing membership value and transparency for ICOM members; developing museum and heritage expertise; strengthening ICOM's global leadership in the heritage sector; and developing and managing resources to implement the Strategic Plan effectively. 2011 was the first year of the implementation of this Strategic Plan, laying the foundation for ICOM activities over the next two years and initiating priority actions that will enable the organisation to accomplish its triennial objectives.

Over the course of the year 2011, ICOM's membership continued to grow, reaching a high of 29,528 members (for growth of 5.4% compared to the previous year), with presence in 137 countries (compared to 130 in 2010). 10 991 members were active in International Committees. In order to raise awareness and increase ICOM membership, a promotional campaign was implemented starting January in certain areas of the world, starting with the US, and subsequently extended to France, the UK, a number of Arab countries and Latin America.

The popularity of International Museum Day was confirmed, with museums in 100 countries participating in what has become a key event on the international cultural and museum agenda. Communication was improved, with a dedicated website, a Facebook page and a kit for museums providing tools for organising and hosting the event. The theme "Museums and Memory" proved highly inspiring, and was the occasion to join forces with a number of international partners (UNESCO MoW, ICOMOS, IFLA, CCAAA, ICA), leading ICOM to salute the enthusiasm and involvement of the museum community.

ICOM, ICOFOM and French publisher Armand Colin collaborated to produce and publish the *Encyclopaedic Dictionary of Museology* in 2011. In order to support ICOM committees in designing and distributing their great many publications, the Secretariat General is currently working on editorial guidelines to facilitate this work. The publishing toolkit containing these guidelines is to be published in several steps between now and September 2012.

ICOM also reinforced communication possibilities within the network with the general E-newsletter, now sent to all members, and the enrichment of the website, which was launched in late 2010. Furthermore, ICOM launched a digital collaborative platform project known as ICOMMUNITY. This new tool, designed for news, the collection of information and expertise, networking, contribution and collaboration aims to provide ICOM with modern and innovative working tools, benefiting from the substantial opportunities of new media. These meetings are the occasion to officially launch ICOMMUNITY, which will be developed and improved on a regular basis.

Under the coordination of the Secretariat, ICOM launched its new member database in October 2010 and developed new features in 2011 enabled by this new technological tool: ICOM granted access to the International Committees' Chairs and Secretaries, now able to consult and use the data for their respective members, as registered in the main base maintained by the Secretariat. As part of a pilot project with certain Committees, ICOM was also able to launch its first online membership renewal campaign.

With regard to budgetary monitoring (which will be developed in greater detail later on today's agenda), the current budget amounted to nearly €3.2 million in 2011. In terms of subsidies, the search continued for funding to support the implementation of ICOM programmes and those of its network, with a level of external monetary resources amounting to €546,935, or 17% of the 2011 operating income. In 2011, ICOM membership dues increased by €133,355, or 5.8%, compared to 2010, coming to a total of €2.4 million. This was largely driven by an increase in the number of members, from 28,028 in 2010 to 29,528 in 2011, or a rise of 5.4%.

As a preliminary step and based upon available information, it was deemed possible to present annual financial information, including the operations handled at ICOM Headquarters, as well as the annual accounts representative of the activities of the four International Committees for which ICOM handled the banking transactions related to their 2011 activities: ICMS, CAMOC, CIDOC and ICTOP. In 2011, ICOM additionally deployed Internet-based tools to support International Committee activities in the management of banking transactions.

In terms of funding strategy, ICOM consolidated existing partnerships (with the Getty Foundation, the US Department of State, the French Ministry of Culture and Communication); and secured continued European Union participation as well as regional funding for specific projects (from the West African Monetary & Economic Union and Ibermuseos).

ICOM's commitment to fighting illicit traffic in cultural goods is increasingly strong: the active promotion of the ten existing lists continued in 2011; the *Emergency Red List of Egyptian Cultural Objects at Risk* was prepared; a training workshop on Red Lists and illicit trafficking was held in Colombia and another one was prepared, held in Egypt in early 2012. ICOM's Programmes

Department worked to maintain the organisation's status as the only heritage organisation recognised as an international expert in the fight against illicit traffic cultural goods. Through strategic partnerships with expert organisations such as INTERPOL and with its proactive approach, ICOM uses all resources at its disposal to affirm its leadership in this regard, reinforced by participation in a number of conferences organised both within and beyond the ICOM network.

2011 was sadly marked by an exceptionally high number of emergency situations, consequences of human-made or natural disasters. ICOM therefore committed itself to efforts for the protection of museums and cultural heritage through the implementation of mechanisms for preparedness and emergency response, mainly through active monitoring in emergency situations in affected areas of the world, including Tunisia, Egypt, Libya, Syria, Japan, Ivory Coast, New Zealand.

In the domain of emergency preparedness and response, in chairing the Blue Shield, and with the help of its Disaster Relief Task Force for Museums, ICOM has strengthened its position as one of the main organisations active in the protection of cultural heritage in emergency situations, and has oriented its programming accordingly. In late 2011, the 1st international conference of the International Committee of the Blue Shield was held in Seoul, prepared and organised by ICOM and hosted by the National Museum of Korea.

ICOM was particularly active in Egypt, where its work proved useful for the international heritage community as a whole. Along with the organisation's Disaster Relief Task Force and members of CIPEG, the ICOM Secretariat managed to assess the situation of cultural heritage in affected areas by gathering valuable up-to-date data and regularly informing the international community of developments in the situation. ICOM notably took the initiative of financing an Emergency Red List of Egyptian Cultural Objects at Risk, published with the generous support of the US Department of State.

ICOM continued its work as expert in relation to all main International Heritage conventions, strategically positioning itself in order to enhance its global leadership in the heritage sector, and providing the resources to demonstrate its added value on a number of relevant heritage-related issues, such as museum activities on World Heritage Sites.

In May 2011, the ICOM-WIPO partnership was signed, and the mediation programme was officially launched in July 2011, with a set of training workshops held in September and October. This new type of service provides a solution to an ongoing issue for the global heritage community, offering members facing disputes an alternative process to solve the litigation. This is emblematic of ICOM's increased emphasis on a partnership approach for programmes and the promotion of the network's expertise.

From a legal point of view, in 2011, the organisation decided to establish a Working Group on Statutes in order to reflect on possible improvements and modifications of the Statutes of ICOM. I have appointed the group's eight members to analyse and, if need be, suggest revisions on the Statutes, in accordance with French law. Alongside this Working Group, the mandate of technical Committees was renewed in order to further reflection on ICOM-specific themes and improve the organisation's efficiency: the Legal Affairs Committee, the Financial Resources Committee, the Strategic Allocation Review Commission, and the Ethics Committee. *2011 was also the year of*

bringing different bodies of ICOM closer to each other in order to allow more transparency. As a result, members of the Advisory committee are permanent members of the Financial Resources committee.

In accordance with the programme of work and decisions made by the Executive Council, in January 2011, part of the ICOM General Secretariat was installed in new offices. A conference room equipped with a simultaneous interpretation booth was refurbished for the Executive Board. It is regularly made available for ICOM Committees and working groups. Such new developments aim to make ICOM Headquarters a welcoming space that is adapted to the needs of the global museum community.

Moving ahead, since the beginning of 2012, a number of projects have come to fruition for ICOM: a Memorandum of Understanding has been signed between ICOM and AFRICOM; the *Emergency Red List of Egyptian Cultural Objects at Risk* was launched in Cairo; two new Red Lists, for West Africa and the Dominican Republic, are being prepared; the ICOMMUNITY extranet platform has been designed; the second ICOM-WIPO Art and Cultural Heritage Mediation Programme was held in London; the transfer of the review *Museum International* from UNESCO to ICOM has been negotiated; and the analysis of applications for the hosting of the ICOM 2016 General Conference has been conducted.

The impressive community of experts represented by ICOM has achieved a great deal over the past few years. I wish to extend my sincere gratitude to all chairpersons and board members of the various committees, and notably, those who have completed their term. The importance of the individual Committees' work cannot be overstated, and their efforts to implement the Strategic Plan at their particular level have reaped substantial rewards. And finally, I wish to extend a special thank you to the Director General, alongside all of our colleagues at the Secretariat General for the tremendous work that they carried out in 2011.

I greatly look forward to continuing to work together in order to enhance and promote ICOM's presence around the globe. As the voice of museums and museum professionals worldwide, we now seek to move ahead into the future with the help of our substantial and ever-growing expertise, multiplying our accomplishments in the months and years to come.