



## **Minutes of the 26<sup>th</sup> Session of the General Assembly ICOM June Meetings – Paris, France, 8 June, 2011**

The ICOM President opened the meeting by congratulating the organisation committee for a successful General Conference in Shanghai in November 2010 and recalling ICOM's priorities as a member-based organisation. The complete text of the President's opening remarks is available in Appendix 1.

The quorum was reached at the opening of the Assembly with 53% of members represented either present in the room or via proxies.

### **Item 1: Minutes of the General Assembly of November 2010**

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

Following a question from the floor it was confirmed that the version presented in the working documents was the same as the version published online in December 2010.

The President highlighted the fact that comments on minutes needed to be addressed before the following Assembly, in order to avoid discussing significant changes *in situ* since a lot of the votes represented are proxy votes.

The Chair of ICOM Ireland suggested that it be recorded in the present minutes that draft resolution 13 was withdrawn by the Chair of ICAMT during a discussion of that draft resolution at the 25<sup>th</sup> General Assembly.

The minutes of the 25<sup>th</sup> General Assembly of November 2010, held in Shanghai, China, were approved as presented, with the above comments taken into account.

### **Item 2: President's Report on activities 2010**

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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, 2010 as well as a review of the actions in 2011 to date. The complete text of the President's report is available in Appendix 2.

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

### **Item 3: Financial Statements 2010 and discharge**

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The Treasurer of ICOM introduced Lydie Spaczynski, Director of Administration and Finance, Isabelle Demangeot, ICOM's Accountant, and Mr Gagnard, Statutory Auditor. She explained that they, together with the Director General and herself, have been working on the closing of the 2010 financial statements. She also thanked the members of the Standing Committee on Finance and Resources for their work.

The Treasurer presented the Financial Statements for 2010 with reference to both the management report and the auditor's report as presented in the working documents. She mentioned that expenses were closely monitored in connection with the actual income trend to reach a final surplus of €3,705.

She explained in further detail the significant increase in income, which reached €3,511,311 including in-kind contributions of €379,589:

- a growing number of new membership dues;
- a major increase in grants and subsidies thanks to the contribution of the European Union, the French Ministry of Culture, UNESCO, the Getty Foundation, the US Department of State and the Swiss Confederation;
- in-kind contributions corresponding to services whose value could be assessed accurately.

The Treasurer provided further details on funds allocated to support the network, which had reached €345,788 in 2010, as follows:

- Annual subsidies to the ICs: €134,767 (+35%);
- Subsidies for Special Projects: €63,777 (+26%);
- Bursaries for 90 members: €147,244 (including €75,403 funded by the Chinese Organising Committee).

The Treasurer and the Director General explained that the 2010 budget allowed the completion of several projects:

- Publication of remodelled editions of ICOM News. The Treasurer introduced Aedín Mac Devitt, Publications Officer at ICOM Secretariat, to the General Assembly;
- Launch of ICOM's new website last Autumn and an extranet platform to follow within the next year;
- Implementation of the new members database, which is a free operational web service;
- Completion of four Red Lists within a year. The Director General highlighted that ICOM had increased its capacity to publish Red Lists significantly and said that ICOM was the first heritage organisation to promptly react and deliver a concrete project for Haiti in the form of an *Emergency Red List of Haitian Cultural Objects at Risk*;
- Acquisition of new premises for the General Secretariat for a total budget of €2,634,643 as approved by the Executive Council.

Comments were made on the accounting for International Committees' (IC) revenues and expenses. The Director General responded that this point may be addressed in the future in compliance with appropriate banking regulations. The Treasurer acknowledged that the consolidation of ICs and potentially National Committees was difficult to handle due to the complex structure of ICOM; she added that processes would need to evolve to be in a position to get reliable data on a timely basis.

Requests were made for some precision concerning ICOM's expenses in Shanghai. The Director General explained that the 2010 financial statements correspond to the operations of ICOM's legal structure as a standalone entity. He added that accounts for Triennial General Conferences are distinct in accordance with a specific contract agreement.

The Chair of ICOM Foundation expressed her wish to see a specific line in the budget representing the Foundation's support. The President, the Treasurer and the Director General of ICOM thanked the ICOM Foundation for its faithful and ongoing support. They mentioned that its contribution was included under the item "membership" in the financial statements, and was also specifically underlined in ICOM's Triennial Report published in November 2010 as well as on ICOM's website.

The Chair of ICOM Italy appreciated the fact that membership dues count for 66% of the income instead of the previous 84%, and encouraged ICOM to continue in this direction by finding new sources of revenue.

The Chair of ICOM Ireland commented that the presentation of the financial statements had improved greatly. He saluted the increase in external income and congratulated ICOM for having invested in tangible assets for what may be the first time in its history.

The President asked the General Assembly to approve the 2010 Financial Statement, to give final discharge ("*quitus*") to the members of the Executive Council and the Bureau, and to allocate the €3,705 surplus to the reserve. The motion was adopted with 395 votes in favour, 10 against and 19 abstentions.

#### **Item 4: Vote of ICOM's Strategic Plan for 2011-2013**

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The ICOM President presented the members of the Strategic Plan Working Group whose work began under the previous Executive Council.

The Strategic Plan Working Group comprises the following members:

- Nina Archabal (Chair of ICOM US, Chair of the Strategic Plan Committee),
- Suay Aksoy (Turkey; Chair of CAMOC),
- Manon Blanchette (Canada; Chair of AVICOM),
- Vinod Daniel (Board of ICOM CC),
- Katia Johansen (Chair of ICOM COSTUME),
- Kwame Sarpong (Vice-Chair of the Advisory Committee; Chair of ICOM Ghana),
- Richard West (former Vice-President of ICOM, and former Chair of ICOM US),
- Stéphanie Wintzerith (Board of ICOM Germany),

as well as two Executive Council representatives:

- Tereza Cristina Moletta Scheiner (Vice-President of ICOM),
- George H. Okello Abungu (Vice-President of ICOM).

Since the Chair of the Strategic Plan Working Group could not be in Paris for the 26<sup>th</sup> General Assembly, Katia Johansen, Chair of ICOM International Committee for Museums and Collections of Costume, presented the new Plan for 2011-2013. Katia Johansen commented on the work of the Strategic Plan Working Group stating that they aimed to provide a final Plan that would provide direction and guidelines for action.

She reminded the Assembly that the work had been carried out on a volunteer basis by dedicated Committee members who first met in Shanghai in November 2010. Ms Johansen presented the Strategic Plan 2011-2013 confirming that, building on the vision of the previous plan, the Committee's intention was to draft the new Plan using clear language. It is proposed that the plan be regularly reviewed in order to renew the commitments proposed under the four following strategic objectives, some to be reached in three years and others to inspire ICOM in the long term:

1. Increase membership value and transparency for ICOM members;
2. Develop museum and heritage expertise;
3. Strengthen ICOM's global leadership in the heritage sector;
4. Develop and manage resources to implement the Strategic Plan effectively.

With regard to the implementation of the Plan, members were reminded that the Plan is something the whole network shares because it is a tool used by all. All members were invited to attend a workshop on the implementation of the new Plan scheduled in the afternoon following the General Assembly.

Some members congratulated the Committee on the speed at which they had worked and commented that the Plan was practical, realistic and inclusive.

Questions were raised in relation to the importance for certain ICOM entities to prioritise the Plan's objectives, and to take into consideration the recommendations from this week's thematic panels on sustainability, ethics, and research and publications. A discussion followed with the conclusion that these approaches would be taken into account in the implementation of the Strategic Plan.

The President asked the General Assembly to vote on the approval of the Strategic Plan 2011-2013. The Plan was adopted with 417 votes in favour, none against and 7 abstentions.

The ICOM President declared that all the items on the agenda had been discussed.

Following a question regarding the possibility of adding some points to the agenda, the President said that since many members were represented through proxy votes, other significant matters should not be added to the Agenda. The Chair of the Advisory Committee highlighted the fact that other matters had never been part of the Agendas of the General Assembly and that it should not be the case in the future, as it is not stated in the rules of the Assembly.

The President thanked the Assembly for a productive meeting and adjourned the meeting at noon.

## Appendix 1 – President’s Opening Remarks

Ladies and Gentlemen,  
Dear colleagues from all over the world,

It is just over six months since we met for the General Conference in Shanghai. It was a stimulating conference and once again I congratulate our Chinese hosts for that momentous event, which offered so many opportunities to exchange ideas and to learn from each other. I also thank all of you for the work you did to make the General Conference a success.

During the Shanghai Conference you elected a new Executive Council and I - in the name of the Council - thank you for the trust you placed in us. The new Executive Council met in Shanghai for an informal meeting, and again in April this year. It was a very productive meeting in the spirit of the discussions we had during the conference.

Before going into details, I would like to recall the subjects we discussed in Shanghai: better transparency, better timing and better communication. I promised to work on these issues so that each ICOM member is taken into account and identifies him - or herself with our association.

You all know that ICOM is undergoing major changes. The Director General and the Council are working to modernise ICOM. I thank the Director General very much for the immense work he does together with the staff at the Secretariat of ICOM in Paris. In times of change and reform, new aims and perspectives, it is important that members know at all times, where the organisation stands and why. I understand the concerns that many of you have that ICOM is becoming a less member-oriented organisation. However, I would like to assure you that this is not the case. The entire Executive Council has focused its work on members’ needs and expectations. ICOM was and is a member-oriented organisation.

I would like to share with you what we - the Council, the Director General and I - carried out in order to reduce frustration among members.

You will probably have noticed that timing has become a priority. For instance, the minutes of the Shanghai meetings were already on ICOM’s homepage in December 2010, the summary of the minutes of the Executive Council’s April meeting in 2011 were already available at the beginning of May 2011. The Council received its complete working documents in time and appreciated the professional work of the Secretariat.

With regard to transparency, you will remember that the Advisory Committee expressed a wish to be involved in the development of ICOM’s general budget. I invited the representatives of the Advisory Committee for a meeting with the Standing Committee on Finance and Resources and the Treasurer. After a fruitful discussion and an exchange of ideas we found a solution for a permanent exchange. In the future, I will appoint two representatives of the Advisory Committee as permanent members of the Standing Committee on Finance and Resources.

Some ICOM members feel that the ICOM Statutes and the internal Rules and Regulations are not congruent. In order to clarify the situation in Shanghai, the idea of having an Extraordinary General Assembly in June 2011 was discussed in order to implement changes. However, the timeline was not sufficient to prepare a fundamental working document and to have it discussed intensively before deciding on it. The Executive Council will speak about this matter soon and discuss how we can go ahead with this issue.

When you read the new Strategic Plan 2011-2013, you will find that many of these points have been taken into account. I thank the Strategic Plan 2011-2013 Working Group, chaired by Nina Archabal of ICOM US, very much, and all ICOM members who have contributed to this document.

## Appendix 2 – President’s Report 2010-2011

Dear members of ICOM,

In compliance with the French 1901 law on Registered Associations and the Statutes that govern ICOM, it is my duty and my pleasure, as President of ICOM, to present to this General Assembly the President’s Report, which describes the main activities of our organisation for the year ended 31 December 2010. As we are almost half-way through 2011, I will also discuss some of the achievements and objectives to date.

The activities of ICOM and its Executive Council, which met on two occasions in 2010, include the implementation of the development areas outlined in the Strategic Plan 2008-2010 around four main themes: consolidation of member services, deployment of communications tools, development of international partnerships, and the careful management of resources.

One of the major highpoints of 2010 was of course the 22<sup>nd</sup> ICOM General Conference in Shanghai. The triennial conference attracted a record number of participants – 3,032 registrations – and provided the international museum community with a platform for professional dialogue and networking opportunities. Participants at the conference had the privilege of hearing the views of several keynote speakers, including two former heads of state of France and Mali, Jacques Chirac and Alpha Oumar Konaré. ICOM’s International Committees organised more than 100 working sessions, and the programme also included three Open Forums, five workshops on ICOM’s activities, and a museums trade fair. During the Conference, a new Executive Council was elected to govern ICOM. In the name of the Executive Council, I would like to thank you for placing your trust in us.

During the course of the year 2010, ICOM’s membership continued to grow, reaching a high of 28,028 members (growth of 6.3% on the previous year). The new membership fee policy, submitted to and voted by the General Assembly in June 2009 in an effort to take into account the different contexts of various countries and enhance the inclusiveness of our organisation, was implemented in 2010. Following its implementation, ICOM was careful to assess the impact of the new membership fees and I am happy to say that to date the new policy has been greeted with satisfaction and has had a positive impact.

In a bid to adapt its communications tools to its members’ needs, ICOM sent out a questionnaire to the readers of ICOM News at the beginning of 2010. The responses were analysed and the magazine was given a facelift in terms of content and design bearing these comments in mind. The layout is modern and the content now includes analysis, interviews with museum experts and special reports.

International Museum Day is becoming an increasingly popular event worldwide and in 2010 ICOM enhanced the promotional tools available to National Committees for the organisation of the event. A record number of 96 countries participated in IMD 2010 on the theme of social harmony.

Under the coordination of the Secretariat, ICOM launched its new member database in October 2010. The new multilingual database boasts a sophisticated set of functions that will help ensure the effective management of ICOM members, in line with ICOM’s ambitions for greater modernity in its operations in the medium term (targeted online memberships and a link to the intranet to name a few possibilities).

The organisation's ambitions to modernise and increase its communications tools prompted the development and launch of a new website in 2010. The new, easy-to-navigate trilingual website includes a sophisticated search engine function and a publications database. ICOM is also providing its committees with the opportunity to create their own websites.

For the first time ever, ICOM participated in a World Expo, held in 2010 in Shanghai. ICOM hosted a pavilion during six months, highlighting the role of museums worldwide. This participation in the World Expo was an exciting development for ICOM, giving weight to the organisation's aspirations for increased diversity and inclusion.

In November 2010, ICOM, ICOFOM and French Publisher Armand Colin collaborated to produce and publish an abridged version of the Encyclopaedic Dictionary of Museology, a series of museology standards written and edited by members of ICOFOM. The abridged version, entitled Key Concepts of Museology, was distributed in four languages (French, English, Spanish and Chinese) at ICOM's General Conference and is available online on ICOM's website.

On an international level, ICOM established new cooperation agreements in 2010 such as its Memorandum of Understanding with ICOMOS and with the World Federation of the Friends of Museums (WFFM). It also held several discussions with the World Intellectual Property Organization (WIPO), which led to the signing of a Memorandum of Understanding between ICOM and WIPO for the implementation of a mediation programme, a service available for parties involved in long-standing restitution disputes, who do not wish to go through the courts.

With regard to budgetary issues (which will be developed in more detail later on today's agenda), ICOM reached a net surplus of €3,705 in 2010. The current budget reached almost €3.5 million in 2010, an increase of €1 million compared to 2009. This increase was made possible thanks to a €606,860 increase in subsidies and grants received (including €379,589 received in-kind) and a €181,813 increase in membership dues. The increase of membership dues has been mostly driven by an increase in the number of members from 26,379 in 2009 to 28,028 in 2010, or by 6.3%. Membership dues counted for 66% of ICOM's total income in 2010 versus 84.5% in 2009.

In 2010, ICOM continued to benefit from the support of its historic partners such as the ICOM Foundation (and I would like to thank Mme Christine BOEL, Chair of the Foundation, very much for her wonderful dedication to ICOM), the French Ministry for Culture and Communication, UNESCO, and the US Department of State. ICOM also strongly benefited from the support of new donors: the European Union with a valuable grant of €120,000, our Chinese partners through in-kind grants estimated at €224,611, and the renewed support of the Federal Office of Cultural Affairs of the Confederation of Switzerland. Last but not least, ICOM was officially recognised by the French administration as an *"association d'intérêt général"* (*Public Interest Organisation*). This status allows ICOM to offer tax benefits to its corporate and individual donors and patrons. As a result, ICOM received its first in-kind skills support offered by a company in 2010.

ICOM's commitment to fighting illicit traffic in cultural goods got a new impetus with the publication of three new Red Lists in 2010: China, Haiti, and Central America and Mexico. These publications are internationally recognised tools used by INTERPOL, the World Customs Organisation, and ICOM's many other national and international partners in the fight against illicit traffic in cultural goods.

Following the catastrophic earthquake in Haiti in January 2010, ICOM, together with the Blue Shield, quickly mobilised its resources. ICOM played an important coordinating role, taking action to assess the damage, collecting and disseminating information to the heritage community, and ultimately conducting the production of an Emergency Red List of Cultural Objects at Risk for Haiti.

In addition to its dynamic Red List series, ICOM's Programmes Department worked to maintain the organisation's status as expert in the fight against illicit traffic in cultural goods. Through strategic partnerships with expert organisations such as INTERPOL and thanks its proactive approach, ICOM uses all the resources at its disposal to affirm its leadership in this regard.

In the domain of emergency preparedness and response, ICOM continued to carefully monitor and report on actions taken in the face of the major natural or man-made disasters that occurred. In chairing the Blue Shield, and with the help of its Disaster Relief for Museums Task Force, ICOM has become one of the main organisations active in the protection of cultural heritage in emergency situations, and has oriented its programming accordingly.

By modeling its strategic positioning with regard to the main heritage International Conventions, ICOM enhanced its global leadership in the heritage sector and provided the resources to demonstrate its added value on a wide range of heritage-related issues.

In this vein, ICOM staff undertook programme activities using a more integrated and global approach for all its projects starting in 2011: fighting illicit traffic in cultural goods, museum emergency preparedness and response, promotion of its role with regard to several pending heritage issues (ethics, tangible and intangible heritage, cultural tourism and diversity) and sustainability.

As you all know, in 2011 a series of international events unfolded that have had a significant impact on heritage throughout the world. In these times of change, ICOM has proven its ability to react quickly in emergency situations. Following the events in North Africa for example, ICOM Secretariat, along with the organisation's Disaster Relief Task Force and members of CIPEG, managed to assess the situation of cultural heritage in the affected areas by gathering valuable up-to-date data and regularly informing the international community on the situation. ICOM was particularly active in Egypt, where the work of the Secretariat has proved useful for the international heritage community as a whole. For instance, ICOM quickly took the initiative to finance an Emergency Red List of Egyptian Cultural Objects at Risk, which is currently being drafted with the generous support of the US Department of State.

As a further demonstration of its commitment to the protection of heritage in emergency situations, ICOM is currently organising, with the help of the National Museum of Korea, the first international conference of the Blue Shield to be held in Seoul, Korea, in December 2011, entitled *Protecting the World's Cultural Heritage in Times of Change: Emergency Preparedness and Response*.

Since the beginning of 2011, ICOM has seen several other projects come to fruition, such as the installation of the Secretariat in the new rue de Palestro offices, the signing of the Memorandum of Understanding between ICOM and WIPO for a new mediation programme in Geneva on 3 May, the official launch of the Red List of Colombian Cultural Objects at Risk in Bogotá, and the publishing of the Encyclopaedic Dictionary of Museology by Armand Colin, in partnership with ICOM.

Other major projects that are due to be completed by year end include an emergency Red List for Egyptian cultural objects at risk and an intranet platform linking ICOM members to the member database, further facilitating communication amongst the ICOM community.

The Strategic Plan 2011-2013 proposal was finalised during the 119<sup>th</sup> session of the Executive Council in April of this year, thanks to the exceptional work carried out by the Strategic Plan Evaluation Committee and the Strategic Plan Working Group, and the fruitful input from the network through inclusive processes over the course of one year. The proposal focuses on four main development areas: strengthening ICOM's global leadership; developing heritage and museum expertise; increasing membership value and transparency for ICOM members; and developing and managing resources to implement the Strategic Plan effectively. Together, we will look at this proposal in more detail during Item 4 of the agenda.

ICOM is an exceptional community of experts and we have achieved much in the last few years.

Since this is the 2010 activity report, I would like to thank the former President of ICOM, Ms Alissandra Cummins, and the Executive Council members for the 2007-2010 term for all the work they have done for ICOM as a whole. I also thank all chairpersons and board members of the various committees, especially those who have finished their term. And finally, a special thanks to the Director General and all colleagues of the Secretariat for their tremendous work in 2010.

I ask you to continue to work together in a unified and effective manner to enhance our organisation's presence, to increase the impact of museums and museum professionals and to build on our substantial pool of resources long into the future.