



ACTIVITY REPORT 2011

EDITORIAL



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ICOM © Carla Bonomi

Over the course of this year, the International Council of Museums (ICOM) has strongly supported its network and strengthened its visibility on the international stage.

Reinforced by the dynamic of annual membership renewal and the recruitment of new members, ICOM counted **29,528 active members in 2011**, for 5.4% growth as compared to 2010. With **10,991 members active in International Committees**, more than one member in three participates in these thematic international groups, evidence of the substantial specialised reflection carried out within the organisation. **Present in 137 countries in 2011**, versus 130 in 2010, the organisation has once again consolidated its international influence, particularly on the African continent. ICOM has also overseen or contributed to a number of international projects in the heritage field, notably in response to the great many emergency situations that the museum community faced in 2011, simultaneously strengthening its relations with partner organisations worldwide.

ICOM's ongoing commitment to fight against the illicit trafficking of cultural property led to the printing and

promotion of a number of *Red Lists* in 2011, alongside the preparation of future lists and the organisation of relevant training sessions for heritage professionals. Complementary to this, and further reinforcing the organisation's leading role in terms of ethics, the ICOM-WIPO Art and Cultural Heritage Mediation Programme launched in 2011 provides an alternative solution to an ongoing issue for the global heritage community.

We provide you here with a non-exhaustive focus on activities related to programmes run by ICOM as a whole and supported by ICOM governing bodies, in keeping with the 2011-2013 Strategic Plan adopted by the ICOM General Assembly on 8 June, 2011. With the help of a network of professionals whose ever-dynamic and committed actions we salute, projects carried out in 2011 and those underway in 2012 are rich and ambitious, allowing ICOM to meet the challenges of a museum landscape in constant evolution, and better serve the organisation's community of museum professionals.

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Key Figures

- 29,528 individual and institutional members in 2011 (+5.4% compared with 2010)
- 118 National Committees / ICOM is present in 137 countries
- 31 International Committees / 37% of ICOM members are also members of an International Committee
- 18 Affiliated Organisations
- 5 Regional Alliances
- International Museum Day 2011: 30,000 participating museums in 100 countries

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Financial Assistance



PROMOTING AND ENCOURAGING THE ICOM NETWORK'S ACTION

The abundant activities of ICOM's various entities and more inclusive geographical representation for all of its actions were strongly encouraged in 2011. With the continual goal of maintaining proximity with members of the network and disseminating the organisation's expertise on a wide scale, ICOM also updated its communications resources, attesting to substantial dynamism.

Museo della Storia di Bologna © Paolo Righi

EFFECTIVE ACTIONS FOR NETWORK SUPPORT

Effective support for various projects

In keeping with its programme of network support, ICOM wished to improve the overarching process of granting funding to its Committees and Regional Alliances, which represents 14% of its annual budget. To do so, the organisation created the Strategic Allocation Review Commission, which examines subsidy applications consistent with the organisation's Strategic Plan and able to be implemented while meeting fixed objectives. The Strategic Allocation Review Commission is made up of eight members with confirmed experience in the

organisation, its activities and functioning.

An integral part of its network support, the programme destined for special projects provides subsidies to Committees for carrying out projects related to the ICOM Strategic Plan. In 2011, ten National Committees, six International Committees and one Regional Alliance benefited from this programme, for a total amount of €50,505 allowing them to carry out varied projects, including the organisation of conferences and workshops, conducting of studies, completion of publications, and updating of websites and databases. The contribution represented by this subsidy was able to cover a major portion of the budget devoted to various projects. In this way, projects

by ICOM Bosnia-Herzegovina (the publication of the book *Museums and Galleries of Bosnia-Herzegovina*), ICOM Georgia (a workshop on emergency situations), and ICOM Moldavia (organisation of a training session entitled "The Museums of Moldavia, cultural roots") were at least 30% funded by ICOM.

These projects were the opportunity for the Committees to invest in more intensive fashion in the development of their actions, both on a local level and in specific fields: the conference "(More) Accessible Museums" organised by ICOM Belgium, for example, had the goal of providing new solutions to facilitate the access of handicapped individuals to museums. Funded projects also allowed for the strengthening of cooperation between Committees of the ICOM network: the conference "From Idea to Exhibition" by ICOM Latvia was co-organised by ICOM Estonia and ICOM Lithuania; the workshop organised by ICOM Georgia was carried out in cooperation with the ICOM Disaster Relief Task Force (DRTF) and the Blue Shield; and ICOM Germany and ICOM Hungary held their joint annual meeting in Budapest around the theme "Ways to the Museum – Ways through the Museum. New Challenges for New Museum Professionals".

Via the programme geared for Special Projects, ICOM also supported the organisation of a major event combining meetings, workshops, conferences and pedagogical activities by ICOM Burkina Faso, the implementation of an educational project by ICOM Peru and the hosting of a conference organised by ICOM South Eastern Europe that gathered 150 participants from the countries of this region of Europe. Finally, support was given to COSTUME to offer a day wholly devoted to students during its annual conference.

Actions favouring diversity and inclusion

Individual members, who represent 93.7% of the total number of members, remain the principal motor for growth. In order to develop institutional membership, ICOM has decided to adapt rates and corresponding services according to the respective operating budgets

of institutions, better taking into account their specific challenges and wishes.

To encourage diversity, initiatives are undertaken to support the participation of members with under-represented profiles. In 2011, ICOM and the majority of International Committees funded 139 travel grants intended to facilitate the participation of young members or members from countries in categories 3 and 4 in terms of ICOM rates. With the help of the Hans Manneby grant, ICR (regional museums) was able to fund the trip to its annual conference for a Tanzanian and a Serbian participant. Furthermore, ICR was able to attract seven individuals from category 3 and 4 countries out of a total of 47 participants. Similarly, CIMAM (modern art) held its annual meeting in three countries of South East Europe, funding grants for the participation of professionals from Africa, Central Asia, East Asia and Latin America, and simultaneously started a monthly news bulletin specifically geared for underrepresented regions. CAMOC (museums of cities) also offered a grant for a young member to be able to participate in the Committee's annual meeting, while MPR (marketing and public relations) offered two grants of €1,000 and €5,000 respectively destined for a non-European and European member. In a similar logic, for several years now, ICOMON (money and banking museums) has led a programme for African money and banking museums, allowing for the recruitment of five members from the continent. To attract more students, ICMAH (archaeology and history) opened up its annual conference, held in Helsinki, to students from the city's university, while COSTUME, with the help of its "Student Saturday" programme, provided students with the opportunity to interact with professionals and researchers from around the world for a day.

The overarching grant programme allowing young members to participate in International Committee meetings has the principal goal of allowing young professionals to actively participate in the organisation's activities. In general fashion, with the help of this opportunity, grant recipients have been able to create new ties and exchange with professionals from other institutions, while participating in diverse activities: the design of educational programmes and workshops and the discovery

of innovative procedures in the field of museology. The reports mention the treatment of major subjects such as the environmental impact of museums and means for reducing the carbon footprint through the effective use of information, new technologies and innovative organisational systems. The improvement of accessibility, the importance of maintaining dramatic perspectives in historic houses, the role of new technologies in museums, notably the use of video as an art form and teaching tool – all of these themes and a great deal more were also dealt with and subsequently recontextualised by participating professionals in their respective institutions. A number of workshops were also organised in order to develop the practical aspects of theoretical points brought up during the conferences. In this way, grant recipients were able to learn how to design programmes for the public, develop more efficient new work methods, organise encounters and study laws concerning museums and authorial rights. For young professionals, beyond the meetings and knowledge acquired, this experience brings about greater motivation and increased participation within the International Committees as well as promotion of their work, thus strengthening the ICOM network and highlighting its Code of Ethics.

Travel grants are also one of the advantages offered by the National Committees. ICOM Colombia, ICOM Israel, ICOM Latvia, ICOM Slovenia and ICOM Sweden were just a few of the Committees giving out travel grants

for participation in the annual meetings of International Committees. ICOM France, ICOM Croatia, ICOM Germany and ICOM Norway received funding from public authorities (from the Ministry of Culture in the first three cases and the Norway Arts Council in the latter) allowing for the participation of 8 French members, 10 Croatian members, 17 German members and 25 Norwegian members in the activities of International Committees in 2011. ICOM Russia, meanwhile, negotiated in-kind support from a travel agency, allowing one member to attend an international meeting. Alongside the travel grants to participate in International Committee meetings, ICOM Germany developed a specific grant programme allowing young members to actively participate in the Committee's annual meeting. ICOM Australia took on the financial responsibility for one of its members to lead a plenary session at the Museums Australia Conference, and carried forth its support to the Secretary General of the Pacific Islands Museum Association for its participation in a regional museums conference in Hawaii. Finally, every year ICOM Belgium gives out three grants of €700 apiece for members that wish to attend the training sessions organised by the Paris-based National Institute of Cultural Heritage.

In 2011, all of these programmes allowed for the strengthening of the organisation's inclusiveness as well as the international scope of ICOM and its activities.

possibility of quickly and easily creating websites hosted on the ICOM server. The durability and continuity of the information specific to them is thus guaranteed. More than 20 National and International ICOM Committees have already benefited from this service, notably including AVICOM (audiovisual and multimedia), ICOM US, and GLASS. They have thus gained coordinated websites, the practical tools to run them, and regular developments in terms of new functionalities.

On their websites, certain Committees have also created new tools to better promote their own activities

and those of the museum community. In this way, ICOM Moldavia created a travel journal in English and Spanish providing practical information on Moldavian museums, and CECA (education and cultural action) updated its website to offer more services, notably including a database making it possible to search for a particular profile among members, as well as live online broadcasting of a day of its annual conference. Other Committees prioritised social networks, with a presence on Facebook for many of them, as well as Twitter (ICOM Canada and ICOM UK, notably) and other networks, such as ICOM China's account on Tencent Weibo, the Chinese micro-blogging site. ICAMT (architecture and museum techniques) and ICOFOM (museology) created their own group on the LinkedIn network, which allows professionals to exchange using various forums related to their fields of work, while ICME (ethnography) created a Yahoo group that now counts more than 900 members.

With ten annual issues, the institutional E-newsletter provides information on ICOM news and the museum community in general. While initially, it was only sent to ICOM Committee Chairs and offices, its circulation was expanded in July 2011 to all members with an email address, leading to a new, more inclusive and intense era in internal communication. The content evolves regularly, taking into account reader feedback. A number of committees have their own news bulletin, allowing members to regularly receive relevant, targeted information. During its annual reunion, for example, DEMHIST (historic houses) published a daily electronic and print news bulletin detailing the conference's content and activities offered. Finally, the bulletin *ICOM News*, which benefitted from a redesign in 2012, was highly successful in 2011, with resolutely practical reports and articles on current events pertaining to security, accessibility and pedagogical action for the Special Reports, and sustainable development, digitisation and fundraising to illustrate the Best Practices feature. The online version of the magazine was launched in December 2011, in order to keep up with the current digital boom.

Strengthening dialogue within the community

In order to strengthen dialogue within each Committee, as well as between Committees, a number of innovative initiatives have been undertaken within the network. To promote membership in International Committees, ICOM Armenia created and distributed a specific presentation, while ICOM Denmark, ICOM France and ICOM Sweden organised seminars on International Committees, whose representatives came to present their work. Other Committees also carried out a census, such as ICOM Colombia, or investigations, such as ICOM Mexico, in order to get to know members and their activities within International Committees better.

With the goal of expanding internal dialogue, DEMHIST divided its network into national working groups, more accessible and less costly. The NATHIST (natural history) Committee worked for over 18 months on a collaborative platform with the goal of sparking dialogue around climate change. Rich in terms of content and interactivity, this platform, which will be operational in 2012, allows visitors to sign a petition reaffirming the paramount role of science in the battle against global warming.

These new communication initiatives, strongly encouraged by ICOM's 2011-2013 Strategic Plan, allow for the organisation to branch out in a number of directions, with better geographical representation, as well as development of knowledge and interest for ICOM within the international museum community.

MODERNISED AND INTENSIFIED COMMUNICATION

Assiduous use of Internet-based activities

Launched in September 2010, the ICOM institutional site counted 1,300,000 pages visited over the course of 2011 by Internet users in 217 countries. It was designed so as to be able to evolve to display the richness of the international museum community, and serve as an entryway to gain a better understanding of ICOM. In order to offer a modern online communication tool to the whole of its network, ICOM Committees also have the

International Museum Day 2011



More than 30,000 museums participated in International Museum Day 2011, spread throughout 100 countries. The theme "Museums and Memory. Objects Tell your Story" was interpreted differently around the world. It was notably the occasion of the celebration in Argentina of the Bicentennial of the

Revolution of 25 May, gathering together 154 artists to recreate the scene of the revolution in front of the Museum of the May Revolution in Buenos Aires. A number of Committees organised activities, including ICOM China, which gave awards to the 10 best exhibitions, ICOM Mexico, which organised a conference on the importance of museums in the conservation of memory, rebroadcast on television and radio, and ICOM Senegal, with a writing contest on the IMD theme for students. ICOM Burkina Faso, meanwhile, organised a meeting with 200 professionals, accompanied by a videoconference for the launch of activities of the International Network of Francophone Museums and a complete programme of visits and workshops.

Communication around this major annual event was particularly developed in 2011, with new tools to develop the circulation of information and the event's preparation for museums: the poster was translated into 37 countries, a Facebook page was created to promote the event and preparation kits were distributed to museums. Additionally, for the first year, ICOM co-sponsored the European Night of Museums in order to associate these two events in the same dynamic. Various national promotion initiatives also facilitated awareness of the events, such as that undertaken by ICOM South Africa, which organised preparatory and monitoring meetings to enable institutions to dialogue on best practices.

COMMITTED TO DEVELOPING INTERNATIONAL MUSEUM EXPERTISE



SXC © Sanja Gjenero

In its Strategic Plan, ICOM confirmed the desire to strengthen respect for ethics in museums around the world, and promote international standards for professional performance. In general fashion, the network's vitality, with the great many projects carried out, must serve the objective of knowledge development, in order for ICOM to be a motor in terms of museum expertise.

PROMOTION OF THE ICOM CODE OF ETHICS FOR MUSEUMS, AND OTHER STANDARDS IN THE MUSEUM FIELD

The *ICOM Code of Ethics for Museums* establishes the values and principles common to ICOM and the international museum community. This tool of reference already exists in 36 languages and was notably translated this year into Latvian by ICOM Latvia. ICOM Sweden also published a new Swedish version. Some National Committees reprinted the Code in order to make it as accessible as possible (ICOM Norway and ICOM Russia). ICOM Georgia, meanwhile, integrated the Code into a book entitled *About Museums*, which is distributed in all of the country's museums, as well as in certain universities and libraries.

Active promotion of ethics on an international scale

Workshops, training sessions, meetings and seminars for museum professionals were organised throughout the year by many International Committees, in particular ICOM Argentina, ICOM Colombia and ICOM Guatemala in Latin America, ICOM South Africa and ICOM Zambia in Africa, ICOM France, ICOM Denmark and ICOM Switzerland in Europe, as well as ICOM Australia, ICOM Israel and ICOM Oman. Those events, sometimes organised in collaboration with public authorities, are aimed to promote and make possible the application

of the Code in the everyday work and decision-making of participating professionals, and in the general policy of their institutions.

Some National Committees also worked actively with government authorities to integrate the *ICOM Code of Ethics for Museums* into the legal system of their country. Thus, ICOM Armenia was invited to Parliament to discuss the bill on museums, and was therefore able to encourage the development of museum ethics issues based on the ICOM Code. ICOM Belarus also actively contributed to the creation of the new edition of the Belarusian law on museums and other acts regarding museum activities. ICOM Belgium participated in discussions on acquisition policy in federal working groups, and ICOM Netherlands took a stand in going by the Code in the case of a museum selling an artwork. In Greece in 2011, the Ministry of Culture and Tourism decided to draw on the Code to define the terms of accreditation of Greek museums, thanks to the collaboration of ICOM Greece. Finally, an action aimed to raise awareness among the general public about the *ICOM Code of Ethics for Museums* has been carried out for several years now by ICOM Norway, which cooperates with several other organisations to run an information stand at the annual travel trade show and distribute documentation on the illegal trade of cultural property. In 2011, this action was developed as part of a joint project with ICOM Poland, including the organisation of several conferences and the publication of a book in Norwegian, Polish and English.

Deepening the definition of standards for museums

Several committees went further in defining ethical standards for museums. Thus, ICOM Hungary published a national *Code of Ethics for Museums* based on the ICOM Code. Furthermore, ICMEMO (remembrance of victims of public crimes) has been involved since 2010 in the drawing up of an international charter about memorials and museums, which is aimed to develop an agreement and cooperation among memorial museums at the international and national levels. This charter,

which meets the requirements of the ICOM Code of Ethics, also promotes the values expressed by the United Nations Declaration of Human Rights. It was approved by ICMEMO during its annual meeting 2011, and subsequently by the group dedicated to memorials and museums within the Task Force for International Cooperation on Holocaust Education. Furthermore, as museums are constantly changing, CIMAM watches over the updating of codes of ethics concerning museum collections. The Committee firmly opposed the notion of “downgrading” and developed a series of principles to control the practice when it is called for. Finally, ETHCOM (technical ethics) also made the production of the *Checklist on Ethics of Cultural Property Ownership* possible. Other reference books were also created, allowing for the extension of the definition of professional standards to fields other than ethics. The booklet *Key Concepts of Museology*, published in four languages on the occasion of the General Conference 2010 in Shanghai, was published by ICOM Brazil, ICOM Greece, ICOM Japan, ICOM Latvia, and ICOM Russia in their national language. A significant process of scientific definition, the *Encyclopaedic Dictionary of Museology* was published in May 2011 in French with the contribution of ICOM.

By awarding prizes to the best museums and the best museum projects, the International Committees recognise the quality of their community's work and promote standards of excellence. Thus, ICOM Korea put the spotlight on the professionals who devote themselves to the development of museums by awarding the “Pride of Museum Professional Prize”; the Medical History Museum was awarded with the International Collaboration Prize in 2011 by ICOM Latvia; and ICOM Sweden and ICOM Italy granted Museum of the Year Awards in their respective countries. For its part, ICOM Australia recognised the work carried out by Vinod Daniel in international museum relations, awarding him a Lifetime Career Achievements prize. All of these public signs of recognition contribute to the creation of best practices that can be considered as examples of excellence.

ENRICHING AND DISSEMINATING KNOWLEDGE

The Annual Meetings: true opportunities for exchange

The work provided by the International Committees is regularly put at the disposal of members, but also of a larger public of professionals, in particular through conferences that are often open to non-members. During the year 2011, the International Committees continued organising annual conferences that represented a total of 29 events in 23 different countries, with more than 3,000 participants. From ICOM-CC (conservation), which dealt with the theme “*Cultural Heritage and Cultural Identity: the Role of Conservation*” in Lisbon with 864 participants, to ICOMFOM, which dedicated its annual meeting to “*The Dialogic Museum and the Visitor Experience*” with 223 participants gathered in the Taiwanese capital, and MPR's meeting on “*Measuring and Promoting Museum Success*” in Brno, the International Committees dealt with various museum issues from a resolutely contemporary point of view. CIMAM brought 179 participants together around the theme “*Museums and the City*” for a three-day conference in Slovenia, Croatia and Bosnia and Herzegovina. ICDAD (Decorative Arts and Design) held a conference on “*The historic and contemporary relations between East and West that have influenced the development of the decorative arts and design*” in Istanbul, Turkey. Finally, CECA organised a meeting in Quito, Ecuador, in collaboration with local institutions ICOM Equator, CECA LAC, ICOM LAC and the Latin American Institute of Museology. Other formats were also implemented, such as the round-table discussion organised by ICFA (fine arts) on the topic “*Research and Fine Art Collections*”. Many National Committees also organised events: ICOM Cuba held monthly thematic conferences on topics linked to heritage; and ICOM Switzerland regularly offered training courses on various aspects of the museum profession in 2011. Finally, the ICOM Annual Meetings in 2011 brought together over 200 members who exchanged on shared topics and worked together over the course of three days. For the first time, thematic workshops were organised in order

to make the most of the administrative meetings, so that the attending members could discuss points of development of the organisation. In those workshops dedicated to three promising topics (research, training and publication; ethics; sustainable development), the participants worked in small groups over the course of one afternoon, with a presentation of the outcome on the following day in front of the Advisory Committee that revealed the orientations expected by ICOM members.

Exceptionally rich editorial activity

In most cases, the International Committees try to publish the conference proceedings of their annual meetings, with the help of the host museum institutions. In this way, on its website, ICDAD provides free access to the records of its conferences since 1992. ICOMAM (arms and military history) published two editions of *The Magazine* in digital format and ICOM-CC put the compendium of summaries and pre-prints of its 16th Triennial Conference online, also available in CD-ROM format in three languages. For its part, GLASS worked on the creation of a journal to be published in 2012 and which will not only offer reports of the annual meetings but also collect and disseminate news in its area of expertise. The National Committees also have very dynamic editorial activity, with the publication of magazines, reports and specialised articles. Furthermore, some National Committees published or supported the publication of ambitious books in 2011: for example, ICOM Argentina published an academic book about setting up exhibitions which was also distributed in neighbouring countries; ICOM Bolivia produced a survey on the museums of La Paz; and ICOM Slovenia published a book celebrating the 20th anniversary of the National Committee.

The goal is for these numerous publications to be able to be read by as many people as possible. Thus, as well as publishing *Staff and Training in Regional Museums* in English and French, ICR translated into

Chinese for a local museum journal an article from the book *Guidelines to Improve Museum Quality and Standards* that was published in 2002 by the committee. Furthermore, CECA developed seven publications, one of which is bilingual and two of which are trilingual, while ICOFOM produced eight publications, all available in digital format, and some of which also exist in CD format and in several languages. The project developed by ICMS (security) and entitled *Vocabulary of Museum Security Terms* was published in fourteen languages and placed online and at the disposal of all. ICOM China translated some publications from the American Association of Museums (AAM) following a series of workshops co-organised with them. ICOM Greece translated and published several UNESCO handbooks designed for everyday work in museums, including the ICOM-UNESCO joint publication *Running a Museum: A Practical Handbook*. This book inspired a series of handbooks by ICOM Guatemala, which organised workshops to promote the practices described in them.

In order to support the network in designing and distributing those numerous publications, ICOM is currently working on the production of a practical tool in the form of an editorial handbook, explaining every key step in the publication process. This handbook will be produced in 2012 and progressively enriched according to the questions and reactions of the Committees using this new tool.

Participating in research in the museum field

Other initiatives for research, the constitution and dissemination of knowledge in the museum field were developed in 2011, including *"Musical Instruments Museum Online"*, the largest free database regarding public collections of musical instruments, financed by the European Union and on which CIMCIM (musical instruments) collaborated. Mention must also be made of the INTERCOM (management) declaration on museum responsibility regarding political problems and freedom of expression, as well as the financial support from ICEE (exhibitions and exchanges) for the writing of the

Memorial Lectures 2010 Readers. In 2011, UMAC (university museum and collections) created a research development group geared for researchers and students on topics concerning university museums and collections. The Committee also carried out the compilation of the research projects of university museums, available on its website. ICOM Colombia identified experts on several topics of interest, going by their experience working with universities offering undergraduate or postgraduate museum studies programmes, and cooperated with those experts to provide highly specialised elements for developing university research projects. Finally, in 2011, ICOM Mexico financially supported the work of a renowned researcher on security in museums, and upheld the strategy of strengthening, diversifying and expanding Mexican museum facilities.



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UNDERTAKING INTERNATIONAL ACTIONS IN THE HERITAGE FIELD

ICOM must ensure its position as intellectual authority and professional reference in the heritage field in general, and for museums in particular. A number of programmes have already been implemented, oftentimes in the framework of partnerships, allowing for the consolidation of ICOM's commitment on an international level.

ICOM COMMITTED TO THE STRUGGLE AGAINST THE ILLICIT TRAFFICKING OF CULTURAL GOODS

Recognised by the UN's Economic and Social Council (ECOSOC) as the only heritage organisation that is an expert in the illicit trafficking of cultural property around the world, ICOM continues to focus on the struggle against this trafficking as one of its priorities. ICOM participates in the promotion and dissemination of the two main international conventions aiming to fight the illicit trafficking of cultural property: the UNESCO *Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property* (Paris, 1970) and the

UNIDROIT *Convention on Stolen or Illegally Exported Cultural Objects* (Rome, 1995).

The dynamism of its Red Lists programme has allowed ICOM to durably commit to action in this field. By facilitating the identification of categories of objects most vulnerable to illicit trafficking, as well as raising awareness, educating and informing concerned professionals and the public at large, they render possible more effective protection of the cultural heritage of concerned countries, and a reduction in the ability of traffickers to deprive these countries of their cultural objects. By

carrying out communication campaigns, ICOM is promoting the existence and usefulness of these *Red Lists* in continual fashion. Furthermore, their incorporation into the new unified database, publicly available online on the ICOM website, provides unlimited and simultaneous access to all of the *Red Lists* published through today, and allows for searches encompassing all of the lists to be performed.

In 2011, ICOM worked on the English reedition of four previously published *Red Lists* (Iraq, Afghanistan, Peru, Cambodia), the promotion and worldwide distribution of the four *Red Lists* published in 2010 (Central America and Mexico, Haiti, China and Colombia), as well as the preparation of new lists to go out in 2012, respectively for West Africa and the Dominican Republic. For the latter, an initial work session for the editorial committee of the future *Red List of Dominican Cultural Objects at Risk* was held in Santo Domingo in October 2011. Finally, the *Red List of Egyptian Cultural Objects at Risk* was prepared in 2011 and officially presented in Cairo in February 2012.

In 2011, the ICOM *Red Lists* were accompanied by the organisation of training sessions geared for pro-

fessionals concerned by the illicit trafficking of cultural property, such as the one held in February in Bogota, in collaboration with ICOM Colombia. During these sessions, the issue of illicit trafficking in general is treated, alongside the various practical tools existing to fight it. Beyond the use of the *Red Lists*, the minimal inventory standard *Object ID* is also promoted, with the goal of raising awareness among participants as to the fact that the carrying out of precise inventories is the very first measure for individuals and institutions alike to protect against the illegal dispossession of their objects.

Often called upon to comment on the theme of illicit trafficking of cultural property and emergency situations for museums, ICOM went to Stockholm in order to discuss these issues and their repercussions in the context of the Arab revolutions, and joined a training seminar on emergency preparedness for museums organised in Brasilia by Ibermuseum, in collaboration with Ibram. As a privileged partner, ICOM also participates every year in the meeting of the INTERPOL group of international experts on stolen cultural objects, and in 2011, also participated in the 8th International Symposium on the Theft of and Illicit Traffic in Works of Art.

auction houses. Those using the ICOM-WIPO mediation procedure have access to a list of mediators selected based on their experience in terms of mediation and their expertise in art and cultural heritage.

Mediation presents a number of characteristics and advantages, and notably allows for the overcoming of certain rules of law such as prescription. It allows for creative solutions able to call on customary law, for example, or any other law source. Mediation is run by ICOM-WIPO mediation regulations, guaranteeing respect for principles of the mediator's impartiality and independence, as well as the ethical principles laid out in the *ICOM Code of Ethics for Museums*. This programme aims to respond to the demands of the international museum community and complements ICOM's other actions in the field of illicit trafficking.

The ICOM-WIPO partnership was confirmed by the signing of an agreement in May 2011 and the official launch of the Mediation Programme in July 2011, accompanied by a series of training sessions in Paris in September and October 2011, bringing together 54 participants. The workshops aim to raise awareness among and train culture and law professionals as well as mediators on the specific procedures of ICOM-WIPO Mediation via theoretical and practical teaching. Other training sessions will be organised in 2012 and 2013 in Europe, North and South America, in order to pursue to development of this joint programme and to respond to the high demand.

Multiform cooperation

International Committees act in a global framework, and are thus regularly called upon to collaborate with other entities within the organisation, as well as with other institutions or organisations working in the museum universe. In this context, for example, CECA signed an intention agreement for a future collaboration with the Visitor Studies Association (US), which oversees the quality of the museum experience offered to visitors. CIPEG, meanwhile, worked in partnership with the Egyptologist's Electronic Forum and the International Association of Egyptologists. UMAC maintains local ties with CAUMAC, the Council of Australian University Museum and Collections, and the recently-created Finnish Council of University Museums. Through the creation of working groups, CIDOC has committed to a research project supported by the European Union and the United States government, aiming to offer solutions for online access to museum collections. In this framework, close ties have been established between CIDOC and the reflection centres at the origin of a number of public cultural projects, including several with the cooperation of Europeana. Finally, relations have been established with UNESCO entities: the UNESCO Chair on Museology and World Heritage in Brno, Czech Republic, participated in the CIMUSET (science and technology) annual meeting, and ICLM (literary) participated in the "Memory of the World" programme, which

has the goal of promoting documentary heritage on a world scale. ICOM National Committees also worked in conjunction with partner organisations in their respective countries, including UNESCO, ICOMOS, Blue Shield and ICCROM. In this way, ICOM Guatemala and ICOM Israel also participated in the ICOM programme "Memory of the World", ICOM Russia co-organised with UNESCO the second International Seminar on Security in Museums, and Blue Shield National Committees are being created with the participation of ICOM Georgia, ICOM Moldavia and ICOM Switzerland. Other national associations and organisations also played a role in the activities of National Committees. ICOM France, for example, is a member of the inter-organisational collective (including thirteen French organisations) that published the *White Book of Museums* in February 2011. ICOM Greece, meanwhile, worked with the Greek section of TICCIH (the International Committee for the Conservation of Industrial Heritage) for the restoration and rehabilitation of industrial monuments in order to convert them into exhibition sites or technological museums, and ICOM Sweden worked with the Swedish Agency for Exhibitions on a seminar on international work for Swedish museums.

Most National Committees also maintain working relations with the Ministry of Culture (or equivalent), national museums associations or other organisations and related institutions on a local or national level. Certain committees are furthermore regularly involved in political decision-making pertaining to the museums field, above and beyond ethical issues. This is the case of ICOM Australia, which made a strong submission to the Australian government's discussion paper on potential immunity from seizure legislation for Australia; ICOM Bulgaria, which participated in the elaboration of the National Strategy for Cultural Development; and ICOM Colombia, which was involved in the conception of a 2012-2014 Action Plan for Bogota museums. Some members of ICOM Costa Rica were part of the Costa Rican team defining cultural policy promoted by its Ministry of Culture; and ICOM Israel represented the museum community, serving as a mediator between museums and the State in the recent legislation regarding accessibility in Israel.

A REAFFIRMED PARTNERSHIP LOGIC

The launch of the Art and Cultural Heritage Mediation Programme

The ICOM Mediation procedure, which was already able to prove its effectiveness in the case of the May 2010 return of the Makondé mask to Tanzania by the Musée Barbier-Mueller, was fully structured in 2011 with the launch of a durable Art and Cultural Heritage Mediation Programme, fruit of a collaboration between ICOM and WIPO (World Intellectual Property Organisation).

The Programme is designed to satisfy the proven and long-felt need to resolve disputes via alternative paths. The mediation procedure offered by ICOM and WIPO is open to all, even non-ICOM members within embassies, ministries, professional organisations and

Cross-border collaboration was made possible by intergovernmental projects or non-governmental initiatives: in this way, ICOM Azerbaijan worked with the Institute for International Cooperation of the German Adult Education Association (DVV) on a regional project for education called "AMUSE-ALL"; ICOM France participated in the re-organisation and management of the France-Canada Agreement on Museums, and ICOM Oman was received at the French Embassy for a five-day workshop on museums with museum staff from

government and private museums. A number of other encounters were organised in the form of conferences or workshops in the framework of partnerships and cooperations: ICOM South Africa notably held the Inclusive Museum Conference, gathering renowned speakers and marked by discussions on potential directions museums may take in the future.

The development of such partnerships allows ICOM to better represent museums and carry out large-scale heritage projects.

THE DEVELOPMENT OF SPECIALISED PROGRAMMES

Museum activity in world heritage sites

Conscious of the importance that museum institutions hold in the context of the UNESCO *Convention Concerning the Protection of the World Cultural and Natural Heritage 1972*, ICOM wishes to reinforce the role and recognition of museums located on sites included on the World Heritage List. With this objective, in 2011, ICOM published a brochure entitled *Museums and World Heritage*.

Several thousand museums are either directly located on or linked to World Heritage Sites. These spaces for conservation and interpretation work to promote and preserve sites classified as World Heritage. They often act for the conservation and demonstration of the "exceptional universal value of the sites" by providing them with undeniable added value. Veritable actors in the exchanges between visitors and local communities, they continually serve principles of cultural diversity, as well as sustainable tourism and cultural and scientific education. Furthermore, their contribution to illuminating the historical, environmental, contextual and symbolic value of their sites lends them a scholarly role of utmost importance. Finally, museums present in World Heritage areas can generate economic activity beneficial to local communities.

In June 2011, ICOM distributed its new brochure to all participants in the 35th Intergovernmental Committee

of the 1972 Convention, and held a stand during the five-day meeting in order to optimise its presence and visibility over the course of the event. Through this initiative, ICOM wished above all to raise the international heritage community's consciousness on the necessity of recognising the role of museums located on or around World Heritage Sites. ICOM's objective was to generate awareness on the necessity of reflecting on current and future issues facing museums on World Heritage Sites, driving research and the creation of adapted and effective responses, either in terms of programmes for study, training or activity development for these museums.

In 2012, ICOM wishes to continue to identify the specific needs of these museums, notably in regions where they are most vulnerable, in order to support initiatives targeting the development and promotion of museum activity on and around World Heritage Sites.

The preservation of intangible cultural heritage

Cultural heritage is not strictly limited to its tangible forms, such as monuments and objects that have been preserved over time, but also encompass living expressions, the traditions that numerous groups and communities around the world have received from their ancestors and transmit to their descendants, oftentimes orally. Given the importance of this heritage and the

advisory functions exercised on the Intergovernmental Committee of the *Convention Concerning the Protection of the World Cultural and Natural Heritage 1972* (Paris, 2003), ICOM is also committed to protecting this intangible heritage and thus developed specific programmes to do so in 2011. The objective is to affirm a long-term vision for the organisation, while developing practical tools to raise the awareness of and train museum professionals on the protection, circulation and conservation of intangible cultural heritage.

In this way, in 2011, ICOM continued to support the *International Journal of Intangible Heritage*: since the 2004 General Conference in Seoul, ICOM has encouraged the publication of this journal, which aims to promote the spread of information and understanding on intangible cultural heritage, with the help of the National Folk Museum of Korea. A new volume was released in 2011, with an editorial committee made up of experts from ICOM and notably its International Committee, ICME. Additionally, ICOM Argentina hosted and collaborated on the Mercosur 3rd Conference on Intangible Cultural Heritage.

It is remarkable to note that of the eight programmes, projects and activities included on the Register of Good Practices in Heritage Conservation of the UNESCO *Convention for the Safeguarding of the Intangible Cultural Heritage 2003*, three directly concern museums. The taking into account of the role of museums in the conservation of intangible cultural heritage, while presenting a number of questions, opens new perspectives for museum activity, be it in the field of technical application or in a socioeconomic dimension. ICOM understands this well and wishes to develop a holistic approach to the question of museums and intangible cultural heritage, reflecting on the creation and circulation of new concepts, technical standards and ethical norms geared for the international museum community.

In this way, in 2012, ICOM wishes to gather together a network of experts, researchers and professionals in order to establish guidelines allowing for the framing of the role of museums in the conservation and promotion of intangible cultural heritage.

2011: EMERGENCY SITUATIONS



Yamada Town Whale and Sea Museum, Japan (2011) © Japanese Agency for Cultural Affairs

The year 2011 was sadly marked by a number of natural or human-made disasters. The rapid succession of these events meant that, in order to protect museums and cultural objects, mechanisms for emergency preparation and response had to be put into place. During the crises, ICOM, alongside its Disaster Relief Task Force (DRTF), a number of its National and International Committees, and the Blue Shield international network, in which ICOM plays an extremely active role, carried out actions for the monitoring and evaluation of situations, preparation of appropriate response measures, dissemination of information through its international network, and in situ participation and oversight of evaluation missions.

Among the collateral damage engendered by the emergency situations, there has been a renewed upsurge

in the illicit trafficking of cultural property, one of ICOM's major concerns.

In 2011, ICOM committed itself to actions in numerous regions of the world threatened by natural or human-made disasters, examples of which follow.

TUNISIA

Kicking off what would become known as the "Arab spring", the events that played out in Tunisia were memorable for the worldwide community. While they were subject to monitoring by ICOM and members of the Tunisian National Committee, the events did not strongly affect the country's museums.

Objects were even returned to collections of national museums soon after their beginning. Libraries and archives, however, were damaged and archaeological sites subject to looting.

EGYPT

In the surge of Arab insurrections, Egypt was quickly shaken up by the events. ICOM, thanks to the DRTF Group, alongside CIPEG (Egyptology) and the Blue Shield network, worked to gather, analyse and communicate all information pertaining to damages and risks incurred by the country's museums and sites. In this framework, a number of internal reports as well as a public report in the form of a *Museum Watch List* were published. ICOM also encouraged the publication and supported the circulation of an official list of disappeared objects from the collections of the Cairo Museum, and carried out a joint mission with UNESCO in Egypt in order to meet a number of representatives of authorities in charge of Egyptian cultural heritage in general and museums in particular. The result of this effort was the decision to publish an *Emergency Red List for Egypt*, with the help of the US government Bureau of Educational and Cultural Affairs. This new Red List was launched in early 2012 in Cairo and was published in Arabic, English, German and French. ICOM's strong commitment in favour of the protection of Egyptian cultural heritage will continue in 2012 with the carrying out of capacity-building projects in cooperation with the country's authorities.

NEW ZEALAND

The consequences of the major earthquake that rocked Christchurch provoked immediate action from ICOM. The close collaboration carried out with ICOM New Zealand and international actors in cultural heritage allowed for monitoring of the situation, notably through the heritage organisations for monuments and sites, libraries and archives that are part of Blue Shield.

LIBYA

The Libyan conflict that mobilised international forces dragged out over a number of months, over the course of which ICOM attempted to monitor the evolution in the situation for the country's museums and cultural heritage, and alert the international community via the publication of the Blue Shield's declarations. The drafting of reports and *Museum Watch Lists* in close cooperation with the ICOM international network allowed for an inventory of all major sites to be spared during airstrikes by international coalition forces, reinforcing commitment to respecting the clause of the *UNESCO Convention 1954 for the Protection of Cultural Property in the Event of Armed Conflict*. ICOM's efforts in favour of the protection of Libyan cultural heritage will continue in 2012.

JAPAN

The horrific earthquake that struck northeast Japan in March 2011, leading to the destruction of nuclear reactors, clearly had an impact on a number of regions containing rich cultural heritage, and a great many museums. As safety remains precarious, the cultural heritage of Japanese territory is still in danger. In the wake of the *Museum Watch List* prepared by DRTF, ICOM Japan began its still-ongoing monitoring of the situation.

CÔTE D'IVOIRE

The country's political situation called for ICOM monitoring as well as an internal evaluation of threats hanging over its institutions and heritage sites. ICOM created a *Museum Watch List*, detailing the situation and cases of looting in museums. Given the situation, the gathering of information was particularly difficult. Close international cooperation and prompt reaction from the staff of the Museum of Civilizations nevertheless allowed for the timely publishing of an inventory of valuable objects looted from the Abidjan museum during the riots on the INTERPOL database.

SYRIA

The series of events in early 2011 led ICOM to anticipate and draft a detailed *Museum Watch List* for Syria in the spring, before the hardening of the conflict. ICOM also published a Blue Shield declaration recalling the country's commitments to UNESCO Conventions that it had ratified (1954 and 1972 Conventions). Given the country's worrisome situation and the deterioration of the conflict, ICOM and its international network remained on high alert as to the rich Syrian cultural heritage endangered by the conflict that has exacted a high toll on the country's population.

As it had done for Syria, ICOM was also able to anticipate the potential evolution in the events in Yemen, and edited a *Museum Watch List* for the country. Furthermore, ICOM monitored the situation in other countries that saw their cultural heritage placed in danger over the course of the year 2011. These countries and regions notably included the Philippines, the Himalayas, Thailand, Turkey and the Bahamas.

First International Conference of the Blue Shield (ICBS) in Seoul



© ICOM

A major event marked the end of the year 2011, sealing strengthened international cooperation in the field of the protection of world cultural heritage: the First International Conference of the International Committee of the Blue Shield (ICBS), which was held at the National Museum of Korea in Seoul from 8 to 10 December, 2011. The international conference, organised by ICOM and made possible through the

support of ICOM Korea, was held around the theme *Protecting the World's Cultural Heritage in Times of Change: Emergency Preparedness and Response*. The conference, with an opening speech by the Korean Minister of Culture, Choe Kwang Shik, and Richard Kurin of the Smithsonian Institution, led to the publication of the *Seoul Declaration on the Protection of Cultural Heritage in Emergency Situations*.



Singapore National Heritage Board

SUPPORTED BY
RESOURCES THAT
MATCH UP TO
OUR AMBITIONS

PROFESSIONALISED FUNDRAISING ACTIVITIES

Three lines of action

The creation of a mission of "development" in the ICOM Secretariat General led us to deploy a veritable fundraising strategy, based on three main strategic lines of action:

- The strengthening of the existing links with major financial partners. This particularly concerns the partnership with the Getty Foundation, which offered mobility grants for four events in the network in 2011, and the cooperation with the US Department of State, which has been supporting the *Red Lists'* publication for several years. In 2011, the US Department of State made it pos-

sible to rapidly prepare the publication of the *Emergency Red List of Egyptian Cultural Objects at Risk*. Finally, the French Ministry of Culture and Communication helped finance ICOM's functioning and actions.

- The participation of the European Union in the financing of ICOM's activities. 2011 was the second year of a three-year support programme for ICOM's overall functioning, which will end in 2012. The will to intensify its relations with the European Union also led in 2011 to the funding of a project to be implemented in 2012 in Turkey, in collaboration with the Museum of Anatolian Civilisation in Ankara. This project aims in particular at the organisation of an international conference on risk

management in museums and the holding of a specialised training session for Turkish museum professionals.

- The development for each project of a specific policy seeking to depend more on regional funding. Thus, the *Emergency Red List of West African Cultural Objects at Risk* will be developed in part thanks to the continued support of the Swiss Confederation, and also thanks to the financial help of the WAEMU (West African Economic and Monetary Union) obtained in 2011. Another example is the CECA Conference held in Equator from 8 to 11 November, 2011, which was organised with the assistance of the Museo de la Ciudad de Quito Foundation and financially supported by Ibermuseos (Ibero-American Network of Museums). Both cases illustrate the efforts made by ICOM to develop new sources of financing, and above all, to cooperate more with major regional actors on projects that impact the communities concerned.

Stimulated by the successes of this approach, ICOM intends to keep up its efforts in this direction and to continue developing this network of international and regional partners interested in its wide range of activities and relevant actions.

The ICOM Foundation

The ICOM Foundation was established in 1965 and is headquartered in Zurich, Switzerland. Its purpose is to stimulate patronage for ICOM and to raise awareness of the institution outside of strictly professional circles. The number of Friends of the Foundation rose constantly between 2010 and 2011, from 424 to 490, an increase of 16%. Their dues have contributed to the funding of ICOM's operating budget, and more specifically to the grant programmes and International Museum Day.

UPDATED MANAGEMENT TOOLS FOR MORE TRANSPARENCY AND RELIABILITY

ICOM has continued to implement developments aimed to make possible the introduction of supplementary functions thanks to the new technological tools introduced at the end of 2010, in particular the database. This new database has enabled ICOM to strengthen communication with the network in general by sending a monthly newsletter to all members since July 2011. ICOM deployed access for the Chairs and Secretaries of the Committees so that they are able to consult and use the data about their respective members as registered in the main database kept by the Secretariat. They can consult this data through an application known as "webservice". To support its use, ICOM disseminated an instruction manual in May 2011 and organised workshops during the annual meetings in June 2011. This access gave ICOM the opportunity to compare the databases kept by some committees with the main ICOM database in order to improve the quality of information, more particularly the information regarding member contact details. This access contributes to boosting the communication of the International Committees to all of

their members regarding their activities, and in particular their annual meetings.

In the context of a pilot project carried out with its US National Committee, ICOM was able to launch its first online membership renewal campaign. During the year 2011, ICOM also implemented tools aimed to accompany the International Committees' activities by making use of the possibilities of the web: remote consultation of member profiles and management of banking transactions. The use of these tools is controlled by protocols that state the rules to be observed. Furthermore, ICOM encouraged International Committees to open bank accounts dedicated to their activities; this solution, used by four committees during the year 2011, made possible the aggregated accounting of their activities within ICOM's financial statements. Features were already added to this banking solution in 2011 and further improvements are expected in 2012/2013. Indeed, ICOM plans to keep improving the relations and methods of governance with committees, ultimately aiming at the aggregated accounting of activities of all

the International Committees.

In order to ensure the transparency and reliability of the organisation management in accordance with the Strategic Plan 2011-2013, a Finance and Resources Committee was appointed. Composed of ten members, the committee met twice, in April and November 2011, and recommended continuing to support National Committees in the management of their memberships and the follow-up of their financial activities.

ICOM's operating budget was set at €3.2 million in 2011 with a balanced final outcome. It reflects the activities associated with one financial year during which the triennial Strategic Plan 2011-2013 was approved and began to be implemented.

From a legal point of view, in 2011, the organisation

decided to create a Working Group on its Statutes in order to lead a reflection on the possible changes and improvements of the ICOM statutes. The eight members of this group were appointed by the President of ICOM to analyse and, if necessary, suggest revisions on the Statutes in accordance with French law. Those proposals will be presented to the Executive Council at the end of the year 2012. The main objectives of this Working Group on the Statutes are the following:

- Study and renew the ICOM Statutes
- Suggest possible changes either on the content, the form or the appropriate translation of the text
- Make recommendations on the implementation of the ICOM Statutes.

CONSTANT EFFORTS TO IMPLEMENT THE STRATEGIC PLAN 2011-2013

The ICOM Strategic Plan 2011-2013 was drawn up in order to enable the organisation to keep working on its achievements and to strengthen and support the network and the actions carried out by its members. This new Strategic Plan, which was approved during the General Assembly on 8 June, 2011, was developed in the wake of wide-scale consultation with the network. The ICOM Strategic Plan 2011-2013 thus aims to be the basis of the work of all its entities and to provide orientations for adaptation according to the context of their country and their sectoral issues. The objectives of the Strategic Plan are thus reflected by the International Committees, the National Committees and the Regional Alliances either in their own strategic plan or in their action plan. The aim is also to facilitate its comprehension by members and to disseminate it widely. Thus, many National Committees put the Strategic Plan 2011-2013 online on their respective websites and translated it into their national language.

Initiatives to deploy this Strategic Plan were also created. During the ICOM Annual Meetings in Paris

New location of the General Secretariat to better serve the museum community



ICOM © Nadine Amorim



In accordance with the programme of work and the decisions taken by the Executive Council, ICOM invested in premises at 22 rue de Palestro, 75002 Paris in September,

2010 to complement the UNESCO offices at rue Miollis. The renovation work was done during the 4th quarter of 2010 and the 1st quarter of 2011, thus enabling part of the staff to settle in from 1 January, 2011. The larger surface area of the office, which was almost doubled, offers better working conditions to the staff. A conference room equipped with a booth for simultaneous interpretation was created for the Executive Council. It is often made available to ICOM Committees and working groups. In other words, these new premises make ICOM headquarters a welcoming place for the world museum community.

in June 2011, the organisation of a workshop on the implementation of the Strategic Plan, approved by the General Assembly, was another novelty that enabled participating members to share their ideas and accompaniment requirements for its implementation in their respective countries and professional contexts. ICOM Senegal and ICOM Guatemala also organised workshops on the application of the Strategic Plan to gather input from their members.

The focus varied from country to country, as National Committees adapted the Strategic Plan to their national context: for instance, ICOM Italy focused

on increasing membership value and transparency for ICOM members and on strengthening ICOM's global leadership in the heritage sector; ICOM Portugal on ethics as a priority and establishing new networks; and ICOM Zambia on membership growth.

The ICOM Strategic Plan 2011-2013 remains for the year 2012 the basis on which all the actions developed by entities of the network must rely. Indeed, it guides all of ICOM's work over the course of these three years, and inspires the richness and variety of the network's projects.

ICOMMUNITY: the ICOM web platform for content dissemination and collaborative work, a pressing issue for 2012



(the current provider for the ICOM website) was the solution retained in November 2011. The project was launched in 2011 and entitled ICOMMUNITY. It will be developed throughout the year 2012, with a first phase of access for members in June 2012.

In 2010, ICOM decided to implement an extranet in order to facilitate the dissemination of information within the network and encourage communication between ICOM Committees. Following Shanghai 2010 and as new strategic outlooks are emerging in a context of rapid technological evolution, the General Secretariat worked on new technical specifications, which were sent to a selection of ten French and international service providers. The proposal from the company Hippocampe

ICOMMUNITY is designed to enable all members of the network to find information and useful resources as well as to exchange, cooperate easily and take part more actively in the development of knowledge within the field. With its resolutely modern aspect and features, and inspired by the latest advances in the field of new media, ICOMMUNITY is aimed to develop gradually and initiate a new era of work and encounters within the organisation.

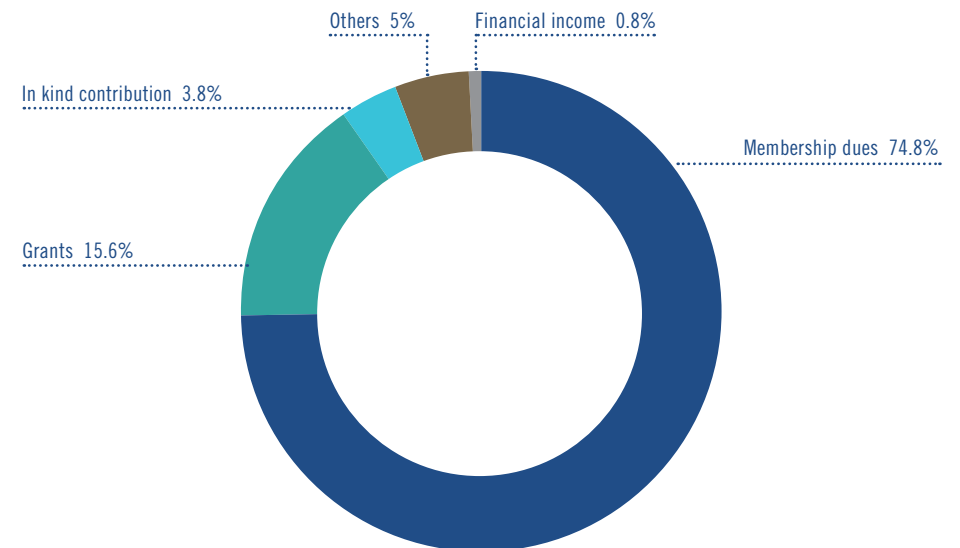
ACTIVITY REPORT: KEY FIGURES

A BALANCED RESULT

	2011	2010
Resources	3,111,200	3,131,722
<i>Minus</i> operating expenses	1,394,830	1,564,494
<i>Minus</i> salaries, social charges and taxes	1,534,651	1,566,047
<i>Minus</i> depreciation expenses	110,519	79,771
Operating result	71,200	-78,590
Financial income	26,945	96,608
<i>Minus</i> financial expenses	98,145	2,787
Financial result	-71,200	93,821
Exceptional result	0	-11,526
Final result	0	3,705
In-kind voluntary contributions	125,517	379,589
Average staff number	19	19
Number of members	29 528	28 028

All data expressed in €

Including the in-kind voluntary contributions, the total resources of ICOM increased to €3,263,662 in 2011 with the following breakdown :



RESOURCES IN DEVELOPMENT

Membership dues amounted €2,439,822 in 2011, which represents an increase of 5.8%. The increase in membership dues has been mostly driven by an increase in the number of members, from 28,028 in 2010 up to 29,528 in 2011, or by 5.4%.

Over 2011, ICOM benefited from the continuing financial support of various entities:

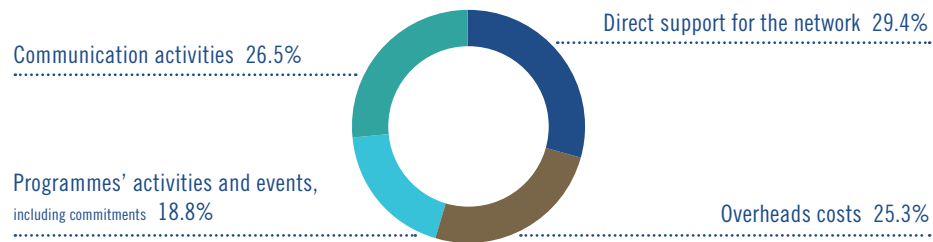
- Renewed support of the European Union: €84,362
- Confirmed support of the French Ministry of Culture:

€79,000

- Steady support from UNESCO: €15,511
- Support of €179,156 for programmes, financed by the U.S. Department of States, the Swiss Confederation and the West African Economic & Monetary Union
- Support from the Getty for the travel grant programmes for the 4th Inclusive Museum (€20,681) and for four IC bursaries (€163,583)
- Erste and Ibermuseus: €29,315

CONTROLLED COSTS

External operating expenses amounting €1,394,830 can be analysed as follows:



External charges decreased from €1,564,494 in 2010 to €1,394,830 in 2011, or by €169,664, in connection to the absence of rent cost in 2011, substituted by financial

expenses and amortisation following the acquisition of the office premises.

HIGHLIGHTING IN-KIND CONTRIBUTION

In-kind voluntary contributions decreased from €379,589 in 2010 to €125,517 in 2011. The 2011 in-kind corresponds to the premises made available by UNESCO (estimate according to the offices' rental value in the geographical area). In 2010, ICOM benefitted from in-kind contributions for the stand, as well as technical equipment and facilities associated with participation in the Shanghai Expo and scholarship programmes in the framework of its 22nd General Conference.

In addition, in-kind voluntary contributions made by members of the Executive Council, the Technical Committees, the National and International Committees and Regional Alliances are not subject to an accounting valuation. A preliminary analysis conducted in 2011 provides an estimate of about 5,400 days spent by members to promote the activities of the International Committees.

