

# ANNUAL REPORT | 2015

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INTERNATIONAL COUNCIL OF MUSEUMS  
CONSEIL INTERNATIONAL DES MUSEES  
CONSEJO INTERNACIONAL DE MUSEOS



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# 2015, a year for the record books



Every year in the life of the International Council of Museums (ICOM) sees its own particular accomplishments, challenges and surprises, and 2015 was no exception. Heralding celebrations of the organisation's 70<sup>th</sup> anniversary in 2016, the year past saw an impressive number of pursuits come to fruition for ICOM on behalf of the global museum and heritage community.

Seven decades on, complacency has no place in our dynamic network of individuals and institutions, spanning 36,000+ members in 138 countries. 2015 saw renewed discussion on the definition of museum, an ever-changing concept that ICOM has sought to update over the years to reflect societal transformations, and which must now take into account the advent of the digital age, with the new practices and audiences that it entails. This went hand in hand with intensive discussions on updating the ICOM Statutes and developing a new Strategic Plan for 2016-2022. The museums of today are spaces for educating and sharing information, conversing on culture, history and nature, and preserving and protecting heritage. They ways in which they – *you* – are framing and conducting these activities, the new practices and experiences that are emerging in third-millennium museums, all bode well for the future of our profession.

ICOM's emphasis on capacity-building is a vital means of ensuring this future, and initiatives continued to thrive in 2015: the ICOM International Training Centre (ITC) held its fourth and fifth sessions at the Palace Museum in Beijing, China, in April and November 2015, devoted to "Exhibitions in Museums" and "The Engaging Museum", respectively, while an ITC special training workshop was held in Arusha, Tanzania in August-September 2015. These programmes allow young and mid-career museum professionals to acquire knowledge that they are able to transmit to colleagues back at their home institutions. The sharing and transmission of specialised knowledge is part of the very fabric of ICOM, driving the countless encounters, conferences and activities organised by our National and International Committees every year across the world.

Also among our many missions, enhancing the role of museums in the service of society is of utmost importance, and must feed ongoing dialogue among museum professionals and policymakers. A milestone in this respect came about with the adoption at the November 2015 UNESCO General Assembly of the *Recommendation on the Protection and Promotion of Museums and Collections, their Diversity and their Role in Society*, drafted by ICOM.

Alongside our efforts to enhance a vigorous and multifaceted museum landscape at all corners of the globe, ICOM has continually stepped up in defence of cultural heritage in troubled regions and traumatic times. In 2015, activities to increase emergency preparedness in the face of natural and human-made disasters and to fight illicit trafficking in cultural property were intensified, particularly in response to the devastating situations in Iraq, Syria and Libya. In the face of conflict and brutality, we persist in our efforts to salvage and secure humanity's shared history and culture. An updated and enriched version of ICOM's *Emergency Red List of Iraqi Cultural Objects at Risk* was launched, as was the *Emergency Red List of Libyan Cultural Objects at Risk*. A joint intervention in Nepal in the wake of the earthquakes that ravaged the country in April and May of 2015 provided vital assistance for the preservation of its cultural heritage, in cooperation with international partners.

In 2016, we celebrate the dedication, integrity and professionalism of our members, who have allowed ICOM to come this far and be as active, ambitious and extensive as it is today. While continuing to focus on the missions at hand, let us not forget to contemplate what ICOM will mean 70 years down the road.

Prof. Dr Hans-Martin Hinz, ICOM President  
Prof. Dr Anne-Catherine Robert-Hauglustaine, ICOM Director General

## 2015 Key Figures

**36,678**

ICOM members



**+7%**

Membership increase  
in North America in 2015

**28**

Average number of staff members at  
ICOM General Secretariat in 2015

**120**

ICOM National  
Committees



**+1.25%**

Percentage increase  
over 2014

**+14%**

Members registered  
in International Committees in 2015

**14,365**

Number of members registered  
in International Committees in 2015

**215**

New institutional  
members

**35%**   **65%**

Percentage of men / women  
within the ICOM network

## Summary

- 3 Editorial**
- 4 2015 Key Figures**
- 5 Summary**
- 6 AN EVER-GROWING MUSEUM NETWORK AND NEW PARTNERS**
  - 6 A stronger network of 36,678 museum professionals in 138 countries
  - 7 Engaging young members and meeting new ones
  - 8 Map: [International Committee Annual Meetings in 2015]
  - 12 Creating regional commissions and national networks
  - 12 Developing Strategic Partnerships
  - 14 Collaboration across borders
  - 15 Inclusion and broader membership
  - 15 Funding special projects
  - 16 Working locally, working internationally
  - 16 Occasions for museum encounters
  - 18 Map: [Participation by ICOM committees in other national and international meetings in 2015]
- 22 HOT TOPICS FOR MUSEUMS AND THE HERITAGE SECTOR**
  - 22 Social roles of museums
  - 25 Museums in the global economic crisis
  - 25 Marketing, branding and other alternative funding sources
  - 26 Digital initiatives in the ICOM network
  - 28 Map: [ICOM presence on social networks in 2015]
  - 30 ICOM aids museums in emergency situations
  - 32 ICOM's commitment to fighting the illicit trafficking of cultural objects
  - 34 Map: [Red Lists of Cultural Objects at Risk as of 2015]
- 36 UPHOLDING MUSEUM STANDARDS AND ICOM VALUES WORLDWIDE**
  - 36 Towards a new definition of museum
  - 38 Training the museum professionals of tomorrow
  - 39 Cultural advocacy on a national and international scale
  - 40 Publications by ICOM and its committees
  - 42 Map: [Trainings offered by ICOM in 2015]
- 46 They talked about ICOM in 2015**
- 48 Key financial data for 2015**
- 51 Bibliography of ICOM Committee publications issued in 2015**



# An ever-growing museum network and new partners

## A STRONGER NETWORK OF 36,678 MUSEUM PROFESSIONALS IN 138 COUNTRIES

ICOM counted 36,678 members in 2015, an increase of 1,814 from 2014. Institutional members accounted for 215 of these new recruits. Eight hundred twenty-five friends of the ICOM Foundation contributed directly or indirectly to ICOM's different programmes, out of their passion for museums and in order to fulfil their strong commitment to the promotion of the role of museums in society.

Counting 120 National Committees, ICOM's membership growth was most significant in **North America and Africa** in 2015. ICOM National Committees in southern Africa have been more active than ever thanks to various ICOM initiatives in the region, and a new ICOM National Committee was also created in **Tanzania** this past year. This new committee was formed just in time to co-organise a **special training programme for ICOM members from the region** as part of the ICOM International Training Centre for Museum Studies (ICOM-ITC). During the year another new ICOM National Committee was also established in **Saudi Arabia**, while Jordan, Bahrain and Uzbekistan are in the process of creating their own National Committees.

Meanwhile, the number of ICOM members that are part of an International Committee rose by 14% in 2015, taking advantage of a vital membership benefit that allows members to participate more fully in ICOM activities. This was especially the case in 2015, as ICOM's 30 International Committees were particularly active in preparations for the triennial ICOM General Conference and the celebration of the organisation's 70<sup>th</sup> anniversary.



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## ENGAGING YOUNG MEMBERS AND MEETING NEW ONES

Looking to the future of the organisation, ICOM aims to encourage the involvement of young members and to meet new members in the most remote areas of the globe.

COSTUME organised its fifth **"Student Day"** the day before its annual conference in Toronto, Canada. Twenty-six university students participated in the event, where seven COSTUME committee members presented papers. Most of the students were Museum Studies majors and some were theatre students.

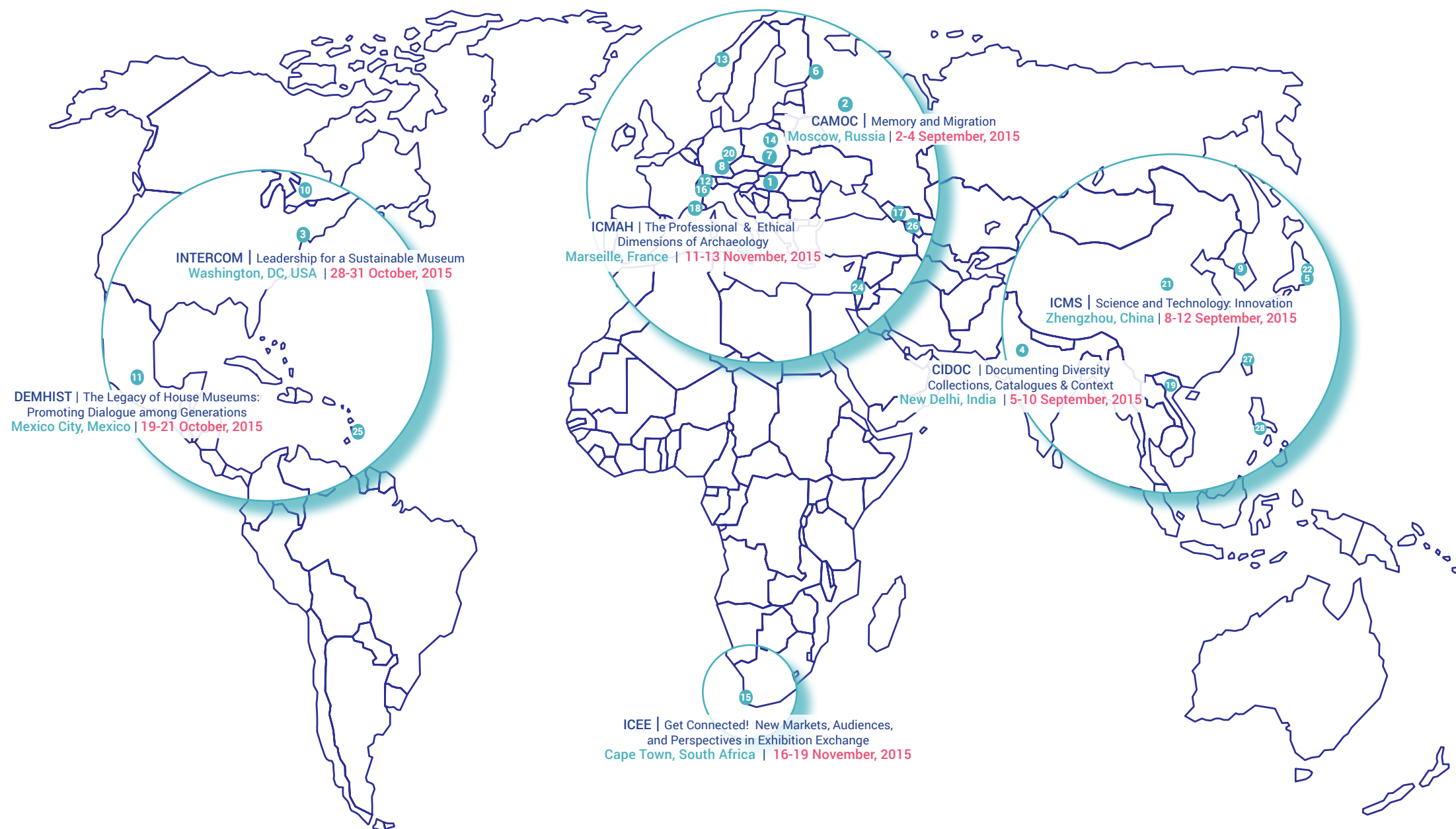
In Finland, a seminar on museum ethics held in Jyväskylä in April was the result of collaboration between ICOM Finland, **museology students from the University of Jyväskylä** and the Finnish museums association. Some 15 students among 150 attendees helped organise the seminar and gained insight into museum ethics through their participation. *Museoetiikka 2.0*, a publication featuring all of the papers presented at the seminar, has been published thanks to fruitful cooperation with the students. Ties with universities offering Museum Studies programmes were also strengthened. After this year's successful ethics seminar, **a lecture about ICOM is now included in the basic museology studies programme** at the University of Helsinki. DEMHIST ran a pilot training course from 31 August to 12 September, 2015, at the Sacred Art Museum of São Paulo, Brazil in partnership with the State Government of São Paulo and participating museums, thanks to an ICOM special project grant.



Participants in the 2015 ICOM Nord Conference on "Culture across Boundaries", organized in Greenland by ICOM Denmark with the support of the Finnish, Icelandic, Norwegian and Swedish National Committees.

©ICOM Nord

# International Committee Annual Meetings in 2015



Captions →



- 1 AVICOM**  
AVICOM Annual Meeting and Fiamp Festival  
Budapest, Hungary  
3-5 November, 2015
- 2 CAMOC**  
Memory and Migration  
Moscow, Russia  
2-4 September, 2015
- 3 CECA**  
Museum Education and Accessibility:  
Bridging the Gaps  
Washington, DC, USA  
17-21 September, 2015
- INTERCOM**  
Leadership for a Sustainable Museum  
28-31 October, 2015
- 4 CIDOC**  
Documenting Diversity –  
Collections, Catalogues & Context  
New Delhi, India  
5-10 September, 2015
- 5 CIMAM**  
How Global can Museums be?  
Tokyo, Japan  
7-9 November, 2015
- 6 CIMCIM**  
Performers and Performance in a Museum  
Environment: Global Perspectives  
Saint Petersburg and Moscow, Russia  
27 June – 2 July, 2015
- 7 CIMUSET**  
The Audience at the Museum  
Krakow, Poland  
6-11 September, 2015
- 8 CIPEG**  
From Historism to the Multimedia Age:  
Content – Concept – Design of  
Egyptian Museums and Collections  
Munich, Germany  
1-4 September, 2015
- 9 COMCOL**  
Museums for a Sustainable Society  
Seoul, Korea  
26-31 October, 2015
- 10 COSTUME**  
Exhibitions and Interpretation  
Toronto, Canada  
8-13 September, 2015
- 11 DEMHIST**  
The Legacy of House Museums:  
Promoting Dialogue among Generations  
Mexico City, Mexico  
19-21 October, 2015
- 12 GLASS**  
ICOM Glass Annual Conference 2015  
Fribourg and Romont, Switzerland  
7-13 September, 2015
- 13 ICAMT**  
Norwegian Narratives  
Trondheim, Norway  
8-10 October, 2015
- 14 ICDAD-ICOMAM**  
Ambassadors of Dialogue  
Krakow and Warsaw, Poland  
15-20 September, 2015
- 15 ICEE**  
Get Connected! New Markets, Audiences,  
and Perspectives in Exhibition Exchange  
Cape Town, South Africa  
16-19 November, 2015
- 16 ICFA**  
New and Old Outfittings in the Fine Arts Museums  
Lausanne, Switzerland  
27-31 May, 2015
- 17 ICLM**  
Writer, Composer, Museum and the Environment  
Tbilisi, Georgia  
25-29 September, 2015
- 18 ICMAH**  
The Professional and Ethical Dimensions  
of Archaeology  
Marseille, France  
11-13 November, 2015
- 19 ICME**  
Museums and Communities:  
Diversity, Dialogue, Collaboration  
Hanoi, Vietnam  
25-26 October, 2015
- 20 ICMEMO**  
Form-Architecture-Memory  
Munich and Flossenbuerg, Germany  
8-11 November, 2015
- 21 ICMS**  
Science and Technology: Innovation  
Zhengzhou, China  
8-12 September, 2015
- 22 ICOFOM**  
Museology Exploring the Concept of MLA  
(Museums-Libraries-Archives)  
Tsukuba, Japan  
14-16 September, 2015
- 23 ICOMON**  
Best Practice Updates from the Field  
Taormina  
22 September, 2015
- 24 ICR**  
Regional Museums and the Forging of Identities  
in a Multicultural Society  
Tel Aviv, Israel  
19-23 October, 2015
- 25 ICTOP**  
Winds of Transformation: International and  
Caribbean Futures for Teaching Holistic, Inclusive,  
Tangible and Intangible Culture and Heritage  
Bridgetown, Barbados  
14-17 October, 2015
- 26 MPR**  
Emerging Trends  
Yerevan, Armenia  
24-28 October, 2015
- 27 NATHIST**  
Natural History Museums: Building Our Future  
Taipei City, Taiwan  
19-23 October, 2015
- 28 UMAC**  
Rethinking University Museums:  
Bridging Theory and Practice  
Manila, Philippines  
11-14 May, 2015

In a country that counts 324 house museums, 38 participants representing these institutions gathered together from all around Brazil. Through the course, **DEMIST facilitated the sharing of knowledge and experience from international experts for young Brazilian museum professionals about the particular challenges and practices associated with historic house museums.** Building on this experience, ICOM Brazil was able to identify the main interests and needs of Brazilian professionals working in historic house museums, and adapt the pilot training course content to these topics. Inspired by the success of the pilot course, DEMIST is considering running similar courses in Mexico City and Beijing.

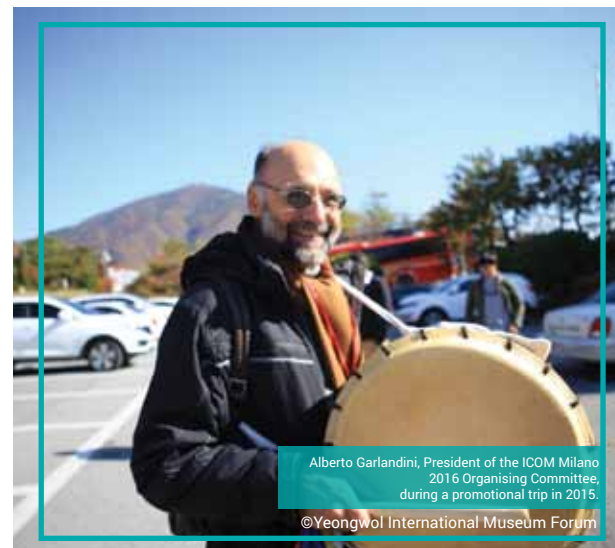
## CREATING REGIONAL COMMISSIONS AND NATIONAL NETWORKS

ICOM Italy's regional commissions had a busy year in 2015 mobilising resources in preparation for the 2016 ICOM General Conference in Milan, while **ICOM Argentina's provincial delegations brought ICOM's expertise to the most remote area of the country – Chaco**, where an international conference organised around the theme *Landscape and Territory* was held as a nod to the ICOM General Conference. Meanwhile, in San Juan, the first edition of the study days *Heritage, Interpretation and Museums* and *Introduction to Theory of Museology* took place.

The local impact of several International Committees was strengthened as a result of their national representatives setting up committee branches. ICOMFOM seems to have set this precedent, with the conferences of **ICOMFOM ASPAC** in Taiwan and **ICOMFOM LAM** in Argentina providing platforms for exchange and debate on museology in 2015. The trend also spread to **DEMIST**, which now has a local committee in Turkey, in addition to those already active in Brazil, Italy, Mexico and Portugal. **CIPEG Argentina** also organised two conferences during the year. **CECA Argentina** is the newest addition to the already active CECA national networks in Portugal and Chile, where a national CECA Best Practice Award was created. In South-East Europe, CECA is expected to further develop its network by creating joint CECA projects as the result of a two-day workshop in Zagreb, Croatia. Another International Committee following this trend is **ICMAH**, which officially set up a branch in Viña del Mar, Chile, in March 2015. **ICMAH Chile** will devote itself to disseminating the work of history and archaeology museums throughout the country, linking institutions and communities and contributing to deeper understanding of these disciplines. **COMCOL's highly active branch in Brazil** also organised the seminar *COMCOL 2015 – Management and Development of Collections* on 27 November, 2015, to address questions of collecting policies and collecting the present. A workshop on objects and their relevance for today was also organised as a part of this seminar.

## DEVELOPING STRATEGIC PARTNERSHIPS

ICOM and its committees continued to maintain their long-term relations with sister organisations both locally and internationally this past year. In 2015, strategic partnerships were developed or renewed in the framework of projects ranging from the protection of cultural heritage to the training of museum professionals.



Alberto Garlandini, President of the ICOM Milano 2016 Organising Committee, during a promotional trip in 2015.  
©Yeongwol International Museum Forum

# +25.15%

Membership increase  
in Africa in 2015



Palace Museum Forum in Beijing, China in presence of Hans-Martin Hinz, ICOM President, October 2015.  
©Palace Museum

Officialising its close collaboration with the Smithsonian Institution in Washington, ICOM signed an agreement with the organisation to further pursue cooperation in the fields of emergency preparedness and response for museums. After conducting training together in Mali in 2014, the two organisations cooperated on Nepal, Iraq, Syria and Egypt in diverse capacity-building activities and museum rescue operations in 2015. Partnering also with the Metropolitan Museum of Art in New York to provide conservation expertise and to enable the training of young professionals of the Museum of Islamic Art, Cairo, was one of the results of ICOM's fruitful international cooperation with major museum institutions.

The humanitarian situation in Syria and Iraq is beyond tragic. The countries' heritage has also considerably suffered. Its ancient cities, famous archaeological sites, and religious centres have been substantially damaged or destroyed. Shattered cultural landscapes prompt fears that there will be little to return to the day the conflict finally ends. Worsening conditions on the ground prompted ICOM to **reinforce its collaboration with various organisations and authorities in protecting heritage at risk and in fighting illicit trafficking in cultural goods.** In addition to the publication of two "emergency" Red Lists, ICOM also developed strategic partnerships with organisations such as the Prussian Cultural Heritage Foundation in Germany, the European Commission, the Smithsonian Institution, the Metropolitan Museum of Art and the Department of State of the United States of America.

ICOM signed a Memorandum of Understanding (MoU) in 2015 with **the Association of Science-Technology Centers (ASTC)**, which has become an Affiliated Organisation of ICOM. ASTC's new status within ICOM and the signing of this MoU will facilitate a closer relationship between the two organisations, especially in developing stronger links between science centres and the museum community.

**ICOM's committees also took an active role on the international stage.** **NATHIST** signed a MoU with WAZA (World Association of Zoos and Aquariums) to promote their joint activities to NATHIST members and support each other's initiatives. Other draft MoUs being prepared by NATHIST include one with the United Nations Environment Programme and another with the Society for the Protection of Natural History Collections.

In 2015 **IC MEMO** initiated a partnership with the University of Exeter (UK) and the Institut des Science Sociales du Politique (CNRS) for research activities to analyse the mutual influences among heritage, criminal justice and historiography when dealing with state crimes. A project goal is to improve policymaking in the field of memorialisation.

At the national scale, **many of ICOM's National Committees have been partnering with local and national authorities** and continuing to collaborate with national museum associations, national UNESCO commissions and national committees of other heritage organisations such as ICOMOS and Blue Shield. For example, ICOM UK, in partnership with various British partners and thanks to an Arts Council England grant, continued its **Working Internationally Regional Project (WIRP)** as a programme for skill-building and resource development with regional and local museums. In 2015, three WIRP workshops, "Working with India", "Working with China" and "International Touring Exhibitions & Loans", attracted a wide range of delegates across the country.



## COLLABORATION ACROSS BORDERS

The strength of the international museum network that ICOM represents is its ability to mobilise resources across borders and to consolidate experiences in different countries and across diverse disciplines.

The 2015 ICOM Nord conference was thus aptly named “Culture across Boundaries”. Organised by ICOM Denmark this year in collaboration with ICOM National Committees in Denmark, Finland, Iceland, Norway and Sweden, the conference reflected “ICOM’s core task, to work internationally in order to support cross-border understanding,” in the words of ICOM President Hans-Martin Hinz during his opening remarks at the conference. “This conference here in Nuuk is a perfect example of the global spirit of ICOM.” **Culture across boundaries thus simultaneously refers to cooperation across the Nordic countries, and to the fact that cultures are crossing national borders.**

The annual meetings of ICOM’s International Committees are also proof of such collaboration “without borders”. The deeper the engagement of local National Committees, the more successful annual meetings will be. Annual meetings are not only ways to explore the local museum community, but also provide **opportunities for new cross-border partnerships to be built**. One participant at ICEE’s annual conference in South Africa on the theme *Get Connected! New Markets, Audiences, and Perspectives in Exhibition Exchange* pointed out: “I felt that there needed to be more cognisance of the challenges in the Global South, which are very different from ‘up north.’ Cross-cultural communication through international conferences provides an excellent forum for important insight such as this.

During its 2015 annual conference in Taiwan, NATHIST noticed that the geographic mix of its participants was different from previous meetings, which provided “an opportunity to hear presentations that detailed important experiences from the Asian region,” according to its chairperson.

Following the successful presentation of the CECA Best Practice model in Zambia during 2014 International Museum Day celebrations, CECA was able to sustain its work in Zambia in 2015 with the support of an ICOM special project grant and the National Museums Board of Zambia, ICOM Zambia and ICOM Switzerland. From 18 to 21 May, 2015, CECA organised a seminar and workshop on best practices in museum education, and museum educators from five neighbouring countries in the Southern African Development Community benefited from this training. **Continuing the two-year programme, African colleagues worked on the CECA model to animate museum activities in their home museums.** These projects will be nominees for the CECA Best Practice Award in 2016.

Meanwhile, **ICOM Armenia and ICOM Iran** were among the signing parties of a memorandum of cooperation between the two countries in the fields of education, exhibitions, training, conferences, research, publication and cultural events. Thanks to the engagement of ICOM Iran and its international vision, CIMUSET was able to offer its expertise and assistance to the Iran Museum of Science and Technology concerning possible partnerships and cooperation in Europe, Africa and Asia.



Around food and coffee, ICR members explored the storytelling of the Bedouin people at Joe Alon Center in Israel.

©ICR

# 14,365

Number of members registered  
in International Committees in 2015



São Paulo, Brazil, September 2015.  
Training of the DEMHIST Committee  
in the Museum of Sacred Art.

©DEMHIST

## INCLUSION AND BROADER MEMBERSHIP

ICOM and its committees always seek to encourage the participation of as many members as possible in its global activities, carrying out more than 200 conferences and training workshops dedicated to shaping the museum profession of tomorrow.

In 2015, ICOM again received support from the **Getty Foundation**, which funded the participation of young professionals in ICOM committee meetings around the world. The ICOM-Getty International Program enabled **43 young professionals** to attend the annual meetings of two International Committees. The young professionals travel grant is also part of ICOM’s “Support to the Network” programme, which is managed by ICOM’s Strategic Allocation Recommendation and Evaluation Commission (SAREC). This year, thanks to SAREC, **22 young professionals** travelled to eight cities for the meetings of **nine International Committees**.

More than 64 young professionals from 22 countries attended two sessions of ICOM-ITC in Beijing, China in 2015. Their participation was made possible through the financial support of the Palace Museum, ICOM China and the **ICOM Endowment Fund**. The special African training workshop of ICOM-ITC welcomed 29 grantees, thanks to the sponsorship of Taikang Life Insurance Company, a private sponsor of the Palace Museum, and the ICOM Endowment Fund.

**National and International Committees supported the participation of their members in ICOM’s activities worldwide** through their own annual budgets or in partnership with public and private sponsors. The most important result of grantees’ participation is their **knowledge-sharing with colleagues at home**: ICOM Bangladesh gathered all their members to hear the report of a young member upon his return from the ICOM-ITC training session, and ICOM Finland provided grantees with the opportunity to share their experiences with fellow colleagues through the National Committee’s blog, while ICOM Germany collected grantee reports and included them in the committee’s newsletter. Other committees are expected to expand on these grant programmes in the coming year. For example, ICOMAM will create “Piet de Gysse bursaries” in memory of their former chairperson who passed away in 2015, and ICOM Czech Republic will fund the participation of their national delegation in the 2016 ICOM General Conference in Milan to make their voices heard.

## FUNDING SPECIAL PROJECTS

ICOM’s “Support to the Network” programme funded 16 special projects in 2015, some of which are spread over several years to achieve longer term objectives. **The special project grants encourage collaboration among different ICOM committees and favour projects with a regional impact.** Conferences, training sessions and digital publications are examples of committees’ endeavours to advance the work of museum professionals through this programme.

The ICOM Endowment Fund and the ICOM Foundation also funded programmes of interest for the museum community, including the Best in Heritage conference, preparatory work for an ICOM Red List for South-East Europe, and more.



## WORKING LOCALLY, WORKING INTERNATIONALLY

ICOM committees' involvement for the protection, conservation and promotion of heritage is carried out at a local and regional as well as international level.

Following its successful *Working Internationally* regional workshops, **ICOM UK named its annual conference "Working Internationally"**, with presentations focusing on attracting international tourists, building effective partnerships and managing risk for people, reputation and collections when working internationally.

Awards and prizes are frequently created by ICOM committees **to recognise the extraordinary work of their members on an international level and to honour their long-time involvement in the ICOM network.**

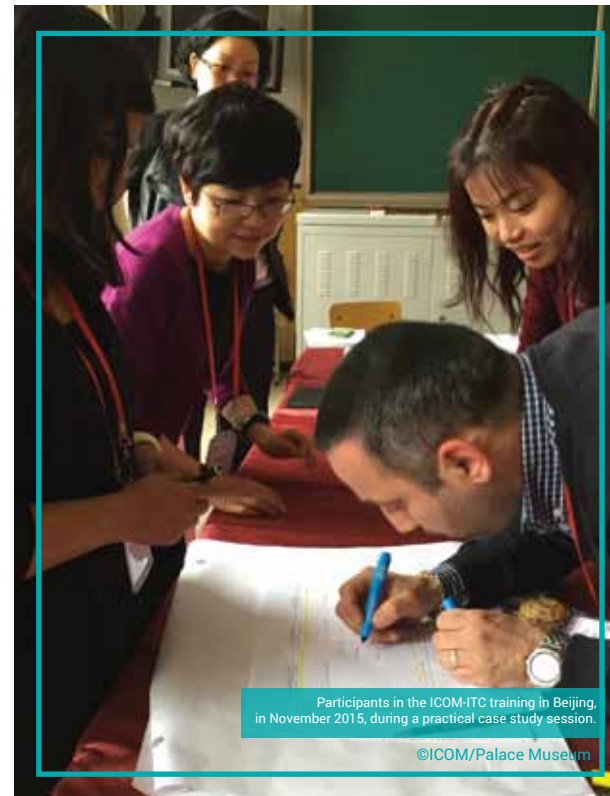
In 2015, Dr Don McMichael was recognised by ICOM Australia for his outstanding achievements in international relations. ICOM Australia also presented an award to Australia's National Portrait Gallery and the National Gallery of Indonesia for their exemplary collaboration on the 2014 exhibition *Masters of Modern Indonesian Portraiture* and the capacity-building workshops that complemented it. This initiative facilitated important cross-cultural exchange and professional development while forging strong and significant bonds between these two national collecting institutions.

ICOM Netherlands created an annual award for **the best museological thesis on international developments in the museum world.** In 2015, it was awarded to Dutch student Laura Berghuis for her work, "An oligarchy without oil", about Abu Dhabi's cooperation with world-famous museums like the Louvre and the Guggenheim.

## OCCASIONS FOR MUSEUM ENCOUNTERS

ICOM Annual Meetings are held every June at ICOM's Paris headquarters, except during General Conference years. Over the course of three days (1-3 June, 2015), over 250 museum professionals from around the world gathered in Paris **to share their thoughts and approaches concerning the multitude of challenges facing museums today.** Two distinguished keynote speakers addressed the audience: French neurobiologist Jean-Pierre Changeux of the Institut Pasteur and Collège de France gave a speech entitled *Beauty in the Brain: The Neuroscience of Artistic Creation*; and Mark O'Neill, Director of Policy, Research and Development at Glasgow Life, UK, dedicated his talk to *Defining the Museum in a New Era*, exploring how museum professionals can better serve society in troubled times.

The destination for ICOM's 25<sup>th</sup> General Conference in 2019 was also selected at the 2015 Annual Meetings. ICOM delegations from Cincinnati, US and Kyoto, Japan had the opportunity to campaign for their respective cities to participants and committee members during the first two days of the Annual Meetings. On 3 June, 2015, **Kyoto was selected as the host city for the 2019 edition of the General Conference**, during which some 3,000 participants converge for an entire week to exchange ideas and reflect on museum-related issues. The city will organise conferences on the theme *Museums as Cultural Hubs: The Future of Tradition*, which aims to highlight the changing role of museums in today's society.



Participants in the ICOM-ITC training in Beijing, in November 2015, during a practical case study session.

©ICOM/Palace Museum

# 28

Annual Conferences  
of International  
Committees in 2015.

**2015 marked an important year for the preparation of ICOM's 24<sup>th</sup> General Conference in Milan in 2016.** The Italian organising committee has so far recruited some 130 volunteers for the General Conference. In December 2015, the first volunteers' meeting took place at ICOM Italy's office in Milan and was live-streamed online. In total, some 300 people are expected to volunteer at the General Conference. Their profiles vary from university students of museology to tech-savvy museum lovers, and they hail from Italy and well beyond. The volunteers are drawn to the conference as an opportunity to participate in its exciting programme, make contacts and spend a week in beautiful Milan, while also taking responsibility for logistical tasks assigned by the organising committee.

Following the meeting in Siena, Italy in August 2014, where the Siena Charter was presented, **two other important international meetings were organised by ICOM Italy.** *Museums, Cultural Landscapes and the Management of UNESCO Sites* took place in Catania, Italy in October 2015, followed by *Museums, Territorial Systems and Urban Landscapes* in Brescia in November 2015. Throughout the year, a call for contributions gathered plenty of Italian best practices related to the 2016 General Conference theme: *Museums and Cultural Landscapes*. Abroad, many of ICOM's committees offered their own perspectives and held discussions on their interpretations of the theme. For example, ICOM Netherlands collaborated with ICOM Germany, ICMAH, CECA, ICOMOS and EXARC on a paper entitled *Visibility of a European Border in Landscape and Museums: The Roman Limes on the Lower Rhine*, which is expected to be presented at the General Conference in Milan.

The organising committee has also secured important public funding from the Italian government and the Lombardy Region as well as the City of Milan. Thanks to the committee's excellent organisation, the 2016 General Conference in Milan will be the first ICOM General Conference where world-class museum technologies and findings will be showcased: the full 1,029 m<sup>2</sup> of exhibition space has been sold to 76 museums and vendors.

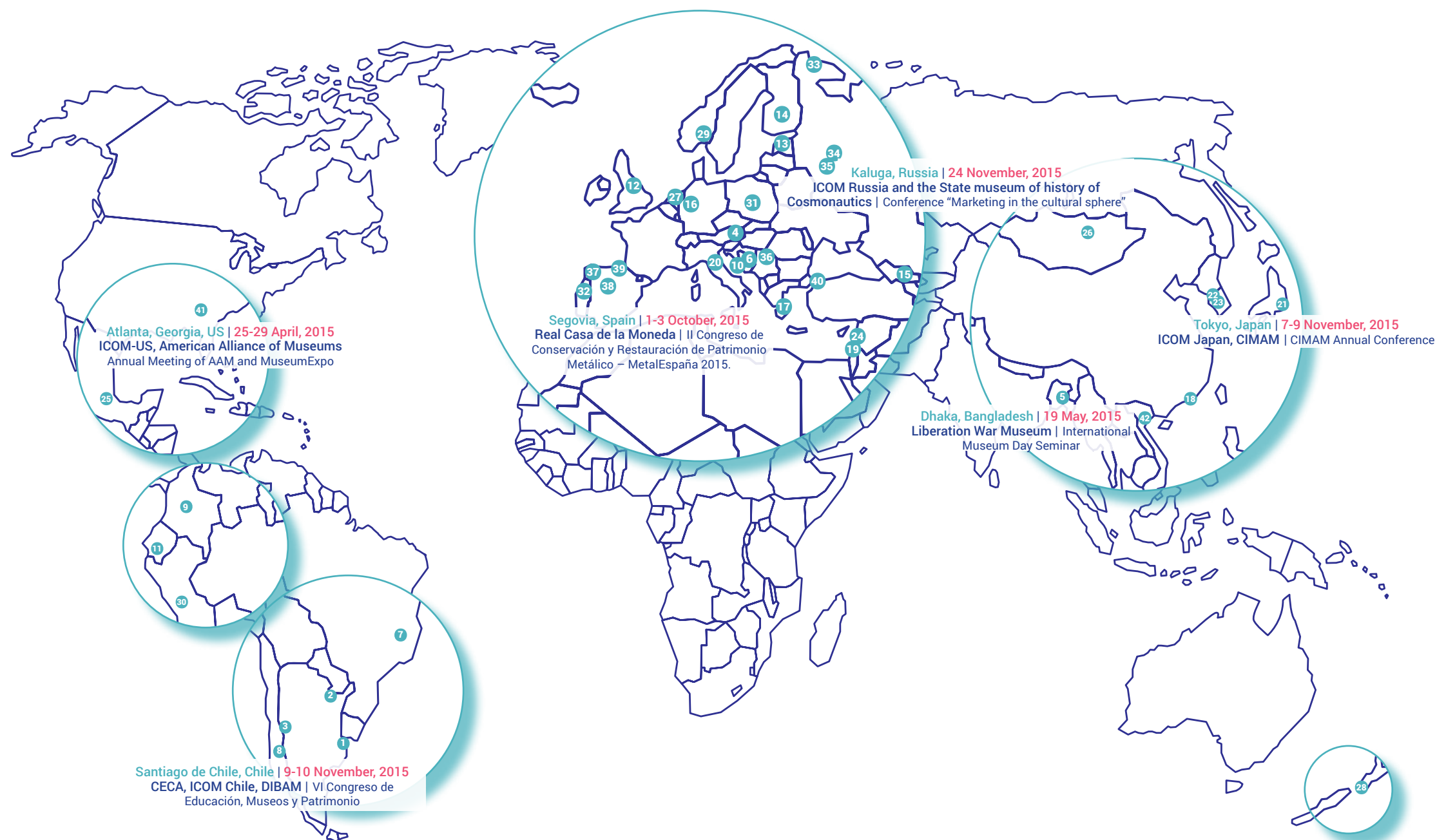


ICDAD and ICOMAM jointly held an annual conference in Krakow, Poland around the theme "Ambassadors of Dialogue" in September 2015.

©ICDAD/ICOMAM



# Participation by ICOM committees in other national and international meetings in 2015



Captions →



- 1 **Buenos Aires, Argentina**  
2-4 September, 2015  
ICOM Argentina, Fundación Teoría y Práctica de las Artes (TyPA), American Alliance of Museums (AAM)  
El Museo Reimaginado:  
Encuentro de profesionales de museos de América
- 2 **Resistencia, Argentina**  
3-4 September, 2015  
ICOM Argentina, Universidad Nacional del Nordeste  
II Encuentro internacional paisajes culturales: Paisaje y Territorio
- 3 **San Juan, Argentina**  
30 July - 3 August, 2015  
ICOM Argentina, ICOFOM LAM, AMUPRI  
Encuentro internacional de museología
- 4 **Vienna, Austria**  
8-10 October, 2015  
ICOM Austria, Austrian Museum Association  
26<sup>th</sup> Austrian Museum Conference
- 5 **Dhaka, Bangladesh**  
18 May, 2015  
Bangladesh National Museum  
International Museum Day Seminar  
  
19 May, 2015  
Liberation War Museum  
International Museum Day Seminar
- 6 **Banja Luka, Bosnia and Herzegovina**  
5-8 November, 2015  
ICOM SEE, ICOM Bosnia and Herzegovina, Museum of Contemporary Art of the Republic of Srpska  
Social Inclusion and the Contemporary Museum
- 7 **Belo Horizonte, Brazil**  
October, 2015  
ICOM Brasil, Department of Museums and Visual Arts of Minas Gerais  
8<sup>th</sup> Meeting of Museums
- 8 **Santiago de Chile, Chile**  
9-10 November, 2015  
CECA, ICOM Chile, DIBAM  
VI Congreso de Educación, Museos y Patrimonio
- 9 **Bogotá, Colombia**  
17-19 September, 2015  
Universidad Autónoma de Colombia, Fundación Universidad de América, The International Committee for the Conservation of the Industrial Heritage  
I Seminario Internacional de Estudios del Patrimonio Industrial
- 10 **Dubrovnik, Croatia**  
24-26 September, 2015  
ICOM Croatia, ICCROM, ICOMOS, ICOM Europe  
14<sup>th</sup> Conference The Best in Heritage
- 11 **Cuenca, Ecuador**  
5-6 November, 2015  
ICOM LAC, Ministerio de Cultura y Patrimonio de Ecuador  
Seminario Internacional Hablemos de Espacios Culturales
- 12 **York, England**  
5 March, 2015  
ICOM UK, National Museum Directors' Council, York Museums Trust  
3<sup>rd</sup> Working Internationally Conference
- 13 **Tallinn, Estonia**  
11 May, 2015  
ICOM Estonia, Estonian Museum Association  
Seminar Noise or sound in museum
- 14 **Jyväskylä, Finland**  
16-17 April, 2015  
ICOM Finland, Finnish Museums Association, University of Jyväskylä  
Seminar on Museum Ethics
- 15 **Tbilisi, Georgia**  
7-10 November, 2015  
ICOM Georgia, Georgian Museum Association, Georgian National Museum  
Conference: Problems and development perspectives of Post-Soviet countries museums
- 16 **Cologne, Germany**  
18-20 November, 2015  
EXPONATEC  
Exponatec Cologne 2015
- 17 **Athens, Greece**  
25-29 May, 2015  
ICOM Greece, Ministry of Culture of Greece  
Conference: Maintenance of Cultural Heritage  
  
11 December, 2015  
ICOM Greece, Ministry of Culture of Greece  
Study Day: Modern Cultural Heritage and Education in Museums
- 18 **Hong Kong**  
1-6 November, 2015  
ICMM  
17<sup>th</sup> International Congress of Maritime Museums
- 19 **Jerusalem, Israel**  
21-22 June, 2015  
ICOM Israel, The Israel Museum  
Bridging Gaps – Museum Education in the 21<sup>st</sup> Century  
  
8-9 November, 2015  
ICOM Israel, The Van Leer Jerusalem Institute, Ministry of Culture and Sport of Israel  
12<sup>th</sup> Eva/Minerva International Conference: On the Digitization of Cultural Heritage
- 20 **Florence, Italy**  
23-30 August, 2015  
CIPEG, International Association of Egyptology (IAE), Museo Egizio Firenze  
11<sup>th</sup> International Congress of Egyptologists
- 21 **Tokyo, Japan**  
7-9 November, 2015  
ICOM Japan, CIMAM  
CIMAM Annual Conference
- 22 **Seoul, Korea**  
15 May, 2015  
ICOM Korea, National Museum of Korea  
10<sup>th</sup> International Conference: The Future of Museums and Participation  
  
7 October, 2015  
Seoul Museum of History, Asia Museum Institute  
2015 International Conference of the Seoul Museum of History: Historic House Museum - Meaning and Role
- 23 **Yeongwol County, Korea**  
28-30 October, 2015  
ICOM Korea, The Korean Museum Association  
Yeongwol International Museum Forum 2015
- 24 **Beirut, Lebanon**  
26-28 May, 2015  
ICOM Lebanon, UNESCO  
Emergency Measures in the Museums of Lebanon
- 25 **Puebla, Mexico**  
27-29 May, 2015  
ICOM México, Universidad Popular Autónoma del Estado de Puebla  
1<sup>er</sup> Encuentro Internacional de Museos: Hacia un museo incluyente
- 26 **Ulaanbaatar, Mongolia**  
27 April, 2015  
ICOM Mongolia, UNESCO, Japan Funds in Trust  
Roundtable on Capacity Building for the Sustainable Development of Mongolian Museums
- 27 **Leiden, Netherlands**  
18 May, 2015  
UNESCO Nederland, Honours Academy of Leiden University  
The Heritage Heist: how war and conflict threaten cultural heritage
- 28 **Wellington, New Zealand**  
22-24 September, 2015  
FIRHM, New Zealand Ministry for Culture and Heritage  
Annual Conference: Access is a Human Right
- 29 **Lillehammer and Oslo, Norway**  
August 2015  
AEOM  
27<sup>th</sup> AEOM Conference
- 30 **Tarma, Perú**  
27-28 November, 2015  
Universidad Peruana del Arte – ORVAL, Universidad Peruana Simón Bolívar, ICOM Perú  
I Encuentro macroregional de museos
- 31 **Łódź, Poland**  
23-25 April, 2015  
ICOM Poland, Association of Museum Professionals in Poland, Association of Open Air Museums in Poland, National Heritage Poland and Ministry of Culture of Poland  
1<sup>st</sup> Congress of Polish Museum Professionals
- 32 **Viseu, Portugal**  
23-27 September, 2015  
ICOM Portugal, Escola Superior de Educação de Viseu, Museu Nacional Grão Vasco, Projecto Património  
At the time of Vasco Fernandes in the XV<sup>th</sup> and XVI<sup>th</sup> centuries
- 33 **Murmansk, Russia**  
2-4 July, 2015  
ICOM Russia, Rosatom  
2<sup>nd</sup> Conference Company museums today
- 34 **Moscow, Russia**  
11-15 June, 2015  
ICOM Russia, Ministry of culture of the Russian Federation, Russian Union of Museums and ROSIZO  
Intermuseum 2015
- 35 **Kaluga, Russia**  
24 November, 2015  
ICOM Russia and the State Museum of History of Cosmonautics  
Conference: Marketing in the Cultural Sphere
- 36 **Novi Sad, Serbia**  
2-4 November, 2015  
ICOM Serbia, Arts Centre Belgrade, Gallery of Matica Srpska  
Museum and Communications
- 37 **Lugo, Spain**  
6-8 March, 2015  
Red Museística Provincial de Lugo  
II Congreso de Género, Museos, Arte y Migración
- 38 **Segovia, Spain**  
1-3 October, 2015  
Real Casa de la Moneda  
II Congreso de Conservación y Restauración de Patrimonio Metálico – MetalEspaña 2015.
- 39 **San Sebastián, Spain**  
22-23 October, 2015  
Universidad del País Vasco y Museo de San Telmo  
Musealización de las memorias: patrimonialización y representación de los conflictos.
- 40 **Istanbul, Turkey**  
9-12 September, 2015  
ICOM, Turkish Ministry of Culture and Tourism, BKG Turkey  
15<sup>th</sup> Conference Communicating the Museum
- 41 **Atlanta, Georgia, US**  
25-29 April, 2015  
ICOM-US, American Alliance of Museums  
Annual Meeting of AAM and MuseumExpo
- 42 **Hanoi, Vietnam**  
15-18 December, 2015  
UNESCO  
Capacities on the fight against illicit traffic of cultural objects: Prevention, Cooperation, Restitution



# Hot topics for museums and the heritage sector

Representing museums and museum professionals around the world, ICOM and its committees reflected on and advocated for the hot topics of the museum and heritage sector, from the social role of museums and the impact of the economic downturn on museums, to the destruction of heritage sites and the illicit trafficking of cultural objects in a devastating year, particularly for cultural heritage in the Middle East.

## SOCIAL ROLES OF MUSEUMS

Commissioned by UNESCO, ICOM has worked on the *Recommendation on the Protection and Promotion of Museums and Collections, their Diversity and their Role in Society* since 2012, with the help of ICOM Chair François Mairesse. Numerous ICOM committees played an active role in developing this publication by consulting with government agencies, contributing insight and advocating for the roles of museums and museum professionals in society. Years of debate and consultation finally came to fruition through the final resolution, presented at UNESCO's 38<sup>th</sup> General Conference in November 2015. The document is based on the principle that museums share a number of missions, including education and the dissemination of culture, and that they work in favour of justice, liberty and peace, helping to build moral and intellectual solidarity among people and guarantee equal access to education for all. In keeping with the professional standards published by ICOM, the recommendation will clarify the role of museums by highlighting the importance of their protection and promotion so that they can participate fully in sustainable development and intercultural dialogue, particularly through the protection and promotion of cultural diversity and heritage. In her speech at UNESCO headquarters, the ICOM Director General stated: "This document [...] is essential to the development of museums and collections, to the recognition of museum professionals, to the respect for the social role museums play at the regional and community levels and to the safeguarding of the integrity of collections in all countries."



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One of the sessions during the ICOM-ITC training in Arusha, Tanzania, September 2015.

©ICOM

In addition to this UNESCO recommendation, **ICOM and its committees endorsed the social roles of museums** to various ends in 2015. ICOM launched an "ICOM-Musée pour tous" (ICOM-Museums for All) prize in 2015 at the *Musées (em)portables* (Mobile Museums) festival held annually during the SITEM Trade Show in Paris, France. This prize is part of ICOM's efforts to promote the accessibility of museums to all and it is at the forefront of ICOM's activity in the international arena. Three films, respectively from Italy, Spain and France, received awards for audiovisual productions addressing the relationship between museums and audiences with reduced access to culture (socially and economically disadvantaged populations, persons with disabilities, new migrants, residents of rural areas, etc.), featuring a sensitive and innovative look at the subject.

Through its special project fund, ICOM supported the Regional Alliance of ICOM SEE, in collaboration with ICOM Bosnia and Herzegovina, in holding its Sixth Regional Museum Meeting at the Museum of Contemporary Art of the Republic of Srpska in Banjaluka, Bosnia and Herzegovina on the theme **Social Inclusion and the Contemporary Museum**. The three-day meeting gathered more than 70 museum professionals from Italy, Slovenia, Serbia, Croatia, Montenegro, Macedonia and Bosnia and Herzegovina.



Another ICOM special project took place at Baksı Museum in Turkey, winner of the 2014 Council of Europe Museum Prize, and a stunning example of the cultural industry in a rural setting that uses tangible and intangible assets of the region in sustainable fashion. At the conference, co-organised by ICOM National Committees from Azerbaijan, Croatia, Greece and Turkey, ICOM Regional Alliances in South-East Europe, and ICR, some 60 participants discussed the theme *Regional Museums as Generators of Development*. Inspired by Baksı Museum, the participants explored **ways to use museums to transform local potential into active entrepreneurship that takes into account the social welfare of communities**.

FIHRM, an ICOM Affiliated Organisation, dedicated its annual conference to the theme ***Access is a Human Right***. The event, hosted by the Museum of New Zealand Te Papa Tongarewa, provided opportunities to explore and debate museums' responsibilities regarding all aspects of access – intellectual, physical, emotional, cultural and spiritual. The timing of the conference coincided with the 175<sup>th</sup> anniversary of the signing of the Treaty of Waitangi, and so it was fitting that the conference also explored aspects of partnership, indigenous rights and self-determination within the museum context.

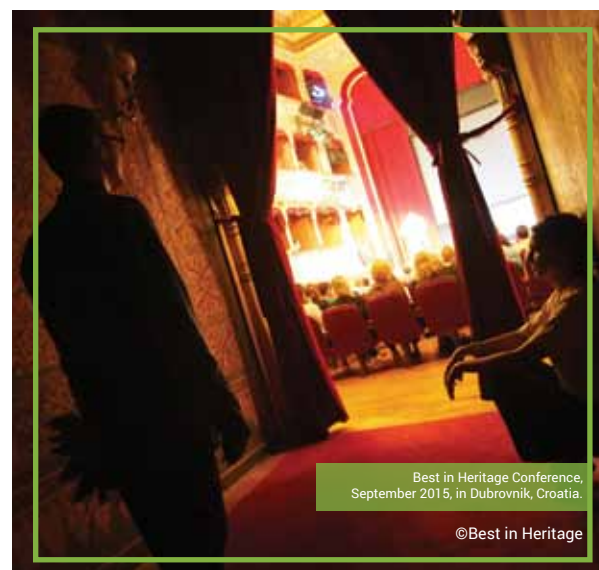
Co-organised by ICOM Korea and the Korean Museum Association on the theme of ***National Policy and Role of Museums in Society***, the Yeongwol International Museum Forum, held in South Korea, dealt with subjects such as national policy and the social functions of museums, public support and the evolution of museums' role in society, and how museums can influence national policy to encourage the sustainable development of local communities. More than 50 ICOM experts presented papers regarding national policies from their countries through the lens of their varying disciplines.

In 2015, millions of refugees escaped their war-torn homelands in the hopes of finding peace in Europe. Global diasporas, memory and democracy in the urban context and the importance of participatory citizen work in museums are top issues on CAMOC's agenda. The committee therefore decided to celebrate its 10<sup>th</sup> anniversary by shining a spotlight on **how city museums experience, collect, interpret and rethink the impact of migration and migrant communities in urban environments**. Focused on the theme *Memory, Migration, the City and its Museum*, their annual conference was attended by 57 participants from 20 countries. Hosted by the Museum of Moscow, Russia, in early September 2015, the conference was held in partnership with ICOM Russia and other local institutions and authorities. By partnering with the Open Museum in Glasgow, UK, CAMOC also organised a special international workshop in November **about migration and city museums**. The workshop explored how cities are shaped by arriving communities and how these communities can get involved in museum work and be assets and stakeholders for the museum by collecting, safeguarding, disseminating and reflecting on their stories and life experiences. Providing an opportunity to meet and discuss with people involved in active projects, the workshop seeks to deepen understanding of the step-by-step process of project development, ethical considerations, overcoming challenges and measuring impact.



Participants at the Conference of the MPR International Committee in Yerevan, Armenia, in November 2015.

©MPR



Best in Heritage Conference, September 2015, in Dubrovnik, Croatia.

©Best in Heritage

## MUSEUMS IN THE GLOBAL ECONOMIC CRISIS

Since the breakout of the global financial crisis in 2008-2009, museums have been affected more than ever by public budget cuts, reductions in private funding, layoffs and even forced closures. **ICOM stands by museums in times of economic difficulties**. In 2013, the organisation released the *Lisbon Declaration to Support Culture and Museums to Face the Global Crisis and Build the Future*. Since then, the ICOM network has continued its mobilisation to defend museums and cultural institutions and raise awareness among various involved authorities about the precarious economic situation that museums often find themselves in today.

ICOM Andorra's annual conference in October 2015 was held on the theme *Museums, Identity and Community in times of crisis*. A round table followed the conference to discuss the evolution that museums have experienced over the last 30 years, the concept of museum identity and the integrating role of museums in communities.

ICOM Croatia chose *Financing Heritage Institutions in Times of Scarcity* as the theme of its post-conference seminar following The Best in Heritage conference, on 27 September in Dubrovnik, Croatia. In partnership with the Embassy of the Kingdom of the Netherlands in Croatia and in cooperation with the Croatian Museum Association, this seminar offered insight into examples of successful museum management in the Netherlands.

The theme for ICOM Portugal's autumn 2015 conference was *Museums Facing the Economic Crisis in Culture: Challenges and Strategies*, held in October 2015 at the Municipal Museum of Penafiel. Over one hundred national and foreign professionals attended the conference. Invited speakers included ICOM members from Portugal and elsewhere in Europe who presented outstanding examples of museum management, museum approaches to fighting the crisis, new models of management and financing, museum networks and new ways of dealing with sub-financing.

## MARKETING, BRANDING AND OTHER ALTERNATIVE FUNDING SOURCES

Museums are looking for new sources of revenue in this era of global economic downturn, with **marketing and branding becoming central strategies for museums to consider**. To address these challenges, ICOM Turkey collaborated with the Turkish Ministry of Culture and Tourism and the US Consulate in Istanbul to co-organise a **branding workshop** entitled *The Importance of Museums in the 21<sup>st</sup> Century – Branding Museums*, for museum professionals all over Turkey.

**In Georgia, various activities dealing with museum fundraising took place** throughout 2015. In July, ICOM Georgia organised a national training session for more than 40 Georgian museum professionals, facilitated by leading museum experts from the country. In November, 24 museum professionals from Georgia, Azerbaijan and Armenia participated in the Sixth Regional Workshop organised by ICOM Georgia, which was funded through an ICOM special project grant. The workshop focused on the theme *Fundraising, Marketing and Commercial Activities in Museums*, which had particular significance for museums in the region, since funding and commercial activities play such a crucial role in their development, and professional education regarding such activities is lacking.



In Serbia, the *Museums and Communications* seminar focused on **the transformation of the museum through modern communication strategies**. ICOM Serbia offered an opportunity to some 30 museum PR and marketing experts to acquire knowledge and skills according to international standards.

ICOM Russia and the State Museum of the History of Cosmonautics, named after Konstantin Tsiolkovsky, organised a one-day regional museum conference in November 2015 in Kaluga, entitled *Marketing in the Cultural Sphere*, in an effort to provide museum specialists of the Kaluga region with **strategies for effective marketing**.

For their annual meeting in October 2015 in Armenia, MPR explored the theme *Emerging Trends in Marketing and Public Relations in Museums* by addressing the **challenges and opportunities offered by the digital space**. The conference focused on methods for dealing with controversy and understanding and engaging new audiences. Over 40 participants from 17 countries gathered together to share ideas and examples, exchange experiences and pool expertise.

## DIGITAL INITIATIVES IN THE ICOM NETWORK

In 2015, ICOM and its committees sought **digital solutions to speak the language of museums and to attract new audiences**. ICOM was proud to inaugurate a “hits of the month” section in the monthly e-newsletter to promote the museum community’s favourite social media posts this past year. ICOM’s Facebook page has reached more than 8,200 likes, International Museum Day’s Facebook page counts more than 12,000 likes, and the organisation has almost 10,000 followers on Twitter. ICOM’s one-year-old Scoop.it account, a social curation tool where the organisation posts news and reports related to the museum and cultural heritage sector, has over 21,000 views. Four of its five curated themes have received gold and silver medals, awarded to the best curated and most recommended content on the platform.

Not only did ICOM’s committees join social media initiatives in 2015, with **12 more creating a Facebook or Twitter handle** this year, but they have also been more creative in curating their online presence and in inventing digital practices.

COSTUME’s *Clothes Tell Stories online costume workbook*, open for museums, students and the general public to share on how to use costumes to tell stories, grew more professional in 2015, now including formal guidelines, an editor and a panel to vet submissions.

ICOM UK is another committee that **overhauled its website, turning it into a resource centre** in 2015. The site now includes an online resource section to facilitate international work by British museums.

ICOM Canada went digital in 2015 by **using Google Hangout for meetings and interviews**, introducing a new free online professional development series hosted by ICOM Canada board members. The quarterly series highlights Canadians working in museums and provides an opportunity for interested members to hear about ground-breaking work and engage with colleagues from across the country. Four live interviews have been recorded on Google Hangout and are now available on YouTube.



Other committees used **live-streaming technologies to broadcast their annual conferences**: INTERCOM live-streamed keynote speeches from its conference in Washington, D.C., US; ICMS used live-streaming to reach hundreds of Russian colleagues at its training session in Saint Petersburg; and CECA’s live-streamed sessions during the annual conference were viewed 1,640 times in 42 different countries.

For those who cannot travel from afar, **social media proved to be a novel tool for following discussions at various ICOM conferences**, with exchanges continuing well after the end of conferences. Following the ICOM Secretariat’s 2014 initiatives, several committees continued to use hashtags for their annual conferences, thereby facilitating an online dialogue on their conference theme. Efforts to make conference presentations available online for a larger audience also proved fruitful.

On a more playful note, **photo contests are another enticing way of engaging audiences**. When covered by social media, these campaigns became moments of good memories and new encounters. In 2015, in preparation for the celebration of ICOM’s 70<sup>th</sup> anniversary in 2016, ICOM launched a “Faces of ICOM” campaign to collect photos of ICOM members in their workplaces. Two months after the launch, 200 submissions were received, a selection of which will be part of the *Where ICOM from* anniversary exhibition on display during the 2016 ICOM General Conference in Milan. Meanwhile, for its 10<sup>th</sup> anniversary, CAMOC invited participants in its Moscow annual conference to tag their photos #Camokian in order to be featured in an online album; and ICOM Austria created debates by launching a #goodmuseum and #badmuseum Instagram contest, inviting young people to share what they like and do not like about museums.

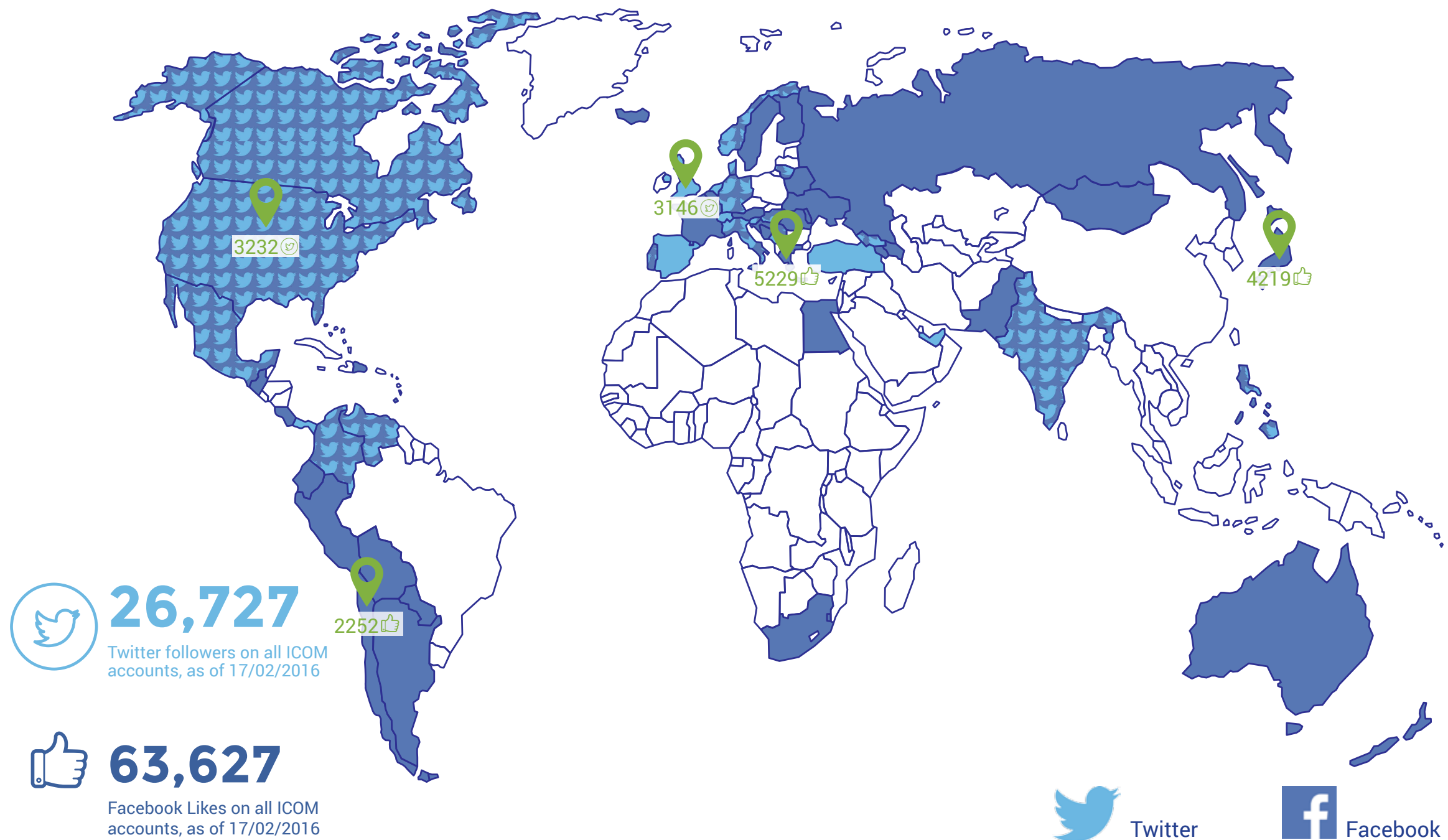
ICOM Italy encouraged its members to take part in the *Wiki Loves Monuments photo contest*, which aimed to increase the visibility of monuments and involve people in the protection of cultural heritage in Italy, in a spirit of open and participative culture. As a jury member, ICOM Italy helped select 10 winning photos to represent Italy’s cultural heritage. The collaboration between ICOM Italy and the Wikimedia Foundation also extended to the “Wikipedians in residence” project, which was initiated in early 2016.

**Many ICOM committees convened to discuss digital trends for museums** in 2015. Some 45 members of ICOM Israel participated in the 12<sup>th</sup> Eva/Minerva International Conference at the Van Leer Institute in Jerusalem on the *Digitisation of Cultural Heritage*. Meanwhile, AVICOM entitled its annual conference *Museum@Digit* and hosted 330 participants at the Hungarian National Museum. The conference aimed to share the perspectives and trends of modern digital museums and various digitisation practices. The 19<sup>th</sup> edition of the International Audiovisual Festival on Museums and Heritage (FIAMP) was also held at the conference to promote and disseminate multimedia products created by museums and cultural heritage institutions. Twenty-three projects from the most innovative institutions received awards in eight categories.

ICOM Serbia organised a one-day workshop for making audio-guides entitled *Storytelling in Museums for Modern Mobile Society*. The direct outcome of the workshop was that 10 museums developed their own audio-guides in several languages after the training session. ICFA dedicated its annual meeting to the theme *Museums of Fine Arts in the Digital Era*, holding it in Switzerland for the first time, while ICOM Austria dedicated a half-day of its General Assembly to *Museums in a Digital World*, with a keynote speech entitled *Museum Realities: A Post-Digital Perspective on Heritage, Artifice and Illusion*.



## ICOM presence on social networks in 2015





**Digital initiatives also helped the committees in their professional advancement.** CIPEG and CIDOC both made online lexicons related to their professions available, while UMAC continued to enrich an online database of university museums and collections. ICOFOM, thanks to an ICOM special project grant, reached a partnership with *Revues.org*, an academic website for humanities and social sciences journals, and started publishing the past issues of the *ICOFOM Study Series* online. Five hundred ninety-four articles were extracted in 2015, aiming to improve visibility of this important research database in order to serve the international museum community.

Meanwhile, an increasing number of committees have prioritised the **digital versions of their newsletters and magazines.** For example, *ICOM News*, the membership magazine of museum trends, made the decision to discontinue its paper form in 2016. The publication will be revamped into an online platform addressing museum trends in 2016. *Chaski*, the magazine of ICOM LAC, resumed publication in a digital form in 2015 thanks to an ICOM special project grant. The new *Chaski* has returned as an annual newsletter that will communicate on museum activities in the Latin America and Caribbean region. ICOM LAC entrusts the editorial responsibility of the publication to a different National Committee each year. This first issue was produced by ICOM Mexico at the end of 2015 and focused on Mexico's cultural heritage.

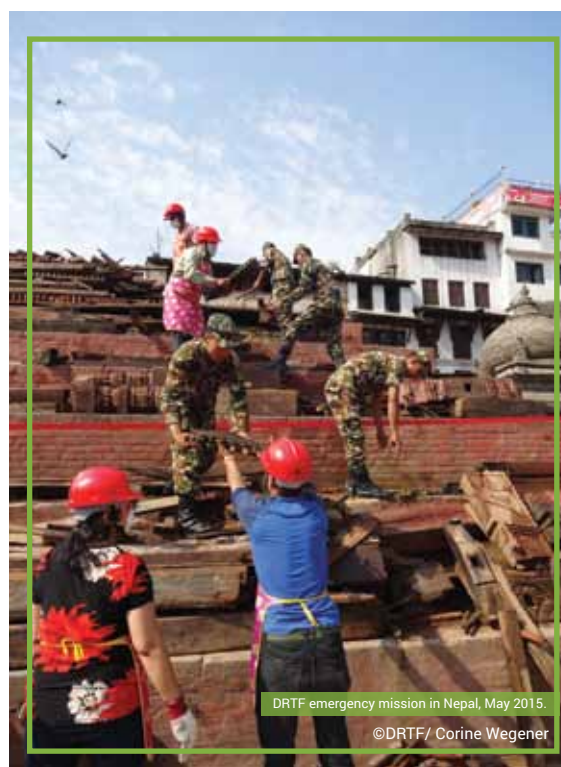
## ICOM AIDS MUSEUMS IN EMERGENCY SITUATIONS

Sadly, 2015 was a very active year for ICOM in terms of **documenting and responding to disasters impacting museums**, particularly through its Disaster Relief Task Force (DRTF). **Destruction caused by armed conflicts in Syria and Iraq and devastating earthquake damage in Nepal were the most extreme examples.**

In early 2015, ISIS members entered the Mosul Museum in Iraq and deliberately destroyed many of its sculptures and other large-scale collections, while other ISIS members destroyed or defaced sculptures and other standing monuments at the ancient site of Nineveh, also in Mosul. ISIS's video documenting this destruction gave rise to international outrage and media attention. ICOM released a public statement condemning the intentional destruction of cultural heritage and expressed the desire to **further contribute to future capacity-building efforts for museum professionals in the region who could be confronted with such tragic situations.** ICOM and DRTF members maintain contact with colleagues in Iraq and stand ready to assist when the latter are able to regain control of the museum.

In August 2015, the Safeguarding the Heritage of Syria and Iraq (SHOSI) Project, developed by the Penn Cultural Heritage Center at the University of Pennsylvania Museum and the Smithsonian Institution in the United States, collaborated with ICOM and the Iraqi Institute for the Conservation of Antiquities and Heritage to create a **Disaster Risk Management Course for Iraqi Participants.** ICOM DRTF chair Corine Wegener taught the disaster planning portion of the course with travel support from SHOSI and the Smithsonian. France Desmarais of the ICOM Secretariat taught via video link and provided follow-up contact with Iraqi participants.

Also in August 2015, Dr Khaled Asaad, retired head of antiquities at the museum and archaeological site of ancient Palmyra in Syria and also a long-time ICOM member, was murdered by ISIS. The terrorist



group took control of the World Heritage Site and the surrounding town in May 2015, where they held power until March 2016. **ICOM Austria initiated a series of "Palmyra Talks" in the aftermath of this tragedy.** The first one, entitled *Cultural Heritage under Threat in Context of Civil War and Refugee Crisis in Syria and Iraq*, took place in December 2015, with Dr Maamoun Abdulkarim, Syria's Director of Antiquities and Museums, as its keynote speaker. To honour Dr Asaad, ICOM will dedicate the Memorial Lectures of the 2016 ICOM General Conference in Milan to his memory.

Responding to the need for preparedness training during times of armed conflict in the Arab world, ICOM Arab, UNESCO and the University of Balamand (Lebanon) co-organised **Museum Preparedness in Times of Armed Conflicts - Training for Museum Professionals and Administrators** at the UNESCO Beirut Office in Lebanon in November 2015. Twenty-five participants from Algeria, Egypt, Iraq, Jordan, Morocco, Mauritania, Palestine, Qatar, Syria, Tunisia and Lebanon benefited from this two-day training.

The devastating earthquake that struck Nepal on 25 April, 2015 was followed by a powerful second earthquake on 12 May that caused heavy casualties and damaged many World Heritage sites. Following the catastrophe, ICOM and the Smithsonian Institution carried out two missions in the country with the guidance of ICCROM and ICOMOS. The objective of the missions was to **respond to the joint request from Nepalese authorities and UNESCO to provide assistance for the preservation of the country's cultural heritage.**

The first mission, which was carried out in late May, **provided emergency assistance to local experts and evaluated the immediate needs for the preservation of both immovable and movable heritage.** In the face of looming threats of monsoons and bulldozer clearing, priority was given to searching for a secure site to store cultural objects. The mission's findings were reported during the June 2015 ICOM Annual Meetings in Paris. During that meeting, **ICOM Netherlands pledged a donation of €4,000 towards the ICOM DRTF Fund to help replenish funds that had been used for Nepal.**

The second phase of work for Nepal was the joint **First Aid to Nepal Cultural Heritage Recovery and Risk Reduction Workshop**, which was held in June 2015 and coordinated by the same partners. ICOM Disaster Relief funds were used to purchase supplies and equipment for the workshop, including personal safety equipment for participants. The Nepal Department of Archaeology identified 20 staff members from museums and collecting institutions to participate in the workshop, which focused on the immediate needs of the collections of the National Museum of Nepal and the Hanuman Dhoka Museum as case studies.

**ICOM Ukraine worked with ICOM Moldova in October 2015 to implement the project *Museums on the Firing Line: From Victim to Peacemaker*, an ICOM-funded special project, in order to help professionals working in Ukrainian museums to confront current issues related to situations of conflict,** raise the awareness of the regional museum community regarding the vital role of museums in society, and equip it with the tools necessary for joint actions aimed at reviving trust within a society affected by armed conflict. Anne-Catherine Robert-Hauglustaine, Director General of ICOM, opened the regional conference on museum security and post-war conflict resolution, held on 12 and 13 October, 2015 in Chisinau, Moldova, as part of the project; she congratulated the ICOM National Committees in the region on their long-term support for and exceptional involvement in ICOM's activities, especially ICOM Ukraine, at their own initiative and given extremely complex circumstances.



## ICOM'S COMMITMENT TO FIGHTING THE ILLICIT TRAFFICKING OF CULTURAL OBJECTS

Illicit trafficking in cultural goods is not a new practice, but the escalation of conflicts in the Middle East (Egypt, Iraq, Syria and Yemen) and Africa (Libya and Mali) in recent years have undoubtedly intensified the problem. Entire swathes of cultural heritage have been looted, damaged or destroyed, particularly at the hands of ISIS but not only, feeding the networks through which stolen and looted objects travel. In the face of these challenges, ICOM, which has been committed to the fight against the illicit traffic in cultural goods since its founding in 1946, **undertakes actions for gathering information and raising awareness in support of existing national and international laws.** These include the production of Red Lists of cultural objects at risk since 2000, tools identifying categories of archaeological objects or works of art that are at risk in particularly vulnerable areas of the world, in order to prevent their illegal export and sale; and the creation of the International Observatory on Illicit Traffic in Cultural Goods in December 2012, a three-year project initiated by ICOM with financial support from the European Commission.

In 2015, ICOM published an **updated and enriched version of ICOM's Emergency Red List of Iraqi Cultural Objects at Risk** in Arabic, English, French and German. The previous edition of the Iraqi list was ICOM's very first emergency Red List, originally published in 2003. ICOM's **Emergency Red List of Libyan Cultural Objects at Risk** also appeared in 2015 in English, French and Arabic. In addition, **its Syrian Red List was translated into Turkish**, and a Turkish version of the Iraqi Red List is forthcoming. The presentation of these lists provided platforms for debates and exchanges in which international experts, museum directors and ICOM partners from UNESCO, the U.S. Department of State, the Prussian Cultural Heritage Foundation and more launched their call for more international cooperation and awareness-raising. The English and French versions of the Iraqi List were unveiled at the Louvre Museum in Paris and the German version at the Archaeological Centre of the Berlin State Museums while the Libyan List was presented at the Institut du Monde Arabe in Paris. **Two other Red Lists are expected in 2016:** a *Red List of West African Cultural Objects at Risk*, with an emergency section dedicated to Mali and an *Emergency Red List of Yemeni Cultural Objects at Risk*.

In December 2015, **ICOM released the publication *Countering Illicit Traffic in Cultural Goods: The Global Challenge of Protecting the World's Heritage***, the last event in the three years of work by ICOM's International Observatory on Illicit Traffic in Cultural Goods. Edited by the ICOM Programmes Department, published in English and also accessible online, the book is a collection of articles by 14 international experts from a variety of disciplines (archaeologists, academics, curators, lawyers and journalists). With their wide range of backgrounds and experiences, the authors address different aspects of the illicit traffic in cultural goods, question the relevance of existing instruments used to fight it, and raise issues for future consideration. From security in French museums to the return of thousands of objects to Kabul, their in-depth analyses are supported by current data, and each article is accompanied by an extensive bibliography and additional documents.

Also in 2015, the Observatory conducted several on-site missions in Brazil, Colombia, Greece, Montenegro, Switzerland and Turkey, **to identify needs, priorities and expert resources in the fight against illicit trafficking.** Thanks to these contacts in the field and to several expert meetings of the Observatory in Paris, the cross-cutting,



# 15

Red Lists of Cultural Objects at Risk published in 2015



Launch of the Emergency Red List of Libyan Cultural Objects at Risk, Paris, France, December 2015. © ICOM

interdisciplinary online platform of the Observatory has expanded considerably since its launch in December 2014. At the end of 2015 it included 117 glossary definitions, 2,129 texts and documents, 792 practical tools and a number of other resources.

Strategic partnerships play an important role in ICOM's fight against illicit traffic and its efforts to protect cultural heritage around the world. In 2015, **ICOM became the first international partner for the innovative project *ILLICID – Illicit Traffic in Cultural Goods in Germany***, thanks to its expert capacity in the field and its International Observatory on Illicit Traffic in Cultural Goods.

**The fight against illicit trafficking of cultural objects was also among the priorities of some of ICOM's committees in 2015.** ICOM **Chile** shared its experience in the field at the seminar *Control and Prevention of Illegal Trade of Chilean Heritage Objects* and the workshop *Identification of Heritage Objects, Control and Prevention of its Illegal Trade*, both organised by the Chilean Department of Libraries, Archives and Museums (*Dirección de Bibliotecas, Archivos y Museos – Dibam*). In Buenos Aires, Argentina, **UMAC and ICOM Argentina** co-organised the first edition of a seminar devoted to the illegal trafficking of cultural goods.

**ICOM Bosnia and Herzegovina** and the Centre Against Trafficking in Works of Art, an NGO from Tuzla, signed a protocol on cooperation in January 2015. The protocol defines the principles of the fight against illegal trade in art and cultural heritage in Bosnia and Herzegovina. The signing parties have committed to active participation and joint efforts in the fight against the illegal art trade, and cooperation with other organisations on issues related to this endeavour.

**ICOM Czech**, the Czech Commission for UNESCO and the Czech Committee of the Blue Shield organised a seminar on measures to prevent the illegal export of relics from Iraq and Syria. The seminar was geared for professionals who might come into contact with relics that have been illegally imported from these countries. The seminar took place in September 2015 at the Ministry of Foreign Affairs and resulted in a joint document entitled *Summary and Recommendations for Future Activities of Institutions in the Czech Republic Contributing to the Prevention of Illicit Cultural Heritage Export from Iraq and Syria*. **ICOM Netherlands** also took action around this issue, taking advantage of its annual conference, co-organised with the Dutch Museums Association, to alert museum colleagues of the danger of armed conflicts and illicit trade, entitling its conference *Protection of (World) Heritage*.

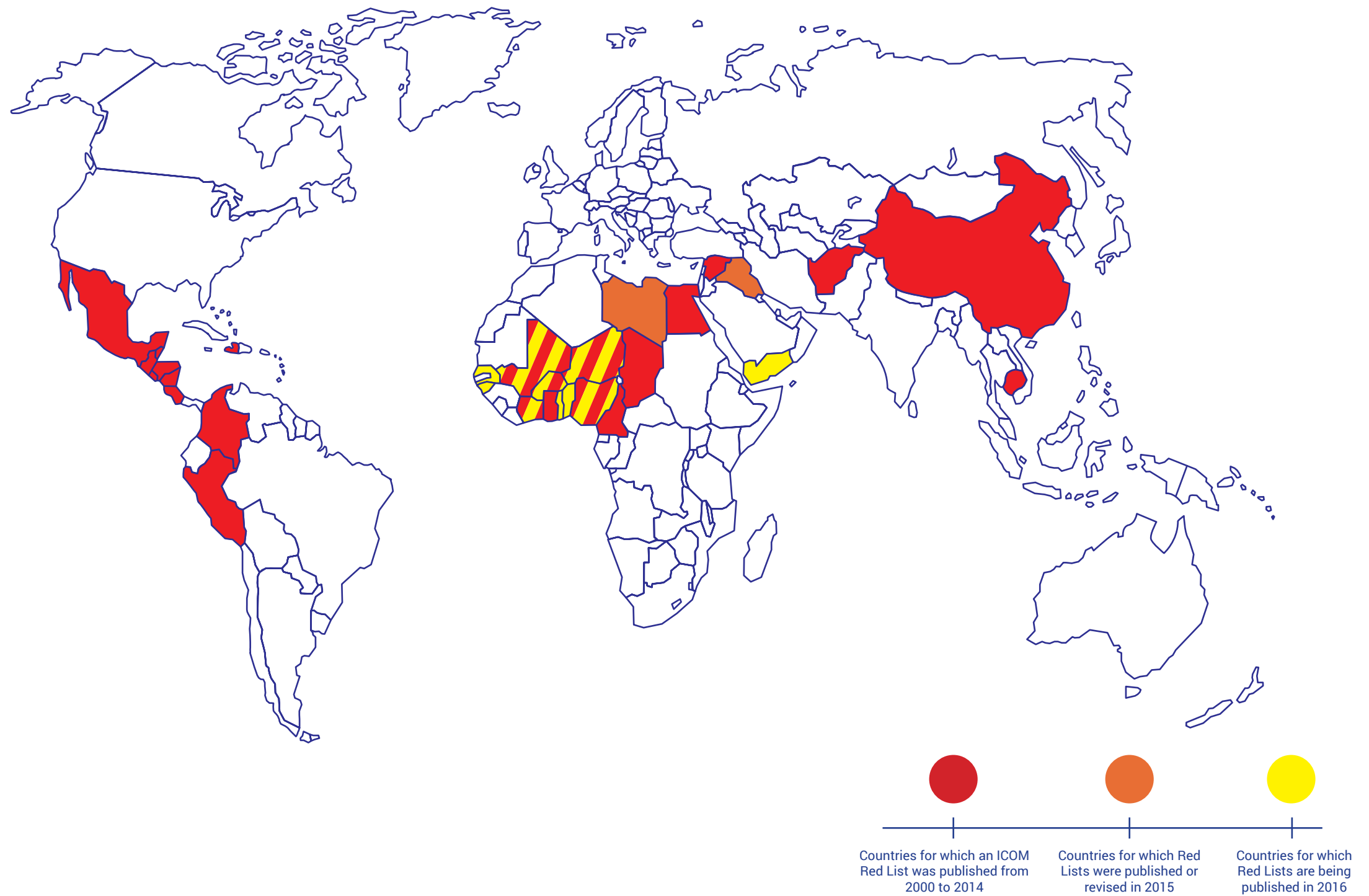
On International Museum Day 2015, **ICOM Burkina Faso organised a regional seminar in Ouagadougou on the illicit trafficking of cultural objects.** Supported by an ICOM special project grant, the seminar aimed to customise existing tools for the West African region. Some 100 participants from Burkina Faso, Benin, Côte d'Ivoire, Mali, Niger and Togo attended the seminar and presented papers on the current situation and challenges as well as the benefits of regional cooperation on this matter in West Africa.

NATHIST created a Wildlife Trafficking Working Group in 2014 to carry out a series of tangible activities and to strengthen the capacity of museums worldwide in combatting the illicit trafficking of wildlife. The second annual meeting of the working group was held during NATHIST's annual conference in Taiwan in September 2015. The principal objective of this meeting was to finish the **ICOM NATHIST White Paper on Natural History Museums and Wildlife Trafficking**, which was considered a key deliverable of the working group, and which was ratified at the NATHIST 2015 annual general meeting.



## Red Lists of Cultural Objects at Risk as of 2015

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# Upholding museum standards and ICOM values worldwide

## TOWARDS A NEW DEFINITION OF MUSEUM

As a professional organisation that has existed for seven decades, ICOM is aware that the definition of museum is ever-changing. ICOM's most recent museum definition dates back to 2007, and **2015 brought new debate about the relevance of this definition and of the ICOM Code of Ethics for Museums**, as the organisation was also reviewing its Statutes and working on a new Strategic Plan. Museum organisations such as the Museums Association (UK) also found themselves contemplating similar questions during the year.

For ICOM's 70<sup>th</sup> anniversary, the organisation has been preparing a book entitled *Museums, Ethics and Cultural Heritage*, to be co-published with Routledge (Taylor & Francis), renowned UK publisher of museum studies titles. Through case studies involving ethical questions and discussions of training, legal connections with international standards and conventions, and new issues for museums in the field of ethics, the volume **contextualises ICOM's continuing work and support for ethics and standard-setting over the decades**. In 2015, 34 contributions were received from authors throughout the ICOM network. The book will supplement and reinforce existing publications on museum ethics, primarily intended for academic use.

Meanwhile, the Arts and Culture Division of the Federal Chancellery of Austria commissioned ICOM Austria to **develop guidelines for deaccessioning in Austrian museums**. Together with renowned museum experts from different museums and disciplines, ICOM Austria organised a highly fruitful discussion on the needs to which the deaccessioning guidelines in Austria should respond, based on the guiding principles of the *ICOM Code of Ethics for Museums* and drawing from existing European guidelines for further inspiration. **ICOM Iceland** also held a seminar on the *ICOM Code of Ethics for Museums* in early December 2015. The committee took an active role in addressing museum issues in Iceland, sending formal questions regarding museum policies to various ministries and local governments in the country.



ICDAD and ICOMAM jointly held an annual conference in Krakow, Poland around the theme "Ambassadors of Dialogue" in September 2015.

©ICDAD/ICOMAM



Detail of a manuscript, Bishopric Library in Liège  
©Suzie Sordi

**ICOM Norway is now working on a book project on museum ethics, particularly focused on challenges for museums when working with sensitive themes.** In 2015 ICOM Norway arranged a two-day seminar for several museum employees working on problematic projects, asking for an article on their working experience. The articles will be part of a publication to be presented at the 2016 ICOM General Conference in Milan. One of the articles will present the results of a survey conducted on all museum employees in Norway, asking for their opinions and experiences in working on sensitive themes.

In 2015, as a follow-up to its ethics seminar, ICOM Finland invited renowned Finnish museum professionals to write **blog posts on the subject of museum ethics**, covering the eight chapters of *ICOM Code of Ethics for Museums*.

ICOM Spain held a meeting entitled *The Museum Professional Searching for a Definition* in June 2015, gathering 180 specialists and introducing new topics to the Spanish museum community. The event focused on reviewing the state of museums in Spain and the problems they face, as well as the different solutions museologists can adopt to solve and overcome these challenges. At the meeting, **a manifesto for museum professionals was drafted** and ICOM Spain will work throughout 2016 to defend the museum profession across the country.



ICOM Poland partnered with the Polish Association of Museum Professionals and the Polish Association of Open Air Museums to organise the **first-ever national congress of museum professionals** in Łódź, Poland, in April 2015. Supported by the Ministry of Culture and National Heritage, the congress was attended by 1,200 museum professionals and focused on themes such as *Museums in the Cultural, Social and Economic Policy of Local Governments and Museum Objects – Between a Crisis and the Need for Authenticity: Discovering the Context*. Hans-Martin Hinz, ICOM President, delivered the introductory speech on “Mission, Ethics, Values, the Value Creation Role of Museums”.

In 2015, CAMOC kick-started **an interactive exchange of experiences, ideas and suggestions on the identity of city museums in the 21<sup>st</sup> century and new ways to define them**. The committee conducted a survey on its members addressing a number of questions on the new roles of city museums and their views on new museum definitions. It also organised a special workshop on the topic in order to reflect upon the responses collected and to brainstorm in small teams on the new roles and challenges of city museums. The workshop took place in Berlin in March 2015 on the theme *Defining Museums of Cities in the 21<sup>st</sup> Century*. Later in the year, during its annual conference in Moscow, another short workshop was organised on the same topic in order to explore regional variations in approaches and priorities related to the aspirations, functions, values and challenges of city museums. This topic concerns not only city museums and urban museologists, but also ICOM at large.

## TRAINING THE MUSEUM PROFESSIONALS OF TOMORROW

Since its creation in November 2013, ICOM-ITC has been holding two training sessions per year at the Palace Museum in Beijing, China. In 2015, **the sessions were dedicated to the theme of exhibitions and *The Engaging Museum***. Participants benefited from the lectures, hands-on experiences, visits to local museums and person-to-person exchanges made possible through this programme.

**ICOM-ITC held a special off-site training session for the first time in 2015**. Based on the ICOM-ITC model, the session, on the subject of *Museums Today: From Collecting to Marketing*, was held at the National Natural History Museum and the Arusha Declaration Museum in Tanzania. Led by 12 international teachers and trainers, 29 young professionals, mainly from the region, attended both theoretical and practical courses and a number of role-playing workshops.

ICOM was commissioned in 2015 to work on a new training programme for managing cultural goods, which was recently created as part of the **Support Programme for the Protection and Promotion of Cultural Heritage in Algeria**, developed by the European Union. This project will be managed by a European group that includes ICOM, the Avignon School, the French National Audiovisual Institute (INA), the Chaillot School, the Italian company Hydea and IBF, a company specialised in managing European projects. ICOM is working on the programme with the support of its network. ICOM will be providing more than 250 days of training from December 2015 to May 2017, in areas such as collections inventory, collections management, exhibitions, safety and security, preservation and restoration, education and cultural mediation, communication and strategic development.



One of the participants of the ICOM-ITC training in Arusha, Tanzania, September 2015.

©ICOM



Łódź, Poland, April 2015. First national congress of museum professionals gathering 1,200 people.

©ICOM Poland

After troubled times in Egypt and controversies in the conservation field in the country in 2015, the CIPEG board decided to provide **special training to young colleagues in Egypt**, in cooperation with ICOM-CC and relevant Egyptian institutions (the Egyptian Museum in Cairo, the Grand Egyptian Museum and Helwan University's Department of Conservation), as well as other international partners such as the German Archaeological Institute in Cairo (DAI Cairo) and the French Institute for Oriental Archaeology in Cairo (IFAO). The theme of the 2016 training session will be *Conservation, Dismantling, Moving and Studying of the Shrines of Tutankhamun*.

With the support of **ICOM Turkey**, an educational programme was established in 2014 for specialist staff members of museums and regional restoration/conservation laboratories to update their professional knowledge, enhance their experiences and facilitate a standardised level of quality for restoration/conservation work. The programme was organised in five phases and planned to end in March 2015. Thanks to the convincing results of the training programme, three other sessions were conducted by ICOM Turkey in 2015.

## CULTURAL ADVOCACY ON A NATIONAL AND INTERNATIONAL SCALE

A central element of the work of ICOM and its committees is to **ensure that museums' voices are heard in national and international discussions about cultural policies, and to defend the interests of museums and museum professionals**. UNESCO's *Recommendation on the Protection and Promotion of Museums and Collections, their Diversity and their Role in Society*, the fruit of the work of ICOM and its committees, is a prime example of this commitment. The document, released in November 2015, is **the first international standard-setting instrument entirely dedicated to museums since 1960**, making this document one that has been eagerly anticipated by the international museum community.

ICOM also supported its library and archive colleagues in their attempt to gain traction for copyright exceptions in 2015. The organisation **advocated for similar copyright exceptions to be made for museums**, enabling them to communicate about their scholarship in the 21<sup>st</sup> century. Over the course of the past two years, ICOM, with the assistance of its Legal Affairs Committee, has represented museum interests at meetings of the World Intellectual Property Organisation (WIPO) and has sought input in developing a call for exceptions that meet the scholarly and educational needs of museums.

Through its National and International Committees, **ICOM provided expert advice on national and international policy-making and reform in 2015**. In Italy, for example, **ICOM Italy applauded two decrees passed by the Italian government in 2014**, which they believe will improve the difficult situation of Italian museums. These new policies are expected to promote cooperation between institutions, create museum networks and improve the role and status of museum professionals. More importantly, ICOM Italy called on the Italian Minister of Culture and the committee's museum colleagues to implement the reform in a courageous and professional manner.

In Germany, ICOM and ICOM Germany supported a legislative initiative which aimed to improve the protection of cultural property in Germany and welcomed every endeavour to protect cultural heritage. This amendment to German law on the protection of cultural property seeks to reinforce the application of the existing regional and international legal framework, which will improve the protection of cultural objects at risk of illegal trade.



ICOM Finland was also active in national cultural policymaking, **taking positions on issues related to the education and training of conservators**, and participated in the European standardisation concerning cultural heritage in 2015 (*CEN/TC 346 Conservation of Cultural Heritage*).

ICOM Ireland met quarterly in 2015 to **participate in various national discussions that took place around the creation of the country's first national cultural policy**. ICOM Ireland's chairperson met with members of the Heritage Council's staff to strengthen relations and promote membership involvement within the Museum Standards Programme for Ireland.

**ICOM Georgia** experts and board members were invited to the Ministry of Culture and Monument Protection of Georgia to discuss the ongoing project of **Cultural Policy 2025**, where they stressed the importance of museum ethics in the country, developed using the framework of the *ICOM Code of Ethics for Museums*.

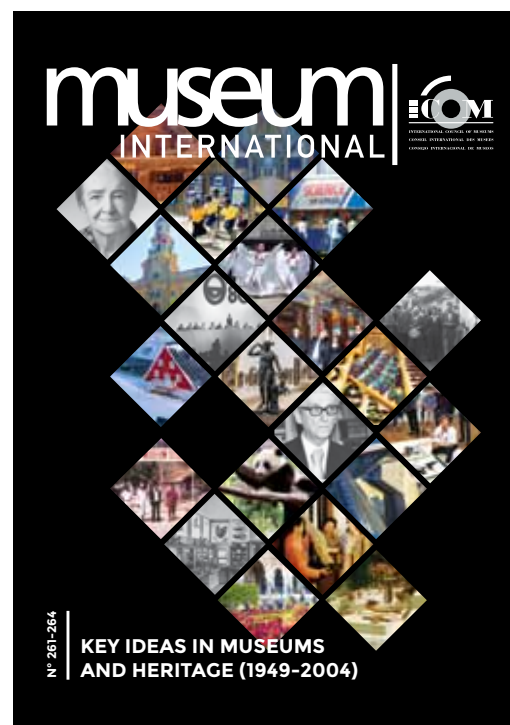
In the UK, **ICOM UK** was part of a group of experts that were convened to discuss the development, management and implementation of the **Cultural Protection Fund**, created by the British government in response to the destruction of cultural heritage in the Middle East. The experts also responded to the consultation document prepared by the Department of Culture, Media and Sport.

**ICOMAM** sent a comment letter to more than 200 members of the **European Parliament** in December 2015. It was entitled *Proposal for a Directive of the European Parliament and the Council Amending Council Directive 91/477/EEC on Control of the Acquisition and Possessions of Weapons*. ICOMAM stressed that the strict laws concerning the control of the acquisition and possession of weapons within the EU is important and expressed concerns about cultural heritage – even when it comes to weapons. The committee asked the parliament for definitions and clarifications concerning the deactivation of weapons, and asked that ICOMAM members be exempt from deactivation rules.

## PUBLICATIONS BY ICOM AND ITS COMMITTEES

The tally of conference proceedings, monographs, best practices and translations of important works in the field of museum studies demonstrates just how prolific ICOM and its committees were in 2015. A non-exhaustive list of ICOM's publications this past year can be found in the bibliography of this publication. Some highlights from the year are listed below.

ICOM took over the publishing rights of the renowned journal *Museum International* in 2013, **releasing two new issues in 2015**. The first, entitled *Museum Collections Make Connections*, was prepared in conjunction with COMCOL. The second, published in November, was entitled *Key Ideas in Museums and Heritage*. This issue was an anthology of 24 emblematic articles that appeared in *Museum International* between 1949 and 2004. It was the first issue to be published under the leadership of the new editorial board and editor in chief. Three calls for papers were also launched in 2015 for issues to be published in 2016: *Museums, Heritage and Capacity Building*, *The Role of Museums in a Changing Society* and *Museums and Cultural Landscapes*. ICOM members enjoy full and free online access to current issues and to the full archive of the journal for the entirety of 2015 and early 2016.



The translation of innovative works is an efficient way of spreading ideas to new regions and of reaching more museum professionals. The *ICOM Code of Ethics for Museums* was published in two new languages in 2015: Greenlandic and Estonian, while ICOM Iceland and ICOM Poland edited and re-published the Code in Icelandic and in Polish. This publication as well as *Key Concepts of Museology* continued to raise interest among committees who are eager to share the results of years of work in museology. Three new translations of *Key Concepts of Museology* are currently being carried out, undertaken and coordinated by ICOM Estonia, ICOM Italy and ICOM Montenegro, while a Japanese version was released by ICOM Japan in 2015. ICOM Hungary and ICOM Bosnia and Herzegovina expressed interest in translating the publication into Hungarian and Bosnian, Croatian and Serbian respectively. Additionally, the *ICOM Code of Ethics for Natural History Museums* is now available in Greek, made possible thanks to ICOM Greece.

International Committees tend to provide their publications in the three official languages of ICOM initially, subsequently taking the opportunity of annual meetings and other events to **have their resources translated into the language(s) of their host countries**. ICMS for example, had their *Handbook Emergency Procedures* translated into Turkish and Russian on the occasion of workshops held in Turkey and Russia, while CECA's *Best Practices* were translated into Armenian to prepare for the workshop held in Yerevan in 2015.

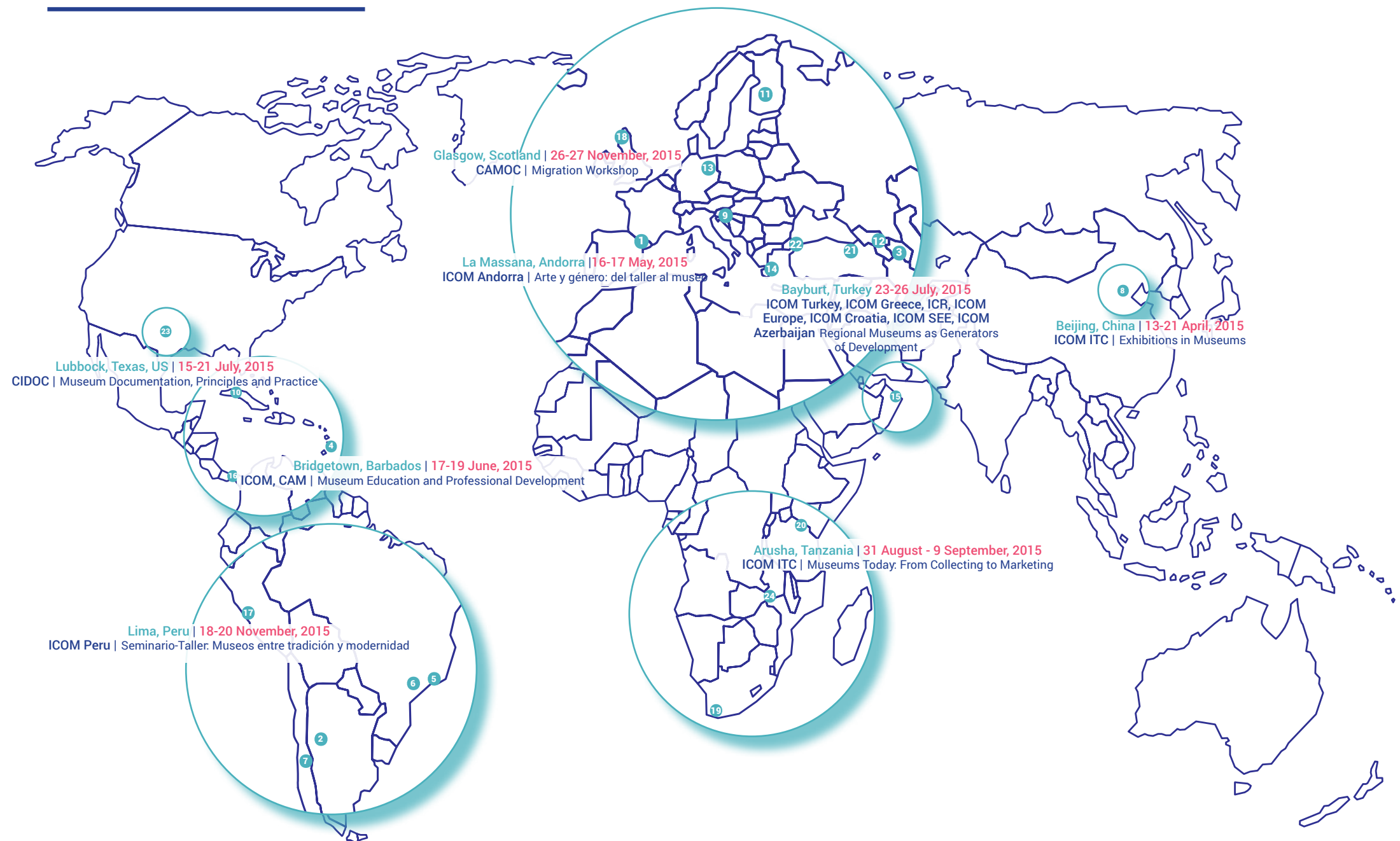


Participants during the annual conference of the International Committee CIMUSET in Poland, September 2015.

©CIMUSET



# Trainings offered by ICOM in 2015



Captions →



- 1** La Massana, Andorra  
16-17 May, 2015 • 28 participants  
ICOM Andorra  
Arte y género: Del taller al museo
- 2** San Juan, Argentina  
31 July, 2015 •  
ICOFOM LAM  
Programa de alfabetización en teoría museológica
- 3** Yerevan, Armenia  
24-27 October, 2015 • 20 participants  
ICOM Armenia, CECA, Ministry of Culture of Armenia, DVV  
Best Practice Tool of Museum Education Programs
- 4** Bridgetown, Barbados  
17-19 June, 2015 • 15 participants  
ICOM, CAM  
Museum Education and Professional Development
- 5** Rio de Janeiro, Brazil  
20-21 May, 2015 • 10 participants  
CIDOC  
Train the Trainers Workshop  
  
21-22 May, 2015 • 116 participants  
CIDOC  
Seminar on Collections Management and Museum Documentation: New Tendencies
- 6** São Paulo, Brazil  
24-29 May, 2015 • 97 participants  
CIDOC  
Museum Documentation, Principles and Practice  
  
31 August - 12 September, 2015 • 38 participants  
DEMIST  
Training Course for Historic House Museums in Brazil
- 7** Santiago de Chile, Chile  
November 2015 • Appr. 100  
CECA  
CECA Best Practices
- 8** Beijing, China  
13-21 April, 2015 •  
ICOM ITC  
Exhibitions in Museums  
  
2-10 November, 2015 •  
ICOM ITC  
The Engaging Museum
- 9** Zagreb, Croatia  
11-12 December, 2015 • 14 participants  
CECA  
Developing CECA Network in SE Europe
- 10** Matanzas, Cuba  
21-25 September, 2015 •  
ICOM Cuba, Consejo Nacional de Patrimonio Cultural, Dirección Provincial de Patrimonio de Matanzas  
Taller Nacional Museología y Sociedad
- 11** Jyväskylä, Finland  
8-12 June, 2015 • 20 participants  
CIDOC  
Museum Documentation, Principles and Practice
- 12** Tbilisi, Georgia  
25-27 November, 2015 • 24 participants  
ICOM Georgia  
6<sup>th</sup> Regional workshop "Fundraising, Marketing and Commercial Activities in Museums"  
  
13-16 July, 2015 • 40 participants  
ICOM Georgia  
National Trainings on Fundraising issues in Museums
- 13** Berlin, Germany  
27-28 March, 2015 • 10 participants  
CAMOC  
Defining Museums of Cities in the 21<sup>st</sup> century
- 14** Athens, Greece  
2-4 April, 2015 •  
IAMH  
Workshop "History Museums in Focus: Museum professionals in Dialogue"
- 15** Muscat, Oman  
18 May, 2015 •  
ICOM Oman  
Museum for a Sustainable Society
- 16** Panama City, Panama  
18 November, 2015 •  
ICOFOM LAM  
Programa de alfabetización en teoría museológica
- 17** Lima, Peru  
18-20 November, 2015 •  
ICOM Peru  
Seminario-Taller: Museos entre tradición y modernidad
- 18** Glasgow, Scotland  
26-27 November, 2015 • 49 participants  
CAMOC  
Migration Workshop
- 19** Cape Town, South Africa  
16 November, 2015 • 68 participants  
ICEE, SAMA  
Exhibition Exchange to South African museums
- 20** Arusha, Tanzania  
31 August - 9 September, 2015 • 28 participants  
ICOM ITC  
Museums Today: From Collecting to Marketing
- 21** Bayburt, Turkey  
23-26 July, 2015 •  
ICOM Turkey, ICOM Greece, ICR, ICOM Europe, ICOM Croatia, ICOM SEE, ICOM Azerbaijan  
Regional Museums as Generators of Development
- 22** Istanbul, Turkey  
18-20 February, 2015 •  
ICOM Turkey, ICOM Greece, ICR, ICOM Europe, ICOM Croatia, ICOM SEE, ICOM Azerbaijan  
The Importance of Museums in the 21<sup>st</sup> Century - Branding Museums
- 23** Lubbock, Texas, US  
15-21 July, 2015 • 12 participants  
CIDOC  
Museum Documentation, Principles and Practice
- 24** Lusaka and Siavonga, Zambia  
18-22 May, 2015 • Appr. 50  
ICOM Zambia, ICOM Suisse, CIDOC, CECA  
Training in Cultural Mediation



# They talked about ICOM in 2015

## +130

Number of press articles in 2015

*"As the largest international museum organisation in the world, the development of professionalism is one of ICOM's core mandates. What we want to offer to society is a museum that is at the service of both the protection of cultural heritage and the well-being of communities; a museum that embraces its responsibilities in society; a museum that is managed by qualified and passionate people. In this regard, ICOM follows two main objectives for the benefit of the international community: the production of standard-setting instruments and the development of high-standard training programmes."*

Hans-Martin Hinz, ICOM President, welcoming participants at ICOM-ITC special African workshop in Arusha, Tanzania, 31 August, 2015

*"Seventy years of sustained international dialogue among museum professionals is a great record of success for ICOM. Today we count over 35,000 members worldwide. The common ground of ICOM's work is a strong moral purpose to maintain positive cooperation between diverse peoples and nations, which is valid everywhere and well recognised by individual societies and their political representatives, such as parliaments or governments."*

Hans-Martin Hinz, ICOM President, The Value Creation Role of Museums, keynote speech commemorating the 90<sup>th</sup> anniversary of the Palace Museum in Beijing, China, 14 October, 2015

*"ICOM, the International Council of Museums, proposes the adoption without amendment of this recommendation and thanks the Secretariat for its unwavering support in the drafting of this document, which is essential to the development of museums and collections, to the recognition of museum professionals, to the respect for the social role museums play at the regional and community levels, and to the safeguarding of the integrity of collections in all countries."*

Anne-Catherine Robert-Hauglustaine, ICOM Director General, at UNESCO's 38<sup>th</sup> General Conference, Paris, France

*"Museums are places of beauty, knowledge, memory, and peaceful encounters. The staff and volunteers are committed to preserving and sharing the knowledge and creative endeavours of humankind for our own benefit and that of future generations. People visit museums to gain an understanding of other cultures, to take joy in beauty, and to be inspired to create. Those who participate in the slaying of innocent victims and who merely seek destruction cannot be allowed to triumph over the joy we gain by preserving and sharing the best of human endeavour. History will remember them only for their lack of empathy and the atrocities they have committed. The world museum community stands united in the face of terror and determined to keep museums open, accessible, and safe."*

ICOM Statement following attacks in Bardo Museum, Tunisia on 18 March, 2015

*"To me ICOM's greatest value is its global network. Museums everywhere are becoming more and more international, many of them global. In exhibits we explain not only our own history and culture, but also the past of others. Therefore, it is worthwhile to know how museum professionals think and work in other parts of the world. The 'products' of our doing, the exhibitions, become more authentic if we include the experiences and knowledge of others. ICOM is the ideal forum for that."*

Hans-Martin Hinz, ICOM President, interviewed by ICOM Portugal

*"The ICOM Code of Ethics is central to today's discussions; the Code must be respected by every museum professional around the world. Museums should not be acquiring objects whose provenance has not been checked. [...] We stand ready to support UNESCO and our others partner institutions in tackling the urgent issue of the safeguarding of Iraqi and Syrian cultural heritage at risk."*

Hans-Martin Hinz, ICOM President, at UNESCO High Level Meeting on the implementation of UN Security Council Resolution 2199 & the Safeguarding of Iraqi & Syrian Heritage, 1 April, 2015

*"Ever since museums have started to look beyond their classical tasks of collecting, preserving, researching, exhibiting and educating, they are seeing themselves more and more in the service of society. They have begun turning into places of reconciliation, in many different ways."*

Anne-Catherine Robert-Hauglustaine, Director General of ICOM, during her opening address at the conference of ICOM Moldova, 12 October, 2015

*"The Bureau of Educational and Cultural Affairs has previously shared on its website two Red Lists: the first, published in September 2013, focuses on Syrian artifacts; the second, produced this year, lists ones from Iraq. Originally created by the International Council of Museums, the lists are available in multiple languages and are meant to help people identify cultural objects at risk of theft and illicit trading. The FBI recommends that buyers consult them thoroughly before making purchases, carefully verifying any object's provenance and related documents as well."*

Claire Voon, "FBI Warns of ISIS-Looted Artifacts Hitting the US Market", Hyperallergic, 28 August, 2015

*"It's the second time that ICOM has issued a Red List for Iraq: in 2012, a previous list helped recover 13 ancient Mesopotamian objects that had been looted from sites around Iraq. And when the National Museum of Afghanistan was looted, a similar list helped recover thousands of stolen works from around the world."*

Erin Blakemore, "Museums Issue Most-Threatened List of Iraqi Treasures", Smithsonian.com, 3 June, 2015

*"[W]e need to ensure an ethical museum practice at an international level, with a common standard, such as ICOM's Code of Ethics for Museums which needs to be respected by all museum professionals. [...] The work undertaken on museum ethics has changed people's minds. Thanks to more rigorous professional conduct, such as provenance research on objects, museums are no longer the main destination for spoiled objects, which might have been the case before."*

Interview of France Desmarais, Director of Programmes and Partnerships in *Peut-on lutter contre les pillards de l'État islamique* (Can we fight the looters of Islamic State?), Marianne, 22 May, 2015

## +18,000

readers of the "ICOM Officiel"  
Scoop.It press review in 2015



# Key financial data for 2015

	2015
Resources	3,795,874
Minus operating expenses	2,064,491
Minus salaries, social charges and taxes	1,618,513
Minus depreciation expenses	99,702
Operating result	13,168
Joint operations	105,928
Financial income	31,150
Financial expenses	89,167
Financial result	-58,016
Exceptional result	-7,268
Final result	53,812

In-kind voluntary contributions	50,000
Average staff number	26

All figures expressed in euros

ICOM's membership dues reached €2,969,492 in 2015, representing an increase of 3.2%. This increase is mostly due to an increase of number of members estimated at 35,726 in 2015 vs 34,864 in 2014, or an increase of 2.5%.

Additionally, the membership dues from the ICOM Foundation amounted to €200,189 in 2015 vs €170,255 in 2014, which represents an increase of 17.5%.

In 2015, ICOM received a total amount of €266,617 from the following:

- The French Ministry of Culture and Communication: €50,000
- Stiftung Preußischer Kulturbesitz: €5,000
- Turkish Republic Ministry of Culture and Tourism: €5,000
- The French Ministry of Foreign Affairs: €12,000
- Ministry of Culture of the Republic of Croatia: €10,000
- US Embassy in Paris: €3,624
- UNESCO: €17,705
- ICOM Netherlands: €4,000
- Federal Office for Culture of the Swiss Confederation: €7,884
- Getty Foundation: €151,404

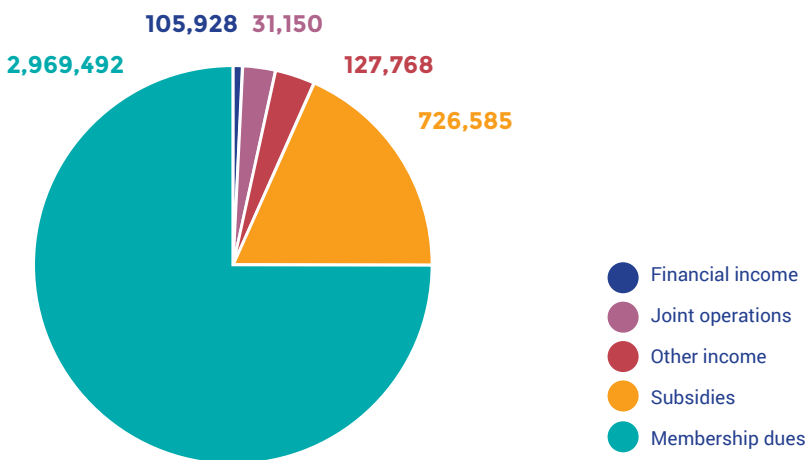
In-kind contributions reached €50,000. This amount corresponds to the offices in rue Miollis made available for free by the UNESCO over the first semester 2015.

Account aggregation consists of assembling the accounting of several entities to assess the economic and financial situation and the assets of a group.

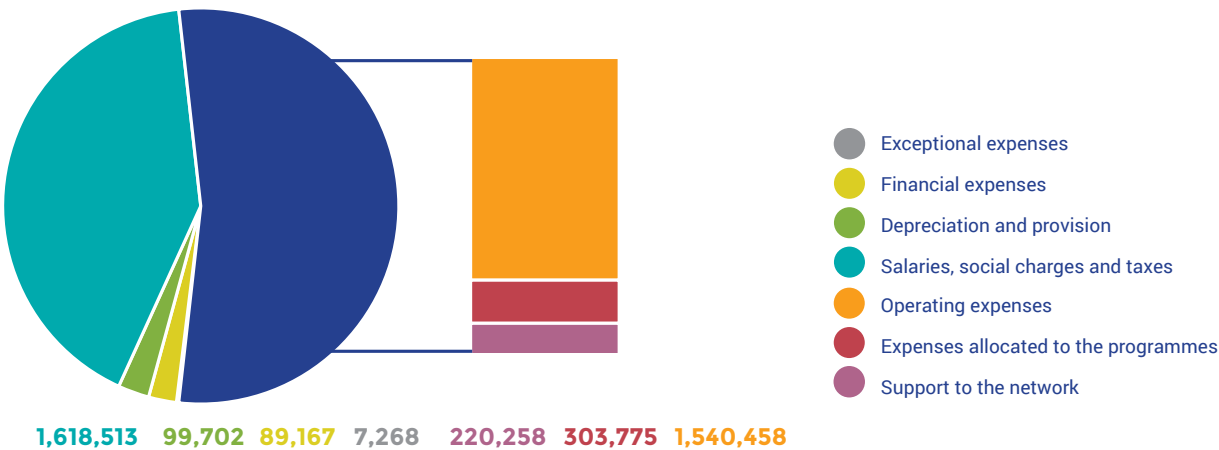
Support to the Network	Number	Euros
Bursaries allocated to the June meetings	25	30,525
Bursaries allocated to ICs meetings	26	40,927
Special projects funded	15	66,500
Subsidies for the International Committees	30	157,997

## Breakdown of income and expenses for 2015

### Revenues



### Expenses





# Bibliography of ICOM Committee publications issued in 2015

*This bibliography lists the publications of ICOM committees received at the ICOM Information Centre or those that are available on the websites of the committees and have been drawn to our attention. The list is not exhaustive, in particular in regard to publications produced by ICOM National Committees, Regional Alliances, and Affiliated Organisations.*

## INTERNATIONAL COMMITTEES

### CAMOC

*CAMOC news, the collections and activities of museums or cities/* Joana Sousa Monteiro (coord.) ; Afsin Altayli (editor). [s. l.] : ICOM International Committee for the Collections and Activities of Museums of Cities, 2015. Various pagings, ill. Quarterly. (in English) Nos. 1, 2, 3, 4 published in 2015.

*CAMOC, the Tenth Anniversary Annual Conference, Museum of Moscow, 02-04.09.2015 : programme and abstracts.* Moscow : Museum of Moscow, 2015. 60 p., ill. (in Russian and English)

*CAMOC, the Tenth Anniversary Annual Conference, Museum of Moscow, 02-04.09.2015. The International Committee for the Collections and Activities of Museums of Cities (CAMOC) : ten years together, 2005-2015.* Moscow : Museum of Moscow, 2015. 35 p., ill. (in Russian and English)

### CECA

"Special issue on research, volume 1 = Numéro spécial sur la recherche , volume 1 = Número especial dedicado a la investigación", *ICOM Education*, Roma, Edizioni Nuova Cultura, No. 26., 2015, [252] p. ISBN 978-88-6812-602-5 ; ISSN 0253-9004. (Multilingual: various texts in English, French and Spanish). <https://drive.google.com/filed/0B8yHu7SudP4kNHVQR0JzeWc5ZVE/view?pref=2&pli=1>

*A tool to improve museum education internationally /* Emma Nardi and Cinzia Angelini (eds.). Roma: Edizioni Nuova Cultura, 2015. 173 p., ill. (Best practice ; 4). ISBN 978-88-6812-54-1. (Multilingual: various texts in French, English, Spanish). Electronic version available at : <https://drive.google.com/file/d/0Byk7DBcikJ8VGlCbExaWXA0dGc/view?pref=2&pli=1>

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**International Council of Museums (ICOM)**  
**Maison de l'UNESCO**  
**1 rue Miollis - 75732 Paris Cedex 15 - France**

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