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CONTENTS

2	President's address
3	A word from the Director General
4	Highlights
8	ICOM in figures
11	Strengthening the network
35	Consolidating ICOM's leadership in the global cultural heritage sector
45	Increasing communication
53	Consolidating the organisational structure and resources
63	Glossary: ICOM International Committees
65	Financial report

PRESIDENT'S ADDRESS



Within the fantastic international forum of ICOM, we all share the same vision. We believe that museums are central to the cultural, social and economic issues facing our societies. As well as bearing witness to the past, they have a vital part to play in societies' present and future development. This guiding vision has remained unchanged since the very beginnings of ICOM, and continues to inform all aspects of our strategy and day-to-day work.

This report has provided me with an opportunity to revisit the main orientations of the 2008 - 2010 Strategic Plan.

Over the last three years, ICOM has made its mark on the international museum scene. Our organisation is a hive of intellectual activity, with its international network of 30,000 experts in practical and theoretical museum-related fields. Through debate and discussion, our members pro-

vide concrete answers to the issues facing museums, and we need to capitalise more on our network's vast wealth of expertise.

Our community is distinguished by its strong values, especially in the area of ethics. The *ICOM Code of Ethics for Museums* and the standards and guidelines drawn up by our organisation translate these values into concrete terms that our members can refer to in their everyday work. Together with ethics, the notions of effectiveness and high standards are core components in ICOM's identity.

In the course of my duties as President, I have had the good fortune to come into contact with our National and International Committees, Regional Alliances and Affiliated Organisations, and wish to pay tribute to their work and their diversity, without which ICOM would be immeasurably the poorer. Diversity in particular is something we need to develop, in a spirit of inclusiveness. Our presence in Shanghai for the World Expo and the 22nd General Conference demonstrate that ICOM is capable of taking a bold stance on this issue, and the organisation's determination to further strengthen its global impact, in particular via the 23rd General Conference in Rio de Janeiro, shows that this is a long-term orientation.

Of course, it takes resources, human and financial, to translate these strategic orientations and aspirations into action. I would like to take this opportunity to thank the ICOM network as a whole, the Executive Council, the Advisory Committee and the General Secretariat, who collectively ensure the smooth day-to-day running of ICOM in all parts of the world.

I have no doubt that my successor will embrace the challenge of bringing ICOM's many goals to fruition, and I wish him every success in that endeavour.

Alissandra Cummins
ICOM President

A WORD FROM THE DIRECTOR GENERAL



The International Council of Museums is a unique worldwide forum of ideas. ICOM's willingness to move with the times and its increasingly proactive approach have helped establish it as something of a leader in the international heritage community. When I took up the post of Director General in October 2008, my remit from ICOM was to pursue this approach.

To achieve this ambitious goal, as outlined in the 2008 - 2010 Strategic Plan, I set about getting to know the members of the National and International Committees. The ICOM General Secretariat has been reorganised into three departments to enhance its expertise and enable it to respond more quickly, and the organisation has been placed on a more secure financial footing by increasing its own resources, donations and subsidies, by a steady growth in membership and by rationalising its operating costs.

The gains in efficiency resulting from this re-organisation, coupled with an outcomes-oriented approach, have enabled us to bring large-scale projects to completion, starting with the membership database—a vital tool that will make it easier for the organisation to develop and make full use of its membership—and continuing with the new ICOM website, a key showcase for our organisation and an essential means of sharing news and information about ICOM.

All these tools and projects should enable us to unite museum professionals and promote discussion, exchanges and debate. In the course of my role, I have had the opportunity to take part in some of the meetings that are one of our community's greatest strengths. As well as doing its best to respond to members' requests, the Secretariat promotes the network's initiatives and programmes. The move towards greater inclusion has sent a strong message to our members in Asia, with the organisation of the 22nd General Conference in Shanghai, and to our members in Latin America with the 23rd General Conference in Rio de Janeiro, as well as the decision to focus on African heritage and cultures for International Museum Day 2011.

The last few years have brought about a number of significant events and gratifying achievements, including ICOM's participation in the Shanghai World Expo, the publication of several new Red Lists and an overhaul of our communication instruments, such as the introduction of a monthly e-newsletters and a revamped version of ICOM News.

ICOM can congratulate itself: it has come a long way and can look ahead with confidence. I am certain that it will meet whatever challenges arise in the future, in a changing environment that offers a wealth of opportunities for museum and heritage institutions.

I wish to thank all our members for their unswaying commitment to ICOM.

Julien Anfruns,
ICOM Director General

HIGHLIGHTS

23rd Annual General Assembly, 3 June 2008 Paris (France)

ICOM's 23rd Annual General Assembly took place on 3 June 2008 in Paris. The President of ICOM, Alissandra Cummins, reviewed the year 2008, presented the newly introduced Operating Policies outlined in the new Statutes adopted in 2007, and sketched the perspectives for ICOM's future. These Operating Policies were drawn up by the Executive Council at the request of the members taking part in the 2007 General Assembly. The idea was to make it easier to understand how ICOM works, thereby responding to members' comments about the need for greater transparency regarding ICOM's general policies on its activities and its finances. The members taking part in the General Assembly said that they needed to have access to more information and were keen to be involved.

24th General Assembly, 9 June 2009

A statutory annual meeting and a new Director General

Under the guidance of ICOM President, Alissandra Cummins, the 24th General Assembly was the second annual assembly organised since the new Statutes were adopted at the General Conference in Vienna in 2007. It took place in Paris on 9 June 2009 and was attended by Julien Anfruns, the new Director General appointed in October 2008.

The Director General expressed his commitment to implementing the 2008 - 2010 Strategic Plan, stressing the vital role of collaboration with and between ICOM members. He presented an interim report describing work in progress, priorities for the future and the main lines of action on matters such as reorganising the Secretariat into three operational departments and introducing a new membership database. He anticipated a balanced 2009 budget, in view of the increased funding ICOM had managed to attract.

New membership fees

A majority of members taking part in the General Assembly voted in favour of a new, fairer subscriptions policy that would take National Committees' economic and financial contexts into account, to be introduced on a trial basis in 2010. This new policy was in step with ICOM's founding principles of solidarity and inclusion.

Debate on the impact of the global economic crisis, with Jacques Attali and James Chung

For the first time, the General Assembly welcomed two guest speakers for a debate on a topical subject with relevance for all sectors and for museums in particular. French author and President of PlaNet Finance Jacques Attali (pictured) and American futurologist and President of Reach Advisors, James Chung were invited to present their respective standpoints and discuss the impact of the economic crisis on the museum community.



Preparation of the ICOM General Conference: Shanghai 2010

On 24 August, 2007 in Vienna, the 22nd General Assembly of ICOM confirmed China as the host country for the 22nd ICOM General Conference, to be held from 7 to 12 November, 2010 in the Expo Centre in Shanghai.

To ensure efficient coordination of the Conference preparations, a Shanghai native was recruited at the Secretariat as project manager of this event. A partnership was developed with airline group Star Alliance to facilitate the travel of the participants to the Conference.

Promoting interdisciplinary dialogue

The six-day Conference will provide a platform for sharing and showcasing projects by participants from culturally and linguistically diverse backgrounds on the chosen theme: *Museums for Social Harmony*.

The programme includes keynote speeches from six trans-disciplinary figures: Lourdes Arizpe, Xiejun Chen, Gabriella Battaini-Dragoni, Okwui Enwezor, Jinshi Fan et Alpha Oumar Konaré. Two Open Forums will also take place on museum-related subjects from economy to museum volunteers, and the

ICOM Vienna 2007 21st ICOM General Conference and 22nd General Assembly

Nearly 2,700 members from 117 different countries took part in ICOM's triennial General Conference. The theme was *Museums and Universal Heritage*. More than 10% of ICOM members were represented in all their diversity, including many young museum professionals and around 40 grant-holders attending their first International Committee meetings as a result of the travel grants scheme.

ICOM's major historic partners such as UNESCO, ICCROM and WFFM were present, as were new partners such as the International Bar Association (IBA) and the World Intellectual Property Organization (WIPO), which are closely involved in the activities of the Executive Council and International Committees.

The General Assembly adopted ICOM's new Strategic Plan for 2008 - 2010, the format and content of the triennial budget, and eight resolutions. The main objectives of the Strategic Plan are:

- to strengthen ICOM's global impact
- to provide leadership in advocating the value of heritage
- to champion effectiveness and high standards in museums
- to ensure the resources required to implement the Strategic Plan.

The Executive Council elected for 2007 - 2010 welcomed five new members and a new Advisory Committee Chairperson.

The General Assembly also adopted a new version of the ICOM Statutes designed to make the Organisation more effective and provide it with a more flexible structure.

ICOM's 30 International Committees organised 38 meetings, offering museum professionals a platform for discussion and collaboration and demonstrating the commitment of the museum community to its wide range of scientific disciplines. ICOMAM and ICLM also chose to celebrate their 50th and 30th anniversaries during the General Conference, and AVICOM organised a presentation ceremony for its FI@MP awards.



The Conference took place at the University of Vienna and at the Konzerthaus (photo)

Museum Trade Fair will showcase the latest developments in the museum sector.

All 31 International Committees of ICOM will meet and debate on a number of topics such as *Orientalism vs. Occidentalism*, *From Silk Road to Container Ship: Artefacts, Environment and Cultural Transfer* or *Changing world of museums: neutral spaces or active campaigner*. The forums will take place in the form of roundtable debates, panel discussions, workshops and visits to local museums to exchange ideas with fellow Chinese professionals.

A communications campaign to promote the General Conference

ICOM made contact with several national museums associations, event organisers and heritage-related institutions in the China region between June to August in order to promote the General Conference. A brochure providing a summary of the programme and answers to Frequently Asked Questions was sent to ICOM's National Committees in a bid to reach out to Asian museum professionals.

Electronic Voting: a new addition to the General Conference

The electronic voting introduced for the 2010 General Conference will speed up the counting of voting ballots and condense the Conference programme. The system will be used in the election of the 2010 - 2013 Executive Council, the election of President and Vice-President of the 2010-2013 Advisory Committee and for all items raised during the General Assembly and Advisory Committee sessions. The electronic voting will be conducted in a fair and just manner.

ICOM'S first-ever participation in a World Expo

Since its creation in 1946, ICOM participated in the celebrated World Expo for the first time ever, in 2010 by hosting a Pavilion at the event. In accordance with ICOM's development strategy, the organisation's presence during six months at the Shanghai World Expo 2010 was a significant opportunity to demonstrate ICOM's presence in the museum community and affirm its position as the only international organisation representing museums and museum professionals. ICOM self-financed its participation at the Expo through partnerships and sponsors.

The World Expo opened with the Month of Europe, giving the public an insight into European cultures



1 • Face-painting was among the activities on offer during the Month of Oceania

2 • Dance lessons in partnership with the Angola Pavilion

3 • Music from Brazil during the Month of Latin America and the Caribbean

4 • School groups benefited from guided tours



Children learn to tango during the Month of Latin America and the Caribbean



The ICOM Pavilion was particularly popular with young visitors



The ICOM flag flies high at the Expo

Shanghai World Expo 2010: the biggest Expo ever

Held on the theme of Better City, Better Life, the Shanghai World Expo 2010 took place from 1 May to 31 October, 2010 on a surface of more than 5km² in the city of Shanghai, China. The Expo featured exciting pavilions from more than 200 countries and international organisations and received more than 70 million visitors from around the world. Some 20,000 media professionals, both domestic and international, focused on the event.



Visitor interaction was encouraged at the ICOM Pavilion

ICOM IN FIGURES

38%

of ICOM members
were also members of International
Committees in

2009

International Museum
Day

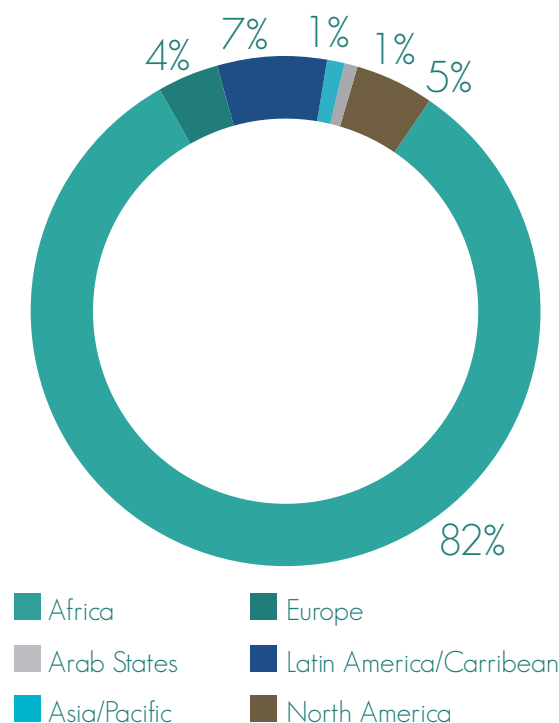
2010
96 participating
countries

2009
91 participating
countries

2008
90 participating
countries

2007
70 participating
countries

Membership breakdown by
region
during the period 2007 - 2009



15 National Committees represent
75% of ICOM
members
on average in 2009

Individual
Members

+ 14% of
which +43 % were students
between 2007 and 2009

Institutional
Members

+ 9% between
2007 and 2009

National
Committees

During the triennial period,
National Committees were
created, reorganised or de-
clared under reorganisation
in the following regions:

Comittees created : 3
Committees reorganised : 6
Committees declared under
reorganisation : 8

Foundation

+ 57% members between
2007 and 2009

Key Figures

26,306

individual and institutional
members in 2009

2008: 24,810

2007: 23,021

117

National Committees in
2009

31

International Committees

18

Affiliated Organisations

5

Regional Alliances



STRENGTHENING THE NETWORK



STRENGTHENING THE NETWORK

Inclusion, promotion and strengthening of the network are three key words that have guided the work of ICOM in the past three years. A fairer membership policy, a new and effective member database, a strengthened network support programme, and improved distribution of information internally have all helped to establish the efficiency and impact of the organisation within the international museum community. Fostering exchanges within the ICOM network through closer links with and between its Committees were among the efforts made to strengthen and give meaning to the network, whose diverse output reinforces the richness and strength of the organisation.

A new member database to meet changes in membership

In 2009, the Secretariat relaunched its project to develop a new database of ICOM members. To ensure that the database would be functional in terms of membership monitoring and management, the Secretariat drew up detailed specifications after identifying target procedures and surveying the needs of National and International Committees. The main wish-lists and needs of the National and International Committees were: having access to up-to-date, useful data on members; being able to work as a network; sharing information directly; and having powerful search, export and mailing functions. ICOM launched a tender procedure at the end of 2009 and received bids from seven potential suppliers. These bids were analysed and the proposals assessed on how well the applications fulfilled the functions required, the organisation of the project and the companies' profiles. At the end of the appraisal phase, in early 2010, the Secretariat chose the Eudonet group.

The validation phase

From April to late September 2010, the database settings were adjusted to meet ICOM's needs. In the test phase from July to mid September 2010, a group of pilot Committees tested the database to make sure it worked correctly. The group included National and International Committees: ICOM France, ICOM Spain, ICOM Italy, ICOM United Kingdom, ICOM-CC, CECA, CIDOC and ICFA. Their positive feedback with constructive suggestions enabled the service provider to fine-tune the database to suit the needs of the users.

From October 2010, the database developed by Eudonet replaced the old Winisis database, which has been in use since the eighties. It will modernise ICOM's IT, moving the organisation into an era when applications are accessible worldwide via secure Internet connections. The database is multilingual and boasts a sophisticated search engine with multi-criteria filtering and sorting, data export/import, easy mass emailing, route management, tracking of activities in ICOM, and membership management, to name but a few of its many features. The new database will help the Secretariat and Committees to be more efficient and will allow people to join ICOM through the organisation's new website. A webservice has also been developed

to enable National and International Committees to read and export information about their members.

The new database of ICOM members will become a key instrument in the management of the organisation's membership. The high performance functions it will provide to the Secretariat and Committees will help the network operate even more efficiently.

A more equitable membership policy

In order to adapt to the variety of economic contexts in different countries, ICOM began to think in earnest about revising its scale of membership fees. This new and improved membership policy, approved by 95% of the vote at the General Assembly held on 9 June 2009 in Paris, is based on the twin principles of fairness and equity.

A collaborative effort

The membership policy submitted to the General Assembly held in June 2009 was the result of an in-depth preparatory study which sought to have ICOM members participate in the decision-making process when it comes to policies which concern them directly.

Following an analytical comparison between the membership fees of ICOM and those of similar organisations, it became obvious that something had to be done, and a representative panel of 18 National Committees was formed. The panel debated between March and April 2009, so as to be able to submit its proposal for a new membership policy to the vote of the General Assembly held in June 2009.

A new method of calculating fees

In an effort to take into account the current economic context, the membership fees for National Committees are now divided into four categories of country according to the gross domestic product per capita by purchasing power parity (GDP per capita by PPP). This supersedes the old system, in which certain categories of members belonging to the Committees of subsidised countries could benefit from membership fees reduced by half. Table 1 shows the criteria used for defining the four categories of countries. In practice, thanks to the re-scaling of membership

fees, the regular members in the most affluent category of countries have seen their fees go up by a reasonable amount, which in turn allowed for reduced fees (sometimes by more than 50%) for students and retirees that are members in countries belonging to the other three categories, as seen in Table 2. Table 3 is a list of countries organised alphabetically by categories which will be updated yearly taking into account the latest economic data.

The fees applicable to institutional members have also been reconsidered to be more in line with the method of calculation employed in the majority of national museum associations. Where the old system was based on the number of employees of each institutional member to determine the applicable fee, the new membership policy factors a new element into the equation: the operational budget, which allows for a better appreciation of each institution's contributing capacity.

Table 1 - The four categories of country, determined according to GDP per capita by PPP

Category I	Category II	Category III	Category IV
> €22,120	€22,120	€8,727	< €2,824
	- €8,728	- €2,824	

Encouraging continued and new membership

Due to timing issues, the new membership policy adopted by the General Assembly held in June 2009 entered into effect only in 2010. In the following months, ICOM took care to assess the impact of the new membership fees and the country category system by consulting with every one of the National Committees. Overall, the new system was met with satisfaction, with several Committees noting that it encourages existing members to renew their membership while having the potential to attract newcomers. Some improvements to the calculation of the fees applicable to institutional members have been suggested, which should come into effect in 2011:

- splitting the existing 'Active IV' category in two to allow for museums with an operating budget between €1m and €5m to pay a lower fee than those with a budget between €5m and €10m;
- reducing the annual fee from €1,300 in 2010 to €800 in 2011 for institutional members with a budget of more than €10m;
- having a number of votes proportional to the category of operating budget the institutional member belongs to.

Throughout the whole process that took place in the years 2009-2010, the chief concern of ICOM has been to ensure, by consulting with its members every step of the way, that fairness be reflected not only in the new system for calculating membership fees, but also in the decision-making process itself.

Table 2 - New membership fee policy applicable in 2010

	Individual members			
	Category I	Category II	Category III	Category IV
Active	€62	€50	€23	€20
Retirees	€29	€20	€11	€10
Students*	€29	€20	€11	€10
Partners	€130	€130	€130	€130
Contributors	€187	€187	€187	€187
Benefactors*	€261	€261	€261	€261

Institutional members			
	Operating budget	Category I	Category II, III et IV
Active	Active I: < €30,000	€250	€200
	Active II: €30,000 - €100,000	€310	€250
	Active III: €100,001 - €1,000,000	€460	€360
	Active IV: €1,000,001 - €10,000,000	€630	€500
	Active V: > €10,000,000	€1,300	€1,300
Supporting		€1,912	€1,912
Contributors		€3,975	€3,975
Benefactors*		€4,809	€4,809

*These members do not have a vote at ICOM nor can they be elected to any position in a National or International Committee.

Table 3 - List of countries by category

Cat 1 : GDP per capita by PPP (€) > €22,120					
Andorra	Brunei Darussalam	France	Japan	Netherlands	Sweden
Australia	Canada	Germany	Korea, Rep.	Norway	Switzerland
Austria	Cayman Islands	Greece	Kuwait	Qatar	Taiwan Province of China
Bahrain	Denmark	Iceland	Liechtenstein	San Marino	United Arab Emirates
Belgium	Faroese	Ireland	Luxembourg	Singapore	United Kingdom
Bermuda	Finland	Italy	Monaco	Spain	United States

Cat 2 : €8,728 < GDP per capita by PPP (€) < €22,120					
Antigua and Barbuda	Chile	Hungary	Malta	Poland	Slovenia
Argentina	Croatia	Israel	Mauritius	Portugal	St Kitts and Nevis
Bahamas	Cyprus	Latvia	Mexico	Romania	Trinidad and Tobago
Barbados	Czech Republic	Lebanon	Netherlands Antilles	Russian Federation	Turkey
Belarus	Equatorial Guinea	Libyan Arab Jamahiriya	New Zealand	Saudi Arabia	Uruguay
Botswana	Estonia	Lithuania	Oman	Seychelles	
Bulgaria	Gabon	Malaysia	Panama	Slovakia	

Cat 3 : €2,824 < GDP per capita by PPP (€) < €8,728					
Albania	China	Fiji	Kazakhstan	Serbia	Tonga
Algeria	Colombia	Georgia	Kiribati	South Africa	Tunisia
Angola	Congo	Grenada	Maldives	Sri Lanka	Turkmenistan
Armenia	Costa Rica	Guatemala	Montenegro	Saint Lucia	Ukraine
Azerbaijan	Cuba	Guyana	Morocco	Saint Vincent and the Grenadines	Vanuatu
Belize	Dominica	Honduras	Namibia	Suriname	Venezuela, Bolivarian Republic
Bhutan	Dominican Republic	Indonesia	Palau	Swaziland	
Bolivia	Ecuador	Iran, Islamic Rep.	Paraguay	Syrian Arab Republic	
Bosnia and Herzegovina	Egypt	Jamaica	Peru	Thailand	
Brazil	El Salvador	Jordan	Samoa	The former Yugoslav Republic of Macedonia	

Cat 4 : PIB par habitant en PPA (€) < 2 824 €					
Afghanistan	Côte d'Ivoire	India	Mauritania	Philippines	Togo
Bangladesh	Democratic People's Republic of Korea	Iraq Federated States	Micronesia,	Republic of Moldova	Tuvalu
Benin	Democratic Republic of the Congo	Kenya	Mongolia	Rwanda	Uganda
Burkina Faso	Djibouti	Kyrgyzstan	Mozambique	Sao Tome and Principe	United Republic of Tanzania
Burundi	Eritrea	Lao People's Democratic Republic	Myanmar	Senegal	Uzbekistan
Cambodia	Ethiopia	Lesotho	Nepal	Sierra Leone	Viet Nam
Cameroon	Gambia	Liberia	Nicaragua	Solomon Islands	West Bank and Gaza
Cape Verde	Ghana	Madagascar	Niger	Somalia	Yemen
Central African Republic	Guinea	Malawi	Nigeria	Sudan	Zambia
Chad	Guinea-Bissau	Mali	Pakistan	Tajikistan	Zimbabwe
Comoros	Haiti	Marshall Islands	Papua New Guinea	Timor-Leste	

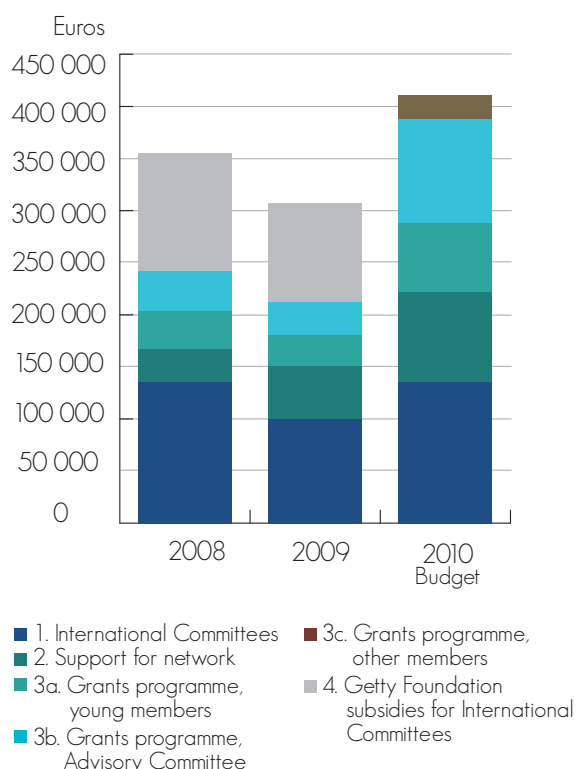
Support for the ICOM network

At the 21st General Conference in Vienna in 2007, ICOM members approved the support for the network programme, which was proposed, for the first time, in accordance with the 2008 - 2010 Strategic Plan.

The subventions allocated to the network represent a significant share of ICOM's budget. They break down into four sub-programmes: annual subsidies for the International Committees;

funding for National and International Committees and Regional Alliances for the implementation of special projects related to the Strategic Plan; grants programme designed to encourage ICOM members, including National Committee chairpersons and young members, to participate in annual meetings; and Getty Foundation subsidies for International Committees' activities. The projects that receive funding are selected prior to allocation on the basis of presentation files. Once the activities are underway, ICOM examines progress reports that include financial reports to make sure the funds are used properly.

Total budget allocated to support for the network
2008 - 2010



Increase in annual subsidies for International Committees under the auspices of the Standing Committee for International Committees

ICOM's International Committees are fully-fledged think tanks and as such play an important role in the world museum community. Co-operation is key for these committees, which are used to working jointly and engaging in frequent discipline-related discussions. Allocating subsidies is one of ICOM's ways of encouraging the development of International Committees and their work. These subsidies increased by 14% in the period spanning 2007 - 2010. They consist of a fixed basic sum, an amount proportionate to the number of members on a given committee, and a so-called performance-based subsidy.

The amount of the performance-based subsidy is determined according to how well a committee meets the following criteria:

- annual report presented in correct format within the deadline

- inclusive approach
 - young members and under-represented states encouraged to attend conferences by means of grants and/or other innovative ideas, methods and mechanisms
 - conference reports, publications and CDs made available to the public, successful fundraising
- Inclusiveness takes on its full meaning in an international organisation such as ICOM, where the criteria are diverse cultural and geographical origins and non-European countries, particularly developing countries or transition countries, as meeting venues.

Annual subsidies allocated to
National Committees

	2007	2008	2009	2010
Total	€118,574	€135,545	€100,003	€135,545
International Committee average	€3,952	€4,518	€3,333	€4,518

Support for special projects carried out by National and International Committees and Regional Alliances to implement ICOM's Strategic Plan under the auspices of the Peer Jury

A Peer Jury made up of members of the Advisory Committee enjoying the support of the Secretariat analyses the applications for funding for the implementation of ICOM's Strategic Plan.

In 2007, eight International Committees, nine National Committees and one Regional Alliance requested funding for special projects. Out of these 18 projects, 16 were brought to fruition, including the translation of the *ICOM Code of Ethics for Museums* into Bosnian, Serbian and Croatian, and the launch of the ICOM Macedonia and ICOM Slovakia websites.

ICOM financed nine projects in 2008. Four were proposed by National Committees, including setting up a workshop for the fight against illicit traffic and creating websites for the Italian and Russian National Committees. The other five projects were for developing workshops and publications.

In 2009, ICOM received 34 requests for funding for projects to implement the Strategic Plan. In all, 17 were funded and brought to fruition, among them a seminar on the Code of Ethics organised in Tokyo by the Asia Pacific Regional Alliance (ASPAC) and the translation of the *ICOM Code of Ethics* by ICOM Slovakia.

In 2010, out of 37 applications submitted to ICOM, 20 projects from National and International Committees and Regional

Alliances were awarded subsidies. The total amount of funding for special projects came to €76,777 in 2010, an increase of 48% from 2007.

The Peer Jury also encouraged new initiatives from committees that had not previously received any support. Participation in International Museum Day by ICOM Burkina Faso, an exhibition on climate change currently being prepared by NATHIST, the International Committee for Museums and Collections of Natural History, and a workshop on museums and cultural sites in Moldova are just a few examples of such initiatives.

In addition, a sum of €10,000 was allocated to the Grants Programme at the request of the Peer Jury.

Special projects

	2007	2008	2009	2010
Projects successfully completed	18	9	17	20
Total	€51,817	€31,500	€50,500	€76,777

Grants programme

The financing of the grants programme increased in 2007 and 2010 to allow the maximum number of ICOM members to participate in the General Conferences in Vienna in 2007 and Shanghai in 2010.

Grants Programme 2007 - 2010

	2007	2008	2009	2010
Total	€130,000	€74,578	€61,889	€180,000

Funding for Chairpersons/Board members of National Committees of countries in categories 2, 3 and 4: attendance at Advisory Committee meetings

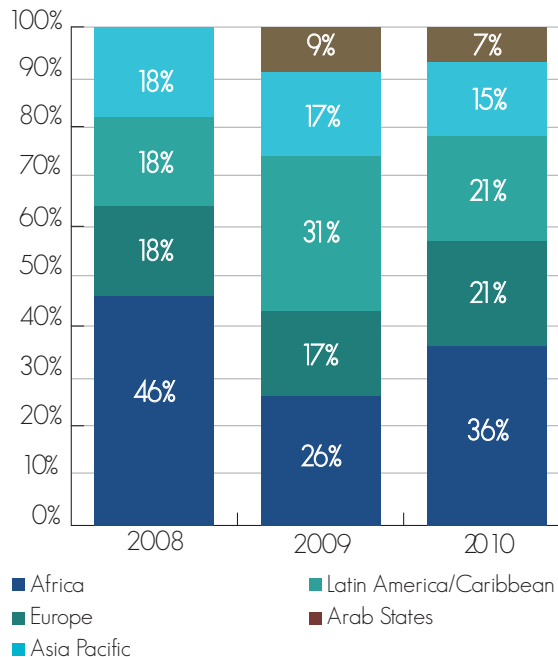
For the first time in June 2008, ICOM enabled 28 Chairpersons and Board members of National Committees from Africa, Asia and the Pacific, Europe, Latin America and the Caribbean to attend the 71st session of the Advisory Committee, held in Paris. Their participation generated some fascinating discussions between colleagues working in a variety of disciplines and strong involvement in the work and decisions of the Advisory Committee.

In 2009, 20 National Committee Chairpersons and Board members from developing countries received financial aid to attend

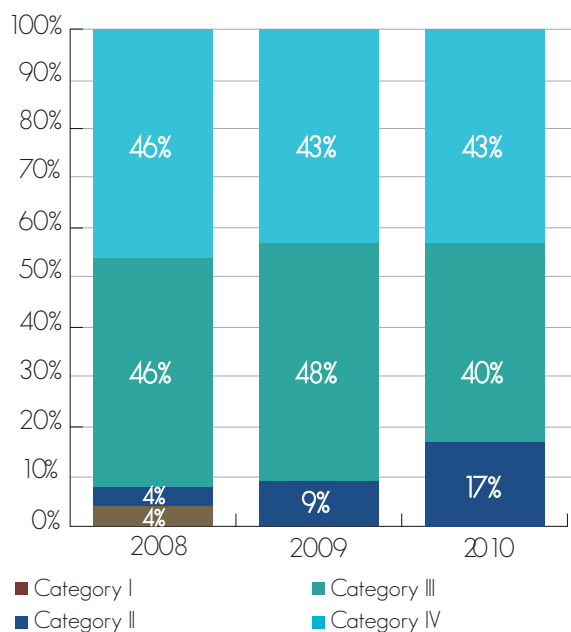
the 72nd session of the ICOM Advisory Committee, which was held in Paris on 10 and 11 June 2009, and ICOM's 24th General Assembly. The aid enabled the National Committee Chairpersons to take part in choosing the host city for the 2013 ICOM General Conference and the theme for International Museum Day 2011.

In 2010, the increase in the budget for the Network Support programme will allow ICOM to finance the participation of 47 National Committee Chairpersons in the 22nd ICOM General Conference and the various meetings that will be held in Shanghai from 7 to 12 November 2010. The National Committee Chairpersons will take part in the discussions on the new 2011 - 2013 three-year Strategic Plan and the election of the new Executive Council that will serve for the next three years.

Breakdown of Advisory Committee grant-holders by region



Breakdown of Advisory Committee grant-holders according to the country categories instituted by the General Assembly in June 2009



Enabling young ICOM members to attend International Committees' annual meetings

The grants programme was established on ICOM's 60th Anniversary in 2006 - 2007 to encourage young members under the age of 40 from developing countries to play a more active role in the International Committees, and over the years has enabled them to be more steadily involved in the organisation and its goals.

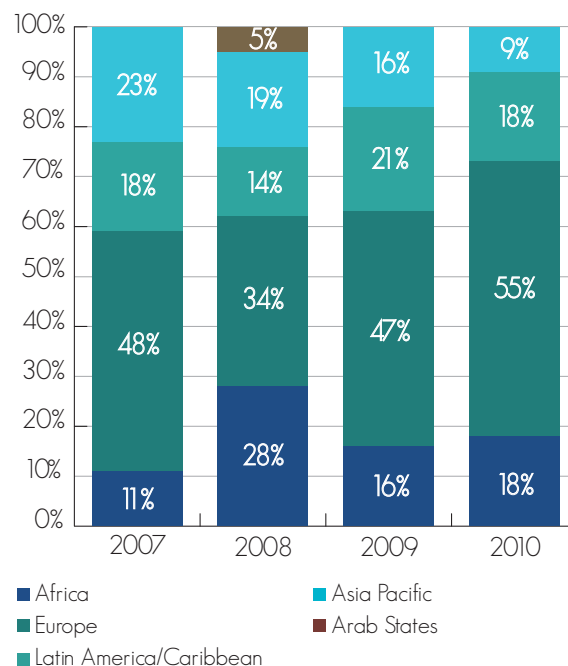
In 2008, ICOM financed the attendance of 21 young members, mainly from Africa and Europe, at International Committee meetings with grants totalling €36,013.

In 2009 ICOM selected 16 young professionals from 24 countries out of 32 applicants and awarded them subsidies amounting to a total of €25,537 that enabled them to attend 11 International Committee meetings. Applying more stringent award criteria made it possible to give priority to the young members who offered greater representativeness and to emphasise how much their attendance benefits the organisation.

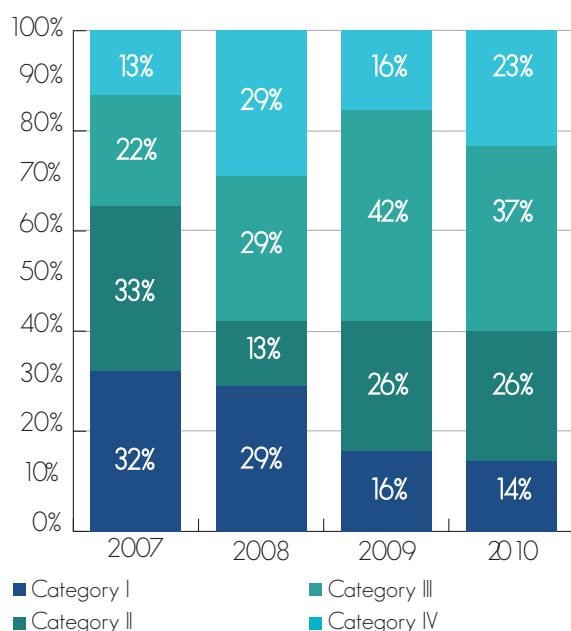
In 2010 the programme will enable 33 young museum professionals to actively participate in the different International

Committee meetings that will be held during the ICOM General Conference between 7 and 12 November in Shanghai. Dialogue and new experiences thrive in the atmosphere of the General Conference, which will give young members from 31 different countries the opportunity to share the experience they have acquired in their respective institutions.

Breakdown of young member grant-holders by region



Breakdown of young member grant-holders according to the country categories instituted by the General Assembly of June 2009



Funding for the attendance of other members at General Conferences

In 2010, ICOM succeeded in financing grants other than those awarded to participants in the Advisory Committee and young members. Twelve such grants enabling other members to attend the Shanghai General Conference were distributed, amounting to a total of €22,295.

Getty Foundation subsidies transferred to the Committees

For the sake of a coherent approach to ICOM's special partner the Getty Foundation, the Secretariat centralises and validates the Committees' requests for subsidies.

Once programmes are completed, the Secretariat also checks both the progress reports and the financial reports prepared by Committees before they are submitted to the Getty Foundation.

The following subsidies were obtained between 2008 and 2009:

- Travel grants for nine participants from developing countries and Central and Eastern Europe to attend the INTERCOM Conference held in 2008 in Rotorua, New Zealand (24 - 28 November 2008): €25,000

- Travel grants for participants from developing countries and Central and Eastern Europe to attend the 15th triennial ICOM CC meeting in New Delhi, India: €73,684
- ICOM-CC Project for improving communication via the website: €39,662
- Travel grants for 12 participants from developing countries and Central and Eastern Europe for the 2009 INTERCOM Conference in Torreón, Mexico: €17,503
- Travel grants for 52 participants from developing countries and Central and Eastern Europe for the 2009 CIDOC Conference in Santiago de Chile, Chile: €53,755

In 2010, ICOM received €71,000 of funding from the Getty Foundation to finance members' participation in the General Conference.

More information for the network, more often

To keep the network up to speed with what is happening in ICOM, the organisation has introduced an e-newsletter, which is circulated to the Boards of ICOM Committees. The first issue was put together for ICOM's June 2009 annual meetings and was widely praised by ICOM members. Since November 2009, the e-newsletter has been sent out once a month. It provides a round-up of the latest news of ICOM's activities and projects monitored by the Secretariat, and is intended to complement *ICOM News*, the organisation's internal newsletter, of which 10 issues were published between 2007 and 2010.

The redesigned ICOM website includes a dedicated platform for the ICOM network. A turnkey mini-website package enables each Committee to set up a website of its own with similar visuals to the main site, using the same CMS (content management system) technology. May 2010 saw the launch of the mini-websites within the network, with four Committees — CAMOC, ICOM Canada, ICOM UK and ICTOP — helping test the package by setting up their websites with the aid of the User Guide. Chiefly aimed at Committees that cannot otherwise afford to set up a website of their own or do not yet have a website, this facility enables ICOM to offer all Committees free website hosting on a single platform.

The contribution of ICOM's Committees, Regional Alliances and Affiliated Organisations to the ICOM network

The 171 Committees, Regional Alliances and Affiliated Organisations of ICOM strengthen the organisation's influence within the museum community.

How the International Committees contribute to the ICOM network

The International Committees meet every year at annual conferences. These conferences revolve around pre-defined themes and are attended by high-ranking specialists. They also provide an opportunity for the Committees to review their work during the preceding year and lay the foundations of future projects. The International Committees' task is to facilitate international exchanges on best practices and information pertaining to their disciplines, develop professional standards and promote the adoption of new rules or recommendations.

Annual meetings of ICOM's International Committees: high attendance levels

On aggregate, the annual conferences organised by the International Committees attracted an average of over 2,500 members per year during 2007 - 2009. **CECA**, **CIDOC**, **CIMAM**, **ICME**, **INTERCOM** and **ICOM-CC** conferences were attended by an average of more than 150 people.

In relation to total membership, nearly a third of members of the International Committees travelled to attend their annual conferences. **CIMCIM**, **DEMHIST**, **ICME**, **ICMS**, **ICOMAM**, **ICOMON**, **INTERCOM** and **UMAC** succeeded in attracting more than half their members, averaged over the two years 2008 and 2009. The success of the 2009 conference on city museums and the future of cities organised in Istanbul by the recently created International Committee **CAMOC**, which attracted many non-ICOM members, exemplifies the high standard of content and the enthusiasm of the organisers of these conferences.

Inclusiveness

Objectives 1.1 and 1.2 of ICOM's Strategic Plan for 2008 - 2010 invite the International Committees to communicate effectively with the network as a whole and ensure that their annual meetings are conducted in an inclusive way. Among other things, that means holding physical meetings outside the International Committees' traditional geographical arena and thinking of ways of enabling members from developing countries to take part.

International Committees such as **CIDOC**, **CECA**, **COSTUME**, **ICMS** and **INTERCOM** have accordingly set up travel grant schemes for members from these geographical areas and for younger ICOM members. Committees such as **CAMOC**, **CIMAM** and **UMAC** have even waived enrolment fees for some annual meetings to encourage members to attend.

As regards the geographical location of venues for annual meetings, the Committees were invited to hold their conferences outside western Europe. As a result, conferences were held in Brazil (**ICOMAM**), Chile (**COSTUME**), Colombia (**DEMHIST**) and Croatia (**ICDAD**), and **INTERCOM** held its annual meetings in Rotorua (New Zealand) in 2008 and Torreón (Mexico) in 2009, with the help of the Getty Foundation.

In some cases, International Committees boosted their presence in a given region by appointing a local representative, as in the case of **ICOMON**, which appointed a representative for Africa, **DEMHIST**, which has a representative in Colombia.

The International Committees are systematically encouraged to work with the National Committees of the countries hosting their meetings. They can also hold joint meetings with other ICOM entities. During 2008 - 2009, **DEMHIST** worked with the Regional Alliance **ICOM LAC**, **ICMAH** worked with **ICMS** and the Affiliated Organisation **IAMH**, and **ICR** worked with **ICTOP**.

Making a real contribution to the network

The International Committees contribute to the network in many ways, all of which chime perfectly with the objectives set out in ICOM's 2008 - 2010 Strategic Plan.

ICOM's International Committees produced 32 publications in 2008 — and more than double that in 2009, with a total of 65 titles. Two International Committees especially excelled themselves during this period, producing an average of more than 5 publications per year: **CECA**, whose 17 publications over the two years include *La recherche en éducation muséale : actions et perspectives* (in French only), and **ICOM-CC**.

These publications vary widely in content and format, from print volumes to electronic publications via newsletters. For instance, ICR's *Museums – The World Inside*, *Geir Helgen Museums and Humor* is a catalogue of an exhibition of 67 cartoons by the Norwegian artist Geir Helgen mounted by the Committee; **COSTUME**, **GLASS** and **ICMAH** have produced handsome editions of the programmes and proceedings of their annual meetings; **ICOMAM** publishes *The Magazine*, a specialist journal about arms and military museums; and **ICR** and **INTERCOM** have responded to the encouragement to highlight examples of best practice in Strategic Plan de ICOM by respectively publishing *Regional Museums and the Development of Communities*, an

anthology of good practice in regional development produced in conjunction with local authorities, and *Management Scenarios*, which suggests a range of scenarios for building museum professionals' management and leadership skills and has met with acclaim from across the entire museum community. [ICMAH](#) also makes a point of publishing case studies that can be used as training materials for museum professionals.

The International Committees also made great efforts to circulate information to their members. Email has become the standard means of communication and most of the Committees produce e-newsletters or more detailed electronic publications. Some use Internet for live transmission of the sessions of their annual meetings ([AVICOM](#)) or provide video or audio recordings of meetings on their websites ([CIMAM](#)). Others endeavour to provide several language versions of publications, as with the French translation of the *Encyclopedic Dictionary of Museology* published by [ICOFOM](#), or the Portuguese-, Latvian- and Serbian-language versions of *Museum Professions* published by [ICTOP](#).

New technologies also play a central part in the International Committees' activities. [CIDOC](#) received a subsidy to help it create a digital archive of publications including the proceedings of its annual conferences since 2002; [ICOM-CC](#)'s website was redesigned with the help of funding from the Getty Foundation; [UMAC](#) developed a content management system to enable more creative types of content to be published on its website. Members' ever-increasing interest in new information and communication technologies prompted [ICTOP](#) to hold a workshop on e-learning in Helsinki in September 2010. Over two days, specialists in a range of fields — educationalists, sociologists and journalists — spoke on e-learning and answered participants' numerous questions.

The training courses organised by the International Committees make a vital contribution to passing on knowledge within the ICOM network. For instance, [CIPEG](#) organised training sessions in co-operation with Egypt's Supreme Council of Antiquities at the invitation of the Goethe Institute in Cairo; while [INTERCOM](#) ran a training course on managing modern museums with the Baltic Museology School in 2009.

It is partly thanks to the work of the International Committees that ICOM's professionalism and legitimacy both as a leader on professional standards and ethics and as a credible expert on safeguarding material and intangible heritage are recognised by the global museum community. For example, [ICME](#) continues to work closely with the World Intellectual Property Organization, and [ICLM](#), embodied by its Chairperson, has a seat on the Marketing Sub-committee of the [UNESCO](#) International Advisory Committee of the Memory of the World Programme. In

this context, the Chairperson of [ICLM](#) is working hard to prepare for International Museum Day 2011, for which the theme is *Museums and Memory*.

Themes of annual conferences of the International Committees 19 - 24 August 2007, Vienna ([ICOM General Conference](#))

[CAMOC](#): Museums and Universal Heritage

[CECA](#): Heritage Learning Matters: Museums and Universal Heritage

[CIDOC](#): Managing the global diversity of cultural information

[CIMAM](#): Museums and Universal Heritage: Contemporary Institutions as Producers in Late Capitalism

[COSTUME](#): Costume and heritage

[DEMIST](#): A Kingdom for a House! Historic House Museums as Local, Regional and Universal Heritage

[ICDAD](#): Collecting Decorative Arts and Design: Individual Approach and Responsibility for the Universal Heritage. Private Collectors and Public Institutions

[ICEE](#): Creativity and Scholarship: Constructing Meaning in Exhibitions

[ICFA](#): The role of the curator: historical perspective and contemporary practice

[ICLM](#): Literature and Composer Museums and their Heritage

[ICMAH](#): Museums and Universal Heritage. History in the area of conflict between interpretation and manipulation

[ICME](#): The World under One Roof: Past, Present and Future Ethnographic Approaches to Universality

[ICMEMO](#): Spaces of Memory – Museums, Original Sites, Memorials

[ICMS](#): Protection of Cultural Heritage

[ICOFOM](#): Museology, Universal Heritage and Techniques

[ICOMAM](#): The Universal Heritage of Arms and Military History: Challenges and Choices in a changing World

[ICOMON](#): Money museums and their collections: preservation and uses of an economic heritage

[ICR](#): Museums and Universal Heritage.

[ICTOP](#): Changes and Collaboration – [ICTOP](#) as Bridge to other committees?

[INTERCOM](#): Leadership Challenges in the 21st Century

[MPR](#): Marketing for preserving Heritage

[NATHIST](#): Museum and Universal Heritage

[UMAC](#): Museums and Universal Heritage

2008

CAMOC: Collecting urban history in the electronic age; 6 - 8 October, Seoul, Republic of Korea

CECA: Museum Education in a Global Context: Priorities and Processes; 1-3 October, Montréal, Canada

CIDOC: Documentation in the XXI Century: connecting cultural heritage information; 14 - 18 September, Athens, Greece

CIMAM: Fair Trade: the Institution of Art in the New Economy; 17 - 18 November, New-York, United States of America

CIMCIM: 24 - 26 September, Edinburgh, United Kingdom

CIMUSET: Dream Your Museum; 25-31 August, Denmark,

CIPEG: 5 - 8 September, Germany

COSTUME: Colonial Fashion, 6 - 10 October, Santiago, Chili

DEMHIST: Historic Houses as Documents of Social Life and Traditional Skills; 21 - 24 September, Bogota, Colombia

GLASS: 27 - 31 October, Nancy, France

ICAMT: Concept and Project Outcomes; November, New Zealand

ICDAD: The Intersection of Art and Technical Innovation; 4 - 9 June, Zagreb, Croatia

ICEE: Marketplace of Exhibitions and Ideas, 9-11 November, Wellington, New Zealand

ICFA: Rome and the World: the arts in Rome from 1860 to 1911; 14 - 18 October, Rome, Italy

ICLM: Literary and Composer Museums and Research; 15-17 September, Italy

ICMAH: Museums and Faith; 12 - 16 November, United States of America

ICME: Museums for Reconciliation and Peace - Roles of Ethnographic Museums in the World; 17 - 19 November Jérusalem; Israël

ICMEMO: Auschwitz: History and Representation; Poland

ICMS: Museum security: problems, trends and solutions; 22 - 26 September, Amsterdam, The Netherlands

ICOFOM: Museology: back to basics; 21 - 24 September, China

ICOMAM: Weapons and Warfare in Renaissance Europe 1400-1700; 24 - 29 August, Rio de Janeiro, Brazil

ICOM-CC: Cultural Heritage/Cultural Identity: The Role of Conservation; 22 - 26 September, New Delhi, India

ICOMON: Money museums and the flow of information; 27 - 29 October, Utrecht, Switzerland

ICR: 19 - 25 October, United States of America

ICTOP: Staff and Training in Regional Museums; 9 - 11 October, Lisbon, Portugal

INTERCOM: Museums working in Partnership; 24 - 28 November, New Zealand

MPR: Museums and Tourism; 2 - 10 November, Rio de Janeiro,

Brazil

NATHIST: Cultural Heritage and Biodiversity: A new Challenge for Mediation through Museums; 9 - 12 June, Moscow, Russia

UMAC: Putting University Collections to Work in Teaching and Research; 16 - 20 September, Manchester, United Kingdom

2009

CAMOC: City museums and the future of the city; 28 - 30 September, Istanbul, Turkey

CECA: Cultural Tourism: Trends and Strategies; 5 - 10 October, Reykjavik, Iceland

CIDOC: The Digital Curation of Cultural Heritage; 1 September - 1 October, Santiago do Chile, Chile

CIMAM: The Shape of Memory: The Museum and its Collections; Mexico City, Mexico

CIMCIM: Organological Heritage: situation and preservation, Florence, Italy

CIMUSET: Museums and Science centers in Industrial Society; 9 - 12 November, Belgrade, Serbia

CIPEG: Museum and Research; 28 - 30 April, Atlanta, United States of America

COSTUME: Colonial Fashion; 4 - 9 October, Lyon, France

DEMHIST: Historic House Museums as a Bridge between Individual and Community; 19 - 24 June, Saida, Norway

GLASS: 10 - 14 November, Lisbon, Portugal

ICAMT: Concept and Project Outcomes; 5 - 7 November, Berlin, Germany

ICDAD: New Ways to Present Decorative Arts and Design; 14 - 17 May, Hanover, Germany

ICEE: Exhibition Worlds: Natural, Cultural, Virtual; 9 - 11 November, Chicago, United States of America

ICFA: Greece and the World: artistic exchange and influence from 1800 to the present day; 13 - 17 October, Athens, Greece

ICLM: 21 - 23 September, Budapest, Hungary

ICMAH: Museums and Disasters, 14 - 16 May, Luxembourg, Luxembourg

ICME: Migration, Diaspora, Pilgrimage; Seoul, Republic of Korea

ICMEMO: History and Presentation: The places of Nazi Crimes II; 14 - 16 September, Teresina, Czech Republic

ICMS: Integrated risk management, 14 - 18 September, Quebec, Canada

ICOFOM: Museums, Museology and global communication; 1 - 5 July, Liège, Belgium

ICOMAM: Making strategies for a positive future; 25 - 28 October, Leeds, United Kingdom

ICOM-CC: Diversity in Heritage Conservation: Tradition, Innova-

tion and Participation; 19 September, London, United Kingdom

ICOMON: New enthusiasts for an old subject: transforming numismatic exhibitions for the future, 1 September, Glasgow, United Kingdom

ICR: Regional Museums in a Post Industrial Age; 18 - 24 October, Mantua, Italy

ICTOP: Changes and Collaboration – ICTOP as Bridge to other committees? 18 - 24 October, Mantua, Italy

INTERCOM: Museums, tourism and the visitor experience; 10 - 13 November, Torreron, Mexico

MPR: Communicating Cultural Heritage to the Young; 21 - 29 August, Moscow, Russia

NATHIST: Presentation of Evolution in Museum Exhibitions; 26 - 29 October, Straslund, Germany

UMAC: University Museums and the Community; 10 - 13 September, Berkeley, United States of America

Selected Publications

CAMOC :

- *City museums and the future of the city* / Ian Jones, Robert MacDonald, Darryl McIntyre. Lanham : AltaMira Press, 2008.

CECA :

- *Museums and Education : ICOM-CECA publications, 1952-2006 : Special issue 2006* / Nicole Gesché-Koning. Groeninghe : ICOM-CECA, 2007. (ICOM Education ; 20)

- *Pensare, valutare, ri-pensare: la mediazione culturale nei musei = Thinking, evaluating, re-thinking: cultural mediation in museums = Penser, évaluer, re-penser : la médiation culturelle dans les musées* / Emma Nardi (éd.). Milano : FrancoAngeli, 2007.

- *Heritage Learning Matters: Museums and Universal Heritage. Proceedings of ICOM/CECA'07* / Hadwig Kraeutler (éd.). Wien : Schöbrügge, 2008.

- *ICOM CECA 08. Tourisme culturel : tendances et stratégies / Cultural Tourism: Trends and Strategies / Turismo cultural : Tendencias y estrategias. Colloque organisé par Pointe-à-Cal-lière, musée d'Archéologie et d'Histoire de Montréal et Centre des sciences de Montréal, du 29 septembre au 3 octobre 2008, Montréal, Québec, Canada : Actes de la conférence.* Montréal. Electronic version : <http://www.montrealceca2008.org>

CIMAM :

- Les institutions contemporaines comme productrices dans le capitalisme tardif

- Les formes de la mémoire : le musée et ses collections

CIMCIM :

- *CIMCIM Conference in Vienna, Austria, 19-24 August 2007, Schedule and Abstracts of Papers.* Electronic version : <http://cimcim.icom.museum.ixapt.html>

- Actes de la Réunion annuelle du CIMCIM en 2008

- Réunion annuelle du CIMCIM en 2009 et réunion conjointe avec Amis à Rome, en Italie, du 6 au 12 septembre 2009.

Programme et résumés. Electronic version : <http://www.cimcim2009.org/abstracts/abstracts.htm>

CIMUSET :

- *Museums of Science and Technology : Interpretation and Activities to the Public = Museus de ciência e tecnologia : Interpretações e ações dirigidas ao público* / Maria Esther Alvarez Valente (ed.) ; Lídio Rodrigues da Conceição (transl.). Rio de Janeiro : Museu de Astronomia e Ciências Afins (MAST), 2007.

CIPEG :

- Résumés et résolutions électroniques de la Réunion annuelle

COSTUME :

- *Costume and the Textile Trade = Textiles et costumes, échanges commerciaux : ICOM's Costume Committee Proceedings from the Annual Conference, France, Lyon, musée des Tissus et musée des Arts décoratifs, musée d'Art religieux de Fourvière, 2009, October 4-9* / Maria-Anne Privat-Savigny, Katia Johansen, Bernard Berthod (éd.) ; Priscilla Packer (trad.). Lyon : Livres EMCE, 2010.

- *Colonial Fashion: What Happens When it Travels? Proceedings, Annual Conference, 6-10 th October 2008, Santiago*

- *Chile.* / Isabel Alvarado (ed.). Santiago de Chile : Museo Histórico Nacional [pour le] Comité international de l'ICOM pour les musées et collections du costume, 2009.

GLASS :

- Programme de la conférence, résumés des interventions, compte-rendu de la Réunion annuelle

ICFA :

- Actes de la réunion annuelle 2008 de l'ICFA

ICLM :

- *Literature and Composer Museums and the Heritage: Collections, Events, Media. Proceedings of the ICLM Annual Conference 2007.* Frankfurt (Oder) : Kleist-Museum, 2008. (=ICLM Publications ; 3)

- How can the International Committee for Literary Museums (ICLM) can help promote the (UNESCO) MOW Programme

- Les musées littéraires et musicaux et la recherche. Actes de la Conférence annuelle 2008 de l'ICLM

- Esporre la letteratura. Percorsi, pratica, prospettiva.

ICMAH :

- *Musées et patrimoine universel – L'Histoire à l'ère des conflits : entre interprétation et manipulation* / Marie-Paule Jungblut et Rosmarie Beier-de Haan (rédaçtrices). – Luxembourg : ICMAH, 2008.

- *ICOM/ICMAH Annual Conference 2008 « Museums and Disasters » organized by ICOM's International Committee for Museums and Collections of Archaeology and History (ICMAH) and the Historic New Orleans Collection, November 12-16, 2008 : Programme and Conference Proceedings* / Marie-Paule Jungblut et Rosmarie Beier-de Haan (rédaçtrices). – [s.l.] : ICMAH, 2008.

- *Museums and Faith : ICOM/ICMAH Annual Conference 2009, organised by ICOM's International Committee for Museums and Collections of Archaeology and History and Musée d'histoire de la Ville de Luxembourg, May 14-16, 2009 : Programme and Conference Proceedings* / Marie-Paule Jungblut et Rosmarie Beier-de Haan (rédaçtrices). – Luxembourg : Musée d'histoire de la Ville de Luxembourg [for] ICMAH, 2009.

ICME :

- *Migration, Diaspora, Pilgrimage, ICOM- ICME Annual Meeting, Jerusalem, November 17-19, 2008 : Paper Abstracts*. Electronic version : <http://icme.icom.museum>

- *Museums for Reconciliation and Peace : Roles of Ethnographic Museums in the World. ICOM-ICME Annual Conference, Seoul, Korea, October 12-21 : Proceedings and Papers*. Electronic version : <http://icme.icom.museum/>

ICMEMO :

- *Erinnerungsarbeit kontra Verklärung der NS-Zeit, Von Umgang mit Tartoren, Gedenkorten und Kultorten*

ICOFORM :

- *Vers une redéfinition du musée ?* / André Desvallées et François Mairesse. Paris : L'Harmattan, 2007.

31st Annual International Symposium : Museums, Museology and Global Communication = Musées, muséologie et communication globale = Museos, museología y comunicación global, Changsha, China, 14-21 September 2008 / Comité international de l'ICOM pour la muséologie ; avant-propos par Decarolis. [s.l.] : ICOFOM, [2008]. (ICOFOM Study Series ; 37)

- *32nd ICOFOM Annual Symposium, Museology: Back to Basics = 32e symposium annuel de l'ICOFOM : Muséologie : revisiter nos fondamentaux = 32º simposio anual del ICOFOM, Museología: retorno a las bases* / Comité internationale de l'ICOM pour la muséologie ; avant-propos par Nelly Decarolis. Morlanwelz (Belgique) : Musée royal de Mariemont pour ICOFOM, 2009. (ICOFOM Study Series ; 38)

- *32º symposium annuel de l'ICOFOM : Muséologie : revisiter nos fondamentaux. Synthèse des sessions du colloque, journées du 1, 2 et 3 juillet, Liège et Mariemont* / réalisée par Blondine Desbiolles pour le Musée royal de Mariemont. Morlanwelz (Belgique) : ICOFOM, 2009. (ICOFOM Study Series ; 38, supplément)

- *ICOFOM Fundamentals of Museology*. (CD ROM)

ICOMAM :

- *The Magazine*

- *The Universal Heritage of Arms and Military History : Challenges and Choices in a Changing World. ICOMAM Conference, Vienne 2007: Acta* / Comité international des musées d'armes et d'histoire militaire (ICOMAM). Vienne : Heeresgeschichtliches Museum, 2008.

ICOM-CC :

- *ICOM Committee for Conservation, 15th Triennial Conference, New Delhi, 22-26 September 2008: Preprints*. 2 volumes. New Delhi : Allied Publishers, 2008.

- *Proceedings of the 10th ICOM-CC Group on Wet Organic Archaeological Materials Conference, Amsterdam, 2007*.

Amersfoort : Rijksdienst voor Archeologie, Cultuurlandschap en Monumenten, 2009. (Nederlandse Archeologische Rapporten ; 37)

- *Conservation Documentation: On-going Projects and Perspectives, Contributions to the ICOM-CC Working Group Paintings Meeting*

- *Proceedings of the Forum on the Conservation of Thangkas ICOM-CC, Groupe de travail 'Peintures'. Preparation for painting: The artist's choice and its consequences* / rédigé par Joyce H. Townsend, Tiarna Doherty, Gunnar Heydenreich et Jacqueline Ridge. London : Archetype Books, 2008.

Multidisciplinary Conservation: a Holistic View for Historic Interiors. Joint Interim Meeting of Five ICOM-CC Working Groups, Rome, 23-26 March 2010. [Roma] : Impr. Iacobelli srl [for] ICOM-CC, 2010

ICOMON :

- *Money and Identity : Lectures about History, Design and Museology of Money. 11th Annual meeting of the International Committee of Money and Banking Museums (ICOMON), October 2004 in Seoul (Republic of Korea), in conjunction with the 20th General Conference and the 21st General Assembly of the International Council of Museums* / Rédigé par Reiner Cunz. Hannover : ICOMON, Numismatische Kommission der Länder in der Bundesrepublik Deutschland e.V. 2007.

- *ICOMON E journal, Actes de la Réunion 2006 d'ICOMON à Francfort et de la réunion 2007 d'ICOMOM à Vienne*

ICR :

- Publication de la brochure de la Conférence annuelle d'ICR
- *Regional Museums and the Development of Communities* / Goranka Horjan (rédactrice en chef). [Murska Sobota] : Regional Museum [for the] ICOM International Committee for Regional Museums, 2009.
- *Museums - the World Inside* : Geir Helgen, museums and humour. Exhibition of the International Committee for Regional Museums / Metka Fujs et Irena _muc (rédacteurs) ; Sebastjan Vörös (trad.) ; avant-propos par Goranka Horjan. [Murska Sobota] : Regional Museum [for] the ICOM International Committee for Regional Museums, 2009.

ICTOP :

- *Museumsberufe - Eine europäische Empfehlung* / Angelike Ruge (Verantwortlich) ; Deutscher Museumsbund, ICOM-Deutschland, International Committee for the Training of Personnel (ICTOP). Berlin : Deutscher Museumsbund, 2008.

INTERCOM :

- *INTERCOM Management Scenarios : Training exercises for museums around the world* / Édité et compilé par Françoise McClafferty pour INTERCOM. [Liverpool] : INTERCOM, 2008

MPR :

- *Communicating Cultural Heritage to the Young – Encouraging Museum Communications World wide : Report, Conference and Seminars Arranged by ICOM Brasil and ICOM MPR in Paraty and Rio de Janeiro, Brazil, 1-8 November 2008* / Paal Mork (réd.). [Oslo] : ICOM-MPR, 2009.

NATHIST :

- Intangible Natural Heritage
- Museums and Sustainability in Science and education of Natural and Cultural Heritage

UMAC :

- *Nuevas rutas para los museos universitarios : 6º Congreso Internacional de Museos Universitarios = New Roads for University Museums : 6th International Congress for University Museums* / Peter Stanbury, Steven de Clercq, Ana Laura Cué (coord.) ; Carlos Rosas (Réd.) México, D.F. : Asociación Nacional de Universidades e Instituciones de Educación Superior, 2008.
- *Museums and Universal Heritage : Universities in Transition – Responsibilities for Heritage : Proceedings of the 7th Conference of the International Committee of ICOM for University Museums and Collections (UMAC), Vienna, 19th-24th August 2007* / Sally MacDonald ; Natalie Nyst ; Cornelia Weber (rédactrices). [Berlin] : ICOM International Committee for University Museums or Collections, 2008. University Museums and Collections Jour-

nal ; 1). [Electronic version : <http://edoc.hu-berlin.de/umacj>]

- *Proceedings of the 8th Conference of the International Committee of ICOM for University Museums and Collections (UMAC), Manchester, 2008* / édité par Sally MacDonald, Nathalie Nyst, Cornelia Weber. – [Berlin] : UMAC, 2009. (University Museums and Collections Journal ; 2) [Electronic version : <http://edoc.hu-berlin.de/umacj>]

The contribution of ICOM National Committees

As faithful promoters of the *ICOM Code of Ethics for Museums*, passionate advocates of heritage-related issues and keen facilitators of the capacity building of museum professionals, the 117 National Committees of ICOM dedicated their activities programme between 2007 and 2010 to the development and promotion of the ICOM Strategic Plan 2008 - 2010. Such efforts are reflected not only in the orientation of their programmes related to the above subjects, but also in collaboration and partnership between ICOM bodies and national, regional and international players in the field of cultural heritage, all in the spirit of sharing and inclusiveness.

The ICOM network is rich with internal and external resources. Effective communication within the network has allowed ICOM to make the most of its resources. Between 2007 and 2010, the ICOM network has successfully confirmed its leadership in advocating the value of heritage through its publications and awards..

National Committees: initiators of nationwide programmes

National Committees focus their programmes on subjects of common interest and promote the values cherished by ICOM through capacity building, the fight against illicit trafficking of cultural objects, intangible heritage, cultural diversity, emergency preparedness, security, cultural tourism, International Museum Day and *Code of Ethics* to name but a few.

Examples of these programmes include a workshop on the normalisation and thesaurus of museology (*ICOM Argentina*, December 2009), a seminar on security in museums (*ICOM Brazil*, November 2009), an exhibition on museums and related products (*ICOM China*, 2008), an open meeting on illicit traffic (*ICOM Denmark*, March 2007), training courses on risk management on theoretical and practical levels (*ICOM Italy*, 2010), workshops on heritage conservation in the context of legal museums (*ICOM Portugal*, 2009), a seminar on *Waste Separation and Energy Efficiency* (*ICOM Slovenia*, 2010) and a training programme in museum and heritage studies (*ICOM South Africa*, 2008).

International Museum Day is also an exceptional opportunity for National Committees to increase public awareness about museums and their roles. *ICOM Barbados* developed its

Cultural Heritage Week around International Museum Day and introduced special exhibitions, lectures, programmes for disabled public and more. In 2007, [ICOM Bosnia and Herzegovina](#) launched the Open Door project, granting free entry to local museums, which are not institutional members of ICOM, to holders of the ICOM card. Similarly, [ICOM Georgia](#) has provided free entry to all museums in the region since 2006. [ICOM Haiti](#) took the opportunity in 2007 to present a panel of four specialists who explained the history and modern concept of museums to an audience composed mainly of students, while [ICOM Nigeria](#) hosted the election of 'Miss Museum' as part of the International Museum Day celebrations in 2008.

International Museum Day also provides an opportunity for museum professionals to debate on the yearly theme. In 2007, to celebrate the theme Museums and Universal Heritage, a discussion on *The Contribution of National Museum of Anthropology on Asserting Cultural Identity* was organised by [ICOM Angola](#), while ICOM Algeria organised a two-day workshop on *Heritage and Museology in Algeria* in the hope of developing a training programme. Further activities in Africa included [ICOM Burkina Faso's](#) series of mini-conferences on 18 May, 2010 on the themes *Traditional power and Social Harmony, Museums and Cultural Decentralisation in Burkina Faso, Respect of the Code of Ethics in Burkina Faso Museums: Perspectives and Realities, and finally, Which Museums for Burkina Faso?*, while an essay competition, a debate-dinner and a cultural evening were organised by [ICOM Senegal](#). [ICOM Mongolia](#) held a meeting with museum professionals from state museums on the 2007 theme and inaugurated new exhibitions in these museums, [ICOM Spain](#) organised a conference, followed by a concert in 2007, for museums from Extremadura, a region where 33 new museum projects were registered since 2001, [ICOM Israel](#) held a mixed programme of conferences and guided tours, targeting both professionals and museum-goers, and [ICOM Russia](#) further promoted the 2009 theme *Museums and Tourism* in collaboration with its monthly magazine *Museum*, by publishing a page entitled *Cultural Tourism: Museum Weekend* in each issue. The promotion and implementation of the *ICOM Code of Ethics for Museums* has been one of the main tasks of the National Committees in the past three years. In this vein, [ICOM Sweden](#) developed a training model adapted to the Swedish museum sector in 2006, organising workshop discussions such as 'An Ethical Tale' to provoke self-reflection and debate. The same committee also organised the conference *Connecting Collecting* in November 2007, which initiated the training of an international collecting network. Also in Europe, [ICOM Belgium](#) organised a workshop as a pragmatic approach to ethics during the General Assembly in 2010, while [ICOM Denmark](#) met on the theme of *Debating Museum Ethics covering topics* such as illicit traffic and provenance issues and the deacquisition of museum

objects in April 2010. An interactive programme in the form of group work on case studies has been implemented by ICOM Norway since 2008, while [ICOM Portugal](#) held a workshop on *ICOM Code of Ethics for Museums* in October 2009, and [ICOM Switzerland](#) finalised its Museum Ethics training package.

Collaboration with the ICOM network

The ICOM National Committees are active players within the ICOM community. They frequently collaborate with the various ICOM bodies, be it the Standing Committees, Working Groups, Task Forces or International Committees and Regional Alliances. Such joint efforts have confirmed ICOM's dynamism and leadership in the establishment of museum standards and in the advocacy of heritage values, thus strengthening ICOM's global impact.

Meetings and conferences between two or more National Committees are common practice and aim to increase the share of knowledge and expertise in the museum field and in subjects of mutual interest. For example, [ICOM's Nordic National Committees](#) organise a meeting annually to address topics shared by all countries in this region. They also adapt research models to each individual context: 2007 in Helsinki, Finland; 2008 in Reykjavik, Iceland; and 2009 in Oslo, Norway. The symposium of Lake Constance (Bodensee-Symposium), held once every three years by [ICOM Austria](#), [ICOM Germany](#) and [ICOM Switzerland](#), took place from 18 - 20 June, 2009 with debates on the theme of *Museums and Tourism*. In 2008, a conference on the museum database in the fight against illicit trafficking of cultural objects was co-organised by [ICOM Azerbaijan](#) and [ICOM Russia](#), addressing mutual concerns regarding smuggling activities at the two countries' borders. Similarly, in the same year, several [National Committees in southern Africa](#) initiated a joint workshop entitled *Facing up to the Challenges of Illicit Trafficking*, a topic that preoccupies the region. A more recent example of collaboration between, International Committees was the discussion forum in June 2010 where [ICOM Netherlands](#) invited [ICOM China](#) and [ICOM South Africa](#) to the launch of their new book entitled *Sense and Sensitivity: The Dutch and Delicate Heritage Issues*. The participation of the latter two Committees added international perspectives to the discussion on tainted heritage.

The mobility of museum professionals has been facilitated greatly by cross-border exchange programmes between National Committees. For instance, a delegation from [ICOM Belgium](#) was received by [ICOM Switzerland](#) in 2009, while exchanges between French and Canadian museum professionals were coordinated by ICOM France in 2008. Also in 2008, [ICOM Georgia](#) provided training for museum professionals from South Caucasus countries, and [ICOM Germany](#) met with [ICOM Netherlands](#) on the occasion of the latter's annual meeting

in 2008.

More intensive collaboration takes place between National Committees on a daily basis. The collaborative work between the Italian, French and Swiss National Committees from November 2006 to June 2008 made the online edition of *A European Frame of Reference for the Museum Professions possible*, an initiative of ICTOP, the ICOM International Committee for Training of Personnel. The objective of this online edition, available in French, Italian, German and English, is to promote the national and international recognition of museum professions and the mobility of museum professionals.

Collaborations between National Committees and other ICOM bodies must continue to be fostered. The annual meetings of various International Committees have been held in different countries and have been adapted appropriately to local contexts. On a more regular basis, Regional Alliances are involved in the activities of the National Committees, providing common ground for efficient inter-regional cooperation. *Between Ancient and New Europe*, an ICOM Europe project, introduced a series of mini-forums between 28 September and 3 October 2008 with the participation of ICOM Albania, ICOM Greece and ICOM Turkey. National Committees also disseminate the results of a regional meeting on a national level, which can be illustrated by ICOM Slovenia's active participation in the ICOM SEE programme. Task forces and Working Groups also actively seek the support of National Committees by co-organising sessions, such as the Cross-Cultural Task Force workshop, co-organised by ICOM India in 2008 on the theme of Systems of traditional knowledge: *Museums and Intangible Natural Heritage, a Workshop of Capacity Building*.

National Committees at the centre of national, regional and international exchanges

The partnerships between National Committees and other organisations on a national, regional and international level has also been reinforced, thanks to various exchange programmes and joint meetings which have strengthened ICOM's global impact. The ICOM National Committees are in close contact with national institutions and government bodies, offering advice and participating in policy-making processes. Close relations with and support from the Ministry of Culture or equivalent are essential to the achievement of important nationwide programmes. Success stories include ICOM Brazil's ability to organise an international seminar on museum professionals and training in May 2010 with the support of the Ministry of Culture and federal government of Sao Paulo. ICOM China also attracted international participants to the Ningbo International Forum in December 2008 in partnership with the State Administration of Cultural Heritage on the theme of Core Values and New Responsibilities in the 21st Century. It was thanks to collaboration with the

Ministry of Culture and Sports that ICOM Guatemala organised Museums Month in May 2010, with a wide-ranging programme from artistic performances to academic forums. Some National Committees also initiated local think-tanks and special projects to highlight heritage-related subjects. ICOM Portugal, for instance, was one of the founding members of the Platform for Cultural Heritage (PP-CULT), created on 29 May 2008.

The link between the National Committees and national museum associations is reinforced through the joint organisation of activities. ICOM Canada holds a special session at the National Conference of Canadian Museums Association (*Museums: Between Enchantment and Chaos* in 2007, *Evolution or Sea Change? Intangible Heritage, ICOM and the Museum* in 2008, *A Practical Approach to International Collaboration* in 2009 and *Is there a future for museums* in 2010) each year, while ICOM US ensures active presence in the American Association of Museums annual conference by sponsoring and co-sponsoring a wide-ranging series of panel sessions with an international focus.

Joint programmes regularly emerge from the close relationship between National Committees of international organisations, who are partners of ICOM, and the national commissions of UNESCO. For example, ICOM Finland participated in 2009 in training workshop of ICOMOS (International Council on Monuments and Sites) on the prevention and management of catastrophes in the field of cultural heritage. ICOM Norway, together with the Norwegian National Commission of UNESCO, exhibited at the Tourism Salon providing information on the rules and regulations on the import and export of cultural goods around unique themes such as: *What do you have in your luggage? in 2008* and *Do you have anything illegal in your salon? in 2009*.

Promoting inclusiveness

National Committees respond to ICOM's spirit of inclusiveness by encouraging member participation in ICOM-related activities and promoting the mobility of their members.

Travel grants for participation in ICOM meetings are common practice in National Committees. Some have even facilitated the travel of members from other countries. For instance, ICOM Norway sponsored colleagues from Iceland to attend the annual meeting of ICOM Nordic Committees, held in Norway in 2009. These colleagues would have had difficulty financing their own travel due to the economic downturn. On a larger scale, the ICOM Australia Museum Partnerships Programme, begun in 2005, has provided resources and skills to cultural institutions across the Pacific region through a partnership with an Australian host institution.

Recognition of standards of excellence

ICOM National Committees recognise standards of excellence

in the profession in the form of awards and other prizes. In 2007, [ICOM Australia](#) launched the Award for International Relations for exceptional work carried out to promote the international presence of Australian cultures, while [ICOM Belgium](#) has been a partner of Prize of the Museum award since its creation in 2006, which rewards each year a Flemish museum, a Brussels-based museum and a Walloon museum. In 2008, [ICOM Italy](#) created the Biennial Award, which recognises outstanding work by museums and museum professionals. In addition, [ICOM Canada's](#) International Achievement Award recognised exceptional contributions to advance the museology field, [ICOM Finland](#) has granted since 1991, a Museum of the Year award for activities organised by museums in the previous year on International Museum Day. [ICOM Uruguay](#) continued to award its Annual Recognition of Museum Professional award to its national institutions since 2000, while ICOM US granted the International Service Citation for the sixth time, presented only in years when the committee identifies a person, museum or other organisation whose work has promoted international relations and has had a significant impact in the museum field. Another form of recognition awarded to both individuals and institutions for their work in the museum field include labels and certification. [ICOM Switzerland](#) began issuing certification to museum professionals having completed a training programme on museology under the name of ICOM Label in 2009. Some 167 museums in Austria have been granted the Label of Austrian Museum, since 2002, a label created by [ICOM Austria](#) and the Austrian Museum Association; between 2007 and 2009, seven new museums were acknowledged.

Making use of innovative communication systems

With the aim of improved communication and collaboration within the ICOM community and with external partners, National Committees have developed innovative Web 2.0 networks. [ICOM Colombia](#) (2008) and [ICOM Peru](#) (2009) opened up their blogs to the general public with updated information about the committees' activities and the museums' programmes. Many National Committees have revamped their websites recently, including [ICOM Australia](#), [ICOM Austria](#) and [ICOM Iran](#) in 2007, [ICOM Colombia](#), [ICOM France](#) and [ICOM South Africa](#) in 2008, [ICOM Ghana](#), [ICOM Malta](#) and [ICOM Russia](#) in 2009, and finally [ICOM Azerbaijan](#), [ICOM Belgium](#), [ICOM Croatia](#), [ICOM Georgia](#), [ICOM Lithuania](#) and [ICOM Netherlands](#) in 2010. Another trend adopted by National Committees was the publication of news bulletins and newsletters on their websites, distributed by email. [ICOM Austria](#), [ICOM Germany](#), [ICOM Italy](#), [ICOM Slovenia](#), [ICOM South Africa](#) and [ICOM Switzerland](#) all practice this form of communication.

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How the Regional Alliances contribute to the ICOM network

The Regional Alliances are designed to promote co-operation between National Committees, museum institutions and museum professionals of a specified region. They provide a genuine space for expression and help circulate information among members of the ICOM network. At its 117th session on 29 - 30 May 2010, ICOM's Executive Council emphasised that Regional Alliances should be a priority in parts of the world where ICOM is under-represented and that their role, as defined in the ICOM Statutes, should be given greater prominence. To this end, the Executive Council would like the Regional Alliances to produce a triennial action plan to be incorporated into ICOM's overall Strategic Plan, the success of which will be measured before a new plan is drawn up.

ASPAC, the Regional Alliance for the Asia-Pacific region

From 2007 to 2010, ICOM ASPAC organised numerous activities for the benefit of ICOM members in the Asia-Pacific region. ASPAC's first conference, held in Iran in 2007, resulted in a number of recommendations, which are summed up in the *Shiraz Declaration*. The Declaration stresses that collaboration within the network needs to be constantly reinforced, in particular via regional training initiatives and permanent in-service training programmes for museum professionals. Delegates also said they wanted to see new programmes and conferences for the ASPAC region set up and the expertise of the region's professionals strengthened via international exchange programmes. For its General Conference in Tokyo in December 2009, ASPAC worked closely with ICOM Japan. The conference theme was *Rethinking of Museums' Core Value and Regional Heritage in Asia-Pacific*, following on from a meeting in Seoul in February 2009, which attracted specialists from Japan and Korea and was

attended by Alissandra Cummins and Julien Anfruns, respectively the President and Director General of ICOM. The topics addressed in Tokyo were inspired by the interest in the *ICOM Code of Ethics* shown by experts and museum curators from the Asia-Pacific region, and focused especially on how to implement multi-cultural co-operation on ethics among the region's museum professionals.

ICOM Arab, the Regional Alliance for Arab countries

In 2008 - 2010, *ICOM Arab's* activities revolved round training and fostering exchanges between the region's museum professionals. One of the high points of the triennium was a workshop on exhibition design held in Aswan in 2009 in conjunction with the Supreme Council of Antiquities, at which participants from 10 different countries received training in all the stages involved in designing a museum exhibition.

ICOM Europe, the Regional Alliance for Europe

One of *ICOM Europe's* main objectives during this triennium was to organise more activities and increase co-operation among the region's ICOM members. In October 2008, *ICOM Europe* organised a conference about migratory flows (*Migration in Museums – Narratives of Diversity in Europe*) in partnership with six Berlin museums. A concert at the German Historical Museum in Berlin, also in 2008, raised funds to help rebuild sites destroyed by the earthquake in the province of Sichuan, in China.

ICOM Europe also followed the events organised for European Museum Night. Its joint publication with the Museum of Europe in Brussels, *Reflecting Europe in its Museum Objects*, aimed at improving understanding of transnational relations, which can help us share our experiences and Europe's wealth of cultural diversity, is due out in 2010.

ICOM-SEE, Regional Alliance for south-east Europe

Since 2006, *ICOM SEE* has been engaged in a project spanning several years called *Risk Assessment in South East Europe*, which received funding from ICOM as part of the Organisation's programme of support for implementation of the 2008 - 2010 Strategic Plan. The project entered its second phase in November 2009, with a regional workshop on *prevention and assessment of risks for cultural heritage in Belgrade*, which was attended by 19 museum professionals from 13 museums in south-east Europe.

ICOM-LAC, the Regional Alliance for Latin America & the Caribbean

ICOM-LAC's main objective is to foster co-operation among the museums and institutions of Latin America and the Caribbean. Between 2008 and 2010, *ICOM-LAC* worked closely with *ICOM's Brazilian National Committee* to promote Rio de

Janeiro's bid to organise the 2013 ICOM General Conference in Latin America.

A variety of activities were organised for International Museum Day in this region, with the museums of Barbados, Brazil and Cuba granting free access for the day. The Regional Alliance has also been actively involved in combating illicit trade, working on ICOM's Red Lists for Peru and the Mexico-Latin America region. Closer co-operation with the International Committees enabled several annual conferences to be organised in the region, including the INTERCOM conference, which received funding from the Getty Foundation. *ICOM LAC* also organised a symposium of Latin American and Caribbean museum directors and Chairpersons of some of ICOM's Latin American National Committees in Porto Alegre (Brazil) on 30 and 31 July 2010. This event provided an opportunity to reinforce museums' potential, encourage sharing of knowledge, foster links between the various regional bodies and consolidate ICOM's presence in Latin America.

How Affiliated Organisations contribute to the ICOM network

During 2007 - 2010, ICOM maintained its links with 18 Affiliated Organisations and welcomed three new affiliated organisations: *HOIE, IAMFA and EXARC*.

- In 2010, *Hands On! Europe* became *Hands On! International*, thereby fulfilling the international criterion for becoming an ICOM affiliated organisation. Hands On! International Association of Children's Museums serves young visitors via a range of interactive exhibitions and helps plan new children's museums. It also helped compile the bibliography *Scientific education and exhibitions for children* published by the Cité des Sciences et de l'Industrie, which lists children's exhibitions and relevant publications from the last 10 years.

- *IAMFA* (International Association of Museum Facility Administrators) is an international, educational organization devoted to meeting the professional needs of museum facility administrators, especially their efforts to set and attain standards of excellence and quality in the design, construction, operation and maintenance of world-class cultural facilities. It also seeks to promote and foster communication among facilities professionals at museums and other cultural facilities.

- *EXARC* (International Organisation of Archaeological Open Air Museums and Experimental Archaeology) is a network of 75 professionals involved in archaeological open air museums and experimental archaeology who exchange experiences, tips and best practice in over 20 countries around the world. *EXARC* has an international journal and regularly organises conferences on themes covering public archaeology, experimental archaeology, skills, living history and interpretation, exchange of staff, dialo-

gue with visitors, marketing and communication, and of course museum management.

ICOM and the Affiliated Organisations continued to discuss best practice, in particular regarding subscriptions policies (with [AFRICOM/IATM](#)) and safeguarding heritage ([MAC](#)). The 21st General Conference of the Museums Association of the Caribbean ([MAC](#)), which was held in Barbados from 29 November to 2 December 2009, focused on the theme *Caribbean Curatorship and National Identity*, providing an opportunity to reflect on the way history is interpreted and heritage constructed by the shared memory of visitors young and old, local and foreign. A wealth of topics were discussed and studied in depth at regional conferences and sessions involving the Museums Association of the Caribbean ([MAC](#)), the (Barbadian) National Art Gallery Committee ([NAGC](#)), the International Curators Forum ([ICF](#)) and the International Council of Museums (ICOM). Our association with [IAMH](#) also continued via the 2007 [ICOM-ICMAH](#) conference in Vienna on the theme *History in the Area of Conflict between Interpretation and Manipulation*. SADCAMM boosted development in Southern Africa by holding a workshop in Gaborone (Botswana) from 20 to 23 September 2010.

This was a busy triennium for the Commonwealth Association of Museums, which organised the following conferences:

[Rethinking Museums](#): Regional conference including workshops held in Mumbai from 1 to 5 June 2010. The conference was intended to spark dialogue and offered practical sessions on rethinking museums in terms of their usefulness to communities and their role in today's world. Museums in India and throughout the Commonwealth are a treasure-trove of cultural diversity, but they often struggle to remain relevant and find an audience in the modern world. Museums are facing up to this problem by exploring new theoretical avenues to help them fulfil their role as cultural mediators. Topics discussed included changing audiences and ways of working with other communities to tackle important social issues via exhibitions and innovative educational programmes in both staff and outreach contexts.

[Museums & Diversity](#): Museums in Pluralistic Societies: Conference organised by the National Museum of the Bahamas, the Commonwealth Association of Museums and UNESCO in Georgetown (Guyana) from 9 to 15 September 2007.



CONSOLIDATING ' ICOM'S ROLE IN THE GLOBAL CULTURAL HERITAGE SECTOR



CONSOLIDATING ICOM'S ROLE IN THE GLOBAL CULTURAL HERITAGE SECTOR

The objectives of the 2008 - 2010 Strategic Plan include promoting the value of cultural heritage and championing standards of excellence. ICOM's steadily growing membership base means that needs and expectations change. As ICOM's programmes expand in scope, the organisation's role as the leading voice in these fields and its visibility are strengthened, as befits an organisation that sees inclusiveness as a vital part of its remit. At each stage of a new project from identifying needs to thinking up and implementing a solution then appraising the results ICOM strives to involve all its members and partners, at local, national, regional and international levels. From 2007 to 2010, ICOM addressed issues as diverse as the fight against illicit traffic, mediation, training and emergency preparedness applying its habitual precision and creativity.

Combating illicit traffic: a core part of ICOM's activities

From 2007 to 2010, ICOM consolidated its position as a major player in the fight against illicit traffic in cultural property by strengthening ties with institutional partners and developing tools seen as essential by the professionals involved.

The Red List programme expanded

Red Lists were introduced to help law enforcement agencies and art dealers identify objects as belonging to categories of cultural property are at risk of being exported in breach of national and international laws protecting a country's cultural heritage.

Over the years the Red List programme has garnered increasing international legitimacy and recognition. Several signs bear witness to this success: Red Lists have helped customs officers and the police seize cultural artefacts, the Secretariat receives more and more demands for new publications and reprints, and more diversified support is being given for the Red List programme. From 2007 to 2010, ICOM worked on nine Red Lists in various stages of development. The Red Lists will be integrated into the Red List database on ICOM's new website to help facilitate access to this information.

Red List of Afghanistan Antiquities at Risk (2007)

The *Red List of Afghanistan Antiquities at Risk* was published by ICOM in 2006 with financial backing from the U.S. Department of State. The campaign to promote it started in 2006 and continued into the first half of 2007, with events organised successively in Kabul, Washington D.C., Paris, Berlin, Vienna and London. Simultaneously, the list was widely circulated by the ICOM Secretariat

Red List of Peruvian Antiquities at Risk

The U.S. Department of State entirely funded this project, which was initiated in January 2007 during an expert committee meeting in Lima, Peru. The *Red List of Peruvian Antiquities at Risk* was published in August 2007 in Spanish as part of ICOM's 21st General Conference held in Austria's capital, Vienna. Later that year, French, English and German versions of the list were produced when it was officially presented to Peruvian authorities in Lima. A European campaign to publicise the list followed.

Red List of Cambodian Antiquities at Risk

The *Red List of Cambodian Antiquities at Risk* resulted from a historic collaboration between ICOM and the National Museum of Cambodia to fight illicit traffic in cultural property. With the financial backing of the U.S. Department of State, the list was published in 2009. The editorial board of the Red List met for three days in Phnom Penh in June 2008.

Some 6,000 copies of the list were printed in five languages: English, Khmer, French, Thai and German. It was officially presented in Cambodia on 9 February 2010 in the National Museum in Phnom Penh. The European promotional campaign began in Paris on 15 June 2010 with a round table on illicit traffic in Cambodian cultural property.

Red List of Endangered Cultural Objects of Central America and Mexico

In 2007, ICOM decided to study the feasibility of drawing up a regional *Red List for Central America and Mexico*. The challenge was getting together a group of experts representing each of the eight countries concerned so that as much local input as possible could be secured. The project was financed by the U.S. Department of State.

This Red List, which was published at the end of 2009 in four languages (Spanish, French, English and German) des

cribes eight categories of endangered objects from pre-Hispanic, colonial and Republican periods. In addition to 12,500 copies of the list, 200 copies of a poster version in Spanish were printed.

A regional promotional campaign of the Red List of Endangered Cultural Objects of Central America and Mexico was conducted as a pilot scheme developed by ICOM Secretariat.



Red List of Colombian Cultural Objects at Risk

As a direct effect of the growing influence of the Red Lists, the Colombian Ministry of Culture and the U.S. Department of State approached ICOM in 2009 with a view to drawing up a Red List for Colombia. Previous successful projects run jointly by representatives from the Colombian Ministry of Culture and the Secretariat made the task of setting up an editorial board much easier. The first meeting of the 13-strong expert committee took place in December 2009 and provided an opportunity for a press conference.

As a result, 17 categories of cultural objects at risk were identified. Five language versions (Spanish, English, French, German and Portuguese) will be published at the end of 2010. Once the Red List of Colombian Cultural Objects at Risk has been officially launched in Colombia, it will be widely promoted in bordering

countries, the USA and Europe, which are the main importers of cultural objects from Colombia.

Red List of Haitian Cultural Objects at Risk

The earthquake that struck Haiti on 12 January, 2010 caused immense loss of human life and destruction of cultural heritage, increasing the risk of looting and illicit trade.

The emergency Red List project received the support of the U.S. Department of State and the Federal Office of Culture of the Swiss Confederation. The editorial workshop, which gathered local and international experts, was held simultaneously in Paris (France) and Port-Au-Prince (Haiti) in early June, 2010.

The Haitian Red List is structured with easily identifiable categories for all users. Objects protected by cultural heritage law are included. However, the extent of the damage to cultural property prompted the experts to include object categories that can be legally traded but that are nowadays at great risk of looting and theft. *The Emergency Red List of Haitian Cultural Objects at Risk* will be distributed in four languages (English, French, Spanish, and Creole). The official launch will take place in Haiti in October, 2010.

Red List of Chinese Cultural Objects at Risk

In 2009, with funding from the U.S. Department of State and the Federal Office of Culture of the Swiss Federation, ICOM initiated a *Red List of Chinese Cultural Objects at Risk*. A committee of seven experts met for four days in Beijing (China) in 2010. During this first workshop the committee identified 16 categories of cultural objects that are particularly at risk.

From April to May 2010, ICOM's Paris-based General Secretariat co-ordinated work between experts from China, the United States of America and the Secretariat. The list of categories has been prepared in traditional Chinese, simplified Chinese and English and will be published in November 2010.

The One Hundred Missing Objects project goes from strength to strength

The One Hundred Missing Objects series is another instrument in the fight against the traffic in cultural property that is greatly appreciated by professionals. It has been helpful in recovering stolen goods, for example two objects were returned to the Angkor site published in 1993 and revised in 1997.

The digitisation of the four existing publications - of which hard copies are no longer available - is advancing thanks to the active support of the International Center for East Asian Archaeology and Cultural History (ICEAACH) at Boston University. The four publications will be available for downloading from ICOM's new website. This project is part of a joint policy by ICOM and the other members of the Interpol Experts Group on Stolen Cultural Property of making as much information about stolen cultural objects as possible available to the public so that any potential buyer can check that an object's provenance is legal.

Reaping the rewards of international cooperation

ICOM represents a worldwide network of museum professionals and as such it is acknowledged by many local and international organisations as one of the leading players in the fight against illicit traffic in cultural property. ICOM co-operates with its partners to share intelligence and expertise, organise joint campaigns to build awareness, offer training programmes for police and customs officers and circulate ICOM publications.

ICOM is regularly asked to provide expert speakers or to take part in conferences dedicated to the fight against illicit traffic in cultural property. ICOM speaks on behalf of museums, promotes standards of excellence and presents instruments developed by the organisation for all those working to combat illicit traffic. These include the ICOM Code of Ethics for Museums, the Red Lists, the Object ID standard and the «One Hundred Missing Objects» series.

Since 2007, representatives from ICOM have been taking part in meetings with INTERPOL's experts on stolen property to present ICOM's latest activities and help set joint objectives to raise awareness, prevent trafficking, and train personnel in the fight against illegal trafficking of cultural objects. During the meeting in Vienna (Austria) in June 2010, two of the main recommendations made by delegates were to increase the use of the Object ID standard and to implement the "Basic Measures concerning Cultural Objects being offered for Sale over the Internet" jointly recommended by ICOM, INTERPOL and UNESCO.

During a workshop on Preventing and Fighting Illicit Traffic in Cultural Property organised in Beirut, Lebanon from 9 to 11 November 2009 by Euromed Heritage IV and UNESCO, participants identified several measures to improve the fight against illegal traffic. They also underlined how operational collaboration between UNESCO, ICOMOS, ICOM and INTERPOL had been reinforced and how customs were organised worldwide, and pointed out the positive results of the Red Lists.

A meeting convened by the United Nations Office on Drugs and Crime (ONUDC) from 24 to 26 November 2009 in Vienna (Austria) brought together a group of inter-governmental experts on the prevention of illicit traffic in cultural property. ONUDC shared its expertise in the field of crime prevention and criminal justice with experts from ICOM, UNESCO, UNIDROIT, INTERPOL and the World Customs Organization. ONUDC later attended a meeting of the INTERPOL Group of Experts on Stolen Cultural Property in Lyon (France) on 24 February 2010.

The 19th Commission for Crime Prevention and Criminal Justice welcomed ICOM and its partners to discuss crimes against cultural heritage in an event that took place from 17 to 21 May in Vienna (Austria). At a meeting of the Committee of the Fight Against Fraud of the World Customs Organization held

in Brussels, Belgium from 2 to 5 March 2010, ICOM reminded delegates of the importance of tools produced to help customs organisations worldwide combat illicit trafficking of cultural property. These include the Red Lists, the Object ID standard and the *One Hundred Missing Objects* series.

Members of ICOM regularly contact the Secretariat about the theft of cultural objects and attempted fraud. ICOM and INTERPOL have a close working relationship that fosters an efficient transfer of information and ensures individual cases are closely tracked.

Disaster preparedness and response

Museums often operate in tragic circumstances caused by situations of conflict or natural disaster, and ICOM endeavours to provide its members with support and risk prevention tools. Through its *Disaster Relief for Museums Task Force* (DRFM), the *Museums Emergency Programme* (MEP) and its active role on the Blue Shield committee, ICOM works on behalf of cultural heritage institutions affected by disasters and trains its members in emergency preparedness.

Earthquake in China, May 2008

The earthquake that hit Sichuan Province in China on 12 May 2008 claimed 70,000 lives, left 374,000 injured and destroyed countless buildings. The DRFM, ICOM China and the Secretariat joined forces to assess the damage and offer the Chinese authorities their support. Although more than 60 museums and historic sites were affected, the Chinese authorities considered they could cope with the situation alone.

Earthquake in Italy, April 2009

L'Aquila and other cities and towns in the Italian region of Abruzzo were struck by a magnitude 6.7 earthquake that killed over 300 people and damaged or destroyed 10,000 buildings. The ICOM Secretariat helped the Italian National Committee assess the damage, collect resources and salvage cultural goods, working in conjunction with the Italian authorities. Besides undertaking restoration measures, which will extend over several years, ICOM launched the idea of a virtual museum to give the public access to the collections affected by the earthquake.

Gaza Strip, Palestinian Territories, February 2009

The private museum Al'Mathaf was intended to act as a base for Gaza's future archaeological museum. When war broke out in Gaza in February 2009, the Israeli authorities were informed of the precise location of Al-Mathaf. The museum was not

significantly damaged but through the Blue Shield committee, ICOM drew the international community's attention to the worrying situation of museums and cultural sites in the region, which are constantly threatened by unrest.

Asia, September 2009

A series of natural disasters devastated Asia in September 2009: an earthquake shook Sumatra (Indonesia), a tsunami hit Samoa, and hurricanes battered Cambodia, the Philippines and Vietnam. The ICOM General Secretariat took steps to assess the damage and needs, informing all the museums in the region of the possibilities of gaining access to international emergency programmes. Fortunately the damage sustained by museums was limited enough that they were able to manage it on their own.

Chile, February 2010

A magnitude 8.8 earthquake struck Chile on 27 February 2010, hitting the city of Concepcion particularly hard. Despite the loss of 500 lives and massive material damage, the members of ICOM Chile rapidly confirmed to the Secretariat and DRFM that they would be able to manage the relatively minor damage sustained by the country's museums.

Haiti, January 2010

The earthquake that rocked Haiti on 12 January 2010 took a staggering toll, leaving 200,000 dead and causing immeasurable destruction in some regions. The government was overwhelmed by the sheer scale of the disaster. In its own response and through the Blue Shield, ICOM proved equal to the challenge.

ICOM played a vital co-ordinating role, taking action to assess the damage and assembling, collating and disseminating information collected by the heritage community. It worked in collaboration with DRFM and the ICOM network, including ICOM Dominican Republic, the Regional Alliance ICOM LAC and the Museum Association of the Caribbean.

ICOM presented three reports and then took an active part in the 16 February 2010 meeting organised by UNESCO to prepare an International Coordination Committee for Haitian culture (ICC-Haiti). ICOM was hailed at the first session of ICC-Haiti on 7 and 8 July 2010, for its important work, especially its Emergency Red List of Haitian Cultural Objects at Risk.

Acting through the Blue Shield

The work of co-ordinating efforts to gather information was carried out on behalf of the Blue Shield via the International Committee of the Blue Shield (ICBS), of which Julien Anfruns, the Director General of ICOM, has been President since 22 January 2009. Given the gravity of the situation in Haiti, Blue Shield members outdid themselves not only collecting and disseminating information and coordinating efforts, but also taking action.

Three days after the earthquake, ICBS published an initial press release on the situation in Haiti and ICOM, the International Council on Archives (ICA), the International Council on Monuments and Sites (ICOMOS), the International Federation of Library Associations and Institutions (IFLA) and the Coordinating Council of Audiovisual Archives Associations (CCAAA) were already laying the foundations of their action plans.

Compiling the Emergency Red List of Haitian Cultural Objects at Risk was a response specific to ICOM, but subsequent action undertaken to fill Haitian's needs involved all the Blue Shield members in different capacities.

A Blue Shield website on Haiti and a dedicated Facebook page were set up to provide the international community with an overview of the initiatives taken for each damaged site. Applications to volunteer in Haiti can be submitted via the website.

The Blue Shield has also produced trilingual French, Creole and English signs bearing the Blue Shield symbol and the words: *Cultural Property, Protected by the Convention of The Hague*, dated 14 May 1954.

These signs were produced with the support of ANCBS (Association of National Committees of the Blue Shield), shipped to the Dominican Republic at ICOM's expense, and transported to Haiti with the logistic support of the Dominican National Committee.

Support for local initiatives

The Heritage in Danger crisis centre was created at the instigation of ICOM Haiti and heritage associations such as ICA Haiti, AICA Haiti, CNHCU, and the Sugar Cane Historical Park. It undertook to salvage cultural heritage objects, and the Blue Shield made the public more aware of its activities and needs. ICOM allocated €5,000 from the Disaster Relief Fund set up after the 2004 tsunami to the Haitian Blue Shield Committee.

The Ark: a recovery centre for damaged cultural property

In extremely harsh conditions, after several grass-roots level missions, Blue Shield International and the Haitian Blue Shield Committee are setting up a recovery centre for the contents of archives and libraries.

With the support of local partners and Haitian authorities, the future site of the centre and the buildings that will house international volunteers have been fitted out and secured. The centre will include treatment areas and storage space, including 20 containers already donated by the operation's partners. International volunteers and Haitians will be coordinated by the French and Haitian Blue Shield committees under the close supervision of ICBS, and Haitians will be trained in restoration techniques and conservation of cultural objects.

ICOM does its utmost to develop and bolster institutional and individual capacities in the fight against illicit traffic in cultural goods

American initiatives and international coordination

The U.S. Committee of the Blue Shield, actively supported by the Smithsonian Institution, set up a cultural recovery centre. At the request of ICBS, the role of each base was defined in relation to other initiatives: the Ark project was assigned to handle archival documents and books, while the Smithsonian Institution and Blue Shield centre was to deal with museum collections. A Memorandum of Understanding organising exchanges of expertise and recovered cultural property was drafted and signed in order to optimise relations and connections between the many Blue Shield projects and Haitian authorities.

MEP: developing the museum community's response capacities

Hurricanes, floods, earthquakes, fires, armed conflicts all threaten the world's cultural heritage. MEP (*Museums Emergency Programme*), launched by ICOM in 2002, is a disaster risk management programme designed to address natural or man-made disasters. MEP has been designed to build capacity in heritage institutions and to undertake risk assessment and emergency management. It is a regional project, conceived to stimulate local networking and a sharing of resources essential in the event of an emergency through workshops, conferences, awareness raising activities, education tools and training course TIEM (Teamwork for Integrated Emergency Management).

MEP in south-east Europe

War and natural disasters have inflicted severe damage on south-east Europe's cultural heritage. The region boasts a relatively dense network of museums and the reconstruction and development phase the region is currently going through has created a growing need for integrated risk management.

The duration of the training course TIEM is one year, beginning with a one-week workshop of collaborative learning and capacity building, followed by activities at the participating institutions and ending with a final revision/evaluation meeting.

In an introductory workshop held in Ohrid, Macedonia, in November 2007, participants studied and practiced various stages of integrated emergency management, from risk assessment and mitigation to emergency planning and response.

The workshop was followed by a distance mentoring phase, when participants carried out their individual projects. The course concluded with the final review meeting (13 - 18 October 2008, Grojna Stubica, Croatia). The first international mission of the new ICOM Director General coincided with this final review meeting. The participants were composed of staff from museums, university or training institutions in Albania, Bosnia and Herzegovina, Croatia, Macedonia, Moldavia, Montenegro, Romania, Serbia and Slovenia. Their profile ranged from curators, conservators to registrars and architects. Participation was not limited to museum and government institutions from South-eastern Europe, however;

ICCROM and the Getty Foundation were also present.

MEP-TIEM Programme set up in the Caribbean

Following on from the training courses it ran successfully in Asia in 2005 and in south-east Europe in 2007, ICOM set out to organise a MEP-TIEM course in the Caribbean region, where many museums are regularly affected by tidal waves, volcanic eruptions and hurricanes.

The earthquake that hit Haiti on 12 January 2010 led ICOM to accept the invitation of Luisa de Peña Diaz, President of ICOM Dominican Republic, to host the course in her country. The project, organised in conjunction with the Regional Alliance ICOM LAC and the Affiliated Organisation MAC (Museum Association of the Caribbean), meets the specific needs of the Caribbean and makes the most of local community involvement by promoting traditional knowledge and networking between emergency preparedness and response stakeholders in the region.

In view of the complex logistics involved and the need to adapt the course to the unique situation created by the earthquake, the programme will be rolled out over a period spanning 2010 and 2011.

International recognition of the MEP programme

The second UNESCO World Heritage Workshop on Disaster Risk Reduction to Cultural Heritage was held in Acre, Israel, from 14 to 17 November 2009. It was attended by managers of world heritage property sites and disaster response specialists from ICOM, ICCROM and ICOMOS. ICOM presented its MEP programme at the event and proposed adapting this type of training course to the specific nature of world heritage sites.

Reinforcing skills: a challenge for the profession

ICOM does its utmost to develop and bolster institutional and individual capacities in the fight against illicit traffic in cultural goods. Training, and particularly the *Museums Emergency Programme*, is an essential element of emergency preparedness. Beyond the central aspects of its remit, ICOM develops standards and guidelines for basic and advanced training of museum professionals in the general practice of their profession. The trainer's manual and student's handbook *Running a Museum* are used regularly by museum professionals, as for example in the course organised in Costa Rica in conjunction with the Smithsonian Institution in the summer of 2010. ICOM also takes pains to promote high standards of professional excellence among its members through the use of these training tools.

Promoting the Object ID international standard

The Secretariat has actively promoted the widespread adoption of the Object ID standard among organisations fighting illicit traffic in cultural property by regularly updating the Object ID website with additional translations of the identification checklist, currently published in 15 languages. ICOM has also given approval to relevant publications to print the Object ID checklist. And information and training sessions have been held during meetings and workshops dealing with illicit traffic in cultural property. In September 2008, in Baku (Azerbaijan), ICOM and INTERPOL took part in an international workshop about *Museum Databases Against the Illicit Traffic of Cultural Property* organised by ICOM Azerbaijan.

Object ID training, Panama, an ideal complement to the Red Lists

Object ID workshops are organised to enhance the results of the promotional phase of the Red Lists. In June 2010, with the backing of the U.S. Department of State, a pilot training course in Object ID was run as part of the regional promotional campaign for the *Red List of Endangered Cultural Objects of Central America and Mexico*. In each of the eight countries included in this campaign: Mexico, Belize, Guatemala, El Salvador, Honduras, Nicaragua, Costa Rica and Panama, a press conference about the Red List and an Object ID workshop for professionals were organised by ICOM and local partners. The aim was to explain how the two could be used together to combat illicit traffic in cultural objects and raise awareness of the problem among the population at large.

The success of the initiative has encouraged ICOM to repeat the experience and develop it in the years ahead.

Setting and promoting standards of excellence in museums

ICOM promotes standards of excellence in the museum community on a practical level via the high standards set by its programmes and through the *ICOM Code of Ethics for Museums*. The organisation's ethical standards are also reflected in its responses to sensitive issues from the return of cultural objects to intangible heritage. ICOM's participation in international events also helps reinforce its message regarding the importance of excellence.

International disputes and the mediation programme

A question that is increasingly being raised in the museum community is the request for the restitution of cultural objects to their country of origin, as illustrated by the rising number of countries asking for objects exhibited in foreign museums to be returned. The blurred legal situation and the fact that these returns often have repercussions beyond the museum world mean that disputes over the return of objects are particularly tricky to resolve. ICOM pays close attention to this issue, which is often linked with respecting the Code of Ethics. For the same reason, ICOM takes part in the UNESCO Intergovernmental Committee for Promoting the Return of Cultural Property to its Countries of Origin or its Restitution in case of Illicit Appropriation as well as the various affiliated sub-committees. ICOM brings its vision of tolerance and pragmatic approach to disputes that in many cases are difficult to resolve.

The Makonde mask

The donation of the Makonde mask to the United Republic of Tanzania by the Barbier-Mueller Museum of Geneva is the successful outcome of 20 years of patient negotiation. The *ICOM Code of Ethics* was constantly referred to during the negotiations. ICOM's good offices in early 2010 led to the agreement being finalised in May 2010.

The Barbier-Mueller Museum acquired the Makonde mask in 1985. A scientific investigation later showed that the mask had come from the Dar Es Salaam museum. Some 20 years of negotiations were then needed with input from ICOM, UNESCO and the Swiss state before they could be successfully concluded. The mask was transferred in a meeting organised by ICOM on 10 May 2010 in Paris (France).

The Mediation Programme

To cope with the rising number of disputes and the increasingly litigious relations between museums and their environment, ICOM decided to develop a way of resolving conflicts that would be faster and less damaging to the image of museums and less costly than the usual route of lawsuits.

The outcome was the decision to promote the ICOM Mediation Programme. Working closely alongside the Legal Affairs Committee, this project, initially launched in 2007, has been remodelled from scratch and will soon culminate in a joint programme with the World Intellectual Property Organization (WIPO). ICOM will lend its expertise in the field of cultural heritage and will establish mediation rules in line with its founding principles. WIPO will help administer the Programme and will supply its expertise in mediation techniques. The two organisations will draw up a list of possible mediators to take part and both orga-

nisations will help promote the project. Looking further ahead, training sessions are planned during which professionals from ICOM and WIPO can share expertise.

The project will be operational at the end of 2010. By combining expertise on subjects related to the world of museums and cultural heritage and its capacity to reach out to powerful organisations outside this circle, ICOM broadens its scope of influence and leadership. This initiative will provide the community with an accessible and efficient way of resolving conflict.

Disseminating intangible cultural heritage

Intangible heritage and the questions that arise about preserving, promoting and defending it are central to museums preoccupations. This is why ICOM participates regularly in the work of UNESCO's 2003 Convention for the Safeguarding of the Intangible Cultural Heritage.

The significant advances made by this Convention can be helpfully supplemented, however, by more specialised legal instruments with more restricted roles. This is the case of the convention developed by the World Intellectual Property Organization (WIPO). The Intergovernmental Committee on Intellectual Property and Genetic Resources, Traditional Knowledge and Folklore (IGC) is drafting a convention designed to give these different areas legal protection. As a non-governmental member accredited by WIPO, ICOM is actively involved in this committee's work. While the protection this convention seeks to secure for traditional knowledge and folklore represents a very positive advance in principle, imprecise texts would be liable to complicate museum's tasks. So the Legal Affairs Committee has made recommendations for amending certain vaguely worded provisions which have been brought to the attention of the Committee either directly or via certain member states with which ICOM representatives have established close ties.

Promoting standards of excellence in the heritage community

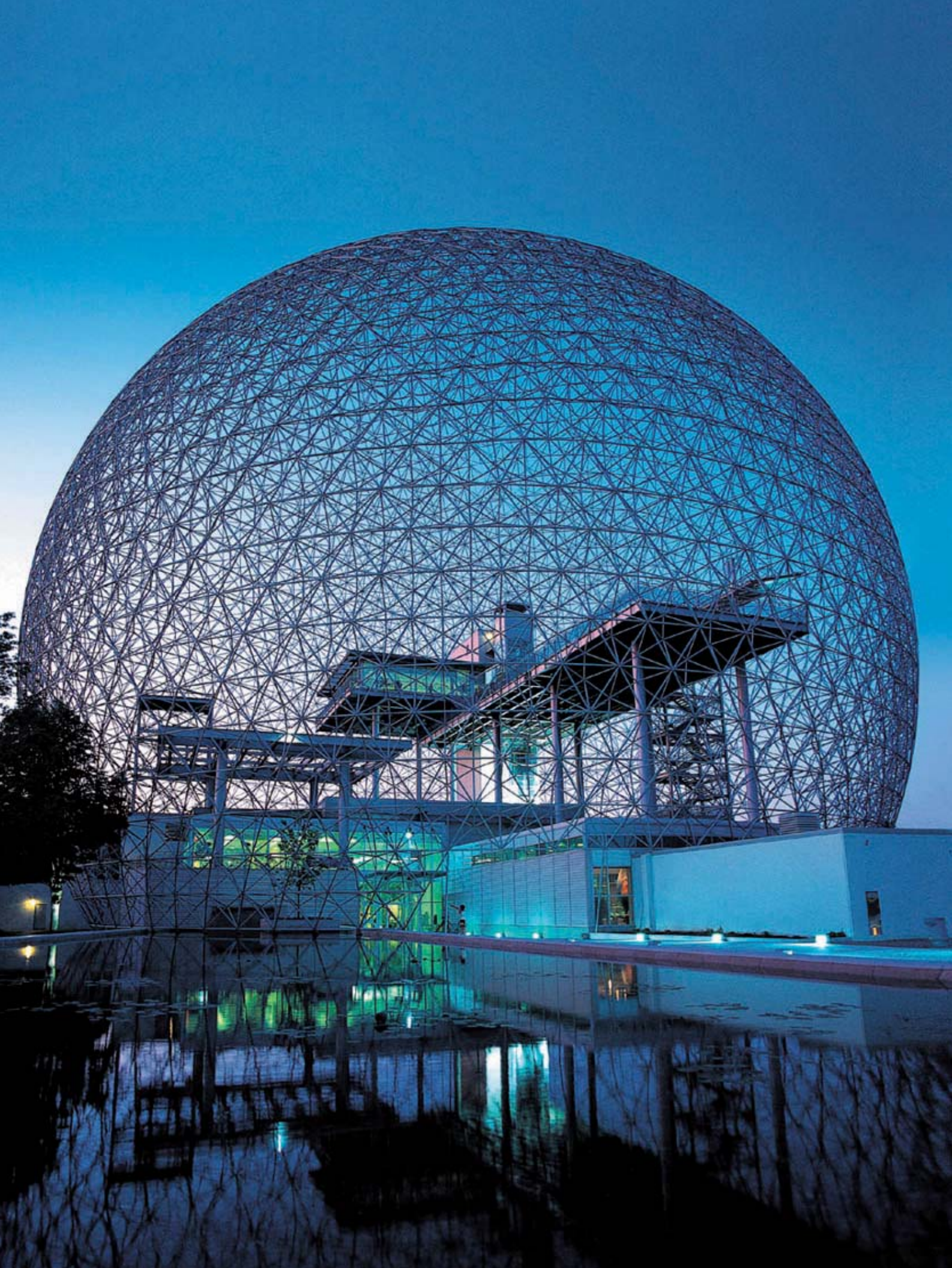
ICOM's active participation in the forums related to its main areas of expertise (illicit traffic, risk management, professional training, and so on) has ensured it a high standing in the international heritage community.

ICOM is a regular participant in the LAMMS (Libraries, Archives, Museums, Monuments & Sites) working group, which brings together the major non-governmental organisations in the heritage sector. ICOM and the other members, ICA, ICOMOS and IFLA, share information, define common standpoints and goals, and coordinate their activities in the service of the heritage community.

On 2 December 2009 ICOM was elected to sit for a three-year period on the NGO/UNESCO Liaison Committee, whose role is to reinforce the constructive partnership between UNESCO and

the 330 international organisations that have official relations with it. They exchange information and ideas via direct dialogues with member states, through working groups, organs of intellectual cooperation, and by organising grass-roots activities. Ethics is central to the NGO/UNESCO Liaison Committee's reflections: in this area, ICOM can voice positions that are the fruit of over 60 years of discussions and have evolved to keep up with changes in society.

Safeguarding intangible heritage has become a major preoccupation in recent years, especially in the community of professionals responsible for managing heritage. This preoccupation was reflected in the thinking that led ICOM to adopt the Shanghai Charter in 2002 and UNESCO's Convention for the Safeguarding of the Intangible Cultural Heritage in 2003. Following ICOM's 20th General Conference (which was held in Seoul, Republic of Korea, in 2004) on the theme of Museums and Intangible Heritage, the National Folk Museum of Korea undertook to publish a truly unique review devoted solely to intangible heritage. The project was funded by the Korean government and the first issue of the new professional and academic journal, the International Journal of Intangible Heritage, was published in 2006. It comes out in English once a year and will be published in Korean from 2010 onwards. By presenting research in the field and giving examples of best practice in the profession, it contributes to the understanding of all aspects of intangible heritage worldwide. The latest issue published is volume 4, 2009.



INCREASING COMMUNICATION

INCREASING COMMUNICATION

ICOM is an inclusive, many-tiered international organisation that looks beyond its membership to represent the global museum community as a whole. Its extensive network of museum professionals enables the organisation to exert an influence in all parts of the world by gathering, sharing and communicating information. To meet the objectives set out in its Strategic Plan, ICOM has boosted its technical and human resources with the aim of raising its profile among the museum professionals, officials and other policy-makers at whom its activities are chiefly aimed. ICOM's status as the primary spokesperson on international museum issues is illustrated by the increasing frequency at which the media and representatives of civil society organisations seek its opinion. From 2008 to 2010, ICOM endeavoured to boost communication within the organisation and with the outside world. The aim was to communicate more coherently and professionalise the organisation's information and communication tools to keep up with new developments in technology, without losing sight of the network's multi-cultural nature and unique structure.

Promoting information flow within the organisation

ICOM's global network is like a gigantic nervous system in which synaptic connections are being made, strengthened and extended all the time.

With its network of 171 Committees in 137 countries, ICOM has to grapple with a highly diverse membership and major challenges in terms of coordinating information.

From October 2008 onwards, there were numerous meetings between ICOM's new management and the Committees to provide ample opportunities for dialogue and for sharing information sent to Committees by the ICOM General Secretariat.

In addition to Committees contacting the Secretariat about specific issues, ICOM communicated frequently with its members between 2007 and 2010, notably via memos from the Director General to the Committees, letters enclosed with *ICOM News* and via the electronic mailing list ICOM-L. The ADCOM-L electronic mailing list was shut down in 2009, and internal information is now circulated by other means.

An ad hoc e-newsletter was produced for the June 2009 meetings as a means of circulating organisational information to participants quickly. In November 2009, the e-newsletter became a regular feature containing general information for the entire ICOM network. It is sent out once a month to the Chairpersons and Board members of all ICOM's Committees, which play a vital part in spreading information within the museum community. Everyone involved in ICOM can help make the organisation more effective by letting the Secretariat know about their activities on a regular basis, so that information is shared with the entire network.



A website for today's world

The new ICOM website officially went on line on 20 September 2010, replacing the renovated version of the previous site that had been on line since 2004. ICOM was one of the first international organisations to acquire a website, back in 1995, when Internet was still in its infancy.

Initial meetings with the website provider Hippocampe began in July 2008 in tandem with a technical audit to assess the capabilities and sharing potential of the ICOM servers (the one used for ICOM's IT facilities at UNESCO and the web server based in Sweden). Design of the website was postponed until 2009 to allow time to clarify the website's style and purpose and develop powerful technological tools to meet the ICOM Committees' requirements. This process of clarification resulted in a website for the organisation and a mini-website platform for ICOM's Committees.

Visitors can access the content of the new website in ICOM's three official languages. As well as livelier, more contemporary visuals, the new website includes a number of features to make it more user-friendly. The main menu is now horizontal and contains three items 'Who we are', 'What we do' and 'Where we work'. A CMS (Content Management System) makes it easier to update content regularly so users have access to the latest news from ICOM. Attention is drawn to new information with a 'News' section on the homepage, which also features sections about ICOM's main activities and its international network.

Two searchable databases have been incorporated into the website, one for publications and the other for the Red Lists. They can be accessed via the 'What we do' tab in the 'Resources' section of the website. The Publications Database is updated daily and contains over 2,000 publications by ICOM and its network. Its powerful search engine allows users to search either by title and author or using a Boolean keyword search. The Red Lists Database has a similarly powerful search facility, enabling Internet users to check whether a particular object belongs to one of the categories in the ICOM Red Lists.

The new website also includes a platform offering ICOM Committees free hosting for mini-websites. The mini-websites have a similar visual style to the main site. They can include as many pages as required and feature a wide range of functional options. From May 2010, four Committees ICOM Canada, ICOM UK, CAMOC and GLASS helped trial the ready-to-go mini-website facility. Committees that use the facility are sent a dedicated user guide to make sure that setting up their website is a speedy, trouble-free process.

The next stage in the website's ongoing development will be the addition (during 2011) of an extranet linking ICOM members to the new ICOM membership database. Once this is set up, members will be able to access their personal space using a login.



Improved access to publications by ICOM and its Committees

The Publications Database of the new ICOM website has made it easier to access 2,000 publications by ICOM and its network, which can be consulted at the UNESCO-ICOM Museum Information Centre in Paris. Details of publications by ICOM and its network received by the Information Centre are added to the database daily, the long-term aim being to make this tool the primary search engine for information about museums. The Publications Database allows users to access the contact details they need to order publications. In addition to the database, the new website features bibliographies by theme, which were updated for the launch of the new website.

Between 2007 and 2010, an average of 117 publications by ICOM Committees, monographs and issues of periodicals per year were added to the UNESCO-ICOM Museum Information Centre's collection.

Between 2007 and 2010, the Centre received an average of just under 17 visitors and approximately 200 requests for information (193 in 2007, 189 in 2008 and 231 in 2009) per year. Visitor numbers fell by two-thirds, from 34 to 10, over the period, probably because more and more information is available on line and because of the Centre's limited reading facilities.

The UNESCO-ICOM Museum Information Centre was the focus of discussions about creating a digital resource centre for ICOM that would also act as an archive, for which a study was carried out by an archivist and the ICOM Resources Officer between September 2007 and August 2008. This project is on hold until additional funding can be found.

ICOM's archives embody its memory. In 2009, the organisation was lucky enough to have a historian to hand and seized the opportunity to produce a study of the place of Africa in ICOM's

Between 2007 and 2010, an average of 117 publications by ICOM Committees, monographs and issues of periodicals per year were added to the UNESCO-ICOM Museum Information Centre's collection.

history, as a follow-up to Sid Ahmed Baghli, Patrick Boylan and Yani Herreman's 1998 History of ICOM.

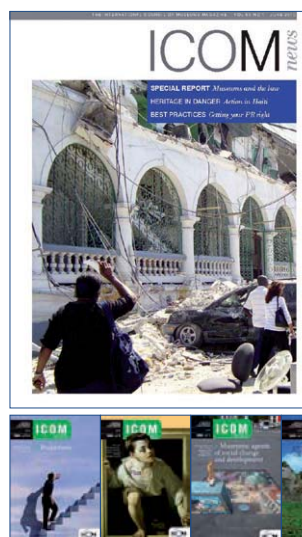
Repositioning ICOM News as a magazine for the museum community

Ever since it was first published in 1948, the *ICOM newsletter* has moved with the times, rethinking its format and content every ten years or so. In 2009, members of the ICOM network were invited to take part in a reader survey prior to an overhaul of the publication. The network was notified of the survey via ICOM-L and in the recently-introduced ICOM e-newsletter. The questionnaire was included in the central pull-out section of Volume 62 n°2 2009/2010 of *ICOM News*, together with the URL for readers who wished to complete the questionnaire on line via the ICOM website. In anticipation of the survey findings, Volume 62 n°2 experimented with some new graphics and types of content, but it was only in June 2010 that the new *ICOM News* format was fully implemented.

The 234 readers who responded to the survey reflected the geographical spread of membership. Readers were invited to comment on both form and content. The survey indicated that *ICOM News* readers wanted a publication aimed at museum professionals, with feature articles, interviews and best practice pages, and were less interested in the *Committee Platform* pages. In the light of these findings, *ICOM News* has been comprehensively overhauled.

The new magazine-style *ICOM News* manages to be more compact whilst packing extra content into its 24 pages. Each issue contains a feature on a current affairs topic that affects museum professionals, best practice pages featuring museums from all over the world, a book review and interviews with specialists. Its fluid, colourful graphics (*ICOM News* will no longer be using a single colour for all the issues that come out in a given year) and journalistic tone make a vital contribution to ICOM's efforts to reposition itself as an organisation that has its finger on the pulse of the museum profession.

International Museum Day and General Conference themes have traditionally featured strongly in *ICOM News*: between 2007 and 2009, the publication focused on *Museums and Universal Heritage*, *Museums: agents of social change and development* and *Museums and Tourism*, and Volume 62 n°2 2009/2010 reflected on *Museums for Social Harmony*, the theme of the 2010 General Conference in Shanghai. In the new format, only the *Focus* pages will be linked to the theme of International Museum Day or the General Conference.



International Museum Day moves up a gear

International Museum Day is a important moment in the ICOM year. It provides an opportunity for museum professionals to meet visitors and promote museums' role in our changing societies. International Museum Day focuses on a different theme each year: in 2007, the theme was *Museums and Universal Heritage*; in 2008, it was *Museums: agents of social change and development*; International Museum Day 2009 revolved round *Museums and Tourism*; and this year's theme is *Museums for Social Harmony*.

More and more countries and museums are contacting ICOM with a view to joining in with *International Museum Day*: between 2007 and 2010, the number of countries taking part rose from 70 to 96 and the number of museums from 20,000 to 30,000. Each year, the Secretariat enlists the help of a professional designer to produce a new poster, which it sends to everyone in its database of participants. In 2007 and 2009, the trilingual poster was sent to all member institutions together with the first *ICOM News* issue of the year.

International Museum Day reached a turning-point in 2008, when the Tech Museum of Innovation's 3D virtual platform in Second Life celebrated the occasion with interviews and activities. The Rock Art Museum prototype created on Second Life in 2007 contributed to the success of the theme *Museums and Universal Heritage*.

En 2008, International Museum Day had the same theme as the Museum Ibero-American Year, helping raise awareness of International Museum Day in Latin America, the Caribbean, Spain and Portugal.



The 2009 theme *Museums and Tourism* had visitors flocking to museums. ICOM's Committees scaled new heights of imagination with some highly original ideas for activities, such as Swiss museums' decision to issue visitors with boarding cards instead of tickets for International Museum Day. In the same year, ICOM and the World Federation of Friends of Museums (WFFM) published a joint *Declaration for Worldwide Sustainable Cultural Tourism*. In 2010 saw an early launch of International Museum Day (in January) and a first step towards providing more promotional tools for participants. A communications pack in three languages consisting of a presentation kit, a resource pack of suggested activities and a media kit was made available via the ICOM website. The two posters (one with the visual entirely filling the poster and the other with a blank space for museums to add details of their events) could be downloaded from the ICOM website and a CD containing the poster in a modifiable DTP format to allow Committees and museums to translate the poster into their own languages was available to members on request. The Secretariat responded to responded to 50 requests for CDs from museums and 10 from National Committees. Contacting the media is one of the most important ways of promoting the event. Every year, a press release about International Museum Day is issued to the Secretariat's list of contacts three times. In 2010, journalists were sent a press kit containing examples of forthcoming International Museum Day activities in different parts of the world. Since 2007, the number of articles about International Museum Day has hovered around 350.

A holistic approach to media relations

Journalists are hugely important to ICOM. The organisation endeavours to foster media contacts worldwide to create a platform from which it can speak out on issues that are relevant to museums.

The Secretariat issues press releases to selected journalists whenever the President makes a declaration, for International Museum Day, and in tandem with the press conferences organised by the programme specialists when a new Red List is launched. The ICOM website's high-quality referencing helps draw attention to the information in its press releases, especially on the issues of illicit trade, ethics and the need to safeguard cultural heritage.

ICOM marked the arrival of its new Director General in 2008 with a media campaign that resulted in copious press and television coverage.

Between 2007 and 2010, the number of unsolicited articles (outside of International Museum Day) increased by 30%, indicating that ICOM's has succeeded a raising its profile significantly.

Whenever a new Red List is published, ICOM campaigns to promote it in the country of origin and the countries that are the main recipients of the cultural property concerned. As well as being directly useful to professionals, the Red Lists help raise public awareness of the need to safeguard cultural heritage. Between 2007 and 2010, there were 22 press conferences about the publication of Red Lists. This prompted the Secretariat to reflect on new ways of promoting them. The press conference for the *Red List of Afghanistan Antiquities at Risk* on 24 April 2007 was turned into a public event with a screening of the documentary *Traces: The Kabul Museum 1988 the world only film-based archive of the Kabul Museum*.

A round table on *illicit trafficking in Cambodian cultural property* with specialists from Ecole Française d'Extrême-Orient (EFEO), INTERPOL, UNESCO and ICOM was held in Paris on 15 June 2010, to coincide with the launch of the Cambodian Red List and attract journalists interested in the topic of illicit traffic but who might not have responded to the publication of yet another Red List. The main innovation in 2010 has been the regional tour in June for the launch of the *Red List of Central America and Mexico* endangered cultural properties in the eight countries whose cultural property features in the Red List. A series of workshops about Object ID were held in tandem with the tour to raise museum professionals' awareness of the main tools available for combating illicit trafficking in cultural property.

In 2007 and 2008, press conferences were given for the Red List of Afghanistan Antiquities at Risk in Brussels (Belgium) on 2 February 2007, in Kabul (Afghanistan) on 17 March 2007 (by the Regional Director of the UNDP), in Washington D.C. (United States of America) on 29 March 2007 (with the American Association of Museums (AAM) and the U.S. Department of State), at the Musée Guimet national museum of Asian art in Paris (France) on 24 April 2007, in Berlin (Germany) on 16 May 2007 (with support from ICOM Germany), in Vienna (Austria) on 22 August 2007 during the ICOM General Conference (with the help of Interpol) and finally at the British Museum in London (United Kingdom) on 30 September 2008. This last press conference followed the museum's completion of a full inventory of a large number of Afghan objects seized by British customs, prior to their being returned to Kabul.

Between 2007 and 2009, press conferences were given for the Red List of Peruvian Antiquities at Risk in Vienna (Austria) on 22 August 2007, during the 21st ICOM General Conference, in Lima (Peru) on 8 November 2007 (organised by the Peruvian National Institute of Culture in conjunction with ICOM Peru), in Basel (Switzerland) on 23 November 2007 (with support from the Federal Office of Culture of the Swiss Federation (OFC) and ICOM Switzerland), at the Quai Branly Museum, in Paris (France) on 30 May 2008, and lastly at the Staatliches Museum Für Volkerkunde München, in Munich (Germany) on 13 January 2009 (with representatives of the countries involved, the heritage fraternity and national and international police and customs authorities).

During 2010, press conferences were given for the Red List of Cambodian Antiquities at Risk at the National Museum in Phnom Penh (Cambodia) on 9 February (with representatives of the Cambodian Minister of Culture and Fine Arts, the U.S. Ambassador to Cambodia, the Project Officer of the organisation Heritage Watch, and a representative of ICOM Cambodia) and at the EFEO in Paris (France) on 15 June 2010. The press conference of 10 May 2010 about the signing of an agreement between the Barbier-Mueller Museum and the United Republic of Tanzania concerning the donation of a Makonde mask was another major event for ICOM. It was widely covered by the international media, with a total of about 20 newspaper articles and television interviews in the French, Swiss, Tanzanian and Japanese media. The specialist press frequently consults ICOM on international museum issues, and the organisation is contacted by journalists throughout the year, enabling ICOM to provide leadership in advocating the value of heritage — one of the objectives identified in the 2008 - 2010 Strategic Plan.

Strategic partnerships to raise ICOM's profile

Strengthening ICOM's global impact means building active strategic partnerships at all levels, in all parts of the world. With this in mind, ICOM has provided support for international museum conferences such as *The Best in Heritage* (since 2004), *The Inclusive Museum* (since 2008), *Time of Museums Meet Living History* (held in Krakow in 2010), and *The Business of Heritage Conference* (since 2010). The presence of the ICOM logo and speakers from ICOM helps raise the organisation's profile in selected key geographical areas. As of May 2010, ICOM has stepped up its co-operation with the *European Museum Forum* (EMF) and the *European Museum of the Year Award* (EMYA).

Since 2008, ICOM has also been a partner in the event *Communicating the museum* organised by the French cultural communications agency AGENDA since 2000. This collaboration was accentuated in 2010, and ICOM is now cited as a partner organisation in all the publicity for the event, which is attended by nearly 200 museum professionals from 25 countries. Supporting this event helped raise ICOM's profile with an audience of museum professionals that includes many non-ICOM members. The International Council of Museums needs to bolster its strategy in this area and be seen to support numerous international museum and heritage conferences.

Being part of a global event: the ICOM Pavilion at the World Expo

This year, ICOM is taking part in a World Expo for the first time in its history. The Shanghai 2010 World Expo Coordination Bureau invited ICOM to participate in this event back in 2006. In 2009, the organisation decided to accept the invitation, given that almost 70 million visitors were expected to attend and that the date coincided with the 2010 ICOM General Conference. The World Expo Coordination Bureau allocated ICOM 108m² of exhibition space and provided \$90,000 of funding under its programme for developing countries and international organisations. To ensure that its participation was a success, ICOM signed an agreement with the Shanghai Museum and ICOM China, which helped circulate the poster specially designed for the occasion and seconded staff for the six months of the World Expo to help the Secretariat man the stand. The ICOM Pavilion *Museums: heart of the city*, located within the shared international organisations Pavilion was designed to embody the global museum community and presented museum-related issues throughout the duration of the World Expo

from 1 May to 31 October 2010.

Built by Exhibit Works International, which was selected by the Secretariat via a tendering procedure, the ICOM Pavilion is made up of three spaces: a temporary exhibition space which can be modulated for different activities; a permanent exhibition space; and a VIP lounge. The space was created with the help of the ICOM Committees and member institutions who provided 3,000 photographs and videos of their museums at no charge in response to an appeal from the Secretariat. The photographs were used on the temporary exhibition panels and in a multimedia installation set up in the ICOM Pavilion by the Chinese artist Hu Wei.

With the help of CECA, its International Committee for Education and Cultural Action, ICOM set up partnerships with the various country pavilions to encourage museum professionals to attend and organise a stream of events over the six months. The stand hosted visitor workshops and a temporary exhibition exploring a different world region each month, via the themes of museums and culture, museums and society, museums and economy, museums and environment. May was Month of Europe; June, Month of Africa; July, Month of North America; August, Month of Latin America and the Caribbean; September, Month of Oceania; and October, Month of Asia.

For ICOM, the highlight of the event was 18 May, the date of International Museum Day 2010, when the Commissioner-General of the ICOM Pavilion, Julien Anfruns, was received by a Chinese official delegation.

ICOM's World Expo debut helped raise the organisation's profile in the region, with over 100 newspaper articles and reports, and ensure that museums were well represented at this global event.

ICOM Pavilion

国际博物馆协会馆

EXPO 2010 Shanghai





CONSOLIDATING ICOM'S STRUCTURE AND RESOURCES



CONSOLIDATING ICOM'S STRUCTURE AND RESOURCES

ICOM's ability to carry out its activities depends in large part on effective management of the organisation's resources. In the period from 2007 to 2010, every possible effort was made, at all levels, to consolidate ICOM's resources: its financial resources were rationalised; suitable technologies invested in; and its legal framework strengthened. The purpose of this re-organisation was to equip ICOM and its network with an up-to-date structure to enable the organisation to provide the best possible service to museum professionals worldwide.

ICOM's first Director General, Julien Anfruns, joined the organisation on 1 October 2008. Since taking up his post, he has focused on four areas: reaffirming ICOM's strategic role internationally; acting as a spokesperson for the museum community; implementing the organisation's Strategic Plan; and dealing with operational aspects of the organisation — all this during a period when ICOM was still seeking the funding required to achieve these goals.

A re-organised Secretariat for greater responsiveness

Pursuant to goal 4.2 of the Strategic Plan, the Secretariat of ICOM adopted a new work organisation revolving around three departments with highly competent permanent staff: the Administration and Finance Department, the Department of Communication and Network Promotion and the Programmes Department. It also created four new functions dedicated to specific activities: diversification of resources, ethical and legal affairs, supervision of the new membership database, and development of special promotional events for ICOM and its members.

From 2007 - 2010, ICOM has also carried on its tradition of employing interns, thereby playing an active part in training students.

ICOM has maintained its international character. Some 11 nationalities are represented on its team of 19 staff. Still more unusual is the smooth way members and staff co-operate on a day-to-day basis. This synergy is vital to the success of ICOM's endeavours.

To boost these activities, ICOM has also embarked on a campaign to diversify its sources of funding: as a result, the total amount of donations and subsidies received rose by 66% over the three-year period, from €291,289 in 2007 to €481,233 in 2009.

Rationalising operating expenses

After being sharply exposed to deterioration of the exchange rate of the euro (the main functional currency) against the dollar and litigation in conflict with a service provider in 2007 and 2008, ICOM regained a stabilised situation and showed a surplus of €41,646 in 2009.

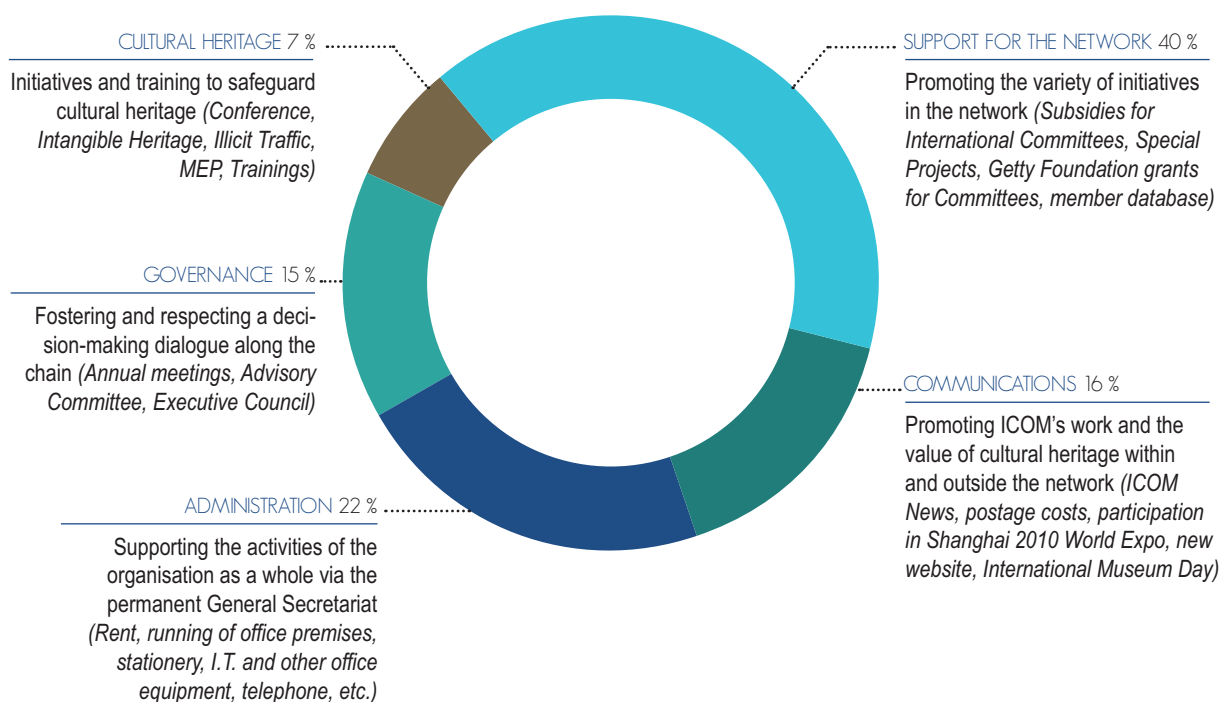
At the same time as adopting a more pro-active approach to managing its resources, ICOM set about rationalising its operating costs. To this end, the management ordered a systematic review of the services offered by providers selected via tendering procedures. The full effects of this review will be seen in future years.

Modernised financial management

Given that ICOM remains an organisation of more than 26,000 museum professionals, its revenues are based largely on members' subscriptions.

During the three-year period from 2007 to 2010, member subscriptions increased by 12%, reflecting an increase in membership that translates a growing awareness of ICOM and interest in its activities.

Breakdown of operating expenses for 2009
excluding non-recurring costs and staff expenses



ICOM continued to provide direct support to the network¹, allocating 40% of its budget (after exceptional items and staffing costs) to funding for the network, mainly centring on the following three programmes: subsidies for special projects implemented by National Committees, International Committees and Regional Alliances; travel grants for young members and those members of the Advisory Committee most in need; and annual subsidies to International Committees, based chiefly on levels of membership and activities.

Communications to promote the work of ICOM and its network on behalf of cultural heritage within the organisation and to the outside world accounted for 16% of spending. In line with its remit, ICOM also implements practical initiatives — conferences, publications and training courses: in 2009, these accounted for 7% of spending. This proportion is expected to rise, notably as a result of diversification of ICOM's financial resources and increased revenues from charitable sources and patronage.

In all, in 2009, more than 63% of spending was allocated directly to the network.

In addition to this, 15% of expenditure is associated with the advance planning and actual running of assemblies of the network's various governing bodies, and 22% is linked to the worldwide organisational, logistical and administrative support provided by the ICOM General Secretariat from its base in Paris — handling requests, providing legal assistance with copyright issues, monitoring and promoting the ICOM brand (which is registered in the EU and internationally), and helping build partnerships with other organisations (WIPO, ICOMOS, etc.).

The policy of rationalising operating costs and the continuation of the trends previously described mean that the breakdown of overall operating expenses for 2010 is expected to be similar to that for 2009, except that «Administration» will account for a somewhat smaller share and «Cultural heritage» a somewhat larger share of the total.

In all, capital accumulated from surpluses since ICOM's creation amounted to €613,129. Cash and investments amounted to €1,456,802 as at 31 December 2009, divided between two accounts: €876,358 in funds available for operations and €580,444

reserve fund. ICOM had heretofore favoured secured SICAVs' (OEIC-style bonds) and cash investments. As at 31 December 2009, these showed latent gains of €83,839¹.

In the three years from 2007 to 2009, the organisation received expert advice from the Finance and Resources Committee on matters relating to financial, human and technical resources. The Committee is made up of nine professionals who have served or currently serve museum organisations, plus the President of the ICOM Foundation.

At its meetings, the Finance and Resource Committee concentrated especially on making recommendations on the importance of procedures for establishing financial reports, balanced budgets, the need to devote part of the organisation's annual expenditure to investments in technology, strategic orientations for fundraising, and monitoring the performance of investments.

Diversifying and developing financial resources

In accordance with Objective 4.4 of the 2007 - 2010 Strategic Plan, which aims to expand the organisation's income to ensure that ICOM's activities can be implemented, a new position called Diversification of Resources was set up in 2009. In 2009 and 2010, ICOM Resource Diversification helped draft requests for grants and annual reports made by INTERCOM, CIDOC and ICOM-CC to the Getty Foundation. In close to two years, this activity has been structured to introduce a new fund-raising culture. The initial results of the approach can now be seen. ICOM's budgetary dependence on income from members' subscriptions might put its survival, expansion and the optimal fulfilment of its missions at risk. In the short, medium and long terms, diversifying resources will help ICOM ensure that its work on behalf of heritage and the museum community, including programme activities, cultural and scientific production, supporting the network and new services can be sustained. The strong brand recognition ICOM has built up during its 60-plus years of existence combines with its prestige and professional experience to provide a springboard for this diversification.

Opening new pathways

In an environment where cultural institutions and international organisations increasingly seek to diversify their resources, it has become indispensable to enable donors to take advantage of tax reductions provided by the law as a way of expressing gratitude for their contributions. In France, a variety of incentives entailing tax cuts have been introduced over the past few years, in particular for the benefit of bodies known as public interest

organisations.

In 2009 ICOM successfully undertook to obtain this status. This entailed proving that it fulfils a philanthropic, cultural and educational remit for the benefit of a non-restricted group of persons, that its management is not profit-oriented and that its activities are non-profitmaking. Since 5 February 2010, ICOM has been authorised to issue tax receipts for donations entitling taxpayers to income tax, corporation tax or wealth tax (ISF) deductions, in accordance with articles 200 and 238 A of the General Tax Code of French legislation.

Through its new status ICOM has gained recognition from the French administration and now — by a decision of the Court of Justice of the European Union of 27/01/2009 — from the member states of the European Union as an organisation whose activities have an international impact on society, institutions and the notion of the museum in the world that are measurable now and in the future. This status is more than an advantage for ICOM in diversifying its resources — it is proof of its legitimacy on the international cultural scene.

Since 2009 ICOM has been endeavouring to progressively structure its array of partnerships by proposing a range of projects consistent with the various aspects of its public interest remit — training courses, conferences, workshops, travel grants and publications and innovative ideas for tools and services with long-term impact. In parallel, a range of communication and canvassing tools was developed to showcase ICOM and its projects.

Welcoming sponsorship and patronage

Thanks to its new status as a public interest organisation and to a variety of projects for training courses, conferences, workshops, travel grants and publications as well as innovative projects for tools and services with long-term impact, ICOM can develop new types of partnerships. In addition to national and international public institutions and foundations, ICOM is now seeking to forge ties with the private sector, particularly through sponsorship* or financial patronage*, in kind* or in skills*. ICOM firmly believes in the importance of in-kind patronage and patronage in skills and services, both of which afford genuine opportunity for the international organisation and the patron alike to meet others and share know-how. The first patronage contract was signed in 2010 between ICOM and the French company Eudonet for the development of a new database of ICOM members. Eudonet was so convinced of the importance of equipping the museum fraternity with effective management tools that it contributed a portion of its services as part of a patronage arrangement.

¹Not recorded in the statement of income in accordance with French accounting principles

***Sponsorship**

Sponsorship is a contract under which a company makes a financial, material or technical contribution to a cultural, artistic, scientific or athletic activity in exchange for promotion and publicity for its brand, thereby improving its values, enhancing its reputation and its image.

***Patronage**

Patronage is a contract whereby an organisation or individual contributes financial, material or technical support to activities of public interest without any direct compensation. Patronage differs from sponsorship in that it is an act of generosity rather than a publicity-seeking or commercial approach. In France, an advantageous tax system applies to patronage for both individuals and companies. For individuals, 60% of donations can be deducted from taxes, retained within an annual limit of 20% of taxable income, with the possibility of carrying forward contributions in excess of that amount over a five-year period. For companies the tax deduction is 60% of the total donation made in cash, in skills or in kind, retained within the limit of 0.5% of turnover excluding taxes, with the possibility of carrying forward contributions in excess of this amount over the next five fiscal years. In France, in 2008, 23% of companies with 20 employees and more (close to 30,000 companies) were patrons; they contributed 2.5 billion euros to supporting causes, in particular in the area of solidarity and culture.

financial patronage: cash donation

patronage in kind: donation of goods and services, making material, personal or technical resources available

patronage in skills: making a company's expertise available

Looking for value synergies

Although ICOM already has a considerable institutional network of international scope, it continues to seek collaboration with institutions that share its values and with which synergies are possible, including governmental, non-governmental, specialised and local organisations, and development banks.

In 2010, ICOM had the honour of being awarded an operating grant from the European Commission under the culture programme of the Education, Audiovisual and Culture Executive Agency (EACEA). Through this grant the European Commission acknowledges the pertinence of ICOM's action on behalf of heritage and the museum community, as well as the Europe-wide added value and long-term impact of this action. ICOM would like to see the partnership endure.

The circle of ICOM's partners has become broader and livelier through the work Diversification of Resources. In order to extend the means by which ICOM can collect tax-deductible funds, in 2010 the Executive Board authorised the creation of an endowment fund in compliance with the provisions of French law, a foundation called Friends of ICOM in the United States, in compliance with the provisions of U.S. laws (IRS), and a Club of ICOM Partners for the purpose of attracting potential corporate donors.

Review of 2007 - 2010

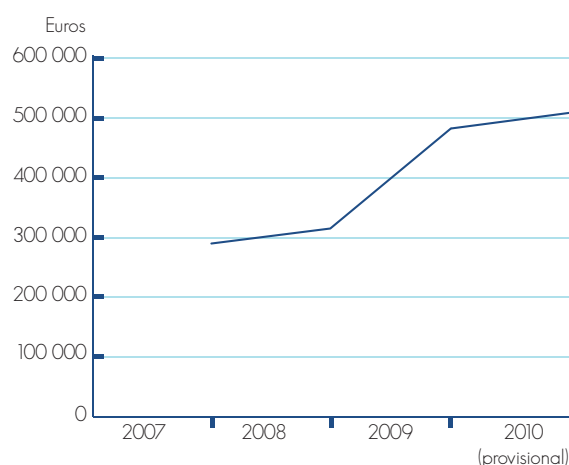
The following analyses take into account donations, grants and other support received by ICOM between 1 January 2007 and August 2010.

Between 2007 and 2010, ICOM donations and subventions from external material and financial support increased by 74% to a current value of over €500,000.

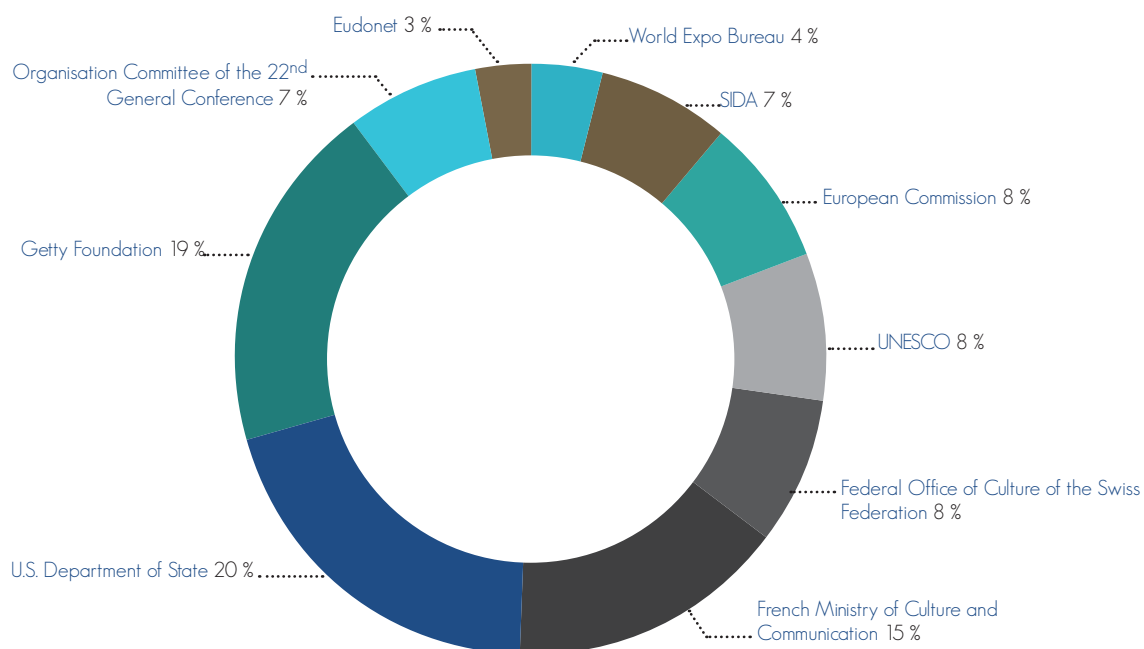
In 2009, donations in kind or in skills equalled more than 13% in value of cash donations. This trend is expected to continue in 2010.

Between 2007 and 2010, around a dozen partners allocated almost €1.6 m to ICOM and its activities.

Evolution of funds received between 2007 - 2010



Support for ICOM's activities between 2007 and 2010



Financial Assistance



European Commission, Education, Audiovisual and Culture Executive Agency, Culture Programme

The community culture programme (2007 - 2013) funds projects and initiatives designed to give Europe's cultural diversity pride of place and improve its common cultural heritage by developing cross-border cooperation between the players and institutions of the cultural sector. Part of the programme involves funding cultural organisations that work on the European scale or whose goal it is to do so, by providing co-funding earmarked for these organisations' permanent activities. ICOM is delighted to have been selected by this programme in 2010 and to see the legitimacy and importance of its international action for heritage and museum professionals acknowledged at the European level.



UNESCO

UNESCO has supported ICOM ever since it was established. Annual agreements provide a framework for this funding each year, and between 2007 and 2010 these agreements enabled ICOM to maintain the UNESCO-ICOM Information Centre, give certain members the opportunity to attend ICOM's 21st General Conference in Vienna in 2007, and carry out missions and conduct workshops related mainly to risk management in museums in South East Asia and south-east Europe. Within this partnership, ICOM has also initiated special ties with the national delegations.



French Ministry of Culture and Communication

The French Ministry of Culture and Communication (and some of its trustee establishments) is a long-standing supporter of ICOM's activities. Between 2007 and 2010, its support contributed to the publication and modernisation of the magazine *ICOM News*, the use of French as one of ICOM's working languages, the maintenance of ICOM headquarters in Paris, the organisation of International Museum Day, and recently, the development of content concerning the fight against illicit traffic on ICOM's new website.



*Département d'État des États-Unis
Bureau de l'Éducation et des Affaires culturelles*

U.S. Department of State, Bureau of Educational and Cultural Affairs

The U.S. Department of State has been supporting ICOM for many years in its fight against illicit traffic in cultural property. Between 2007 and 2010, its support has contributed to the creation, promotion and circulation or reprinting of six Red Lists of endangered cultural property concerning Afghanistan, Peru, Cambodia, Colombia, China, Central America and Mexico. The institution's confidence in the effectiveness of the approach proposed by ICOM made it a key supporter of the emergency Red List projects for Iraq and Haiti. Today the State Department also funds the development of training courses in the application of the Object-ID standard in parallel with regional campaigns promoting Red Lists.



The Getty Foundation

The Getty Foundation has been helping ICOM and its international committees develop their activities for over 20 years. Between 2007 and 2010, the foundation made it possible for CIMAM (2007), INTERCOM (2008, 2009), ICOM-CC (2008) and CIDOC (2009) to award travel grants to museum professionals who are ICOM members and hail from developing countries, Central Europe and Eastern Europe to allow them to attend annual meetings. In 2010 the same type of grant will also be awarded for ICOM's 22nd General Conference in Shanghai. The foundation also supported ICOM-CC in modernising its website in 2008.



Federal Office of Culture of the Swiss Federation

The Swiss Federal Office has been involved in ICOM's fight against illicit traffic in cultural property since 2009. Its support was essential in launching the dual project of Red Lists for Haiti and Hispaniola Island. It also provided key support for publishing a *Red List of Chinese Cultural Objects at Risk*.



Swedish International Development Cooperation Agency

In compliance with the directives of the Swedish parliament and government, the Swedish International Development Cooperation Agency acts to alleviate poverty in the world by contributing towards improving the living conditions of the underprivileged. In 2007, the agency supported the publication and circulation of a handbook based on meetings and work on cultural mapping carried out in Phnom Penh, Vientiane and India by the University of Queensland in Australia.

Support in kind and in skills



Eudonet SA

Eudonet is a French group that is active in France and North America. It is a major customer relationship management software provider. When ICOM launched an invitation to tender to choose a service provider tasked with supplying a new database, it was impressed by the quality of Eudonet's services. This encounter led the company, which won the contract, to propose part of its services in the form of patronage in skills. The Eudonet group became ICOM's first patron in skills and, by acting in its own field of excellence, has helped foster exchanges within the museum community, ultimately contributing to the preservation and promotion of cultural heritage.



French Department of Museums

Since 1995, the French Department of Museums has supported ICOM's mission by housing part of its documentary resources and ensuring its visibility in its library located in the Rue des Pyramides in Paris.



The Bureau of Shanghai World Expo Coordination

The Bureau of Shanghai World Expo Coordination has invited ICOM to host a stand in the NGO Pavilion for six months. Not only was ICOM able to negotiate with the Bureau to obtain the stand free of charge, the Bureau also agreed to defray a portion of the expenses incurred by the event, such as creating, assembling and dismantling the stand, insurance, equipment, furniture and upkeep. This cooperation has enabled ICOM to enhance the prestige of the role of museums in the world, in particular through the exhibition entitled Museums : Heart of the City and numerous special events.



UNESCO

In addition to financial support, UNESCO also supports ICOM by housing part of its staff and documentary resources.

ICOM Foundation

The ICOM Foundation was established in 1965 and is headquartered in Zurich, Switzerland. Its purpose is to stimulate patronage for ICOM and to raise awareness of the institution outside of strictly professional circles. The number of Friends of the Foundation rose constantly between 2007 and 2009, from 215 to 338, an increase of 57%.

Their dues have contributed to the funding of ICOM's operating budget, more specifically to the publication and circulation of *ICOM News*, grant programmes and International Museum Day.

Investments in building the future

Beyond operating expenses, ICOM also invested in three main areas during the period: information systems related to two major projects, the new membership database and the new website; computers and servers in replacement of existing IT equipment; and new offices in accordance with goal 4 of the Strategic Plan.

Since it was founded in 1946, the Secretariat has occupied different offices in Paris, including a permanent one in the UNESCO building. The General Secretariat will maintain the long-established main office at UNESCO, which often hosts members of the organisation and visitors to the UNESCO-ICOM Information Centre. With the approach of the expiry of the lease on the offices it has occupied for the past six years in the Rue F. Bonvin in the 15th arrondissement, ICOM opted to purchase premises to house some of its offices. A rationalised property search process in support of six key criteria (proximity to UNESCO, budget, available space including meeting rooms, accessibility, nearby hotels and services) culminated in the decision to take offices on the fifth floor of a building at 22 Rue Palestro in the 2nd arrondissement of Paris, on the corner of Rue Réaumur and Boulevard Sébastopol. The building dates from 1910 and is typical of the Art Nouveau period in vogue in the early 20th century. The 330-square metre premises have been organised into office space for the Secretariat's staff and meeting rooms to accommodate the Executive Council and Standing Committees. The building is ideally located, not far from several prominent cultural centres such as the *Centre Pompidou* and the *Musée des Arts et Métiers*.

ICOM is to move into its new premises in late December 2010 and will be fully operational by the start of 2011.

'ICOM' is the basic document of the Organisation. The Internal Rules of ICOM, and the *Code of Ethics* define and complete these Statutes.'



Consolidating governance for greater efficiency

When the ICOM Statutes were adopted in 2007, the Executive Council was asked in Article 25.1 of the Statutes to adopt internal rules and regulations stipulating exact operating rules. The Executive Council held four sessions on Statutes and Operational Policies, after which the Internal Rules and Regulations were introduced and adopted by the Executive Council at its 117th session on 29 May 2010 in Paris. As stipulated in the introductory paragraph, the Statutes remain the highest standard governing ICOM, followed immediately by the Internal Rules and Regulations and the Code of Ethics: 'The Statutes of the International Council of Museums (hereinafter referred to as

The above financial information refers to the years ending 31 December 2007, 2008 and 2009. Final figures for the year ending 31 December 2010 were unavailable at the time of writing, so, apart from some estimates, 2010 figures will be published in the annual report for 2010.

Glossary: ICOM International Committees

AVICOM: International Committee for the Audiovisual and Image and Sound New Technologies

CAMOC: International Committee for the Collections and Activities of Museums of Cities

CECA: International Committee for Education and Cultural Action

CIDOC: International Committee for Documentation

CIMAM: International Committee for Museums and Collections of Modern Art

CIMCIM: International Committee for Museums and Collections of Musical Instruments

CIMUSET: International Committee for Museums and Collections of Science and Technology

CIPEG: International Committee for Egyptology

COMCOL: International Committee for Collecting

COSTUME: International Committee for Museums and Collections of Costume

DEMHIST: International Committee for Historic House Museums

GLASS: International Committee for Museums and Collections of Glass

ICAMT: International Committee for Architecture and Museums Techniques

ICDAD: International Committee for Museums and Collections of Decorative Arts and Design

ICEE: International Committee for Exhibition Exchange

ICFA: International Committee for Museums and Collections of Fine Arts

ICLM: International Committee for Literary Museums

ICMAH: International Committee for Museums and Collections of Archaeology and History

ICME: International Committee for Museums and Collections of Ethnography

ICMEM: International Committee of Memorial Museums in Remembrance of the Victims of Public Crimes

ICMS: International Committee for Museum Security

ICOFOM: International Committee for Museology

ICOM-CC: International Committee for Conservation

ICOMAM: International Committee for Museums of Arms and Military History

ICOMON: International Committee for Money and Banking Museums

ICR: International Committee for Regional Museums

ICTOP: International Committee for the Training of Personnel

INTERCOM: International Committee on Management

MPR: International Committee for Marketing and Public Relations

NATHIST: International Committee for Museums and Collections of Natural History

UMAC: International Committee for University Museums and Collections



FINANCIAL REPORT

FINANCIAL STATEMENTS

STATUTORY AUDITOR'S REPORT ON THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2009

Dear Sir, Madam,

In compliance with the assignment entrusted to me by your General Assembly, I have the honour of presenting you my report on the financial year ended 31 December 2009, which includes:

- the audit of the accompanying financial statements of your association,
- the justification of my assessments,
- the specific verification and information required by law.

The annual financial statements have been approved by the President of ICOM.

My role is to express an opinion on these financial statements based on my audit.

I. Opinion on the financial statements

I conducted my audit in accordance with professional standards applicable in France; those standards require that we carry out audit procedures to obtain reasonable assurance as to whether the financial statements are free of material misstatement.

An audit includes examining, on a test basis, or using other methods of selection, evidence supporting the amounts and disclosures in the financial statements.

An audit also includes an assessment of the accounting principles used and significant estimates made, and the overall presentation of the financial statements.

I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

I certify that the financial statements give a true and fair view of the results of the operations for the year ended, and of the assets and liabilities and of the financial position of the Not-For-Profit Organisation (Association) in accordance with French accounting rules and principles.

II. Justification of my assessments

In accordance with the requirements of Article L. 823-9 of the French Commercial Code (Code de commerce) relating to the justification of my assessments, I inform you that the assessments I have carried out, to express the opinion above on the annual financial statements taken as a whole, and which related in particular to the accounting principles applied and the significant estimates retained for the closing of the accounts, and their overall presentation, do not call for any particular observation.

These assessments were made in the context of my audit of the financial statements taken as a whole, and therefore contributed to the opinion I formed which is expressed in the first part of this report.

III. Specific verifications and information

I have also performed, in accordance with professional standards applicable in France, the specific verifications required by French law. I have no matters to report as to the fairness and the consistency of the financial statements with the information given in the financial report of your President, and in the documents addressed to the members of the association with respect to the financial position and the financial statements.



BOURG LA REINE, 15 April 2010
François BENSA
Statutory Auditor
Member of the Regional Company of VERSAILLES

Balance Sheet

ICOM's financial statements for the year ended 31/12/09

Assets

	Gross Value	Depreciation	Net at 31/12/09	Net at 31/12/08	Net at 31/12/07
Intangible Assets					
Grants, Patents and similar rights	6227	3671	2 556	130	0
Leasehold					
Other Intangible Assets/Prepayment					
Tangible Assets					
Land					
Construction					
Technical Installations & Materials					
Other Tangible Assets	307 082	276 954	30 128	8 843	0
Tangible assets in progress, Prepayment					
Financial Assets					
Investments and related receivable					
Loans					
Other Financial Assets	21 462	21 462	-	21 462	17 569
Fixed Assets	334 771	302 087	32 684	30 435	17 569
Advance Payments					
Accounts Receivable	100 031		100 031	32 826	
Other Receivable	165 284		165 284	191 381	266 992
Sundry					
Investment Securities	1 393 268		1 393 268	1 629 078	1 103 260
Cash-in-hand	63 534		63 534	68 253	1 043 079
Prepayments	43 319		43 319	29 033	2 291
Total Current Assets	1 765 437	-	1 765 437	1 950 571	2 415 622
Expenses deferred over several years					
Translation Gains - Asset				520	
Total Assets	2 100 208	302 087	1 798 121	1 981 526	2 433 191

Figures expressed in euros

ICOM's financial statements for the year ended 31/12/09

Liabilities			
	Net at 31/12/09	Net at 31/12/08	Net at 31/12/07
Revaluation Surplus			
Reserves	571 480		
Statutory reserves			
Regulated reserves			
Other reserves			
Retained earnings		793 866	1 112 866
Net Surplus/Deficit	41 649	-222 386	-319 000
Investment Grants			
Regulated Provisions			
Total Equity	613 129	571 480	793 866
Provisions for risks		520	153 770
Convertible Bonds			
Borrowings			
Overdrafts/Bank Loans		59	
Institutional Loans/Debts		59	
Suppliers payable and related accounts	578 184	837 721	754 098
Tax and social charges payable	202 868	243 152	300 098
Payable related to Fixed Assets			
Other payable and accrued expenses	81 220	125 111	13 563
Deferred Revenue	322 720	203 482	417 795
Total Current Liabilities	1 184 992	1 409 525	1 485 554
Ecarts de conversion - Passif			
Total Liabilities	1 798 121	1 981 526	2 433 191

Figures expressed in euros

Statement of Income

ICOM's financial statements for the year ended 31/12/09

	from 01/01/09 to 31/12/09	from 01/01/08 to 31/12/08	from 01/01/07 to 31/12/07
Production sold	2 544	457	3608
Grants and Subventions	268 122	371 887	278 908
Refunds and transfers	22 091		841
Membership dues	2 124 655	2 003 606	1 828 335
Other income	88 792	246	677
Operating income	2 506 204	2 376 196	2 112 369
Purchases and other charges	813 788	1 250 786	1 132 261
Taxes	113 543	71 719	65 673
Salaries and salaries-related benefits	837 702	703 092	720 056
Social charges	402 725	314 914	288 084
Depreciation expenses	6 122	3 249	10 593
Other expenses	308 567	316 912	169 776
Operating expenses	2 482 446	2 660 672	2 386 443
Operating Result	23 758	-284 475	-274 073
Financial income	44 774	214 453	45 687
Financial expenses	5 421	216 125	151 914
Financial Result	39 353	-1 672	-106 227
Result before Exceptional items	63 111	-286 148	-380 300
Exceptional income	0	67 074	61 299
Exceptional expenses	21 462	3 312	0
Exceptional Result	-21 462	63 762	61 299
Income Tax	0	0	0
Final surplus (Deficit)	41 649	-222 386	-319 000

Figures expressed in euros

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 December, 2009

The hereafter notes and tables are an integrative part of the annual financial statements.

They represent the annex of the Balance Sheet, before allocation of the result for the year ended 31/12/2009, of which the total is €1,798,121 and of the Statement of income for the year ended showing a surplus of €41,649.

The financial year is a period of 12 months from 01/01/2009 to 31/12/2009.

I. General accounting policies

The financial statements for the year ended 31/12/2009 have been prepared and presented in accordance with regulation 99-01 as issued by the Comité de Réglementation Comptable ("CRC", the board of French accounting standards) relative to the accounting principles applicable to the Associations ("Not-for-profit organisations").

The accounting policies were applied in accordance with the principle of prudence and the following assumptions:

- A Going Concern Basis,
 - Consistent accounting methods from year to year,
 - Independence of financial periods,
 - And in accordance with the general rules applicable for the establishment and the presentation of annual financial statements.
- The basic method used for the evaluation of items recorded in the accounts is based upon the historical cost convention.
- Only significant information is disclosed.

a) Tangible and Intangible Fixed Assets

Tangible and intangible assets are stated at cost.

They are depreciated on a straight-line basis over their expected useful life, being:

- General facilities, fixtures & fittings: 5 to 10 years
- Office equipment: 5 to 10 years
- Software & hardware: 3 to 5 years

b) Investments & Securities

The gross value corresponds to the acquisition cost excluding related miscellaneous charges. When the inventory cost is lower than the gross value, a provision for depreciation is recorded based upon the difference.

c) Accounts receivable

Accounts receivable are valued at their nominal value. A provision for depreciation is recorded when the inventory value is lower

than the book value.

II. Off balance-sheet commitment - Pensions

The actuarial liability corresponding to the retirement allowances is €17,422 at 31/12/2009. It has been estimated using the following assumptions:

- Estimated average annual increase of employees: 1%
- Inflation rate: 2.25%
- Average age of retirement: 65 years
- Average turnover rate: 1%
- Average rate of social charges: 50%

III. Voluntary Contributions (In-Kind Services)

a) Information Centre of UNESCO-ICOM

The collections of the information centre of UNESCO-ICOM are housed partly in the premises located within UNESCO and partly in the Ministry of Culture and Communication (Service des Musées de France).

b) Offices within UNESCO

ICOM benefits from the space of eight offices at UNESCO, Maison de l'UNESCO, 1 rue Miollis, 75732 Paris cedex 15, France.

IV. Key events of the year-ended 31 December, 2009

Following the favorable outcome of the case of ICOM opposite the previous supplier of the membership database that occurred during 2009, ICOM had reversed €164,173, out of the recorded sub-contracting charges at 31 December 2008.

ICOM's financial statements for the year ended 31/12/09

FIXED ASSETS

	At the beginning of the year	Increase	Decrease	At the end of the year
Grants, Patents & Similar Rights	3 404	2 823		6 227
Intangible Fixed Assets	3 404	2 823		6 227
General equipment		9 885		9 885
Office Material & Software	280 072	17 125		297 197
Tangible Fixed Assets	280 072	27 010	-	307 082
Security Deposit	21 462			21 462
Financial fixed Assets	21 462	-	-	21 462
Fixed Assets	304 938	29 834		334 771

Fluctuations are analysed as follows:

	Intangible Fixed Assets	Tangible Fixed Assets	Financial Fixed Assets	Total
Acquisitions	2 823	27 010	-	29 833

Depreciation of fixed assets

	At the beginning of the year	Increase	Decrease	At the end of the year
Grants, Patents & Similar Rights	3 274	397		3 671
Intangible Fixed Assets	3 274	397		3 671
General equipment		295		295
Office Material & Hardware	271 229	5 431	-	276 660
Tangible Fixed Assets	271 229	5 726	-	276 955
Cumulated Depreciation	274 503	6 122	-	280 625

Figures expressed in euros

ICOM's financial statements for the year ended 31/12/09

Current assets

	Gross Value	Payment less than 1 year	Payment more than 1 year
Receivable, Fixed Assets			
Other	21 462	-	21 462
Receivable, Current Assets			
National Committees Receivable	100 031	100 031	-
Others	165 284	165 284	-
Prepayments	43 319	43 319	-
Total	330 096	308 634	21 462

Equity

	At the beginning of the year	Increase	Decrease	At the end of the year
Reserves		571 480		571 480
Retained Earnings	793 866	-222 386	571 480	
Net Profit	-222 386	264 035		41 649
Total equity	571 480	613 129	571 480	613 129

Statement of payables

	Gross Value	Payment less than 1 year	Payment more than 1 year	Payment more than 5 years
Suppliers payable	578 184	578 184	-	-
Tax and social charges payable	202 868	202 868	-	-
Other payable	81 220	81 220	-	-
Deferred Revenue	322 720	322 720	-	-
TOTAL	1 184 992	1 184 992	-	-

Figures expressed in euros

SPECIAL REPORT
ON THE FINANCIAL YEAR ENDED DECEMBER 31, 2009

Dear Sir, Madam,

As statutory auditor of your association, I have to present to you my report on the regulated conventions given to me.

It is beyond my duty to seek the possible existence of such conventions.

I inform you that I have not been given notice of any convention referred to in Article 612-5 of the Code of Commercial law.



BOURG LA REINE, 15 April 2010
François Bensa
Statutory Auditor
Member of the Regional Company of VERSAILLES

François Bensa
Expert - Comptable
Commissaire aux comptes
inscrit à la cour d'appel de VERSAILLES
•
25, Rue du Président Roosevelt
92340 BOURG LA REINE



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CONSEJO INTERNACIONAL DE MUSEOS

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