



# 23<sup>rd</sup> GENERAL CONFERENCE OF THE INTERNATIONAL COUNCIL OF MUSEUMS (ICOM)

MUSEUMS (MEMORY + CREATIVITY) = SOCIAL CHANGE

AUG 10 TO 17 2013  
RIO DE JANEIRO BRAZIL

GENERAL REPORT



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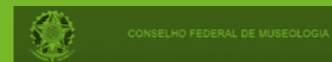
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## GENERAL REPORT

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## 1. INTRODUCTION

*Delegates from more than 100 countries were able to exchange experiences and knowledge throughout the eight days of the conference and to participate in activities that valued and disseminated the Brazilian culture [...] We are also pleased by the successful joint collaboration of several international committees and organisations [...]*

Hans-Martin Hinz,  
president of ICOM and of ICOM Rio 2013

*The choice of Brazil to host the 23<sup>rd</sup> General Conference represents recognition of the advances we have undertaken in recent years. We have already had a long tradition in professional training in Brazilian museums, among other worldly renowned initiatives. We have counted, over the 20th century, with the efforts of many generations towards this sector's improvement. We have demonstrated a significant improvement in the situation of museums in Brazil over the past 10 years. Part of this improvement is signalled by the creation of IBRAM (Brazilian Institute of Museums) and is due to its creation. This is a sign that Brazil, which emerged to the world as the country that allied economic growth with social inclusion, did not achieve this only through distribution of income. We also care for the preservation of our history and culture. We value, among other things, our museums, and recognise their importance in understanding the past for the construction of our future.*

Marta Suplicy,  
Minister of Culture

*[...] We believe the Brazilian museum sector has come out stronger from this endeavour, and the presence of ICOM brought us closer to professionals from different parts of the world [...]*

Angelo Oswaldo de Araújo Santos,  
President of IBRAM – Brazilian Institute of  
Museums/Ministry of Culture

*It is a great honor for ICOM Brazil that our country has been able to host this great meeting of museum professionals from all over the world. The central theme of the Conference evoked the field of social museology, a very inspiring one and a well established practice among Brazilian museums. The event was innovative and inclusive, with a programme that spanned over to the city and museums of Rio de Janeiro.*

Maria Ignez Mantovani Franco,  
President of ICOM Brazil

Between 10 and 17 August 2013, Brazil hosted the largest international meeting of museum professionals, the 23<sup>rd</sup> General Conference of the International Council of Museums – ICOM, at Cidade das Artes, Barra da Tijuca, Rio de Janeiro.

Held in a different country every three years, since the foundation of the organisation in 1946, it is the second time the conference takes place in South America – the first having been in 1986, in the Argentinean capital. The choice of Brazil to receive the 23<sup>rd</sup> General Conference of ICOM is a recognition that the Brazilian museum sector today shows innovations attracting museum professionals from around the world – this is the case of community museums, social museology and new museums projects, with unprecedented formats and concepts.

Reinforcing this vocation and experience, the theme chosen for the conference – **Museum (memory + creativity) = social change** – encouraged the presentation of numerous ideas and experiences guided by creativity, valuing cultural heritage and highlighting the transformative role of museums through social memory – field in which Brazil asserts itself as a pioneer and fomentor.

The meeting was attended by 1894 registered professionals, coming from 103 different countries, who met in Rio de Janeiro to discuss new directions for museology in the country and worldwide. Meetings of 30 international committees (ICs), 3 national committees (NCs) (Denmark, Korea and Netherlands), regional alliances and institutions affiliated to ICOM were held. This unique opportunity allowed Brazil to share its experience and museological practices with professionals from all over the world.

We draw attention to the participation of Brazilian professionals from all regions of this continental country and the strong presence of Latin American, African, Asian and Oceanian colleagues – regions traditionally underrepresented in ICOM. Several professionals from this group subsequently attended the ICOM South-South Dialogue of Museums Meeting in São Paulo, between 18 and 20 August, as a follow up meeting to the Conference, aimed at fostering professional relationships, collaboration and exchange of experiences and knowledge among nations of these continents, joining forces, sharing resources and promoting best professional practices in these regions.

It was also an emblematic opportunity for Brazilian society to discover the importance of its museums – reason why a programme of cultural excellence was developed, aimed at both experts and the general public.

## 2. OVERVIEW

### 2A. BACKGROUND

The 2005-2008 Executive Board of the Brazilian Committee of ICOM Brazil (ICOM BR) was elected and took office in May 2005, at a meeting held in São Miguel das Missões, Rio Grande do Sul, succeeding the leadership of Luis Bolcatto Custódio. At that time, ICOM BR had about 157 individual members and 15 institutional registered members in the country. Of these, over 70% were from Rio de Janeiro and São Paulo, very few from the Northeast of the country, and there were no members from the North and Midwest.

The incoming board decided then, during its term, to incentivise, in various ways, membership increase and to focus actions outside the São Paulo-Rio de Janeiro axis, in order to achieve a more uniform distribution of membership throughout Brazil. For this purpose, ICOM BR took part in all activities for which it was invited or to which it had the opportunity to participate, always advocating the institution's mission and its importance in shaping the profile of Brazilian museums and its professionals. ICOM BR meetings and assemblies were shifted to other centres, seeking to draw museum professionals from underrepresented or unrepresented regions.

As a result, the growth of registered ICOM BR members gained strong momentum – today we have members from nearly 20 states, spread throughout five regions of this country. In this process, a more equitable distribution of Brazilian members registered in ICs was reached. Unlike what happens in the rest of the world, and by initiative of ICOM BR, nearly 80% of ICOM members in Brazil are registered in ICs (in the world this percentage does not reach 40%). More importantly, **all 31 ICOM ICs today have Brazilian members** and, although it is difficult to quantify the importance of this participation, that many of these committees have Brazilian members in their boards is noteworthy.

Other initiatives were then originated from the intention to maintain a steady evolution of ICOM BR's membership, to disseminate ICOM's commitment to cultural heritage and to promote the expansion of knowledge in the field of Museology.

In January 9, 2006, ICOM BR commemorated its 60th anniversary in a party at the National Museum of Fine Arts



in Rio de Janeiro, in the same room where the Committee was founded by our museum professional pioneers. Some 100 guests, including all living ex-presidents of ICOM BR and the then Vice-President of the organisation, Rick West, attended the event. Among the speeches, the prevailing theme was the role of Brazilian professionals in ICOM along history and recent developments in the Brazilian museum field. Dr. West commented on this important contribution and ended saying it was time for Brazil to host a triennial General Conference (GC). In fact, this was perhaps the first time this indication was officially put forward, but the idea was already in the minds of colleagues in and outside Brazil.

During the Vienna 21<sup>st</sup> ICOM Conference, the President of the government body that corresponded to today's Brazilian Museums Institute forwarded to Alissandra Cummins (2004-2010 ICOM President) a letter placing Brazil as an aspirant host for the 2013 Conference, a year before the contest was open to other host candidates.

In the 2008 June meeting, ICOM BR officially launched its candidacy, along with those of Italy (Milano) and Russia (Moscow). We choose an important heritage site, the city of Rio de Janeiro, as the Brazilian candidate for ICOM 2013, taking into consideration its more than 130 museums and recognizing also its role as a powerful attraction factor for visitors. Rio was the place where Brazilian museums arose (with the founding of the Museu Real – today Museu Nacional da Quinta da Boa Vista – in 1815 by Dom João

VI, then Prince Regent of Portugal and its colonies, Brazil included), and is also the place where the first course on Museology was founded in 1934 at Museu Histórico Nacional (today at Universidade Federal do Estado do Rio de Janeiro – UNIRIO), and where, today, many interesting and provocative museum experiences are underway.

At that time we had already have an Organising Committee (OC) and a full proposal for the 2013 GC, which, in broad terms, was followed throughout. The OC included not only ICOM BR officers but representatives of the Brazilian Institute of Museums of the Ministry of Culture (MinC), representatives of the Secretary of Culture for the State of Rio de Janeiro and the Municipal Secretary of Culture of Rio de Janeiro, along with representatives of the main Brazilian societies of museum professionals (Brazilian Society of Museums – ABM and Federal Council of Museums – COFEM), and directors of important Rio de Janeiro museums. We set up a calendar with monthly meetings in ICOM BR Rio's branch and three subcommittees, one responsible for funding (ICOM BR and the three governmental agencies), one for the ICOM Rio 2013 theme and one for organising social events during the Conference.

Rotating the organisation among its more than 110 NCs is an opportunity for the organisation as a whole to know better the cultural personality of the GC host, in special its museums. In search for a theme for the 2013 GC to be proposed to the Advisory Committee (AC), the OC wanted to acknowledge the Brazilian rich heritage kept in museums, its relation with the global cultural community and also the important role Brazilian museums play locally today.

Since the beginning, the OC, in accordance with ICOM, decided to keep the registration fee as low as possible and, for the first time, allow participants to choose



Free translations for the whole Conference

between full registration and a day-pass regime. The OC also decided to provide **free translation into Portuguese and the three official ICOM languages** to attract colleagues from Brazil and other developing countries and to use this opportunity to expose the Brazilian culture represented by our museums, as well as ask our Latin American colleagues to host the GC.



We also decided to provide free lunch and coffee breaks for all participants throughout the Conference, avoiding the need to transport participants back and forth from the venue during working hours.

Moreover we wanted to foster the crossing of disciplines among ICs and other groups responsible for meetings during ICOM Rio 2013, based on the fact that these groups meet every year mostly and that the opportunity to meet together should result in more than the sum of isolated ICs or other groups' meetings. This policy foresaw also opportunities for these groups to meet in Rio museums, spreading the Conference throughout the city and bringing museums to the core of the Conference. A last but an equally important principle adopted was the **enhancement of the traditional grants programme**, providing grantees with the chance to visit Rio and São Paulo museums linked to their disciplines for a few days and, at the same time, providing museums the chance to strengthen their international links.

## 2B. THE PROPOSAL TO HOST THE ICOM 2013 CONFERENCE IN RIO DE JANEIRO

Guided by these principles, we prepared printed and video material to be broadcasted in the 2008 ICOM June meeting of the AC; the nature of this material was introductory because in this meeting the candidates' list was approved and the selected cities gained one-year time to prepare their final proposals. The ICOM Executive Council (EC) of the time indicated a committee to visit the candidate cities (in the case of Rio composed by the then Director General (DG), Julien Anfruns, the Treasurer, Nancy Hushion and EC member Hartmut Prasch), who not only visited the proposed venue, but also selected Rio museums, and met with the local OC, which was instrumental for us to trim our project, in special in terms of the way the final budget should be presented.

In the 2009 ICOM June meeting of the AC, we distributed printed material (in recycled paper, with the full project, a justification to why hosting the 2013 GC and the budget), but also gifts that represented the country, its culture and

our proposal, with the help of our partners and patrons (a cosmetic kit by Natura composed by three items; a CD with two songs on Rio which copyrights were generously given to us by the former Minister of Culture, singer and composer Gilberto Gil; and a pair of Havaianas sandals). The movie-presentation to the AC in June 9, 2009, showed the main points of the proposal and scenes of cultural and daily life in Brazil, focusing on Rio, ending with short invitation speeches by the Governor of the State of Rio and of the then Brazilian Minister of Culture.

More than 50% of the votes were given to Rio, avoiding the need of a second voting. The General Assembly (GA) 2010 in the Shanghai GC voted for a referendum of this decision, and elected the president of the OC as member of the EC, who reported on the progresses of ICOM Rio 2013 organisation to the Council every meeting since then. Tereza Scheiner, one of the first members of the OC, was also elected Vice-President of ICOM in Shanghai.

## 2C. ORGANISATION

A series of legal measures, in parallel to the procedures already described, were necessary to enable ICOM Rio 2013 locally. As a first step, ICOM BR submitted the decision to host the Conference to its members in the 2008 Annual Assembly, which received unanimous support; the same assembly also approved changes in the committee's statutes, adapting them to recent changes in Brazilian legislation, so the committee was able to become an OSCIP, that is, a non-governmental organisation with public interest, according to the Brazilian laws, capable to receive federal funds. At the same time, ICOM BR initiated the process of setting up the Rio branch (the committee's official address is today in São Paulo, where most of its Directors live and work) to be able to receive Rio State and municipal funds. This new legal framework demanded new bureaucratic routines and entailed constant surveillance by different governmental agents. At the same time, ICOM BR launched a strong and successful campaign to increase ICOM membership in Brazil.

One of the first decisions by the OC was the definition and implementation of a work methodology to systematise ICOM Rio 2013. First we designated Brazilian registered

members and, whenever existent, active in ICs as correspondents of the OC with the ICs, asking for the ICs to also designate a representative of their boards to act as counterparts. With these correspondents we explored opportunities of joint meetings and the willingness of Rio museums to host ICs meetings during the Conference. ICOM, in turn, assigned those in the Secretariat involved with the many aspects of the GC, in special, Yu Zhang, to work with the OC in the design of the Conference and to set up rules for communication between the OC and ICOM. We also defined the communication strategy to broadcast qualified information regarding the Conference within Brazil and throughout Latin America, in order to attract as many colleagues as possible; meanwhile ICOM became responsible for the international communication plan. We likewise designed a programme specially aiming African museum professionals, taking in consideration our historic links with Africa and the fact that many Brazilian firms have strong ties and interests in African countries nowadays.

ICOM BR and the OC worked on a business plan for ICOM Rio 2013 and hired a manager to detail the activities planned and its related expenses, in order to update the

original budget. ICOM BR and its OC partners then signed a memorandum of partnership detailing expense items by related projected activities for ICOM Rio, assigning, at this point, which party would be responsible for which item. Each one of the different parties – be it public or private, the later aided by mechanisms of fiscal incentive laws – chose which items they would finance, in agreement with their own rules, and the OC had to then adapt to their specific requirements, which demanded a strong organisation from ICOM BR to keep with the pace of different developments and different accounting systems and legal frameworks. In short, items were divided into four main topics: communication (mostly national), events (venue, infrastructure, food), tourism (hotels, airlines, transport, post conference tours), and information technology (hot site, inscription, on-line payments, database, etc.). At a later stage, ICOM BR negotiated a pro-bono audit with Price Waterhouse Coopers.

Following Brazilian rules for OSCIPs, the OC invited three providers for each topic to present proposals based on ICOM Rio 2013 budget plan. ICOM BR and the OC brought together information and visited all applicant firms, and based on rounds of comparative analysis, selected the final providers of ICOM Rio 2013, who then subcontracted different firms in Rio, composing the technical team of the Conference.

The OC prepared a series of communication tools (printed postcards and leaflets, videos), as ICOM BR and OC representatives attended several meetings in Brazil, in

## 2D. THE VENUE

Our first choice of venue for ICOM Rio 2013 was the heritage site, Forte-Museu de Copacabana, that guards the entrance of the Guanabara Bay between world famous Ipanema and Copacabana beaches. There would be set temporary tents and we would use rooms available at the Fort itself and at the Sofitel Hotel Conference Centre, right across Atlantica Avenue. This alternative had been preferred for many meetings similar in size there and the location, in the touristic centre of Rio, could have avoided the need of transporting thousands of expected participants back and forth to the venue, as this is one of the best served areas of town in terms of hotels and restaurants of every conceivable category and price. However, new regulations for the private use of the site and sudden changes in hotel fee policies prevented

Latin America, 2010, 2012 and 2013 AAM meetings, and ICs' meetings to invite colleagues to ICOM Rio 2013.

We were invited by the organisation and given stands in the AAM meetings' respective Museum Fairs in order to announce the GC to be held in Rio in 2013 (reciprocated in 2013). It is worth noting that representatives of the OC also attended meetings in different Latin America and European countries, Japan and China with the same objective. The OC was also invited to present follow-ups of the Rio 2013 organisation in the annual June meetings from 2010 to 2012. In the 2012 June meeting, discussions with African (particularly Terry Nyambe from Zambia and Rudo Sithole from AFRICOM), ICOM LAC (Beatriz Espinoza) and Latin American NCs' presidents were instrumental to shape up the idea of an ICOM South-South Dialogue of Museums Meeting, to be held after ICOM Rio 2013.

Meanwhile, ICOM EC decided that the Rio Conference should be considered as the first of a new generation of ICOM Conferences, opening for the first time the event for non-ICOM members, perfecting the communication plan for the GC and formalizing relations among partners based on a signed agreement between ICOM and the host NC. The Secretariat and the OC worked in several turns to perfect the drafts of the agreement between ICOM and ICOM BR, which included eight annexes detailing demands and when they should be met, including a fee system for the Conference with a provision of twenty per cent (20%) to be reserved to support ICOM actions around the world. The EC approved the draft in June 2012.

the use of the Fort as venue. It is important to take in consideration that Rio was chosen as venue for the 2016 Olympic Games after being chosen to host the ICOM Conference, and that this news affected prices and policies in Rio, not for the better in our point of view.

When it became clear that it would not be possible to use Copacabana Fort, the OC started a new round of visits to conference centres in Rio, but none were adequate to an ICOM meeting for different reasons. The Mayor of Rio de Janeiro City offered then Cidade das Artes free of charge, which was in its final stage of construction, based on a project by the French architect Christian de Portzamparc. The OC compared Cidade das Artes to other possibilities of Conference centres in Rio, and decided to share the

decision of changing the original plan with ICOM board. In April 2012, the Presidents of ICOM BR and the OC met with ICOM President, one Vice-President, the Treasurer and the Director General and discussed the good and bad points of all alternatives, deciding for Cidade das Artes in Barra da Tijuca as the venue for ICOM Rio 2013. Originally meant to receive the Brazilian National Orchestra, and recently incorporated by Rio Artes, a municipal firm belonging to the City of Rio de Janeiro, Cidades das Artes would be officially inaugurated in March 2013, working experimentally for some months before being considered complete and operational in June. ICOM Rio 2013 was the first event to make use of the whole facility, as we occupied all rooms and the basement for a whole week. Although not meant to be a Conference Centre, the beautiful and modern compound offered many well equipped different sized rooms, including a main hall with 1600 seats and two smaller theatres for 600 and 400 people, an intriguing architecture which promoted networking among participants, and a separate space for the Museum Fair, guaranteeing also the security and easy access either from the South Zone or from the International Airport.



Cidade das Artes



Meeting rooms

## 2E. ICOM RIO 2013 DATE

The date originally proposed for the 23<sup>rd</sup> Conference was June 2013. When ICOM AC selected Rio as host in 2009, the city had been already chosen as one of the cities that will receive games of the 2014 Soccer World Cup (including the final), and was since selected to host the 2016 Olympics, as mentioned before. These two major events helped to attract other meetings to Rio, which affected our plans. June has been chosen because of the good weather and the convenience for our northern hemisphere colleagues, but in June 2013 Brazil hosted

the Confederation Soccer Cup, with several games in Rio, overloading the city's hotels and transport network. In July 2013, Rio de Janeiro hosted the Youth Eucharistic Meeting with almost 2 million visitors, including the first trip abroad of the Pope Francis. In September 2013, Rio hosted the Rock in Rio concerts for three weekends, so only August remained as a possibility and the OC selected mid month dates in order to escape the influence of these major events in town.

## 2F. 5<sup>th</sup> NATIONAL FORUM OF MUSEUMS – PREPARATORY FOR ICOM 2013

IBRAM organises the National Forum of Museums every two years and agreed to declare the 5<sup>th</sup> Forum in 2012 as preparation for ICOM Rio 2013, in order to attract our local museum professionals' community (ICOM members and non-members) to the Conference. To the 5<sup>th</sup> Forum, in Petrópolis (the summer city of the Brazilian imperial family in the State of Rio de Janeiro mountains, one hour drive from the city of Rio), ICOM BR invited (funded by IBRAM) representatives of the Secretariat, of all ICs and of ICOM LAC and AFRICOM to meet and to experience the atmosphere of the Forum, where most concerns of the Brazilian museum community is discussed. This was a great opportunity for ICs, resulting in an unheard number of joint meetings during the 2013 GC. Presidents of ICs could also visit the museums in Rio willing to receive meetings. In Petrópolis, the OC also met with the presidents of ICOM LAC and AFRICOM in order to discuss the organisation of the ICOM South-South Dialogue of Museums Meeting, to be held after ICOM Rio 2013 in São Paulo, immediately after the GC.



5<sup>th</sup> Forum of Petropolis

## 2G. VISITS OF ICOM OFFICERS TO RIO DURING PREPARATION OF THE CONFERENCE

After ICOM's 2008 delegation visit, Rio was visited in June 2011 by the then ICOM Director of Communications, Aurelie Auburg, who visited Cidade das Artes and discussed the status of ICOM Rio 2013 with members of the OC. Her report was important to realign some directions and to perfect our communication plan. During the Petropolis meeting in November 2012, the then DG Julien Anfruns and Yu Zhang not only participated in the Forum but met with the OC, visited the venue and tested the transport scheme for the Conference.



5<sup>th</sup> Forum of Petropolis

In May of 2013, the ICOM President, Hans-Martin Hinz, visited the venue, stayed in the official hotel, met with the OC and was received formally by the Governor of the

State of Rio in a reception to Rio museums directors at Palácio Guanabara, official residence of the Governor.

## 2H. PRODUCTION

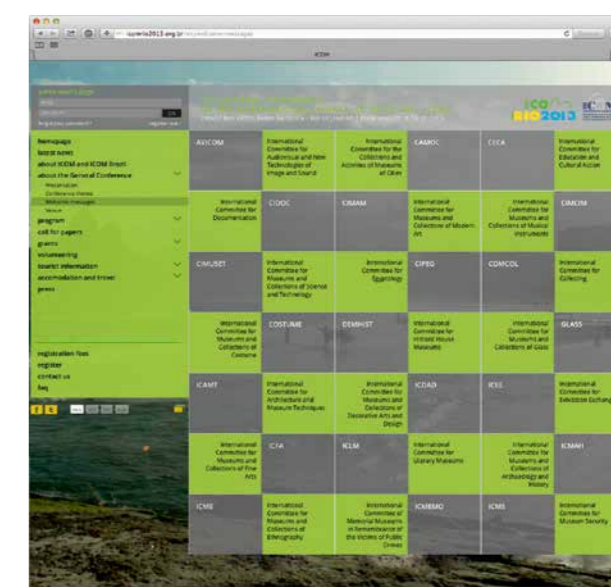
ICOM BR and the OC worked with partners to adapt the budget of the Conference to adequate legal frameworks, while working with the main four providers agreeing on steps that involved a growing number of providers as the opening date approached.

the agreement signed with ICOM, all texts were presented in the three ICOM official languages plus Portuguese and the translated version being validated by ICOM before being broadcasted in the site. Subsequently, other tools were incorporated into the site, of which the first version was launched in October 2012, becoming operational in December 4, 2012 and suffering constant updates up to the opening day of the Conference (<http://www.icomrio2013.org.br>).

Since the 2012 June meeting in Paris, the OC was in constant contact with the ICs and other groups responsible for meetings in ICOM Rio 2013, defining the date of December 31, 2012 to receive programmes and an estimate of room sizes adequate for each of the meetings. ICs have annual meetings and only started to detail the programme for 2013 (theme, keynote speakers, meeting mode, etc.) after September-November 2012, when most of the ICs' meetings occurred and after the Petrópolis meeting (late November).



The tourism firm (GAP Tour) contacted hotels in Rio, in special in Barra da Tijuca, to offer accommodation to participants. As requested by the OC and by some ICOM members who considered the price offers by Rio hotels comparatively high, they searched also for alternative accommodation in the format of hostels, apartments and even rooms in boarding houses and/or family apartments. Unfortunately this last solution was not possible via a travel agent, as negotiations have to be done case by case and privately by interested parties. GAP Tour was also responsible for offering several post-conference tours to all Brazilian regions and promoted visits to museums and monuments in many different cities, as well as for the city tours during the conference free day (Thursday, August 15).



The Information Technology firm (Monocromo) designed and managed the ICOM Rio 2013 hot site, being also responsible for the register database, based on privileged access to ICOM database in Paris, in order to verify status and annual fee payment. In its first phases, the site included welcome speeches by ICOM President and Brazilian authorities (Minister of Culture, Governor of Rio de Janeiro State, Mayor of Rio de Janeiro city, President of IBRAM, President of ICOM BR and President of the OC), information regarding Rio hotels and drafts of the Conference timetable, constantly updated. According to

Hot site ICOM Rio 2013

The event firm (GAP Eventos) was responsible for rigging and administrating all actions related to the venue, hiring the furniture and video gear needed for the meetings. They subcontracted an information technology firm to wire Cidade das Artes, which was not fully wired at the time of the Conference and to provide support for the presentation and for the sound and video transmission from the main room to two overflow rooms in case the opening ceremony, the plenary speeches and the GA and final ceremony. Supported by the Secretariat of Culture for the State of São Paulo through Pinacoteca of the State of São Paulo, Forum Permanente streamlined all plenary speeches live, the main meetings and selected presentations

[http://www.forumpermanente.org/event\\_pres/encontros/icom-2013](http://www.forumpermanente.org/event_pres/encontros/icom-2013)

The communications firm Approach contacted Brazilian media that could be interested in releasing information on ICOM Rio 2013 and on selected participants on given themes during and after the Conference. ICOM Secretariat contacted museums and heritage-focused media to advertise the Conference.



## 2I. VOLUNTEERING

The work of the volunteers was the responsibility of two members of CO: Denise Grinspum and Vera Alencar. The technical coordination of the work was undertaken by Claudia Porto, a volunteer with extensive experience in the field of museums, member of ICOM BR.

The process began with a visit to the person in charge of the volunteers for the Brazilian Olympic Committee (COB), who offered us advice, telling us the main activities we

should develop, besides providing dissemination of our tender document through their own mailing list.

Based on documents by COB, we created a Volunteer Manual and a poster, as well as a special channel within the website for registration of those interested.

Entries were open from July 19 to August 7, 2013, receiving 96 registrations. From these, 30 people of

different ages and proficiency in the various languages required (Portuguese, English, Spanish and French) were selected, of which 23 met the required frequency and received certificates.

Volunteers, students and professionals, came from various fields, such as cultural management, museology, translation, economics and journalism, among others.



Working journeys consisted of 6 daily hours and most volunteers worked between 12 and 15 August – once the 16 was reserved for external activities – reaching an approximate total of **700 hours worked**.

ICOM BR provided volunteers with uniforms, transport and food in the days they worked for ICOM Rio 2013, counting with the collaboration of the OC to expedite training.



Volunteers helping the support team

## 2J. PLENARY SPEAKERS

According to the agreement signed between ICOM and ICOM BR, the OC was to propose names of up to six plenary speakers to the EC, taking into consideration a balance in gender, origin and discipline. OC's proposed names and these chosen plenary speakers names were invited by ICOM and supported by ICOM BR. We were very fortunate to have the Brazilian scholar Ulpiano B. Menezes, the Colombian politician and ex-Secretary of Culture of Medellin Jorge Melguizo, the Spanish scientist and founder of CosmoCaixa,

Barcelona, Jorge Wagensberg, and the Mozambican writer and biologist, Mia Couto. Prof. Menezes talked about the Conference theme, representing Brazilian experience and hope, Melguizo discussed how culture in general and museums in particular helped change the fate of a troubled city. Wagensberg talked about museum practice and background and Mia Couto poetically discussed museums as sites of memory and time.

## 2K. CONFERENCE CONTENTS

The OC asked ICs to set up the contents of the meetings, as well as meetings and presentation formats. ICs were also responsible for receiving and managing registered participants' contributions, as well as the agendas of the meetings either at Cidade das Artes or elsewhere. The other groups responsible for meetings during the Conference followed the same rules and procedures.

The OC informed the ICs and other groups the number of registered members by committee and gathered information to establish their needs in terms of furniture and special demands. The OC then assigned rooms in the venue to meetings groups, according to their capacities.

## 2L. BOOK LAUNCHES

The OC wrote to ICs and advertised in the Conference website the possibility of book launches taking place, and to organise this demand the OC set a small auditorium in the Museum Fair and opened registrations to those interested in launching publications. The selected launches were given a time slot as part of the official programme of the Conference (despite the fact that, even after the Conference was well underway, new demands for possible book launches were still put forward).

We then decided to organise two half hour book launches during lunch time August 12, 13 and 14, in the special space at the Museum Fair premises, with a table for authors, some 40 seats and a microphone for short speeches and comments by the public.

It has been agreed with ICOM and the authors that the OC could not be responsible for keeping, selling or distributing the books inside or outside Conference hours,



but the possibility of having fliers added to participants' bag was offered, provided we received them proof-read and printed before the Conference, at no cost for the OC.

The following publications were launched by the following authors and/or editors:

*Atas do Encontro de Museus de Países e Comunidades de Língua Portuguesa* - Lisbon, 2011 – ICOM Portugal.

*Museums and Public Value: Creating Sustainable Futures*, by Ann Carol Scott (editor) – ICOM UK. London: Ashgate Publishing, 2013

*Museos Universitarios de México. Memorias y Reflexiones* (includes a CD) by Luisa Fernanda Rico Mansard and Bertha Teresa Abraham Jalil both from ICOM-UMAC (book coordinators), and Lourdes Monges, President of ICOM-México, in co-edition with Universidad Nacional Autónoma de México, Universidad Autónoma del Estado de México and Universidad Intercontinental, 2012.

*ECOMUSEU, MEMÓRIA E COMUNIDADE - Museologia da libertação e piracema cultural em Santa Cruz*, by Odalice Priosti & Walter Priosti. Rio de Janeiro: Camelo Comunicação, 2013

*Gestão de museus, um desafio contemporâneo: diagnóstico museológico e planejamento*, by Manuelina Duarte Candido. Porto Alegre: Editora Medianiz, 2013

*Mesa-Redonda sobre o Desenvolvimento e o Papel dos Museus no Mundo Contemporâneo*. Santiago de Chile, 1972. Publication of original documents. 2 volumes. Ibermuseus

*Museus RJ: Um guia de memórias e afetividades / Museums RJ: A guide to memories and emotions*. Secretaria de Estado da Cultura do Rio de Janeiro. Rio de Janeiro, 2013

## 2M. PRE-CONFERENCE MEETINGS

- CIDOC organised a Course on Documentation in São Paulo in the week prior to the Conference, for the first time outside Lubbock, Texas, USA. Attended by almost 70 participants, the course was a very successful initiative and shall be replicated in the next years.
- DEMHIST also organised a pre-Conference meeting in São Paulo, expanding the concepts and themes which would be discussed during the Conference.
- During the three days that preceded the Conference, with participation of 60 people from 5 countries and 17 Brazilian cities, MINOM developed activities in three Rio museums: Museum of the Republic, Museum of Maré, Museum of the Favela.

## 2N. ICOM RIO 2013

The 23<sup>rd</sup> GC of ICOM was attended by **1894 registered participants** from **103 countries**, from all continents, out of which almost **700 from Brazil** (half non-ICOM members). From the total, **282 did not pay registration fees** (bursaries, invitees, speakers, etc.). This number does not include ICOM EC and Secretariat, ICOM BR Directors and secretary, GAP and other providers personnel, volunteers and the Cidade das Artes' own team. We estimate that in total some 2,400 people took part in the many activities related to ICOM Rio 2013.

Participants were housed in many hotels throughout the city, and transportation was included in the fee. Contracted by ICOM BR, GAP Tour subcontracted a local transport firm, responsible for the bus system that picked the participants up in their hotels and brought them back at the end of the day. They devised a system of concentric archs in a way that people staying in nearby hotels took the same bus that upon loading all registered participants proceeded straight to the venue. The same bus firm drove participants to Theatro Municipal (Wednesday August 14) and to the closing party at Mangueira Samba



School (Saturday August 17) and back to hotels. Local participants and those housed in non-official hotels or elsewhere were able to use the buses for free upon prior registration with GAP.

Given the distance from Cidade das Artes to downtown or to the South Zone, the OC decided to offer free meals (two coffee breaks a day and lunch) to all participants. During the Conference **23 thousand meals (7 tons of food)** and **12 thousand liters of water** were served, including coffee breaks and lunches.

The OC received programmes from ICs and other groups in rounds along the last months preceding the Conference and updates as late as one day before the Conference opening day. Although plans are expected to change, keynote and other presenters cancel for different reasons, and so forth, this prevented the publication of a final programme, as the programme changed even during the event week. The solution we found was to print a general view and an abridged programme in the booklet distributed to all in the three official languages



Free transportation to all participants



Transport services to all routes



and Portuguese, and publish detailed programme group by group and their updates in ICOM Rio 2013 site, also in four languages. Upon registration, participants received the Conference material, with a booklet not only with the official programme but also plenty of information on the Conference and on the country and city. During the Conference, some of the meeting groups decided to change plans and meet jointly, changing rooms and the schedule of events on their own. On the second day, Tuesday, the OC decided to set up a board where ICs and other groups could post changes to their programmes and schedules. This information was given at the opening day in the main Conference Hall, before the first keynote speech.

#### EVALUATION BY ICOM BR AND THE OC

ICOM BR and the OC worked to give ample opportunity for participants to network with colleagues from all over the world, which was one of the most positive points of the Conference, but the most general positive comment on the Conference was on the scientific and technical

quality of the contents. The opportunity to discuss the programme in Petrópolis in November, 2012 and subsequent meetings before the Conference may have contributed to the high quality of the contributions and meetings. ICOM BR and the OC policy was to stimulate ICs and other groups to meet together and at least for one day outside the venue, in a Rio Museum. Thirty-seven Rio museums received meetings of ICs and other groups, spreading the Conference throughout the city.

#### ADMINISTRATION DURING ICOM RIO 2013

ICOM was given a space in the administrative sector of Cidade das Artes, where it was able to organise different activities of the Secretariat, most importantly the triennial elections for the EC. ICOM BR also had offices at Cidade das Artes throughout the Conference and part of its team worked in the Accreditation Room, where participants were received. Some 30 people worked to find information on those registered through the website and to register latecomers or day passes in a rather smooth way. In general, the Accreditation Room closes after the first day, but as we issued day passes and people registered for post-conference tours and other activities, the room remained opened during the whole week.

Cidade das Artes rooms with enough capacity received translation cabins in the three official ICOM languages (English, French and Spanish) and Portuguese. Smaller rooms were able to receive at least English/Portuguese simultaneous translation. Interpreters served meetings during the whole Conference, the number of translators depended on the number of meetings and rooms: 16 translators worked Saturday, August 10, 28 in Sunday, August 11, 58 in Monday and 58 in Tuesday, respectively August 12 and 13, 54 in Wednesday, August 14, 26 in Thursday, August 15, and 16 in Saturday, August 17.



Accreditation room

## 20. ICOM RIO 2013 MUSEUM FAIR

ICOM BR and the OC recognised the need to give priority to the Fair and at the same time to change its nature and scope, as we were not able to remember any significant museum fair in South America recently. ICOM BR and the OC divided the fair into two areas; one devoted to traditional museum providers and the other to important institutions in the museum field, where, for instance,

ICOM, ICOM BR, IBRAM, AAM and several others could exhibit their goals and accomplishments.

A special communication and financial strategy was designed for the Fair, including participation in three AAM Fairs (2010, 2012 and 2013) and invitations to traditional providers from Europe, Asia and the Americas.

## 2P. GRANTS SYSTEM

ICOM BR was responsible for 60 grants, according to the agreement signed by ICOM and ICOM BR, that is, for 60 ICOM members selected by ICOM, ICOM BR and the OC payed for their travel expenses from the original countries and cities, as well as for their hotel fees in Rio, also relieving them of the Conference registration fees. ICOM and Getty Foundation added 53 grants to the total, and all 113 grants were administrated by the OC, based on local funding and money transfer from Paris. Registrations were conducted by the Secretariat and the selection made by SAREC (ICOM Strategic Allocation Resources Commission). The release of selected names by ICOM, due in late February 2013, happened in early May; the OC then gathered various missing information about the grantees, such as airport of origin, specific needs, among others, to put actions in place to effect their participation.

if they were kindly asked to indicate a tutor to receive, plan the activities and follow the grantees during the internships, guarantying they produced a full report of their activities. All museums answered positively in both cities, making the internships programme possible.

Grantees that selected São Paulo museums were supported by the Secretary of Culture for the State of São Paulo and the University of São Paulo (USP), which rented a bus to transport them to São Paulo from Rio, supported the transport, hotels and food in São Paulo during the whole period. With this support, grantees that went to São Paulo museums also participated in the ICOM South-South Dialogue of Museums Meeting and its activities, without burdening the organisation ICOM Rio 2013.

In order to facilitate the participation of the largest number of representatives of Latin American, African countries and colleagues from other Brazilian States, the ICOM South-South Dialogue of Museums Organising Committee adopted several strategies, namely:

1. Identifying, among the 113 fellows funded by ICOM BR, by ICOM and the Getty Foundation, those who represented CNS of the countries of selected regions (Latin America, the Caribbean and Africa). These fellows were invited to participate in the ICOM South-South Dialogue of Museums.
2. Fellows from the chosen regions who requested internships were then selected to undertake these short-term museums immersions in São Paulo, and to join the South-South Dialogue.
3. Seeking support, within the Secretary of Culture for the State of São Paulo, to complement the list of countries not yet represented, ensuring the results of the South-South Dialogue were disseminated to the biggest possible number of ICOM committees from Africa and South America. Also, in this case,

preference was given to ICOM Rio 2013 participants, considering the CNs from countries that were not represented in the Conference were invited to attend both events.

4. Extending invitations to the Secretary of Culture for the State of São Paulo for provincial systems of museum and IBRAM representatives in order to enable the results to be disseminated nationally.

A representative of ASPAC (Regional Alliance of NCs of ICOM for Asia and the Pacific), Gina Barte, President of

ICOM Malaysia; one representative of AFRICOM (entity affiliated to ICOM representing museums of Africa), Rudo Sithole, Botswana; a representative of MOW Programme (Memory of the World UNESCO), Lothar Jordan; and the then President of ICOM LAC (Regional Alliance of NCs of ICOM for Latin America and the Caribbean), Beatriz Espinoza, were also invited by the organisation. Apart from them, the President and Vice-President of ICOM (Hans-Martin Hinz and George Abungu respectively) and the Acting Director General of ICOM (Hanna Pennock) also participated.

## 2Q. VISAS

As part of the partnership agreement among Brazilian patrons of the Conference, ICOM BR and the OC would have the support of the appropriate federal, state and city representatives within the OC when dealing with issues under these instances responsibilities, which was the case of issuing visas to many international participants. As visas are the responsibility of embassies and consulates of the Ministry of Foreign Affairs, the OC appealed to representatives of the Ministry of Culture in order to facilitate the issuing of visas and solving problems of

different natures along the process. As far as we know, no participants were unable to come due to Brazilian visa setbacks, and in cases in which periods had to be anticipated or problems of other natures occurred, the OC asked for the interference of appropriate authorities. On the same token, when Brazilian consulates or embassies identified atypical visa requirements, they consulted us through the same channels, asking for instance if the list of solicitations reflected true interest of a museum professional to attend ICOM Rio 2013.

## 2R. ICS ACTIVITIES AND ICOM MEETINGS

During the Conference, ICs and other groups had business meetings, assemblies and technical reunions. Thirty ICOM ICs met in Rio, of which 29 met at Cidade das Artes.

CIMCIM did not join the Conference and CIMAM met at the Museum of Modern Art, in a different district in Rio at the same time.



CAMOC



ICOM CC



CECA



ICOFOM



UMAC



COMCOL

The contents and themes of the meetings were decided by the different ICs and organisations, but most groups privileged the Conference theme **Museums (memory + creativity) = social change**. The aforementioned pre-meeting in Petrópolis, promoted by ICOM BR and by IBRAM, fostered **integration of ICs** and promoted joint meetings during the GC and the **ICs and other groups' activities in 37 museums throughout Rio**.

Twenty two committees had joint meetings during ICOM Rio 2013: AVICOM + CECA, CAMOC + ICLM, CIDOC + COSTUME + ICMS, CIMUSET +MPR, CIPEG + UMAC, COMCOL + ICMAH + ICME + ICR + ICOM Korea, DEMHIST + GLASS+ ICFA + ICDAD, ICOFOM + ICTOP + CIDOC.

Seventeen ICs had business meetings during the Conference week and open meetings were also organised by three NCs (Netherlands, Korea, Denmark), four regional alliances (ASPAC, ICOM ARAB, ICOM EUROPE and ICOM LAC), four affiliated organisations (AFRICOM, CAM, EXARC and MINOM), six other organisations (Blue Shield, Ibermuseum, IBRAM, MoW [UNESCO], WFFM and its local counterpart FEAMBRA, four ICOM technical committees (ETHCOM, LEAC, NEC and Resolutions Committee), besides Memorial Lectures and Sessions on Orientation for first timers, the meeting of the International Observatory on Illicit Traffic in Cultural Goods, and Mentoring Sections. In total 56 organisations met during the 23<sup>rd</sup> ICOM GC, including the ICOM ICs.

Thursday, August 15, was dedicated to visits and activities in Rio museums. Activities were organised in 37 different museums throughout the city, such as seminars, staff meetings, technical visits, behind the scene tours, public meetings and receptions. Friday, August 16, was devoted to visits to touristic sites and monuments in Rio de Janeiro. Participants could register into six different options, guided excursions through six different routes, in which **361 participants enrolled for free, transported by 36 buses and 7 vans**. Some of the ICOM Rio 2013 sponsors offered three free excursions to sites or museums of which they are the patrons.

During the Conference, ICOM organised two meetings of the EC, a meeting of the AC, a GA, and elected the EC and officers of the AC for the 2013-2016 period.

CIMAM organised a post-conference tour to Brasilia, the country's capital, to visit architectural works by Oscar Niemeyer. Other ICs organised post-conferences activities, mostly in Rio, but the OC was not fully informed about their details.



CAMOC + ICLM



CIMUSET + MPR



ICOM General Assembly



ICOM General Assembly

## 2S. SOCIAL EVENTS

As part of the Conference, ICOM BR and the OC organised three social events.

The opening party of the Conference, on Monday, August 12, was held in the main hall of Cidade das Artes, counting with the show *Isto é Brasil* (This is Brazil), representing the evolution of Brazilian culture through the traditional popular dance, with the Carlinhos de Jesus Dance Company and the most important Brazilian ballerina, Ana Botafogo.

Different consulates and agencies in Rio offered receptions to ICOM Rio 2013 participants along the week from August 10 to 18. ICs and other groups responsible for meetings during the Conference organised parties and receptions to selected invitees in different points of town, including Rio museums.

The Governor of the State of Rio de Janeiro invited all participants to a presentation of *Carmina Burana* by the Municipal Choir and Orchestra and soloist singers at the newly renovated and very traditional Theatro Municipal, the Opera House in Rio, Wednesday, August 14. The Theatre Director, the filmmaker and actress Carla Carmurati, kindly received some 1200 ICOM invitees for

a beautiful and inspiring night. The OC provided free transport to participants from the venue to the theatre and back to their hotels.

The Rio de Janeiro city Mayor invited the EC and presidents of ICs to a guided visit and a cocktail at MAR – Museu de Arte do Rio de Janeiro. This event took place at a time when citizens undertook general protests in Rio de Janeiro, for reasons unrelated to the Conference, preventing some to reach the building that was encircled by demonstrators and by policemen. Notwithstanding, MAR curator, Paulo Herkenhoff, kindly guided two visits to the newest museum in town and offered a pleasant party on the roof.

The closing party was a ticketed event at Mangueira Samba School, with free transport from hotels to Mangueira and back, traditional “carioca bar” finger food, open bar with caipirinhas, beer and soft drinks, a ball with live Brazilian samba and a show with dozens of richly dressed Carnival dancers. To use a typical Brazilian popular saying: ICOM Rio 2013 “ended in Samba”.

During the Conference, free musical pocket shows were performed in the Museum Fair area, funded by Petrobras.



Pocket Show



Closing Party at Mangueira

## 2T. REPERCUSSIONS + MEDIA EXPOSURE

At the end of the 23<sup>rd</sup> General Conference of ICOM, we are glad to acknowledge the many compliments received from participants and institutions from all continents, congratulating Brazil, ICOM BR and the Conference OC for the event. Some of the messages received can be read in item 5.

As part of the responsibilities of the communication firm hired by ICOM BR, Approach, we were able to collect over 100 mentions of the Conference in Brazilian press vehicles, several TV inserts and many mentions in social media and the Internet. These initiatives, despite not completely calculated in monetary value, have irrefutable market value and may be considered as financial support to the Conference, as we can see in the summary below:

- **118 printed articles/on-line** – Media value: R\$ 1.221.226,67
- General articles about the Conference: 34 articles, 24 different vehicles, 7 States, 1 country
- Conference Activities: 20 articles, 15 different vehicles, 3 States
- Conference Social Benefits: 4 articles, 3 different vehicles, 3 States
- Conference Spinoffs: 13 articles, 13 different vehicles, 3 States
- Conference hommages: 5 articles, 3 different vehicles, 2 States

Conference theme:

21 articles, 14 different vehicles, 4 States

Sponsors and Partners:

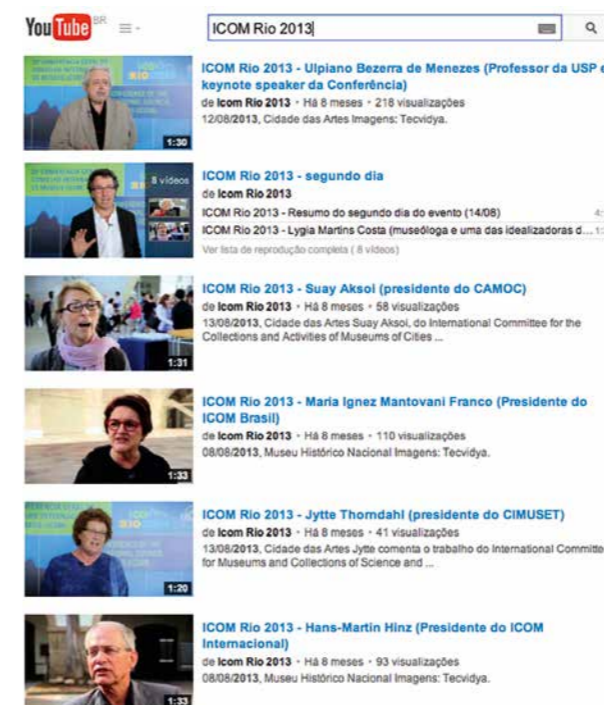
18 articles, 12 different vehicles, 5 States

Various themes:

3 articles, 3 different vehicles, 2 States, 1 on-line

- 4 radio interviews, 3 in local stations e 1 in a national station
- 2 television interviews, in 2 national reach channels
- 1 Rede Globo campaign
- **65 vehicles**, in 10 States, 1 country and 7 on-line
- 45 posts in social media, reaching **46 thousand** people
- 1 YouTube channel, created specifically for the event, with 40 videos published and **750 viewings**.

ICOM also sent us several mentions of the Conference in the international press. Most of these mentions were highly positive, but some indicated points that could have been perfected and made interesting suggestions for the next organisers.



PRINTED ARTICLES/ON-LINE	118
RADIO INTERVIEWS	4
TELEVISION INTERVIEWS	2
REDE GLOBO CAMPAIGN	1
VEHICLES	65
POSTS IN SOCIAL MEDIA	45
YOUTUBE CHANNEL	1

### 3. FINANCE PLAN OF THE CONFERENCE

#### 3A. THE BRAZILIAN GOVERNMENT GUARANTEED THE VIABILITY OF THE EVENT

To ensure the responsibilities assumed by ICOM BR before ICOM regarding the organisation of this Conference, as per the cooperation agreement signed between ICOM and ICOM BR on the occasion of the 5<sup>th</sup> National Forum of Museums in Petrópolis, a term of reciprocity was signed between ICOM BR and the three levels of government (i.e., the Ministry of Culture, represented by IBRAM; the Government of the State of Rio de Janeiro, represented by the State Secretary of Culture, and the city of Rio de Janeiro, by the Secretary of Culture of the City of Rio de Janeiro), and also by other members of the Organising Committee: ABM and COFEM. This alliance provided the political-institutional framework that formed the basis of continued support to ICOM BR along the path of planning and organising the Conference.

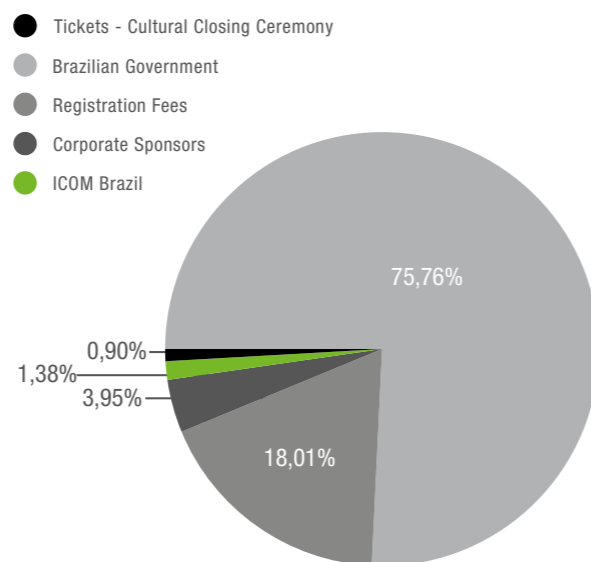


Chart 2. Financing - Overview

Aware of their institutional responsibilities, the three spheres of government supported fundraising actions by ICOM BR before sponsors, often acting as partners, and spared no efforts to overcome bureaucratic hurdles inherent to the constitution and to the specific legal requirements of each party involved, which occurred throughout the entire path trodden until complete viability of the event was achieved.

In order to fulfil the international agreement signed, ICOM BR and the Brazilian government articulated two distinct forms of financial support:

- Direct public funding by the three spheres of government, co-realiser of the Conference;
- Concession of tax incentives to culture via Rouanet Law (Federal) and ICMS Law (State), allowing sponsoring of the Conference by state-owned and private companies through tax breaks.

Table 1. Financing

Description	R\$	%
Registration Fees	1.368.491,75	18,02
Subsidies ICOM Brazil	105.000,00	1,38
Brazilian Government		
<b>1. Direct Resources</b>		
1.a. Federal Government (Partnership Agreement)	995.447,06	13,11
1.b. Government of the State of Rio de Janeiro (Event sponsorship)	1.000.000,00	13,17
1.c. City of Rio de Janeiro (Agreement/Event)	1.112.000,00	14,64
<b>2. Corporate Sponsors via Cultural Incentive Laws</b>		
2.a. Federal Law (Lei Rouanet)	1.000.000,00	13,17
2.b. State Law	1.650.000,00	21,73
Corporate Sponsorship - MKT	300.000,00	3,95
Tickets - Cultural Closing Ceremony	63.485,50	0,84
<b>TOTAL</b>	<b>7.594.424,31</b>	<b>100,00</b>

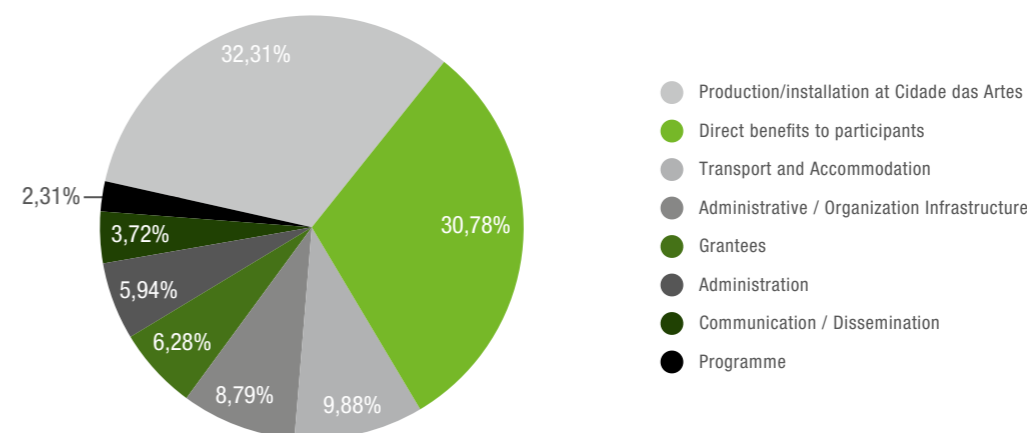


Chart 3. Expenses - Overview

#### 3B. SPONSORS AND SUPPORTERS

The selection of sponsors was based on the choice of companies that historically invest resources in culture and different programmes of Brazilian museums. Thus, a robust and articulated base of sponsors already loyal to the cause of museums acted through an effective partnership with the Conference, contributing not only resources, but also ideas and communication strategies for the success of the event. These sponsors, for the most part, maintain their own museums and memory programmes, strengthening their institutional image within the communities in which they operate.

It is important to highlight that both the donation of R\$ 300,000.00 by private sponsor Gerdau, as well as part of the Petrobras grant (R\$ 200,000.00) were made without the use of tax incentive laws.

The ICOM GC would not have been possible without the sponsorship of the Brazilian government and the companies **Petrobras, BNDES, Vale, Gerdau, Oi, Light, Bradesco** and **AmBev**.

ICOM BR developed innovative communication strategies that ensured significant incentives for sponsors, involving benefits linked to institutional values, such as: accessibility, inclusion, institutional memory, sustainability and social mobilization.

Payoffs offered to sponsors included from logo insertion in all event's promotional materials (on and offline), such as website, brochures and postcards, but also projection of vignettes of their institutional cultural projects at the opening ceremony between the plenary and committee meetings, or in social events. Stands at the Museum Fair,

plus free passes and invitations to social events and official ceremonies of the Conference were also offered to sponsors. Bags containing the Conference programme, institutional gifts and tourist promotional material about the country and especially Rio de Janeiro, were distributed to all participants. The logos of co-realiser, sponsors, partners and supporters were also displayed on all bags, as well as on posters distributed throughout the Conference venue and t-shirts worn by the support team of the event.

In addition to sponsors, the conference also had the support of Cidade das Artes, the Official Print House of the State of Rio de Janeiro, COFEM, ABM, Roberto Marinho Foundation, Rede Globo, ABERJE – Brazilian Association of Corporate Communication, Getty Foundation, The Art Newspaper, Oi Futuro and Price Waterhouse Coopers-PWC.

As a communication strategy, besides ABERJE and The Art Newspaper, Globo also supported the event through an unprecedented action proposed by the Conference OC. In a joint cooperation with IBRAM, Brazilian museums were encouraged to open their doors free of charge to the entire Brazilian society during the conference held in Rio de Janeiro. Rede Globo de Televisão aired a film produced especially by ICOM BR in prime time, aiming to promote the importance of Brazilian museums.

Brazilian public resources from governmental agreements and corporate investment through incentive culture laws represented more than 75% of the investment required for the Conference. Around 25% of the funds came from registration fees and direct financing by Brazilian

companies. Other contributions were obtained through in-kind services and products offered directly by the Government.

Another unique feature of the conference that deserves attention concerns access and the democratization of investments via direct benefits to participants, such as: transportation, food and simultaneous translation services. More than 30% of total funds were invested in the above items, of which 14% were directed solely to financing equipment and simultaneous translation teams. In this edition of the conference, each committee could have their meetings available in at least two languages, in an absolutely unprecedented way.

Still concerning democratization of access, 6% of investments were directed to fund scholarships for international participation, expanding access to young foreign professionals. Scholarships granted by national sponsors for the ICOM South-South Dialogue of Museums Meeting also allowed for extending the invitation to more interested parties that, otherwise, would have not been able to attend the meeting.

A system of solid administrative and financial governance was created by ICOM BR to ensure transparency and equality in the application of public and private resources, including a complete pro-bono audit of the event by Price Waterhouse Coopers-PWC.



Applications of sponsors' and supporters' logos (to Conference materials)

## 4. FINAL CONSIDERATIONS

The 23<sup>rd</sup> General Conference of ICOM held in Brazil brought innovations that surely mark the beginning of a new generation of conferences for ICOM – an institution that aims to be the reference for world museums.

Some of its characteristic aspects are indeed worthy of note:

1 - firstly, **the preparatory meeting held in Petrópolis, Rio de Janeiro, in 2012, as an initiative of ICOM Brazil, supported by IBRAM/Ministry of Culture of Brazil, which enabled an unprecedented meeting of Presidents of International Committees of ICOM for a brainstorm and co-creation of original joint programmes, developed and implemented in collaboration with Brazilian museums located in Rio de Janeiro.** This experience proved to be very productive, as pointed out by presidents of international committees and by Brazilian representatives of each committee, who remained in further dialogue for the development and production of each programme carried out in different museums in Rio during the Conference. We understand, therefore, that this preparatory meeting worked as a true incubator for innovation and for the development of collaborative programmes at the central axis of content generation of ICOM. This report provides key examples of the programmes undertaken, many of which will live beyond the Conference, as they generated ongoing collaborative partnerships between institutions of various countries and different international committees of ICOM.

2 - **the development of an expanded programme of international grants for the conference**, both as a horizontal action, which generated a greater number of beneficiaries from different countries and regions most in need, and as a vertical action, i.e., allowing for a deeper reach through internships awarded to scholars in Brazilian museums of São Paulo and Rio de Janeiro. Final scholars' reports point to the internship experience as an innovative and important addition to the real accomplishments of the grants awarded by different institutions.

3 - **on-line access to the contents of the Conference clearly marks a new level of communication of the event to the general public, in an amplified scale, internationally.** To provide an example of this expanded scope of media, it is important to consider that Mia Couto's address, in Portuguese, available through the website of *Fórum Permanente*, institution that supported on-line streaming, with sponsorship by the Secretary of Culture of the State of São Paulo

/ Pinacoteca do Estado, has been already accessed by over 10 thousand users. In the same breath, the Conference website, in conjunction with ICOMMUNITY, constituted a platform for ongoing communication with all ICOM community members, on a global scale.

4 - **increased accessibility to content through simultaneous translation in different languages** not only in the main lectures, but also in most International Committees' sessions, marked a breakthrough in the participation of members of ICOM from different regions of the planet, determining a new geopolitical dynamics of participation in the conference and making it more democratic and representative.

That said, some essential plans of articulation that became evident in the course of organising an event of this magnitude remain to be examined.

Firstly, it is of essence that ICOM recognises, and puts emphasis in its strategic planning, the need to reassess the mission, objectives, strategies and above all the shape of future general conferences in this millennium. It becomes evident that the present and the future already demand a new model for these meetings, more agile, more collaborative, denser, more efficient and especially more sustainable.

Additionally, the wave of innovation that flourished in the General Conference in Brazil converges to a two-way reflection: on one hand, we question what Conference model would be more instigating, innovative and representative for ICOM and, secondly, what ICOM we want and what role it must play in general conferences. We believe the opportunity to hold global meetings of members of an institution is of paramount importance to an organisation, reason why it demands new dynamics, content prioritisation, innovative methodologies of motivation and participation and, above all, the protection of collective rights of representation of its members. A triennial meeting of all members and committees – national and international – should give rise to dialogue, sharing, crossing, exchange, traversing dynamics and content, and not just their mere juxtaposition.

We hope the realisation of the 23<sup>rd</sup> General Conference has inspired ICOM and its members to develop a new model of representation, participation and sharing of content, which may be more harmonious with the century in which we live.

Finally, we thank the International Council of Museums –

ICOM, through the person of its President, Hans-Martin Hinz, for the confidence bestowed upon our country and ICOM Brazil for holding of this Conference.

To the Brazilian Ministry of Culture, through the Brazilian Institute of Museums, to the Government of the State Rio de Janeiro and the City of Rio de Janeiro, as well as all public and private sponsors and other supporters, we thank you for having made realising the dream of having our country and Rio de Janeiro as the venue for

the realisation of the 23<sup>rd</sup> General Conference of ICOM possible.

I record a special thanks to the Organising Committee, through its President, Carlos Roberto Brandão and to the Board and collective bodies of ICOM Brazil for the unconditional support and constant collaboration.

Maria Ignez Mantovani Franco,  
President of ICOM Brazil

## 5. POST-CONFERENCE MESSAGES

We reproduce below some of the post-conference messages that came to our knowledge. These messages were sent by participants, service providers and grantees of the 23<sup>rd</sup> General Conference of ICOM, targeting both members of the Organizing Committee and representatives of the International Committees of ICOM in Brazil, as well as the professionals who contributed to the event, and convey impressions about the activities developed, about the opportunity for intense exchange of ideas and experiences among professionals from all over the world, as well as expectations around future developments.

*Dear President Maria Ignez Mantovani Franco,*

*The realisation of the ICOM conference in Rio de Janeiro has achieved great success, thanks to the determined action of ICOM / Brazil. I could follow the preparation and roll-out of the event, experience relevant work and concluded that a significant contribution has been incorporated into the framework of Brazilian museums.*

*IBRAM, through our Museums and Departments directors, advisors and consultants, participated intensely in the congress, in the quality of co-realiser.*

*We understand that the Brazilian museum field comes out strengthened from this realisation, and that the presence of ICOM brought us closer to professionals from different parts of the world. Partnerships were renewed or created and, in our case, we established expressive memoranda with countries and organizations interested in museum cooperation.*

*To the esteemed President and to the Coordinator Beto Brandão, dedicated and efficient, as well as to all officers of ICOM / Brazil, I bring congratulations from IBRAM and my cordial greetings for the success of the World Conference of ICOM.*

Angelo Oswaldo de Araújo Santos, President of IBRAM, Brazilian Ministry of Culture (entire letter)

*Dear Maria Ignez,*

*[...] I wanted to send you a more personal Thank you for all the work you have done for the conference. Afterwards I heard again from several sides that it was such a successful and nice conference. [...] Well, once again, thanks so much for organising the conference and all that came with it! Best wishes, also to your crew!*

Hanna Pennock,  
ICOM Director General

*Dear Carlos,*

*[...] Every General Conference of the ICOM somehow transports us not just to a new place, but to a completely different niche where museums evolve into representations of the unique way of life, history, environment and thinking of the people of that particular place. [...] Despite the shortness of time, you managed to show us the essential meaning of museums in your part of the world. [...]*

Gina Barte,  
President, ICOM-Philippines

*Dear Maria Ignez and Dear Beto*

*[...] I congratulate you for leading the organization of this important event, feeling proud as a Brazilian, for having received ICOM colleagues from the whole world with such care and competence of. I'm sure that everyone left satisfied and aggrandised by this sharing of ideas and cultures.*

Zita Possamai, Museology Course,  
FABICO/UFRGS, PPGEDU/FACED,  
Rio Grande do Sul, Brazil

*Dear Carlos, dear Maria Ignez,*

*I would like to thank you for the hard work and dedication you have put into the organization of the ICOM Rio 2013 Triennial Meeting making it such a memorable event for us.*

*You initiated our International Committees to realise various activities and events, to share ideas, experiences and innovative processes. The words of the various keynote speakers inspired us in manifold ways. Our committees and colleagues fulfilled their projects and tasks with much support from the Organising Committee and our Brazilian colleagues. We were impressed by the city's museums [...]*

*Hoping the performance of the ICOM 2013 General Conference has respectively contributed to the museum community and cultural life of Rio, I thank you once again for your heartfelt work and hospitality.*

Suay Aksoy, Presidente, CAMOC;  
President of the Advisory Committee of ICOM

*Dear Carlos*

*[...] thank you very much for hosting the conference and for spear-heading a new kind of integrated thinking. [...]*

Bongani Ndhlovu,  
Executive Director: Core Functions,  
Iziko Museums of South Africa

*As an international family of museums, it was extremely important for ICOM to meet in Brazil and in South America for the first time. This was an extremely significant conference as a result and you deserve warmest congratulations for making it all happen!*

Carol Ann Scott,  
President ICOM UK

*Dear Livia,*

*[...] To me it was a reason of great happiness to participate in the Conference and an honour to be the Brazilian keynote speaker. I am now only left with thanking and greeting all for the organisation of the event.*

Ulpiano Toledo Bezerra de Meneses,  
Professor Emeritus of the Faculty of Philosophy  
and Humanities of the University of São Paulo, Brazil

*Esteemed Roberto Brandão*

*[...] The General Conference and the South-South Dialogue achieved the objective to be a space for the meeting of professionals members of museums of ICOM where they could share disquiets, common interests, advances and advice, on which it will be possible to base our work for the forthcoming years.*

Lourdes Monges,  
President, ICOM Mexico



## LIST OF ABBREVIATIONS USED IN THIS REPORT

<b>ABM</b>	Associação Brasileira de Museologia/Brazilian Association of Museology	<b>OC</b>	Organising Committee
<b>GA</b>	General Assembly	<b>COFEM</b>	Conselho Federal de Museologia/Federal Council of Museology
<b>AC</b>	Advisory Committee	<b>DG</b>	Director General
<b>EC</b>	Executive Committee	<b>IBRAM</b>	Instituto Brasileiro de Museus/Brazilian Institute of Museums
<b>GC</b>	General Conference	<b>ICOM BR</b>	ICOM Brazil
<b>ICs</b>	International Committees	<b>MinC</b>	Ministry of Culture
<b>NCs</b>	National Committees		

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