

ANNUAL REPORT

2013

## EDITORIAL



Building on the achievements of the previous years, ICOM has grown in significance in 2013, both in terms of its membership and its leadership on the world museum scene. This report provides me with an opportunity to take stock of our organisation's main actions over the last year, in light of the orientations established by the *ICOM Strategic Plan 2011-2013*.

As the world's leading organisation in the museum and heritage fields, ICOM was able to enhance the benefits of its membership and thus expand its network, which comprised 32,969 members in 2013, or 7.7% more than in 2012. I am delighted to note that the most significant increase in the number of members concerned Africa, as a successful result of our effective inclusion policy. The 9.5% growth in the number of members that actively participate in International Committees also attests to ICOM's constant effort to develop expertise within its network. So does the wide range of research projects and professional exchange events organised by the network.

Among these events, the 23<sup>rd</sup> ICOM General Conference in Rio de Janeiro, Brazil,

stimulated intercultural dialogue among the museum community and, once again, International Museum Day's success showed the great vitality of the museum sector and the passion that drives museum professionals worldwide to share their knowledge with ever wider audiences.

Throughout 2013, ICOM reaffirmed its leadership in the safeguarding of cultural heritage throughout the world, which has always been one of its core missions. The organisation closely monitored the situation in countries where cultural heritage was endangered and multiplied its actions in the fight against illicit traffic in cultural goods. Moreover, ICOM's collaboration with an increased number of partners enabled it to develop resources and implement new, large-scale projects in the museum and heritage fields.

After a hectic start to the year 2013 for the General Secretariat, our Acting Director General's tireless work allowed this key body of ICOM to gain expertise and efficiency. The modernisation of the Secretariat, together with the revision of ICOM's governance structure undertaken by the Executive Council in the wake of the General Conference, will enable our organisation to best meet the needs of its members and address the challenges of the time.

This report provides an overview of the many activities carried out in 2013 by ICOM's committees, whose great implication and inspiring work I salute, and presents the avenues for reflection that have been opened and that we will explore further in the coming years. I hope you enjoy reading it.

**Prof. Dr Hans-Martin Hinz**  
**ICOM President**

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## KEY FIGURES

- 32,969 individual and institutional members in 2013, i.e. 7.7% more than in 2012
- ICOM is present in 135 countries, 113 of which have a National Committee
- 31 International Committees, which gather 12,485 members, i.e. 9.5% more than in 2012
- 5 Regional Alliances
- 19 Affiliated Organisations
- ICOM Rio 2013 General Conference: 1,894 participants
- International Museum Day: nearly 35,000 participating museums

DEVELOPING MUSEUM  
AND HERITAGE EXPERTISE

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## AIMING FOR EXCELLENCE IN MUSEUM PRACTICE

## Defining and promoting standards in the museum sector

Defining and promoting ethical standards in the museum field is one of ICOM's core missions. Following the decision taken in 2012 by the Ethics Committee (ETHCOM) to increase communication to ICOM bodies, the committee worked throughout 2013 on different means of stimulating knowledge and dialogue on the issue of ethics within the ICOM network. Thus, a working group started working on a glossary of technical terms aimed at creating a discussion on the *Code of Ethics for Museums* and its content. A *Toolkit for basic articles on the Code of Ethics and the Ethics Committee* was created in English, French and Spanish. This document, which provides basic content on

museum ethics and ICOM's work in the field, was sent to all the national committees of ICOM in December 2013 in order to encourage them to publish articles on ethics. ETHCOM also started to list all the ethical standard-setting instruments developed by ICOM international committees in order to select those which could be promoted along with the *ICOM Code of Ethics*.

A new key document concerning professional ethics in museums appeared in 2013: the *ICOM Code of Ethics for Natural History Museums*. Published by ICOM NATHIST (International Committee for Museums and Collections of Natural History) in collaboration with ETHCOM,

following six years of work and research, it was approved during the 28<sup>th</sup> General Assembly of ICOM on 17 August, 2013 in Rio de Janeiro. This new tool, which should be considered as an appendix to the *ICOM Code of Ethics for Museums*, defines ethical standards on issues specific to natural history museums, thus providing standards of professional practice which can serve as a normative basis for these institutions. The code begins with a position statement which explains the purpose of natural history museums and their responsibilities. It then focuses on the specific challenges of natural history museums in six sections, from the presentation of human remains and the dissemination of scientific data to the collection of rocks, minerals and fossils; and it ends with a code of good practice for taxidermy. Particular emphasis is placed on the need for striking a balance between scientific research and environmental protection. This text is available in the three official languages of ICOM and can be downloaded from the NATHIST website.

In order to promote the standards of professional practice defined by ICOM among museum professionals, some committees distribute the *ICOM Code of Ethics for Museums* systematically, such as ICOM Cambodia, which sent it to the country's young museum professionals, especially new members. Many committees are also making an effort to translate the tools provided by the organisation. ICOM Estonia thus translated the *ICOM Code of Ethics for Museums* and the booklet *Key Concepts of Museology* into Estonian. This document, which was developed for the 22<sup>nd</sup> ICOM General Conference in Shanghai in 2010, is now available in 10 languages. ICOM Greece translated it into Greek while ICOM Portugal and ICOM Brazil produced the Portuguese version together. A translation into Farsi, the official language of Iran, Afghanistan and Tajikistan, is also available. ICOM Italy has begun to work on an Italian version, which will soon be added to the list.

The promotion of these standards is also achieved by organising meetings around the issue of museum ethics, such as the ICOM France Study Days, of which the second edition took place in Paris on 25 and 26 November, 2013 on the theme *Ethics of Public Col-*

*lections: General Interest and Private Actors*, carrying on from the first study days that took place in 2012. ICOM Norway proposed to its board members to extend their knowledge of ethics during a workshop dedicated to the subject while ICOM Iceland organised a seminar about the *ICOM Code of Ethics for Museums*. Finally, ICOM Germany's Annual Meeting and Conference, attended by 300 people, was dedicated to *The Ethics of Preservation*.

### Encouraging best practices

ICOM's national committees are committed to publicising the high-quality projects led by the museums and institutions of their country with a view to spreading the best practices they have implemented. To that end, some committees award prizes each year to reward museums that have shown excellence in their work. Thus, the ICOM Slovenia Awards were created in 2013, rewarding the Slovene Ethnographic Museum for the power and universality of the message conveyed by its exhibition *Orinoco, Indijanci Amazonskega Dezevnega Ggozda (Orinoco, Indians of the Amazon Rainforest)* and the National Liberation Museum in Maribor for its active promotion of the theme of International Museum Day through the *Prezvzeli Sma Muzej (We Took Over the Museum)* project. For the first time, ICOM Austria also awarded a prize of €3,000 to the Museumsverein Klostertal in Bregenz, to reward the work of its volunteers and to recognise the quality of their contribution to museum research. ICOM Australia recognised the work of Dr Robin Torrence, Senior Principal Research Scientist at the Australian Museum, in international museum relations by presenting her with a lifetime achievement award. Finally, CECA (International Committee for Education and Cultural Action) published the second volume of its *Best Practice* series, which presents the best projects carried out by CECA members in the field of museum education in 2012, selected by an international jury. The book comprises articles in English and Spanish. All of these public signs of recognition contribute to the appearance and dissemination of best practices true to the standards of excellence promoted by ICOM.

## ENRICHING AND DISSEMINATING KNOWLEDGE

### Fostering exchanges among museum professionals

In 2013, increasing exchange among museum professionals was made possible through a large number of events held by ICOM committees. Whether at a national or international level, conferences, seminars, round tables and meetings provided professionals with opportunities to share experiences and ideas on issues regarding developments in the museum landscape and means of tackling the challenges faced by museums, and to promote ICOM's work among non-ICOM museum professionals and students.

Among the particularly active national committees, ICOM Greece organised many successful events, which included, for instance, a study day on *Educational Programmes Intended for Particular Social Groups*, attracting over 150 participants including archaeologists, ethnologists and art historians. As the result of a second collaboration between ICOM Israel and the Society for Preservation of Israel Heritage Sites, a conference on the theme *Focusing Back on the Object: Reviewing the Object's Place in the Museum and in the Historic Exhibit* brought 160 people together at the Bet Hagdudim Museum in Avihayil. The inaugural annual conference and annual meeting of ICOM New Zealand, held in October 2013, which included a keynote speech entitled *Object Lessons: Museums, Objects, Collections*, combined with the launch of a website and an e-newsletter, proved very effective in promoting ICOM in the country. ICOM Argentina collaborated with the Fundación APEBI (Argentine Association for Spina Bifida and Hydrocephalus) and ICOMOS Argentina to organise the meeting *Museum, a Way Toward the Integration of People with Disabilities*, which brought the attention of museum professionals and students to the UN Convention on the Rights of Persons with Disabilities. Lastly, ICOM Austria brought 70 participants together in its seminar dedicated to the topic *Conservation of Value and the Increase and Decrease in Value of Cultural Heritage*, held at the Leopold Museum in Vienna.

ICOM committees, Regional Alliances and Affiliated Organisations encouraged exchanges and networking on a worldwide scale through the organisation of many joint international events. Thus, on the occasion of the 9<sup>th</sup> International Meeting on Museography, ICOM Spain invited representatives from recently-opened museums worldwide to present their projects to 200 other members of the museum community. As part of this event, representatives of ICOM Morocco, ICOM Algeria and ICOM Tunisia took part in a round table regarding the reality of North African museums in the current context. ICOM Poland hosted the ICOM-CC (International Committee for Conservation) conference entitled *The Heritage Wood: Research & Conservation in the 21<sup>st</sup> Century* at the National Museum in Warsaw. ICOM Estonia cooperated with AIMA (International Association of Agricultural Museums) and the Estonian Agricultural Museum to organise an international conference called *Agricultural and Rural Life Museums as Conservers of Rural Heritage and their Role in the Development of International Tourism*, and co-organised the conference *Memorial Sites and Museums: Negotiating the Uses of the Past* with IC MEMO (International Committee of Memorial Museums in Remembrance of the Victims of Public Crimes), the Museum of Occupations and the Estonian Ministry of Culture. Regional meetings that brought several national committees together also took place this year: a meeting of all Nordic ICOM committees was held in Reykjavik, Iceland, and the 4<sup>th</sup> trilateral meeting of the board members of ICOM Romania, ICOM Ukraine and ICOM Moldova, which included a symposium on *Traditionalism and Modernity in East European Museography*, was hosted by ICOM Romania.

## ICOM RIO 2013 GENERAL CONFERENCE



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From 10 to 17 August, 2013, the 23<sup>rd</sup> ICOM triennial General Conference took place in Rio de Janeiro, Brazil. This unique event brought together 1,894 participants from 103 different countries to exchange ideas and share experiences on the theme *Museums (Memory + Creativity) = Social Change*. It was also an opportunity for ICOM to determine its main lines of action for the next triennial period during the meetings of the Executive Council, the Advisory Committee and the General Assembly.

The efficient cooperation between the Organising Committee, ICOM Brazil, the Brazilian authorities and the ICOM General Secretariat made this worldwide event a great success. For the first time, participants were able to register online and benefit from registration rates adapted to their ICOM affiliation and countries of origin. The discussions, interpreted into the three official languages of ICOM, were followed live around the world for the first time thanks to the broadcasting of plenary sessions over the Internet and to the fact that interviews with many participants and representatives of committees were shown on YouTube. In order to amplify the event, ICOM Brazil, in co-operation with IBRAM (Brazilian Institute of Museums) also led a campaign to encourage the country's museums to allow free entry all week and produced a film promoting Brazil's museums which was shown on Brazilian television channels.

During the plenary sessions, four renowned guests presented their ideas on the role museums play in the progress of society. Ulpiano Bezerra de Meneses, Professor Emeritus at the Faculty of Philosophy and Humanities of the University of São Paulo, Brazil, examined human sensoriality and its relevance to museum practice and museology, while the journalist and social communication thinker Jorge Melguizo drew on his own experiences in Medellin, Colombia to stress the need for museums to engage with communities and to consider their impact on society. Jorge Wagensberg, Professor of the Theory of Irreversible Processes at the Faculty of Physics of the University of Barcelona, looked into the topic of *The Observatory Museum: a New Concept Based on Intellectual Joy*. Finally, the Mozambican writer Mia Couto gave the closing speech of the conference, in which he dealt with collective memory and the oral tradition in African societies, describing his own childhood memories in Mozambique.

Each General Conference is an opportunity for the committees, Regional Alliances, Affiliated Organisations and partners of ICOM to get together and enter into a dialogue with members all through the week. In 2013, for the first time, the General Conference was open to museum professionals and amateurs outside of ICOM, which made it possible to promote the organisation's work more widely and enrich the debate with new points of view. Some 52 meetings took place at different museums and institutions of the city of Rio de Janeiro, most of which were in English and Portuguese to enable the participation of Brazilian museum professionals. The international committees, which were particularly dynamic, enriched the programmes of their annual meetings, offering a varied range of discussions, conferences and practical workshops. The annual meeting of ICAMT (International Committee of Architecture and Museum Techniques) is a notable example, with record attendance of almost 50 members. Over four days, the committee explored the ways in which sustainable museums are designed in a tropical climate, using Rio's museums as examples. To conclude its annual meeting, INTERCOM (Inter-

national Committee on Management) organised a day of workshops on the theme *Advocacy and Communication* at the Oi Futuro-Flamengo Cultural Centre.

Meetings organised jointly by several international committees allowed the confrontation of points of view of specialists from different fields on issues of common interest. Thus, ICMS (International Committee for Museum Security) brought together 75 people during a meeting on the theme *Museum Security Ensures Memory and Continuity*, during which CIDOC (International Committee for Documentation) and COSTUME (International Committee for Museums and Collections of Costumes) each gave their view on the subject. CIPEG (International Committee of Egyptology) and UMAC (International Committee for University Museums and Collections) also delved deeper into the theme of the conference during a joint meeting on *Evaluating Change*. Likewise, ICFA (International Committee for Museums and Collections of Fine Arts), DEMHIST (International Committee for Historic House Museums), ICDAD (International Committee for Museums and Collections of Decorative Arts and Design) and GLASS (International Committee for Museums and Collections of Glass) held a joint conference entitled *Places for Reflection: Museums as Connectors of Cultures, Times, People and Social Groups*. The conference provided an opportunity to explore the transition taking place as museums change their role from places for collecting to places for reflecting on the memory of a community. Finally, ICME (International Committee for Museums and Collections of Ethnography) organised, in collaboration with COMCOL (International Committee for Collecting), ICR (International Committee for Regional Museums), ICMAH (International Committee for Museums and Collections of Archaeology and History) and ICOM Korea, a day of encounters on a subject of common concern: *Focus on Collecting: Contemporary Collecting and the Reinterpretation of (Older) Collections*.

The General Conference provided a tremendous opportunity for participants to enlarge their network during dinners, shows and other informal events such as the reception organised by ICR on the occasion of its 50<sup>th</sup> anniversary or the dance show at a Brazilian samba school on the

last night. Around 40 activities and excursions to museums and tourist attractions in Rio and its surrounding area provided ample opportunity to sample the richness of Brazilian cultural heritage. In addition, the programme of the General Conference included a major Museum Trade and Institutional Fair with more than 40 exhibitors, the first event of its kind in Latin America.

### 28<sup>th</sup> General Assembly of ICOM: defining major orientations for the next three years

In keeping with tradition, the 28<sup>th</sup> General Assembly of ICOM, which met on 17 August, 2013 during the General Conference in Rio de Janeiro, adopted six resolutions aimed at orienting ICOM's initiatives and decisions concerning the following issues:

1. Follow-up and Intermediate Evaluation of Resolutions from the ICOM General Conference
2. Adoption of the Statement of Principles of Museum Documentation
3. ICOM Secretariat and Recruitment of the Director General
4. Museums, Gender Mainstreaming and Inclusion: Benchmarking against the ICOM Cultural Diversity Charter, Shanghai 2010
5. Protection of Cultural Heritage During and After Armed Conflict, Revolutions and Civil Strife
6. Viability and Sustainability of Museums through the Global Financial Crisis



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## ELECTION OF NEW EXECUTIVE COUNCIL OF ICOM

During the 28<sup>th</sup> General Assembly of ICOM, the results of the election of the new Executive Council, which took place throughout the General Conference, were announced. The Executive Council works as a board; it coordinates the activities of ICOM's committees and Regional Alliances, ensuring that the Strategic Plan is implemented and enforcing the resolutions and recommendations adopted by the General Assembly. This new Executive Council, which is to meet twice a year between 2013 and 2016, is composed of the following members:

- **Treasurer:** Anne-Catherine Robert-Hauglustaine (France), subsequently appointed as Director General of ICOM. She officially took over this role from acting Director General Hanna Pennock on 1 May, 2014 and was replaced on the Executive Council as ICOM Treasurer by Peter Keller (Austria).
- **Ordinary members:** Ossama A.W. Abdel Meguid (Egypt), Laishun An (China), Inkyung Chang (Republic of Korea), Luisa de Peña Díaz (Dominican Republic), Willem de Vos (Belgium), Alberto Garlandini (Italy), Goranka Horjan (Croatia), Merete Ipsen (Denmark), Peter Keller (Austria), Diana Pardue (United States), and Regine Schulz (Germany).
- **Ex-officio:** Suay Aksoy (Turkey), Chairperson of the Advisory Committee.
- **Hans-Martin Hinz**, re-elected President of ICOM for a second term of office and who, as such, will chair the Executive Council for the next three years.
- **Vice-Presidents:** George Okello Abungu (Kenya) and Teresa C. Moletta Scheiner (Brazil).

## Capacity building

To support professional development for museum staff and foster skill-sharing in the museum sector, ICOM committees organise training sessions and practical workshops in a wide range of areas. Training occupied a prominent place among the activities organised in relation to the ICOM General Conference in Rio de Janeiro. A special edition of the CIDOC Summer School programme on *Museum Documentation, Principles and Practice* was held in São Paulo from 4 to 9 August, with the support of the State of São Paulo. This was the first time these training courses, developed since 2011 by CIDOC in partnership with the Museum of Texas Tech University, took place outside Texas. Moreover, for the first time in ICOM's history, an internship programme set up by the Organising Committee was offered to ICOM

grant recipients. During the week following the conference, 38 young professionals had the opportunity to acquire hands-on experience in Brazilian museums with different kind of collections including ethnography, natural history and art museums. This new initiative, which encouraged intercultural exchange and collaboration, was a great success.

Also in the wake of the General Conference, a meeting was held in the form of a South-South Dialogue bringing together some 100 participants from 33 African, Latin American and Caribbean countries. The meeting, organised by ICOM Brazil in São Paulo from 18 to 20 August, aimed to promote collaboration, networking and professional exchange between museum professionals from the Global South. The discussions and sharing of experiences made it possible to identify pro-

jects and challenges specific to Latin America, Africa and the Caribbean with a view to preparing future meetings. Among the various topics discussed, emergency planning, education and exhibition projects were singled out as important challenges in these regions. As part of this meeting, ICOM committees from the South held joint events, such as the workshop on *Disaster Preparedness for Small Museums and Developing Countries*, organised by NATHIST together with AFRICOM (International Council of African Museums) and national committees from Africa, Latin America and the Caribbean. This workshop was attended by around 60 participants and included the creation of a training kit of nine key activities that would allow poorly-resourced institutions to manage their most pressing issues in case of disaster.

An ICOM International Training Centre for Museum Studies (ICOM-ITC), located at the Palace Museum in Beijing, China, was launched on 1 July, 2013. This centre, the fruit of cooperation between ICOM, the Palace Museum and ICOM China, aims to foster research and exchange among museums on an international level and to develop museum expertise among professionals. ICOM-ITC takes advantage of ICOM's vast professional network to offer quality training programmes in museology especially targeting ICOM members from emerging countries and the Asia-Pacific region. The first ICOM-ITC training workshop was held from 4 to 12 November, 2013 on the theme *Best Practices in Museum Management in a Diversified and Changing World*. ICOM President, Prof. Dr Hans-Martin Hinz, and a number of international experts gave lectures and conducted discussions on new concepts of museum management, museums ethics, exhibition theories and practices as well as strategic planning and partnership building. A total of 32 trainees participated in this first edition, half of whom were Chinese museum professionals. To enable the participation of members from developing countries, travel grants were offered by ICOM, ICOM China and the Palace Museum.

Throughout 2013, ICOM national committees offered many training workshops covering a variety of topics of interest for museum and heritage professionals. ICOM Switzerland com-

pleted the first part of the 2013-2014 session of its museology training programme. In 2013, 35 training sessions were provided in French, German and Italian on matters such as *Museums and the Law*, *Volunteers and Professionals*, *Improving the Quality of Guided Tours* or *Welcoming the Public in English*. Each training session took place in a different museum and alternated between theoretical lectures, practical work, discussions and a visit of the host museum. The cycle of national and regional UNESCO/ICOM training courses for museum specialists from the countries of the Commonwealth of Independent States, which has been conducted since 2008 with the support of the Intergovernmental Foundation for Educational, Scientific and Cultural Cooperation (IFESCO), continued in Russia with a session on *New Information and Communication Technologies for Museum Development*. This training course, organised jointly by UNESCO and ICOM Russia in the State Hermitage in Saint Petersburg, consisted of a series of discussions and practical workshops and was attended by 75 participants. Lastly, ICOM South Africa organised a risk management workshop in Cape Town and ICOM Madagascar took advantage of the rebuilding of the *Musée de la Gendarmerie* in Moramanga to organise workshops on ethnographic collections restoration and exhibit design.

To enhance capacity building in the museum field, some national committees undertook cooperation with universities in their respective countries. ICOM Spain signed cooperation agreements with Antonio de Nebrija University and Complutense University of Madrid, and started collaborating with postgraduate courses in Museum Studies and Historical Heritage Management. ICOM Mexico signed an agreement with IBEROMUS (Ibero-American Institute of Museology), providing the framework for future collaboration.

International committees and Affiliated Organisations were also strongly involved in professional training. A number of workshops focused on museum security and protection, including ICMS's workshop on *Emergency Planning for Natural and Man-Made Disasters* and the workshop by CAM (Commonwealth Association of Museums) on *Disaster Risk Management*

for Caribbean Museums. COMCOL and MINOM (International Movement for a New Museology) held a joint workshop on *Collecting Memories*, whose reports were published in the COMCOL newsletter, while MPR (International Committee for Marketing and Public Relations) brought together 80 people in Saint Petersburg, Russia, for its two-day Academic and Research Conference entitled *Museum Marketing: Hot Topics*, which included a number of case studies and a workshop called *Museums and Social Media, the Russian Reality: Problems and Solutions*. Finally, ICOM-CC's Working Groups on Education and Training in Conservation and Preventive Conservation organised a joint meeting aimed at understanding the current and future demands on preventive conservation practice so that conservation training programmes can maximise the employability of their graduates.

### New publishing activity

ICOM's publishing activity experienced renewed dynamism in 2013, particularly with the takeover of the publishing rights of the *Museum International* journal, whose purpose is to facilitate the exchange of scholarly and scientific information on museums and cultural heritage on an international level. Following UNESCO's decision to stop publishing this journal, which it had produced since 1948 and co-published with English publisher Wiley-Blackwell for a number of years, ICOM entered into negotiations in February 2012 with the aim of continuing with this publication. A novation agreement was reached in 2013, setting out the conditions for the free transfer of UNESCO's publishing rights to ICOM and granting the latter exclusive responsibility for the editorial policy of *Museum International*, which will still be co-published by Wiley-Blackwell. Though ICOM intends to keep fostering interdisciplinary research and encouraging best practices for the safeguarding and protection of cultural heritage, the journal's editorial policy will undergo a few changes. Themes will be chosen to reflect contemporary issues in the museum field and the diversity of ICOM while drawing on the expertise of international committees. Initially, ICOM will keep publishing the journal only in English, and will look for partners for editions in other languages in

a second phase. Two transition double issues, published by ICOM and drawn up under the direction of acting Editorial Boards, will be released in 2014: the first one, dedicated to Brazilian museums, has been in preparation since September 2013 under the direction of Adriana Mortara, Vice-Chair of ICOM Brazil, and is due in Spring 2014; the second one, dedicated to the theme of International Museum Day 2014, is to be published in August with Léontine Meijer-Van Mensch, Chair of COMCOL, as Editor in Chief. A new Editorial Board was approved by ICOM's Executive Council in the beginning of 2014, including Prof. Dr Tereza Scheiner as Editor in Chief and Aedin Mac Devitt as Managing Editor. The board will discuss and choose themes, authors and a panel of peer reviewers. Executive Council members are also welcome to join the Editorial Board if they wish to do so.

In 2013, accessibility to the *ICOM News* magazine was increased with a view to reaching a wider audience. Through partnership with the *Bibliothèque Nationale de France*, the UNESCO-ICOM Information Centre digitised the French issues published between 1948 and 2010, which can be openly consulted on the Gallica digital library. The last 2013 issue, as well as all future issues, are freely available on the ICOM website for reading and on ICOM-MUNITY for members to download. ICOM also decided to increase the publishing frequency of the magazine to four issues a year, i.e. two single issues and one double issue. In December 2013, a 32-page double issue was produced with a special report on training museum professionals and two best practice examples on events management. The higher number of pages allowed for more in-depth analysis of the chosen topics and increased possibilities for the ICOM network to contribute.

The committees and Regional Alliances also had a particularly rich editorial activity this year. Many conference proceedings were published, including those of the 9<sup>th</sup> International Meeting on Museography, available on ICOM Spain's website, or the proceedings of the 6<sup>th</sup> Meeting of Museums from Portuguese-Speaking Countries, gathered by ICOM Portugal in a book launched during the ICOM General Conference in Rio de Janeiro. Similarly, ICOM UK

published the results of its conference *Working Internationally* in association with the British Council and the Association of Independent Museums. The first symposium of the National Committees from the northern region of ICOM LAC (International Council of Museums Latin America & Caribbean Alliance), organised in 2012 by ICOM Guatemala, had its proceedings published in hard copy and digital format. Among the conference proceedings published by international committees, mention must be made of the publication by ICLM (International Committee for Literary Museums) of *Museums and Spirit of the Place: Proceedings of the ICLM Annual Conference 2012* and the proceedings of the conference *Does War Belong in Museums? The Representation of Violence in Exhibitions* gathered by ICOMAM (International Committee for Museums of Arms and Military History) in a 224-page book.

Several committees aimed, through their publications, to provide the public with an overview of the museum landscape of the countries where they are established. For instance, ICOM China published a book entitled *Chinese Museum Association Guide*, which gives illustrated, detailed descriptions of over 200 Chinese museums and is aimed at both museum lovers and professionals. In collaboration with Russian publisher Samokat, ICOM Russia started a project called *Rally in Museums-Estates*, the purpose of which is to take the public on a fun tour of nine Russian museums. Finally, the inventory of the historic house museums in Brazil, carried out by the *Acervo Artístico-Cultural dos Palácios do Governo do Estado de São Paulo* with the cooperation of DEMHIST, resulted in publication of a 400+ page bilingual Portuguese-English directory.

## PARTICIPATING IN RESEARCH IN THE MUSEUM FIELD

### A multiplicity of research projects

The great number of research projects carried out by ICOM committees throughout 2013 illustrates ICOM's commitment to fostering knowledge in the museum field. ICOM Argentina was heavily involved in the research project *Comunicación y patrimonio cultural. La gestión de la comunicación en los museos de Argentina*, led by two researchers from the Rovira i Virgili University in Tarragona, Spain, and the Universidad de Ciencias Sociales y Empresariales in Argentina. This project aimed to build a situation map of communication management in museums and to develop the use of communication tools in museums to strengthen their relations with their audiences. In 2013, IC MEMO became one of the 10 partners of the *European Memories Observatory Project* (EUMO). Its purpose is to build a broad network with the goal of designing a European memory policy, integrating different memories related to 20<sup>th</sup> century European conflicts or other historical conflicts that have a public influence today in terms of memory and remembrance.

IC MEMO plays a key role in this project by providing the knowledge and experience of its network of memorial museums from five continents. Following discussions at the ICOM General Conference, ICME designed the pilot project *Accessioning Africa*, which will research African collections in European museums. Four African countries (Botswana, Namibia, Zambia and Zimbabwe) and four European countries (United Kingdom, Germany, Finland and Norway) were selected for the pilot project.

ICOFOM (International Committee for Museology) commenced several projects aimed at disseminating museology fundamental texts to a wider audience. The committee thus undertook the translation of key texts in museology from Spanish and Portuguese-speaking countries and from Eastern European countries in order to publish anthologies intended for French-speaking audiences. It also started developing a new, global version of the *Dictionnaire encyclopédique de muséologie* by André Desvallées and François

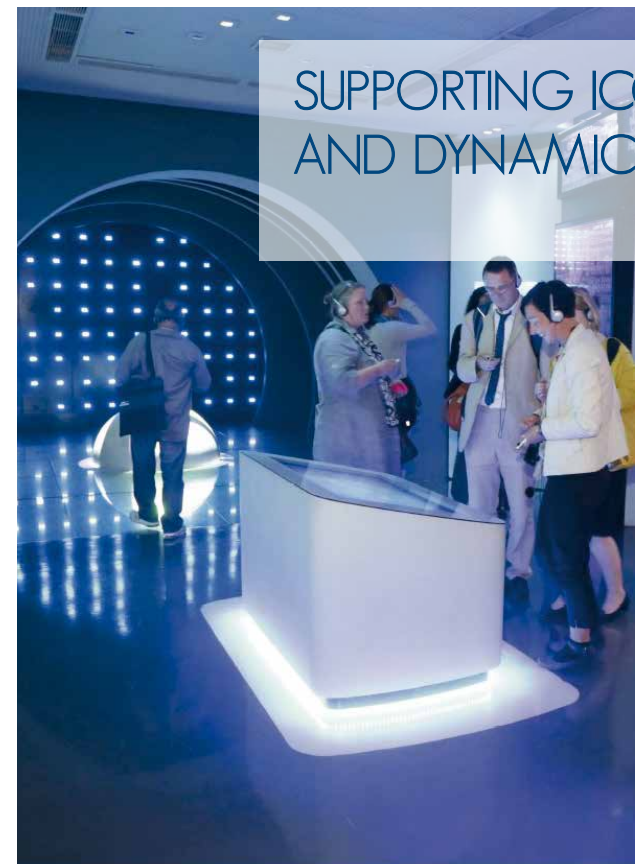
Mairesse, which will be published in English and will include a number of concepts more specifically used in Anglo-Saxon countries. Moreover, since 2013, the ICOFOM Argentinean Research Group has been surveying all the documents published in the ICOFOM *Study Series* to compile a selection of key thematic papers in a *Global Museology Collection*, which is intended to be disseminated worldwide.

Meanwhile, ICOM-CC undertook a research project aimed at developing guidelines on environmental standards as a reference tool for museums globally, in close cooperation with the International Institute for the Conservation of Historic and Artistic Works. Questionnaires were sent to conservators, conservation scientists and museum professionals working in the field of preventive conservation around the world in order to acquire a “snapshot” of the current situation in museums. In addition, a forum entitled *Environmental Standards in Museums Globally* was held during ICOM-CC’s session in Rio, inviting participants to contribute to this initiative. ICTOP (International Committee for the Training of Personnel) carried on with its project *An International Study of Professional Education Offerings for the Museum and Heritage Sector – Towards a Global Understanding*, expanding its scope to include several regions of the world such as Germany, Austria and Asia. The database is being extended, adding a number of new contacts, information, analyses and reports to be made available to the community. UMAC also kept developing its Worldwide Database of University Museums & Collections, which now comprises 3,134 records of museums and other collecting institutions from 63 different countries spread over the five continents as follows: 12 from Africa, 645 from America, 319 from Asia, 330 from Australasia and 1,828 from Europe.

### Disclosing and exploiting research results

The intense research activity of the national and international committees resulted in the creation of a number of tools aimed at guiding museum professional practice. Thus, ICOM Colombia completed the project *Sensibilización para la valoración del patrimonio que albergan*

*los museos, a partir de experiencias de buen desempeño en Colombia* in cooperation with the *Programa Fortalecimiento de Museos* of the Colombian Ministry, the Universidad Externado de Colombia and the Museum Centre of the Universidad de Caldas. The project was subsidised by the Ibermuseos programme and resulted in the publication of a methodology for the participative valuation of Colombian museums and cultural institutions’ testimonies, which was presented during a meeting attended by some 70 museum professionals. ICOM ASPAC (Asia-Pacific) published a book entitled *Survey of Asian Museums’ Status Quo and Public demands*, available in English and Chinese, which gathers the first results of its survey on the current situation of the Asian-Pacific region’s museums and their ability to meet the public expectations. This survey, initiated in 2012, aims to foster the development of the region’s museum profession and the visitors’ understanding of museums’ social role. Its first stage consisted primarily in investigating Chinese museums and defining the methodology of the survey, which is continuing in 2014. Additionally, a guide to management of numismatic collections was released in digital format under the title *Resources for Curators of Numismatic Collections* at the initiative of ICOMON (International Committee for Money and Banking Museums). CIDOC now offers a French version of its reference book *International Guidelines for Museum Object Information: The CIDOC Information Categories*, which was used as the basis for the CIDOC conceptual reference model. Spanish and Portuguese translations are currently in progress. Similarly, COSTUME is working to disseminate its key documents on a worldwide scale with the Russian and Portuguese translations of *Guidelines for COSTUME*, an online handbook aimed at facilitating management of costume collections. An updated version of all the ICOFOM publications from 1978 to 2012 is now available on the committee’s website and on CD, in ICOM’s three official languages.



## SUPPORTING ICOM’S STRONG AND DYNAMIC NETWORK

### ENCOURAGING THE ICOM NETWORK’S ACTIONS

#### Financing projects carried out by ICOM committees

In its compliance with the *ICOM Strategic Plan 2011-2013*, ICOM worked to enhance expertise and knowledge in the museum sector and to develop research programmes and publications throughout the year. To this end, through its *Support to the Network Programme*, the organisation provided financial help for the performance of numerous projects within its network. As part of this programme, the Strategic Allocation Review Commission (SAREC) meets once a year to examine international and national committees’ Special Project funding applications and to evaluate the work of international committees in order to issue

recommendations regarding subsidies to be allocated to each of them. In 2013, the total annual funding allocated to the international committees, apart from Special Projects funding, amounted to €144,380, which is 1.3% more than in 2012. Like the previous year, funding comprised three elements: basic subsidy (which remained at €850), membership-based subsidy, and performance-based subsidy. The importance given to the latter increased from 40% of the overall subsidy in 2012 to 45% in 2013, and will rise to 50% in 2014. The criteria examined by the SAREC to measure international committees’ performance were:



the quality and number of activities and programmes, such as conferences, training and research; communication activities on their websites and publications; collaboration with the ICOM community; participation trends; management of funds, and projects for 2013. With the help of these funds, international committees were able to expand the scope of their research work, release publications and set up major events gathering international museum professionals from their respective fields of expertise.

The SAREC allocated €43,807 to the Special Projects fund, which benefited six national committees, five international committees and two Regional Alliances. Those subsidies, ranging from €1,000 to €6,000, enabled them to organise conferences, seminars and training workshops, conduct studies, publish research work and update their communication tools.

Through the Special Projects fund, ICOM encouraged professional training by supporting several projects with an educational purpose, such as the 10<sup>th</sup> edition of the international educational project *Baltic Museology School*, organised by ICOM Latvia and attended by 36 museum specialists from Latvia, Lithuania, Estonia and Slovenia. A further example of educational initiative is the series of workshops and study trips undertaken by ICOM Slovakia, in partnership with ICOM Poland, on the occasion of their joint conference on *Regional Museums and Tourism*.

ICOM subsidies also contributed to boosting the committees' editorial activity. For example, ICOM Bosnia and Herzegovina, supported with Special Projects funding, published its first newsletter, available on the committee's website, and its digital magazine. ICEE (International Committee for Exhibition Exchange) helped launch the travelling exhibition *Imagining the Balkans: Identities and Memory in the Long 19<sup>th</sup> Century*, developed by UNESCO to enhance cooperation and dialogue among the South-East European national history museums. This allowed for the publication of a 61-page catalogue, lavishly illustrated and informed, in English,

Slovenian, Serbian and Romanian. ICOM Mexico released a 4-DVD set gathering more than 6 hours' recording on the theme of the committee's 2012 conference *Museums in a Changing World. New Challenges, New Inspirations*, as well as the recordings of the 2013 symposium *Museums (Memory + Creativity) = Social Change*. Two Regional Alliances, which had decided in 2012 to postpone their Special Projects to 2013, were able to complete them this year. ICOM SEE (ICOM South East Europe Alliance) thus carried on its project, *Revitalisation of Cultural and Natural Heritage in South East Europe* and ICOM LAC released the DVD *Museos de las Americas*, which was presented during the ICOM General Conference in Rio de Janeiro and was compiled with the participation of ICOM's National Committees in Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, Guatemala, Mexico, Peru and Venezuela. Through all of these editorial and audiovisual projects, the *Support to the Network Programme* thus contributes to spread museum knowledge and information within and beyond the ICOM network.

Two international committees took advantage of the ICOM General Conference to implement their subsidised projects. CAMOC (International Committee for Collections and Activities of Museums of Cities) therefore organised various activities, workshops and visits as part of the *Insight Favela* project, in partnership with the *Museu de Favela* and MINOM. A total of 42 persons were involved in this innovative project of urban museology, based on ethnographic methods of on-site data collection. A project-related blog and an online resources platform were created and will continue to be updated throughout 2014. With the support of the Special Projects fund, ICLM partnered with CAMOC to highlight the literary flavour of cities around the world through the *City TEXTures* project. A special event was held at the Rio Botanical Garden in August, during which members read passages from their city's favourite writers. This original event was a great success and recordings of the readings were posted online to be shared with a wider audience.

## Toward greater diversity and inclusion

To increase inclusion and enable young professionals and members from emerging countries to participate in its 23<sup>rd</sup> General Conference in Rio de Janeiro, ICOM, together with the Organising Committee, set up a specific travel grant scheme. Its aim was to enhance participation of those members in debates and lectures, forums and international committees meetings, according to their interests and curriculum, and help them better understand ICOM's bodies and their roles. These grants allowed for a greater diversity of the participants' profiles, thus enriching the dialogue with more varied viewpoints. Besides the networking possibilities and the sharing of experiences with other museum professionals in Brazil and from different regions of the world, it is expected that the experience gained by the grantees at the General Conference will contribute to establishing new strategies for the future of museology in many countries. In total, 111 ICOM members selected by the SAREC were awarded a grant for a total of more than €300,000 funded by ICOM, the Getty Foundation (U.S.) and ICOM Brazil with its various partners. Grantees came from 68 different countries (mainly developing ones) spread over the 5 continents as follows: 28 from Africa, 14 from Asia, 43 from Europe, 21 from Latin America and the Caribbean, 3 from Middle East countries and 2 from Oceania.

Many committees also granted substantial financial support to help some of their members participate in the General Conference or in other major events throughout the world. ICOM Norway thus allocated grants to 16 of its members, 10 of whom participated in the General Conference. ICOM Israel allocated 11 scholarships from 500 USD to 2,500 USD, 8 of which allowed members to travel to Rio. The Grace Morley Research Fellowship of ICOM India Trust was awarded to five members from Bangladesh and India to allow their participation in the General Conference. ICOM Estonia, ICOM Slovenia and ICOM Burkina Faso were also among the national committees that financially supported the participation of their

members in the General Conference. ICOM Australia sponsored travel for two members from the Auckland War Memorial Museum in New Zealand to present a joint paper at the Museums Australia National Conference in Canberra, Australia, in May 2013.

Some committees obtained financial support from foundations and associations, helping them fund travel grants for professionals from emerging countries, like CIMAM (International Committee for Museums and Collections of Modern Art), which received a total of €63,200 generously provided by the Getty Foundation, the *Fundación Cisneros/Colección Patricia Phelps de Cisneros* (Latin America), the SAHA Association (Turkey), the *Fundación Botín* (Spain), and the British Council.

In 2013, special attention was focused on enhancing the participation of students in the museum field in ICOM activities, events and publications. Thus, a number of committees awarded special grants to encourage young members to take an active part in conferences. ICOM Germany helped 10 student members join its annual conference in Cologne, and ICOM New Zealand provided opportunities for students to present papers at its national conference, offering grants to 9 of them in association with the Museum of New Zealand Te Papa Tongarewa. Finally, COMCOL supported four master's and doctoral students with bursaries to present papers at its annual meeting in Rio and published articles written by eight students from all over the world in its newsletter.

## INCREASING THE ICOM NETWORK'S VISIBILITY

### Communicating through new media

With 396,608 unique visitors in 2013, ICOM's institutional website traffic rose 7.2% compared to 2012. A total of 1,519,275 pages were visited on the website and on ICOMMUNITY by users from 229 different countries and territories, 70.43% of which were new visitors. Visits were 6.23% longer than the previous year.

Thirty-nine committee websites in 14 different languages are now hosted on the ICOM server, nine of which were created in 2013 by CAMOC, CECA, CIMCIM (International Committee for Museums and Collections of Musical Instruments), CIMUSET (International Committee for Museums and Collections of Science and Technology), COMCOL, ICMAH, ICOMON, ICOM Armenia and ICOM Moldova. Through this service, they benefit from a number of regularly updated features, a harmonised interface and permanent technical support. Many other committee websites were launched, including those of ICOM Greece, ICOM Russia and ICOM Slovenia, available in the national languages and in English, as well as those of ICOM Netherlands and ICOM New Zealand. ICOM Arab created an online platform aimed at forging links between museum professionals from North Africa and serving as a web portal on cultural tourism in this region. ICDAD put the history of its conferences on its website and COSTUME created the *Clothes Tell Stories* website, a goldmine of information for students and the general public on costume displaying in museums.

The organisation continued with its communications tool modernisation strategy by opening an official Twitter page. With this new international discussion platform, ICOM expects to increase its visibility, strengthen its relationship with its members and intensify communication with the international museum community. The page is updated with three to four tweets each weekday, sharing information about the ICOM network's activities as well as the larger museum sphere. Moreover, a social media expert's assistance was requested to develop a social media strategy for ICOM. Many committees and Affiliated Organisations also de-

cidated to increase their internet presence through social networking. ICOM Mexico, ICOM US and several international committees thus launched their own Twitter pages, while ICOM Mongolia, ICOM Australia, ICOMAM and CAM created pages on Facebook and ICOM Denmark intensified its Facebook communications, on a page launched in 2012. Groups were also created on the LinkedIn professional social network by CAMOC and ICEE to foster information sharing and to attract new members. The social media audience of EXARC (International Organisation of Archaeological Open Air Museums and Experimental Archaeology) doubled to nearly 10,000 last year thanks to the dynamism of the organisation's thematic groups.

In 2013, ICOM started to develop a trilingual blog entitled INSIDE ICOM, intended for ICOM members, museum professionals and all other interested parties, as part of its communications tool modernisation strategy. This new tool was meant to inform users on ICOM-related news and events all over the world in a practical and user-friendly manner and to be a welcoming and lively exchange platform. The project has however been suspended for the moment in order to allow the organisation to focus on the formulation of its social network strategy.

Since its launch in July 2012, ICOMMUNITY has achieved increasing success. The platform received 6,675 unique visitors in 2013 and 237 events were posted by both the General Secretariat and ICOM members themselves. Some new features added in 2013 have made this tool even more appealing and useful to members. Committees now have easier access to the "Call for papers" function when adding an event and a "billboard" enables members to post job, internship and fellowship offers aimed at the network. A map with 2,487 museums, including all ICOM institutional members, makes it possible to search for museums and see which of them accept ICOM cards. Finally, a new feature was added to allow committees to create discussion groups on the

platform. ICOM US, CECA and some Technical Committees have already expressed their interest in opening their own separate groups once the testing phase is completed.

### Actively promoting the network's activities

ICOM pursued its effort to broaden its network in 2013 with a greater variety of promotional tools. The brochure *Three good reasons to join ICOM* was thus translated into Portuguese on the occasion of the General Conference and into Slovenian by ICOM Slovenia. New members now receive a welcome message informing them of the benefits of their membership and inviting them to connect on ICOMMUNITY to exchange with their colleagues and discover what is going on in the network. ICOM also encouraged its members to take advantage of the ICOM-L mailing list to communicate with their colleagues about ICOM-related subjects. With 1,200 subscribers, some of whom are museum professionals who are not members of ICOM, this mailing list constitutes an effective channel of communication within the worldwide museum community and allows for the circulation of information issued directly by members and not just from the General Secretariat. The terms of use of ICOM-L, which provides users with guidelines and tips on writing and sending messages, are available under the "ICOM kits" section of ICOMMUNITY.

To enhance expertise within the network, ICOM strongly encourages its members to join one of its 31 international committees. The ICOM presentation kit, which can also be downloaded from ICOMMUNITY, now includes an information sheet about the international committees, available in English, French and Spanish. This information campaign was also carried out by various committees and Regional Alliances, such as ICOM Spain, ICOM LAC and CIDOC. The latter notably translated the international committees presentation sheet into Portuguese.

Besides promoting their activities on ICOMMUNITY, many committees keep the museum community informed of their news by sending out newsletters. ICOM Switzerland's newsletter now displays a new design and is sent through an

electronic system which shows how many people have consulted it. CIPEG created a half-yearly e-newsletter which is also intended for people outside ICOM. Other committees distinguish themselves by organising events to publicise ICOM's role and activities to the general public. Thus, ICOM Barbados organised two discovery days to highlight the island's cultural richness with themed bus tours which brought visitors to different museums and sites of Barbadian cultural heritage. The committee also held a career showcase featuring heritage professions, in which some of its members took part, so as to attract the attention of students aged 13 to 16 to museum professions. Through these periodical publications and activities oriented towards the public, the ICOM committees contribute to promoting the network's actions and increasing ICOM's visibility to museum professionals and enthusiasts as well.

## INTERNATIONAL MUSEUM DAY 2013



Nearly 35,000 museums in 143 countries took part in International Museum Day in 2013. The theme *Museums (Memory + Creativity) = Social Change* was celebrated by ICOM national committees and other institutions around the world in many different ways: conferences, free

guided tours, night cultural events, concerts, educational workshops and games for publics of all ages attracted crowds of visitors to museums.

In Madagascar, a large-scale exhibition gathered eight ICOM member museums from different regions of the island and a conference-debate on the IMD theme was hosted by the Chair of ICOM Madagascar. In Andorra, 1,834 people participated in the event, which included a dance performance, a concert and free guided tours of several museums, among other activities. Children were strongly involved in the celebrations in Côte d'Ivoire, where a contest was held between two primary schools on the theme of museums and cultural heritage. In China, visitors to the Jinsha Archaeological Site Museum took part in a treasure hunt through the museum, while at the Sichuan Museum, 100 or so schoolchildren were introduced to pottery painting. ICOM Burkina Faso gathered over 60 museum professionals from all over the country and organised reflection workshops, sightseeing tours and meetings with the administrative and customary authorities. In Ecuador, speeches and a parade through Cuenca brought 16 of the city's museums together and several conferences were held with the support of the ICOM national committee. Finally, ICOM Lebanon made the most of the IMD celebrations by hosting an ICOM Arab seminar entitled *The Current Situation of Museums in Arab Countries*, which gathered 42 participants from eight countries of the region.

ICOM national committees and museums showed great inventiveness in communicating the event. To mark its inaugural participation in IMD, Surinam transformed the official theme into *Museums (Memory + Culture Consciousness) = Museum Love* and disseminated 1,000 IMD posters to promote IMD in schools, while ICOM Costa Rica put up posters presenting the activities of seven Costa Rican institutions taking part in IMD and made a video that is available online. The NPO Museum Lab in Fukuoka, Japan, published a special IMD newspaper with contributions from visitors sharing their own museum experiences in Japan and other countries. In 2013, the IMD official poster was translated into 38 languages.

The President of ICOM, Prof. Dr Hans-Martin Hinz, was invited by ICOM Philippines and ICOM Malaysia to IMD celebrations in Southeast Asia. He took part in a professional seminar, a forum and a project entitled *Museum & Community Project* and gave a speech in which he stressed the important role of museums in connecting individuals to their past to strengthen their identity, but also in making them more tolerant of cultural diversity.

New partners joined ICOM to support institutions in the preparation of this day and to enrich the public's experience. The *ART HOPPING* project offered the general public free access to 39 films from the Roland Collection of Films on Art. From 12 to 31 May, visitors all around the world could see these exceptional films through a series of interactive posters with QR (quick response) codes put up in the museums participating in the initiative. ICOM also partnered the UNESCO *Memory of the World* programme, which is dedicated to preserving world documentary heritage, to offer a copy of the *Memory of the World* book to the first 12 African museums that sent ICOM their activity programme. The *Google Art Project* also joined in the celebration of IMD by adding 1,500 new high-resolution artworks including masterpieces by Monet, Rembrandt and Vermeer to its collection of more than 40,000 works, and by disclosing 20 new *Street View* collections.



## STRENGTHENING ICOM'S GLOBAL LEADERSHIP IN THE HERITAGE SECTOR

### THE FIGHT AGAINST ILLICIT TRAFFIC IN CULTURAL GOODS

#### Raising awareness through the ICOM Red Lists

In the context of its long-term commitment to enforce the 1970 UNESCO Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, ICOM enriched its Red Lists database in 2013 with the publication of two new Red Lists. These publications are simple and effective tools that illustrate the categories of potentially stolen or looted objects legally protected from commercial trade and thus facilitate the work of the police force, customs officials and art dealers in preventing their illegal purchase and exportation.

The *Red List of Dominican Cultural Objects at Risk*, presented in Santo Domingo, Dominican Republic, in July 2013, completes the protection device for the island of Hispaniola initiated by the publication in 2010 of the *Emergency Red List of Haitian Cultural Objects at Risk*. This document aims to prevent the illegal trade and export of Dominican items stolen from collections or coming from looted archaeological sites, which constantly threaten the preservation of the Dominican Republic's rich cultural heritage in spite of the government's efforts to protect it. It presents categories of objects span-

ning the period from Pre-Hispanic times to the Colonial and Republican eras, with a wide variety of objects including those of religious origin, coins and sculptures. The creation of this Red List was financially supported by the Federal Office for Culture of the Swiss Confederation.

The fruit of ICOM's collaboration with Syrian and international experts, the English version of the *Emergency Red List of Syrian Cultural Objects at risk* was launched on 25 September, 2013 at the Metropolitan Museum of Art in New York City, in the context of the General Assembly of the United Nations. It was drafted with the support of the Bureau of Educational and Cultural Affairs of the U.S. Department of State in order to protect Syrian cultural heritage, endangered by the civil war in the country. The categories of artefacts and antiquities outlined in the publication include writing, figural sculptures, vessels, architectural elements, accessories and instruments, stamps and cylinder seals, and tessera and coins.

Furthermore, two Red Lists have been prepared in 2013 to be released over the course of 2014, concerning West Africa and Libya. The *Red List of West African Cultural Objects at Risk*, drafted with support from Switzerland and the West African Economic and Monetary Union, will include a special emergency section on Mali thanks to the complementary aid of the U.S. Department of State.

### Pooling resources through an International Observatory

2013 was the first operating year of ICOM's International Observatory on Illicit Traffic in Cultural Goods, started in December 2012. Launched with the financial support of the European Commission, this platform is intended to serve as a permanent international cooperative network between international organisations, law enforcement agencies, research institutions and other external stakeholders. Thanks to careful daily monitoring, ICOM has compiled an unprecedented

amount of information in relation to illicit traffic in cultural property, which is being disseminated on the Observatory's website. This website, developed throughout 2013 and launched in April 2014, acts as a major information databank and an activity hub for ICOM and its partners in this fight. The first field missions of the Observatory took place in 2013 and two meetings of its advisory and editorial committees were held in July and November in Paris, France. These two-day meetings gathered around 20 international experts on illicit traffic in cultural goods from various sectors, who partnered with ICOM for this project.

### Providing expert advice

ICOM, recognised as a world authority in the fight against illicit traffic in cultural goods, is often called on by governments and international organisations to contribute to the drafting of strategies and policies in this field. Thus, ICOM and ETHCOM were officially represented at the European Union's brainstorming meeting on the fight against illicit trafficking in cultural goods in Brussels, in October 2013. A number of ICOM's committees also collaborated with institutions in their countries to take action on a national scale. For example, ICOM South Africa entered into a partnership with the National Forum for the Law Enforcement of Heritage Related Matters (NALEH) in order to address heritage crime in South Africa, by gathering heritage resources in a database to make provisions for heritage crime documentation, tracing and report. ICOM South Africa and NALEH already sounded the alarm in cases where patterns of theft were detected in 2013. Similarly, ICOM Turkey provided expert advice to the General Directorate for Cultural Heritage and Museums of the Turkish Ministry of Culture and Tourism on the repatriation of Syrian cultural objects illegally imported to Turkey.

## INTERNATIONAL PROMOTION OF THE ICOM NAME AND BRAND

### Intense press and marketing campaign

In 2013, ICOM carried on with its international press relations strategy, which allowed for worldwide media coverage of the organisation's major events, including the General Conference, the launch of new Red Lists, the appointment of the Acting Director General and of the new General Director, and International Museum Day. The partnerships established in 2012 with the *Journal des Arts* and *The Art Newspaper* continued in 2013 and enabled ICOM to increase the visibility of its initiatives among the museum community by publishing articles and advertising content in both newspapers. In the framework of its partnership with Google Adwords, ICOM was offered free ads thanks to the Google Grants, which were visible in search results in English, French, Spanish and Portuguese. This attracted numerous participants to the ICOM General Conference in Rio de Janeiro, via links leading directly to the Conference website.

### Representing ICOM at the museum world's key events

Representing ICOM at international fairs and exhibitions provides an opportunity to increase its visibility on the international museum scene. For the

second year in a row, ICOM held a stand at the MuseumExpo exhibition, during the annual meeting of the American Alliance of Museums (AAM), and could thus promote the General Conference and strengthen ties with members in the United States. On this occasion, ICOM US organised two idea forums on the themes *Museums and Restitution: Law, Ethics and the 1970 UNESCO Convention and Global Focus: Stories of Museums and Armed Conflict*. ICOM was represented at Exponatec, the International Trade Fair for Museums, Conservation and Heritage in Cologne, Germany, by the German and Swiss committees, which each held an information stand. ICOM Guatemala participated in the 1<sup>st</sup> Online International Museum Equipment and Integral Management Fair, EXPOMuseum, organised by IBEROMUS from August to December 2013, and which attracted over 9,000 visitors in total. Some committees also represented ICOM at national events, like ICOM Brazil, which promoted the ICOM General Conference and recruited new members with its stand at the 5<sup>th</sup> São Paulo Museum Meeting. Finally, during a trip to Costa Rica, the President of ICOM introduced the organisation, its actions and the benefits it offers to museum professionals at a meeting of museum and cultural institutions directors organised by ICOM Costa Rica. By attending most of these key events in the museum sector, ICOM strengthens its global leadership among museum professionals.

## SPEAKING UP FOR MUSEUMS AT A NATIONAL AND INTERNATIONAL LEVEL

### Standing up for museums' interests in global discussions

Through lobbying at UN agencies, ICOM makes the voice of museums heard by the highest international decision-making bodies on a number of key issues. Thus, in December 2013, ICOM attended a meeting of the World Intellectual Property Organization (WIPO)'s Standing Committee on Copyright

and Related Rights (SCCR) in Geneva, Switzerland, for the first time. ICOM representatives introduced the need for special considerations for museums in the future international treaty on exceptions and limitations to copyright and related rights, and their stance was supported by a large number of

national delegations. As a result, WIPO voted in favour of carrying out a special study of museum issues, which is expected to produce recommendations that could lead to the inclusion of museums in the future treaty. Another successful example of ICOM's lobbying activities is the long-term action carried out by ICOMAM at the United Nations on the issue of the Arms Trade Treaty (ATT). Following years of tireless discussions, advocacy at UN conferences, appeals to national authorities and mobilisation of museums worldwide, ICOMAM gained exemptions from the requirements of ATT for national level museums and for museums, collections, and historic sites that are sponsoring events or conducting loans on behalf of a nation. In reaction to recent incidents that have shown the precariousness of university collections in a time when universities are facing financial difficulties, UMAC adopted a resolution for the protection of such collections during the ICOM General Conference in Rio de Janeiro. This resolution, in line with the *ICOM Code of Ethics for Museums*, highlights the invaluable role of these collections, the ethical requirements for their disposal and the responsibility of universities to ensure their protection. It gained support from several organisations such as the Association of Academic Museums and Galleries in the US.

### Contributing to improve national cultural policies

ICOM national committees contributed to improve cultural and museum policies by maintaining close working relationships with the governmental bodies responsible for such policies in their respective countries. ICOM Guatemala thus took part in the national pre-congress and congress for the reviewing and updating of the national cultural and sports policies, while ICOM Mongolia collaborated closely with the Mongolian Ministry of Culture on the establishment of three new laws. ICOM Finland had a representative in three national committees working respectively on the issues of national risk preparedness regarding cultural heritage, the education and training of conservators, and the monitoring of and participation in the European Standardisation in Cultural Heritage Programme (CEN/TC 346 "Conservation of Cultural Heritage"). As one of the five founding members of the Blue Shield Com-

mittee in the UK, ICOM UK worked on a joint campaign to lobby the national government to ratify the Hague Convention and its 1954 and 1999 Protocols. Additionally, ICOM Netherlands was involved in the adaptation of the *LAMO* (Netherlands guidelines for deaccessioning of museum objects) and ICOM Moldova participated in the public debates and discussions of the Cultural policy strategic plan 2013-2020 organised by the Moldovan Ministry of Culture. ICOM Côte d'Ivoire offered expert advice to the Ministry of Culture and Francophonie through proposals for the conversion of the Côte d'Ivoire Museum of Civilisation, which was planned to be demolished. Through all of these national and international partnerships, ICOM strengthened its global leadership in the safeguarding of heritage and museum advocacy.

### THE LISBON DECLARATION



Among its core missions, ICOM is committed to providing cultural institutions with the support and tools necessary to face threats and challenges, including financial difficulties resulting, in particular, from budgetary cuts. In keeping with this mission, ICOM Europe released the *Lisbon Declaration to Support Culture and Museums to Face the Global Crisis and Build the Future*, in the wake of an international conference entitled *Public Policies toward Museums in Times of Crisis*, held on 5 and 6 April, 2013 at the National Museum of Ethnology in Lisbon, Portugal. The Lisbon Declaration appeals to European, national, regional and local Parliaments and Governments to support culture and museums in these times of crisis. It draws their attention to the dramatic impact of the crisis on museums' economic sustainability and recalls the crucial role and responsibilities

of museums as "unique resources that not only produce knowledge and education, but also contribute significantly to economic and social development". This appeal presents three action priorities for addressing the crisis and ten proposals for the sustainable management of museums and cultural heritage.

The document was signed by the Chairs of six European national committees (ICOM Belgium, ICOM Croatia, ICOM Greece, ICOM Italy, ICOM Portugal and ICOM Spain), the President of ICOM Europe as well as the President of ICOM, Prof. Dr Hans-Martin Hinz. It was then sent by Prof. Dr Hinz to Mr José Manuel Barroso, President of the European Commission and Mr Martin Schulz, European Parliament President on the occasion of International Museum Day.

## SITUATIONS OF ARMED CONFLICT



In 2013, various countries were the scene of armed conflicts which severely affected their cultural heritage. The experience and efficiency of its Disaster Relief Task Force (DRTF) enabled ICOM to react quickly and put in place its emergency institutional mechanisms. Besides monitoring the situation in each of these countries, ICOM disseminated information to the international community and responded to UNESCO's appeals by contributing to the assessment of the damage to museums and cultural sites with the International Committee of the Blue Shield (ICBS). In keeping with its mission to promote the protection of cultural heritage, ICOM implemented a number of measures, in collaboration with international partners, to restore heritage, improve disaster preparedness in museums and contain the threat of illicit traffic hanging over these regions.

### EGYPT

Since the 2011 uprising and the unrest that ensued in Egypt, ICOM has been closely following the events in the country, which notably led to the publication of an *Emergency Red List of Egyptian Cultural Objects at Risk* in 2012. Monitoring of the Egyptian situation continued in 2013, which enabled ICOM to react immediately in the aftermath of the car bombing that hit central Cairo on 24 January, 2014. Besides its heavy human toll, the attack caused extensive damage to the building housing both the Islamic Museum and the National Library of Egypt at Bab el-Khalq Square. An onsite emergency mission led jointly by ICOM, UNESCO and the Blue Shield was carried out in the week that fol-

lowed the attack, in cooperation with the Egyptian Minister of State for Antiquities and the directors, curators and conservators of both institutions. The in-depth assessment of the damage showed that the collections of the two institutions had been substantially harmed, with many objects destroyed or missing, and part of the building destroyed. The assessment mission report will help raise funds to repair the damage, in addition to the emergency funds already set aside by UNESCO.

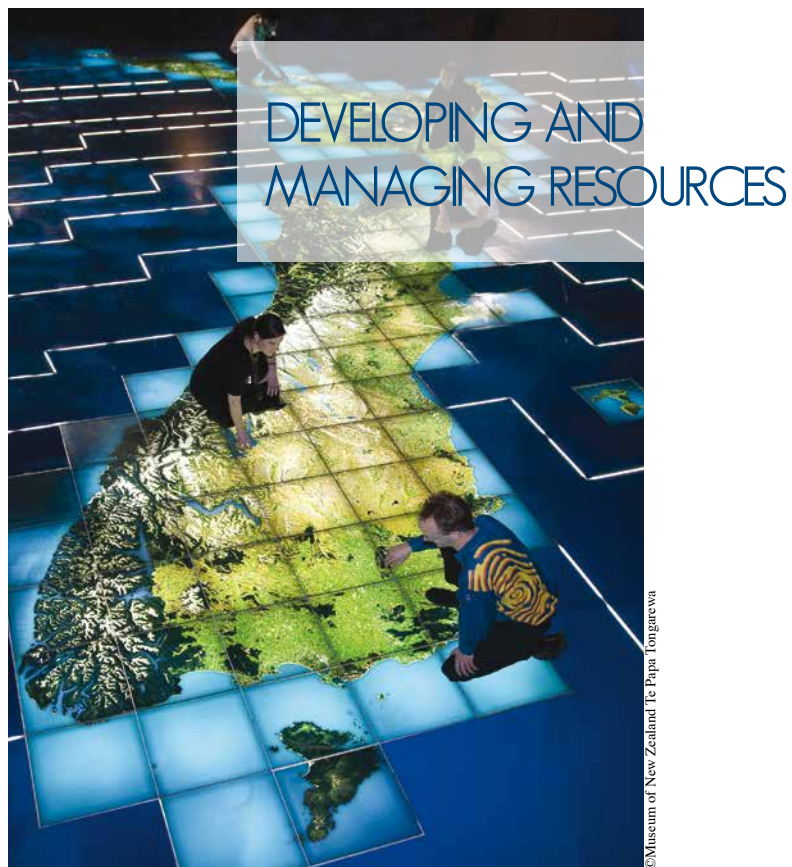
### MALI

Mali's rich cultural heritage has been severely affected by the occupation of armed groups in the north of the country, especially in Timbuktu and Gao, where objects classified as World Heritage have been destroyed. In February 2013, UNESCO gathered its partners, including ICOM, to draft an action plan for the safeguarding of Malian cultural heritage. In the wake of this meeting, a group of specialists including ICOM experts travelled to Mali in June to assess the damage and revealed that the destruction in Timbuktu was actually much more extensive than what had initially been reported. Beyond the degradation or destruction of a number of emblematic monuments, one museum was vandalised and others forced to close. But fortunately, a large part of the famous manuscript of Timbuktu was rescued by the population. In response to UNESCO's call, ICOM and the DRTF contributed to the international effort to restore Mali's cultural heritage. Additionally, as a result of the successful cooperation between ICOM, UNESCO, ICOM Mali and the National Museum in Bamako throughout 2013, and with the support of the Smithsonian Institution, a professional training seminar was held in January 2014 to improve emergency preparedness in West African museums.

### SYRIA

The Syrian civil war has caused significant damage to the country's museums and monuments since 2011, which led ICOM to continually monitor the situation. In 2013, in reaction to the widespread looting of Syria's cultural heritage sites, an *Emergency Red List of Syrian Cultural Objects at Risk* was produced in partnership with a team of specialists. However, the severity of the conflict rendered the country all but inaccessible to international observers, which made field missions to assess the damage impossible. ICOM participated in a high-level technical meeting on the safeguarding of Syrian cultural heritage at the UNESCO headquarters in Paris in August, which was chaired by the Director General of UNESCO Irina Bokova, and attended notably by Lakhdar Brahimi, the Joint Special Representative of the United Nations and the League of Arab States for Syria. They examined an action plan aimed at preventing further losses and repairing damage where and when it would be possible.





## DEVELOPMENT AND PARTNERSHIPS

### Raising funds for the development of ICOM

The ICOM Foundation, chaired by Mrs Christine Boël and managed through the Department of Programmes and Partnerships, now has 686 members, compared to 570 in 2012, originating from 28 countries. Its purpose is to stimulate patronage for ICOM and raise awareness on the institution beyond strictly professional circles. In 2013, the ICOM Foundation contributed directly to ICOM with a total amount of €154,345. The number of ICOM Foundation patron members increased from 37 to 72 and, for the first time, two institutional members joined.

ICOM kept strengthening its ties with major financial partners, starting with the European Union. 2013 was the first year of a three-year EU support

programme for the launch of ICOM's International Observatory on Illicit Traffic in Cultural Goods. The Getty Foundation offered travel grants for the ICOM General Conference and CIMAM events and the US Department of State's Bureau of Educational and Cultural Affairs provided increased financial support for the publication of ICOM's Red Lists. Finally, the French Ministry of Culture and Communication continued to help finance ICOM's functioning and actions.

ICOM sought to diversify its sources of funding by optimising the advertising space offered by the *ICOM News* double issue published in December 2013. An agreement was signed with French advertising sales company France Edition, allowing them to sell advertising space for the issue. As this

partnership proved effective with the sale of seven advertisements on an international level, the partnership was renewed for all *ICOM News* issues to be published in 2014.

### Strategic partnerships

In 2013, ICOM renewed partnerships or signed collaboration agreements with new international partners in order to support its development and strengthen its action in the heritage field. A formal partnership agreement was signed with the European Museum Forum (EMF) during the ICOM General Conference. This entrusts ICOM with the responsibility to coordinate the European Museum of the Year Award (EMYA) 2014, held in May in Tallinn, Estonia. This collaboration also aims to facilitate knowledge sharing between museum professionals, the development of a strong and active museum network in Europe and common activities for International Museum Day. In September 2013, EMF transferred its office to ICOM headquarters in Paris to facilitate collaboration. ICOM also signed a memorandum of understanding with the Smithsonian Institution, which led to the organisation of a week-long training session for West African museum professionals thanks to the Smithsonian's financial support. An MoU was signed by ICOM and the World Federation of Friends of Museums (WFFM), setting the conditions for their cooperation in the fields of educational activities in museums, outreach to the public, and the safeguarding of cultural heritage. Finally, ICOM once again patronised the Best in Heritage conference, which took place from 19 to 21 September, 2013 in Dubrovnik, Croatia. During the 12<sup>th</sup> edition of the event, 24 museum, heritage and conservation projects from all over the world that received awards in 2012 presented their success stories. ICOM funded the publication of the Best in Heritage booklet and was

invited to the Exponatec trade fair in Cologne as a partner of the Best in Heritage.

ICOM continued to cooperate closely with UNESCO throughout 2013, and thus completed the assessment study it was entrusted with in 2012 to evaluate the need for a new international standard-setting instrument for museums. A report entitled *Preliminary study on the opportunity, scope, rationale and added value of a standard-setting instrument for the protection and promotion of museums and collections (Museum aspects)* was written by François Mairesse, chair of ICOFOM, and delivered to UNESCO.

### Enhanced management tools

In 2013, the ICOM General Secretariat strengthened its commitment to enhance the management and quality of membership information. National and international committee board members were encouraged to use the webservice launched in 2010 to access the ICOM membership database online. The number of users thus increased significantly. Meanwhile, a major project to improve the Webservice was launched and a reworking of its design was planned in order to make it more efficient and user-friendly, based on feedback provided by users over several months. Additionally, improvement work continued on the database itself: the Secretariat continued to improve the management process for membership information as well as the internal database functionalities, in order to enhance the quality of data. Since the autumn of 2013, more resources have been allocated to check, correct and update members' information. This project aims to merge all membership-related data to improve its processing and allow for the management of different aspects of ICOM via a single IT system.

## IMPROVING THE FUNCTIONING OF ICOM

### Developing measures to better serve the members

In order to make it more accessible, the *Support to the Network Programme* was enhanced with more transparent procedures. The wording of

application forms was improved and the criteria for the allocation of travel grants to attend the ICOM Annual Meetings in June in Paris were

published. Moreover, application deadlines were extended and the involvement of more Secretariat staff members in the processing of applications allowed for a better follow-up of the whole process.

A working group on criteria and acceptance procedures for ICOM members was created in April 2013 and started to reflect on means of ensuring greater coherency within the network. Preliminary findings were presented to the Executive Council during its 127<sup>th</sup> Session, held on 12 and 13 December, 2013, with emphasis on the discrepancies among national committees' criteria for acceptance due to the lack of regulation of museum professionals' status in some countries. Reflection on the harmonisation of criteria and acceptance procedures for ICOM members should continue during the Advisory Committee and the separate committee meetings in June 2014.

With a view to supporting the process of improvement of the membership database carried out by the Secretariat, a working group, consisting of five international and national committees representatives and two Secretariat staff members, was formed in September 2013. Its role is to identify problems and suggest appropriate solutions regarding all aspects of membership data processing, including initial contact and registration of new ICOM members, maintenance and updating of membership details, receipt and processing of membership payments, and validation of membership status. Additional input was gathered through interviews with committee board members and a questionnaire was sent to the members. The results of this process are scheduled to be presented during the 79<sup>th</sup> Session of the Advisory Committee in June 2014.

In compliance with Resolution No 1 passed during the 28<sup>th</sup> General Assembly of ICOM in Rio de Janeiro, which stressed the need to monitor resolutions and make them more sustainable, the Executive Council set up a working group on the resolutions in December 2013.

During the Executive Council's meeting in December 2013, members of the ICOM Technical Committees were appointed for the 2014-2016 period. Due to late appointment after the Shanghai General Conference in 2010, three Technical Committees had a new term as of 1 January,

2014, and three later in the year. However, all of them, with the exception of SAREC, will finish their term at the end of 2016. In order to reflect its new mission, the name of the former Strategic Plan Evaluation Committee was changed to the Strategic Plan and Resolutions Monitoring Committee (MOCO). This new Technical Committee is responsible for the assessment of the implementation of the current Strategic Plan and the resolutions adopted during the 23<sup>rd</sup> General Conference by all ICOM bodies.

### Evaluation of the Strategic Plan 2011-2013

Aimed at enabling the ICOM community to face the challenges and seize the opportunities of a quickly changing museum landscape, the Strategic Plan 2011-2013 was adopted at the 26<sup>th</sup> General Assembly of ICOM in June 2011, and comprised the following four objectives: increase membership value and transparency for ICOM members; develop museum and heritage expertise; strengthen ICOM's global leadership in the heritage sector; and develop and manage resources to implement the Strategic Plan effectively. It was widely disseminated and served as a work base for all ICOM entities during the last triennial period.

To assess the results of its implementation, an evaluation of the Strategic Plan 2011-2013 was carried out in the fourth quarter of 2013. This was entrusted to the Strategic Plan Evaluation Committee (STRATEC), made up of volunteers with responsibilities on national and international committees, therefore allowing all ICOM members to give their opinion on this matter. A survey, which involved a questionnaire and interviews, was conducted among ICOM's Executive Council, national and international committees, Regional Alliances, Affiliated Organisations and Standing Committees to find out to what extent they thought the Strategic Plan objectives had been achieved.

The answers revealed that the vast majority of ICOM Committees (83%) judged the Strategic Plan 2011-2013 relevant and helpful in determining goals and designing activities. The most significant achievements were thought to be member-

ship growth, dissemination of information among professionals and support to regional museums.

Following the discussions on ICOM's governance structures at the General Assembly in Rio de Janeiro in August 2013, the Executive Council constituted a Working Group on the Statutes, Internal Rules and Regulations and Governance, which is working to provide a review of the governance and internal structures of ICOM for the next General Assembly, in June 2015. To ensure coherence, the Executive Council extended the validity of the Strategic Plan 2011-2013 for another year, thus enabling the General Assembly of ICOM to decide simultaneously on the revised structure of ICOM and the next Strategic Plan, which will be valid until 2019.

### Modernisation of the ICOM General Secretariat

Following the departure of the former Director General, Julien Anfruns, in April 2013, Ms Hanna Pennock was appointed as Acting Director General of ICOM in May, for a term which was planned to run until the end of 2013. Besides organising the General Conference, her main mission consisted in restructuring the ICOM General Secretariat, based in Paris, to increase efficiency and improve the working conditions of staff whilst reducing operating costs. A Working Group on the Management of the General Secretariat was formed during the 125<sup>th</sup> session of the Executive Council, on 11 and 12 April, 2013, to assist her with this mission.

As a first step in the restructuring process, changes were made to the organisation chart of the Secretariat. The former structure, which was extremely hierarchical, was replaced by a more horizontal one, comprising eight units: Finance and Human Resources, Programmes and Partnerships, Documentation, Communications and Publications, Administration, Organisation and Information Systems, Membership, and Legal Affairs. Each unit has a head whose role is to coordinate the work in their department and who reports directly to the Director General. This new structure, officially effective as of 1 February, 2014, will allow for better circulation of information both among the different departments and

between staff and management.

Throughout her term, the Acting Director General encouraged the sharing and pooling of skills through teamwork and a greater division of tasks, thus fostering employees' versatility. Staff members were strongly involved in the restructuring process through a number of individual meetings with the Acting Director General and frequent staff meetings.

Due to the violations of French labour law that occurred under the former management team, ICOM had come under investigation by the French Ministry of Labour. To comply with legal requirements, the Acting Director General therefore implemented a number of reforms, which were approved by the inspector and have already brought about significant improvements. With the help of a Human Resources consultant, contracts were adjusted to better reflect the different tasks assigned to each employee. Working hours were harmonised and salaries were raised to comply with French labour law and ensure greater equity within the Secretariat. Finally, new measures were implemented to improve the functioning of the Secretariat and create a favourable working atmosphere, including drastic cuts in the number of trainees, the reinforcement of security measures and the fostering of ongoing education.

Through this reorganisation process, which was carried out in transparent manner and supervised by the President and Treasurer, the Acting Director General rebuilt relations of trust with the General Secretariat staff and ICOM's members and partners. By doing so, she laid the foundations for a stable structure, which should ensure that, in the future, the organisation will be able to best serve the worldwide museum community and reinforce its leadership in the heritage sector. To consolidate the transformations made throughout 2013, the Acting Director General's term was extended by a few months. She was thus able to work jointly with Anne-Catherine Robert-Hauglustaine, appointed Director General of ICOM at the 127<sup>th</sup> session of the Executive Council on 12 December, 2013, until she officially took office on 1 May, 2014.



## ICOM GENERAL SECRETARIAT STAFF AS OF 1 FEBRUARY, 2014

(in alphabetical order)

**Hanna PENNOCK**  
Acting Director General

**Anne-Catherine ROBERT-HAUGLUSTAINE**  
Director General (from 1 May)

### ADMINISTRATION

**Margarida ASCENSO**  
Executive Assistant and P.A. to the President

**Béatrice ECOSSE**  
Executive Assistant and Human Resources

### COMMUNICATIONS AND PUBLICATIONS

**Eduardo ARACIL**  
Intern (February-July 2014)

**Carla BONOMI**  
Webmaster

**Matthew GUICHARD**  
Events Assistant

**Ena LUPINE**  
Publications Assistant

**Aedín MAC DEVITT**  
Publishing Manager

**Yu ZHANG**  
Head of Communications and Publications Department

### DOCUMENTATION

**Elisabeth JANI**  
Documentalist

### FINANCE AND HUMAN RESOURCES

**Florian COURTY**  
Management Control

**Isabelle DEMANGEOT**  
Head of Finance and Human Resources

### LEGAL AFFAIRS

**Amel AHMEDOU**  
Legal Coordinator

**Samia SLIMANI**  
Head of Legal Affairs Department

### MEMBERSHIP

**Tito CHAN**  
Senior Membership Officer

**Monica GAITAN**  
Payment Officer of the Membership Department

**Marina LARIOUI**  
National Committee Membership Officer

**Dora Eszter PETER**  
Head of the Membership Department

**Sophie TATIN**  
Assistant to the Membership Department

### ORGANISATION AND INFORMATION SYSTEMS

**Marie CLAVERIE**  
Project Manager - Organisation and Information Systems

### PROGRAMMES AND PARTNERSHIPS

**Andrea CARRERA-MELCHIOR**  
Partnership Coordinator

**France DESMARAIS**  
Director of Programmes and Partnerships

**Renata KAMINKER**  
Programme Coordinator

**Susanne PÖVERLEIN**  
Programme Coordinator

**Raphaël ROIG**  
Senior Programme Officer

## KEY FINANCIAL DATA FOR 2013

### 2013

Resources	€3,561,282
Minus operating expenses	€1,684,577
Minus salaries, social charges and taxes	€1,344,286
Minus depreciation expenses	€619,870
<b>Operating result</b>	<b>-€87,452</b>
Financial income	€20,289
Minus financial expenses	€98,632
<b>Financial result</b>	<b>-€78,343</b>
<b>Exceptional result</b>	<b>€11,454</b>
<b>Final result</b>	<b>-€154,342</b>

**In-kind voluntary contributions** €439,612

**Average staff number** 21

All figures expressed in euros

ICOM's membership dues reached €2,904,181 in 2013, representing an increase of 8.33%. This increase is mostly due to an increase in the number of members, from 30,624 in 2012 to 32,969 in 2013, or an increase of 7.7%.

In 2013, ICOM received support from:

- The French Ministry of Culture and Communication: €79,000
- UNESCO: €14,729
- US Department of State: €43,507
- European Union: €97,816
- Smithsonian: €36,256
- Getty Foundation: €114,500
- Others: €18,684

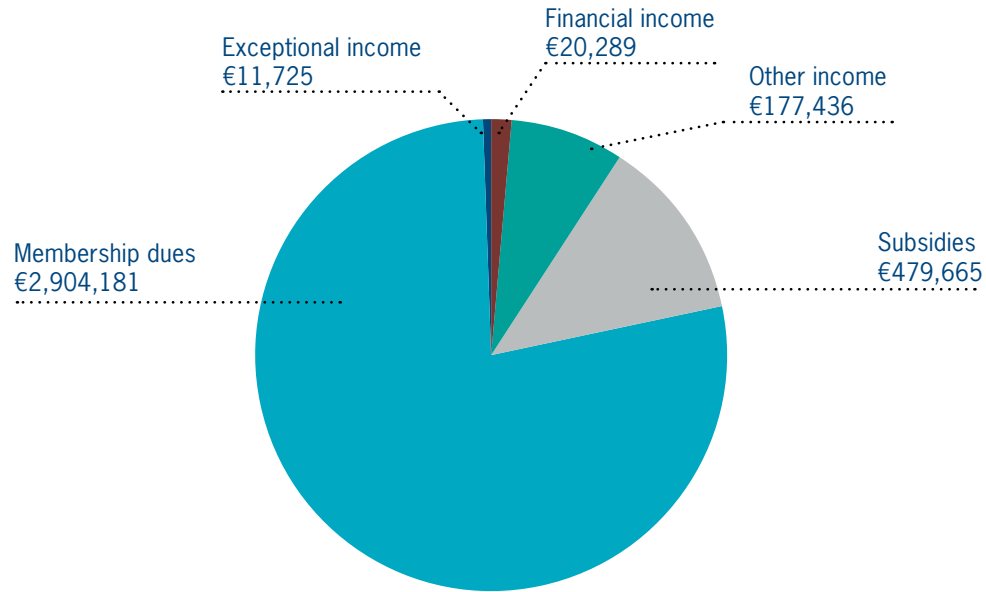
In-kind contributions reached €439,612 in 2013. This amount includes the offices on Rue Miollis made available for free by UNESCO and the bursary programmes and travel expenses funded by the Organising Committee for the 23rd General Conference.

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

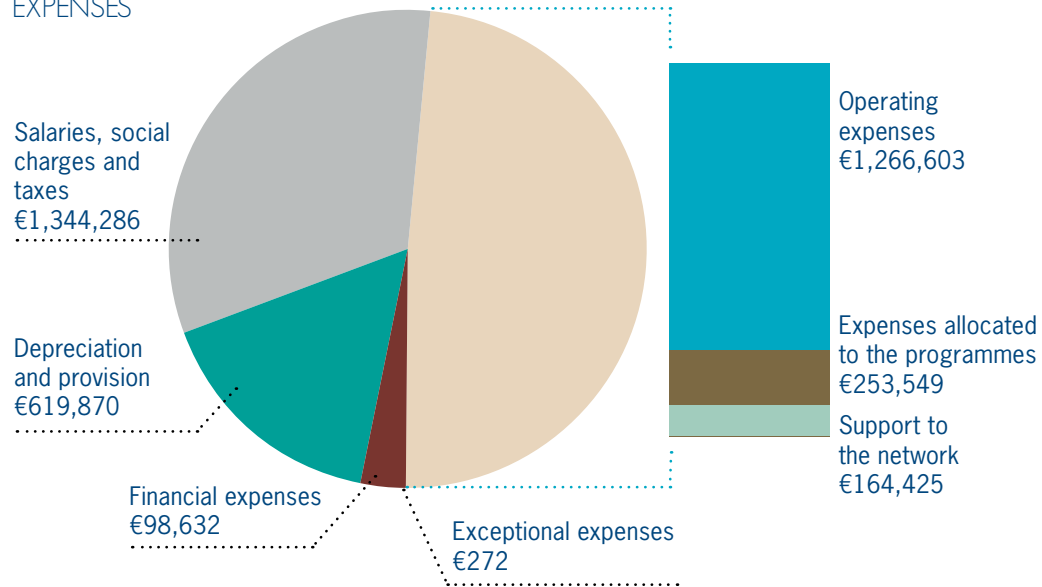
ICOM initiated this process in 2011 with the incorporation of four international committees. Significant progress was made in 2013 with the inclusion of all the international committees.

BREAKDOWN OF INCOME AND EXPENSES FOR 2013

INCOME



EXPENSES



With the assistance of



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



With the financial support  
of the Prevention of and  
Fight against Crime Programme  
European Commission  
Directorate-General Home Affairs

