

# ICOM ANNUAL REPORT 2024

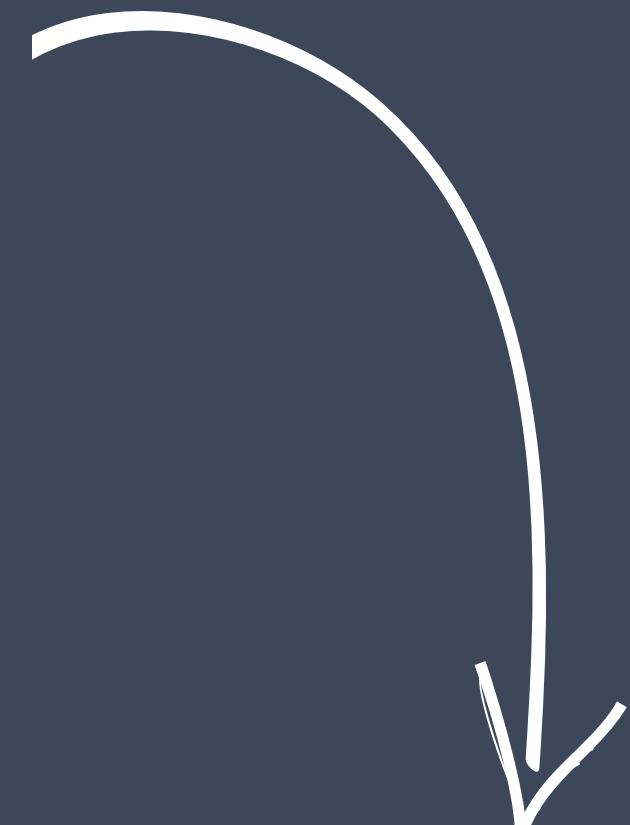


**ICOM** international  
council  
of museums



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# Editorial

The International Council of Museums (ICOM) is proud to present the 2024 Annual Report, highlighting our progress and achievements aligned with the [Strategic Plan \(2022-2028\)](#).

ICOM continued to advocate at a global level, representing the museum community at world forums such as the [G20 Culture Ministers Meeting in Brazil](#), highlighting the key role of museums and the transformative potential of culture in society, its impact on the economy and sustainable and inclusive development, as well as the promotion of a culture of peace and harmony among peoples. At the [29th United Nations Climate Change Conference – COP29](#) in Baku, Azerbaijan, we ensured that culture and cultural heritage are elevated as integral components of climate action. ICOM was proud to launch its [Award for Sustainable Practice in Museums](#).



Emma Nardi, President  
Medea S. Ekner, Director General

ICOM held its [Annual Meetings](#) at the Mucem (Museum of European and Mediterranean Civilisations) in Marseille, France and online, focused on ICOM's commitment to advancing museum practices, fostering international collaboration, and addressing contemporary challenges in the sector and marking the [appointment of Medea Ekner as Director General](#).

The theme for [International Museum Day 2024](#) was 'Museums for Education and Research' linked to the United Nation's Sustainable Development Goals, in particular Goal 4: Quality education, and Goal 9: Industry, innovation and infrastructure.

*ICOM Executive Board, from left to right: Deborah Tout-Smith, Ahmed Mohammed, Inkyung Chang (Vice-President), Karin Weil González, Antonio Rodriguez (Ex-officio), Feng Zhao, Medea S. Ekner (Director General), Terry Simioti Nyambe (Vice-President), Emma Nardi (President), Steph Scholten, Carina Jaatinen (Treasurer), Jody Steiger, Luís Raposo, Kaja Sirok, Marilia Bonas and Tayeebeh Golnaz Golsabahi. Image: © François Vezien*

We also officially launched the 27th ICOM General Conference 2025 by hosting an [International Symposium](#) in the host city of Dubai. For the first time in ICOM's history, the Symposium included training workshops led by ICOM's international committee experts on topics such as collection documentation, community involvement in heritage safeguarding, and museum emergency planning.

We are delighted to confirm that in 2024, [ICOM's Membership](#) continued to expand, rising 5.6% to 60,410 members.





# Governance and Membership

# ICOM IN NUMBERS

**60,410 Members**

+5,6% compared to 2023

**120 National Committees**

in 139 countries and territories

**56,394 Individual Members**

+5,3% compared to 2023

**4,016 Institutional Members**

+10,6% compared to 2023

**30,004 Members in  
International Committees**

+13,6% compared to 2023

Following the adoption of new Statutes in 2023, ICOM began work to review and streamline ICOM's Internal Rules. National Committees were re-established in Congo and Gabon. A new International Committee on Museum Storage was created.

In June 2024, Medea Sógor Ekner was appointed as the Director General of ICOM, expressing that she is: '*delighted to lead ICOM into the next phase of its transformation, addressing the needs of the museum network and of a rapidly changing society. Digital transformation is a priority, along with enhancing the organisation's response to global challenges that impact cultural heritage and the communities affected by it.*'

At the mid-point of their mandate, the Executive Board undertook a self-evaluation to monitor progress and identify areas of focus for the future.

Two initiatives aimed at improving member services were developed during the year, namely a new ICOM Database and digital ICOM card solution, which will be presented at the General Conference in 2025.

The ICOM Secretariat's structure was updated with the objective of achieving "minimal impact - maximum effect", including a new section management line to oversee high impact processes and drive innovation initiatives.





With the joint [Declaration on the protection of archives, libraries, museums and heritage places during armed conflicts and political instability](#) released in May 2024, [The International Council on Archives \(ICA\)](#), the International Council of Museums (ICOM), the [International Council on Monuments and Sites \(ICOMOS\)](#) and the [International Federation of Library Associations and Institutions \(IFLA\)](#) recalled the importance of protecting cultural and documentary heritage as an essential component of cultural rights and express the shared position that cultural and documentary heritage professionals play an essential role in building a peaceful, sustainable, and collective future.

On the occasion of the **70th anniversary of the Convention for the Protection of Cultural Property in the Event of Armed Conflict (The 1954 Hague Convention)**, ICOM took part in the international conference organised by UNESCO in the Hague to celebrate the Convention's achievements over recent decades, but also to [discuss current and future challenges of heritage protection](#), including the ones museums are facing. ICOM has always played a central role in the creation and implementation of the 1954 Convention: present from the very first debates on the need to draw up such a convention in 1949, our organisation has also played an active role in its evolution.



*ICOM at the 70th anniversary of the 1954 Hague Convention*



*MoU Signature between ICOM and ICCROM. Image: ICCROM*

In June 2024, ICOM organised the [\*\*2024 ICOM Annual Meetings\*\*](#), which took place in Marseille. Hosted at the Mucem and online, these hybrid meetings highlighted ICOM's commitment to advancing museum practices, fostering international collaboration, and addressing contemporary challenges in the sector. The meetings convened key stakeholders, including the 96th Session of the Advisory Council and the 39th Ordinary General Assembly.

In 2024, the ICOM Secretariat contributed significantly to the planning of future General Conferences. The Legal Section worked alongside the Institutional Events Department to draft and negotiate the legal framework for the [\*\*27th ICOM General Conference\*\*](#), which will take place in Dubai in November 2025, while also engaging in **preparatory discussions for the 28th General Conference to be held in 2028**.

ICOM proudly celebrated the signing of a renewed [\*\*Memorandum of Understanding \(MoU\) with the International Centre for the Study of the Preservation and Restoration of Cultural Property \(ICCROM\)\*\*](#) at ICCROM's headquarters in Rome, in November 2024. This agreement marks a significant milestone in their longstanding collaboration to protect and preserve the world's cultural heritage.



*ICOM Annual Meetings at the Museum of European and Mediterranean Civilizations (Mucem) in Marseille. Images: © François Vézien*

In November 2024, ICOM contributed to the **G20 Culture Minister's Conference in Salvador de Bahia, Brazil**, concluding a year of meetings with the G20 **Culture Working Group**. The meeting saw the adoption of the **Salvador de Bahia's declaration**, in which ICOM and the museum community are recognized. ICOM also advocated for the inclusion of a paragraph encouraging G20 member states to increase their support to museums and cultural institutions in their role as custodians of cultural heritage, marking an important step forward for the museum community on the international scene. This work reaffirmed the importance of including museums in international policy discussions, strengthened relationships with key cultural actors, and enhanced ICOM's advocacy impact on the global stage.

*ICOM (represented by ICOM President Emma Nardi and ICOM Brazil Chair Diego Vaz Bevilaqua) at the 4th Technical Meeting of the **Culture Working Group***





*Before the 2nd High-Level Ministerial Dialogue for Culture-Based Action, hosted by the COP29 Presidency and the Ministry of Culture of Azerbaijan, in collaboration with the Group of Friends of Culture-Based Climate Action (GFCBCA). In the center: Medea S. Ekner, ICOM Director General, and, Christian Kraugerud Søberg, ICOM Head of Communications and Public Relations.*

ICOM pursued its high-level advocacy efforts in positioning museums in climate action and building inclusive societies at the 29th UNFCCC Conference of Parties (COP29) in Baku, Azerbaijan, where culture and cultural heritage are elevated as integral components of climate action.

A key moment was **ICOM's participation in the 2nd High-Level Ministerial Dialogue for Culture-Based Action**, hosted by the COP29 Presidency and the Ministry of Culture of Azerbaijan, in collaboration with the **Group of Friends of Culture-Based Climate Action (GFCBCA)**. As preparations begin for COP30 in Brazil, ICOM reaffirms its commitment to supporting cultural and heritage-based solutions to the climate crisis and strengthening its collaborations with sister organisations worldwide to enhance the role of Knowledge Partners of GFCBCA. ICOM's participation aligns with its **Strategic Plan 2022–2028** priority on Sustainable Development, reinforcing the organisation's commitment to integrating culture and cultural heritage into global climate solutions.

In partnership with the [International Federation of Library Associations and Institutions \(IFLA\)](#) and the [International Council of Archives \(ICA\)](#), ICOM further promotes its work through pursued discussions within the framework of the [World Intellectual Property Organization \(WIPO\)](#) to promote copyright limitations and exceptions for museums, libraries, and archives in the context of cultural heritage preservation. In April 2024, the Section participated in **the 45th session of the WIPO Standing Committee on Copyright and Related Rights (SCCR/45)**. In September 2024, **ICOM was officially accepted as a member of the Access to Knowledge (A2K) Coalition**, reinforcing its commitment to equitable access to cultural knowledge and resources.

The [Toolkit on Preservation](#), drafted at the request of IFLA, ICA, and ICOM by the WIPO Secretariat, provides a roadmap for laws that allow libraries, archives, and museum professionals to preserve our cultural heritage in today's world.



*ICOM at the 45th session of the WIPO Standing Committee*

In the framework of the European funded project **ANCHISE**, in which ICOM, through the Heritage Protection Department is a partner, **a first demonstration phase of the tools** was successfully carried out in Greece in September 2024, in close collaboration with **ICOM Greece** and the **Museum of Byzantine Culture of Thessaloniki (MBC)**. Museum professionals from Greece and other countries such as Sweden, France and Bosnia-Herzegovina were able to test and give feedback on all the tools developed in the project. This first demonstration phase brought together all the target end-users of the tools (archaeologists, museum and law enforcement professionals) to pave the way for sectoral demonstrations, aimed at generating more targeted feedback and enabling more precisely tailored tool development.

*Testing of the Arte-Fact tool – PARCS, photographing objects from the Museum of Byzantine Culture, Thessaloniki, Greece  
© ANCHISE Project*





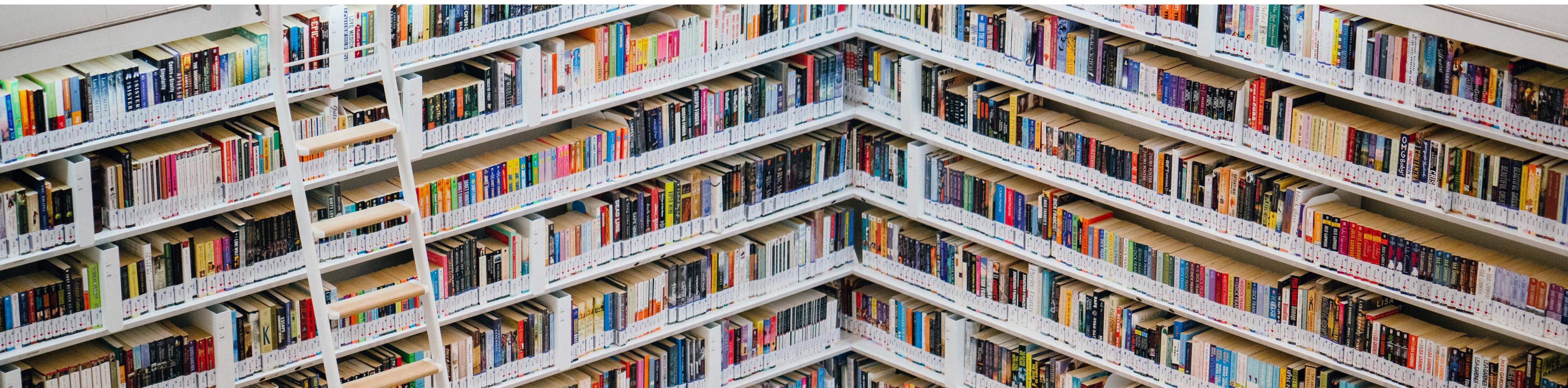
In 2024, the ICOM Secretariat increased its monitoring and response to emergencies affecting museums around the world that resulted in creating an cross departmental collaboration with an **Emergency Response Team (ERT)**. To this end, the Heritage Protection department focused on the cooperation with ICOM International Committees most linked to emergencies (namely ICOM Documentation, ICOM Conservation, ICOM Security, DRMC, ICOM Storage and INTERCOM), in order to gather valuable feedback on ICOM's emergency response and streamline future processes.

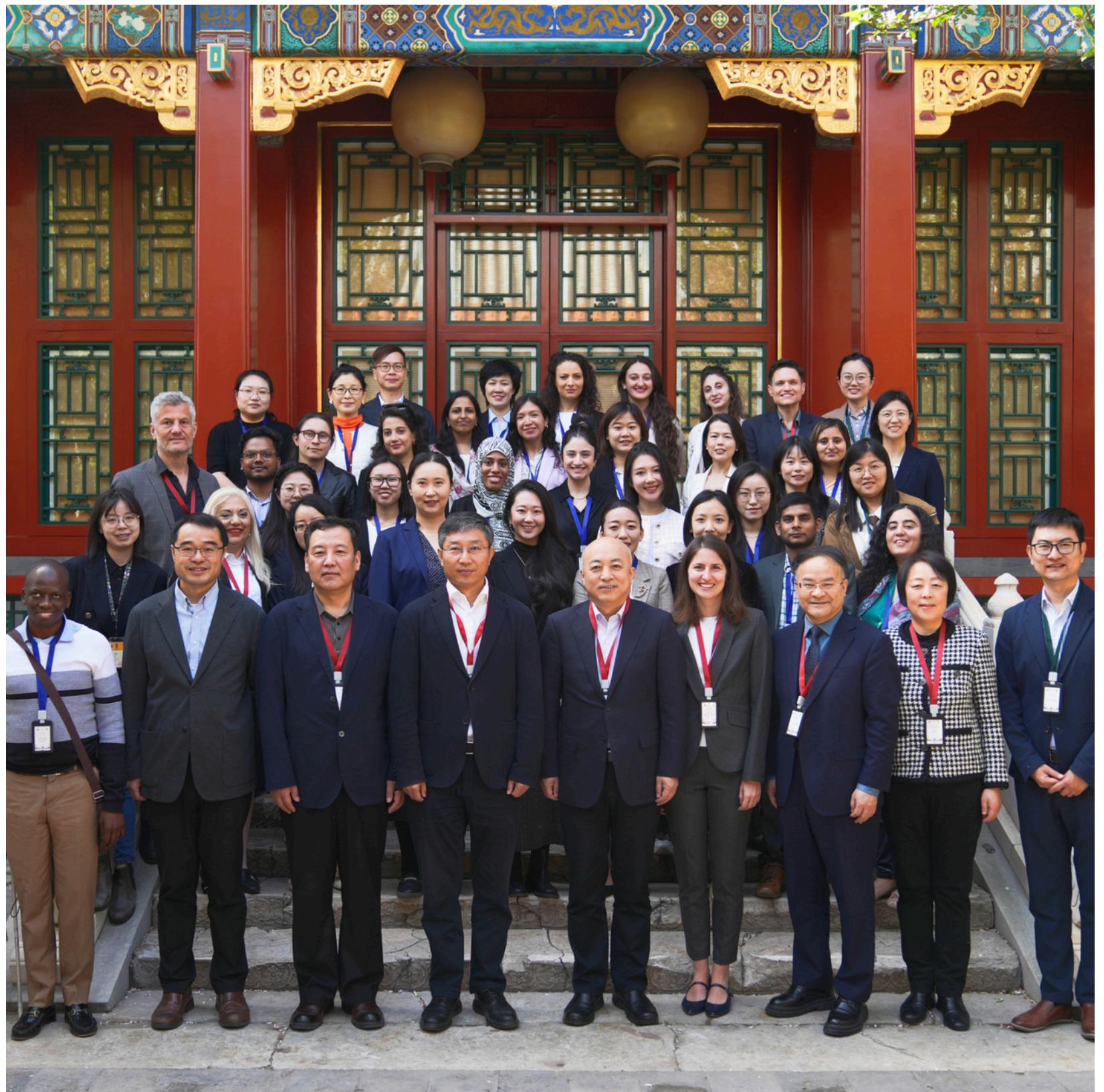
Through this ERT, the Heritage Protection Department worked on **12 emergencies** covering **33 countries**, and collaborated more closely with 17 of ICOM's National Committees, members affected by disasters, and 2 International Committees. It has also presented opportunities for the Department to help members begin the process of setting up their own national committees (in coordination with the Membership Department), so that they can be better supported in their response to these emergencies. The Department closely collaborates with the Communications and Public Relations department to jointly coordinate the relevant dissemination strategy.

The ICOM Legal Affairs Section worked with the [Legal Affairs Committee \(LEAC\)](#), which launched its mandate by conducting feasibility studies on the legal implications of sustainability and digital developments within the museum sector. The LEAC also partnered with the [Working Group on Decolonisation](#) to prepare a list on return, and provided support to ETHCOM in the context of the ongoing revision of the [ICOM Code of Ethics for Museums](#).

The Section collaborated with the [Working Group on Statutes and Rules \(WGSR\)](#) to support the review of ICOM's Internal Rules and ensure alignment with the Statutes adopted in 2023. It also facilitated the preliminary phase of a broad consultation across ICOM Bodies in view of a future revision of the ICOM Statutes.

In autumn 2024, 74 National Committees, International Committees, Regional Alliances, and Affiliated Organizations contributed to the preliminary review of the first draft of the [revised ICOM Code of Ethics](#). The five core principles—Governance, Professionalism, Collections, Society, and Education—met the expectations of over 60% of the ICOM network, with members providing constructive suggestions for further refinement. ICOM's [Standing Committee on Ethics \(ETHCOM\)](#) analysed the feedback to develop the second draft and ensure the revised Code reflects the shared ethical values and priorities of the global museum community.





*ICOM-ITC workshops in China*

In 2024, ICOM organized two **ICOM-ITC workshops** in China. The April edition, hosted at the Palace Museum in Beijing, explored “Respect in Museums: Inclusive Practices, Co-creation, Restitution and More,” gathering 26 participants and 6 lecturers—3 international and 3 Chinese—from 18 countries. The October workshop, titled “Sustainable Museum Management: Local Challenges and Best Practices,” took place in Nanchang and Jingdezhen (Jiangxi Province), welcoming 31 participants and 6 lecturers —3 international and 3 Chinese— from 17 countries. These capacity-building events promoted cross-cultural dialogue and shared learning among museum professionals globally, reinforcing inclusive practices and sustainable strategies in the sector.

Held on 2–3 July 2024 at the National Folk Museum of Korea in Seoul, the **ICOM–IMREC Museums and Sustainability Conference** drew over 2,000 participants. Co-organized with ICOM Sustain and ICOM South Korea, the event underscored the crucial role of museums in advancing the SDGs. Featuring 34 speakers and 7 moderators from 17 countries, the programme revolved around the five pillars of sustainable development: Partnership, People, Planet, Prosperity, and Peace. A rich mix of keynotes, panels, and workshops fostered global dialogue, policy engagement, and practical approaches to sustainability in the museum field.



Following the launch of the [\*\*first global award for sustainable development practice in museums\*\*](#) by ICOM in 2023, 2024 marked a crucial year in the rollout of the ICOM Award for Sustainable Development Practice in Museums. ICOM published the [\*\*call for applications\*\*](#) and launched the [\*\*Jury Call for Applications\*\*](#), initiating the selection process for the expert panel. To support both applicants and ICOM Bodies in their role of project endorsement, ICOM hosted [\*\*two capacity-building sessions\*\*](#) in April 2024, in partnership with [\*\*ICCROM\*\*](#) and [\*\*Curating Tomorrow\*\*](#). These sessions brought together over 250 participants, with 65% of ICOM Bodies represented. The initiative received an enthusiastic global response, with more than 150 applications submitted from 60 countries by the close of the application process in November 2024.

In September 2024, the ICOM Award team was featured in a [\*\*special episode of the “Museums & Chill” podcast\*\*](#), where the meaning of sustainable development in the museum context and its alignment with the UN Sustainable Development Goals (SDGs) was explored. In December 2024, [\*\*ICOM introduced the jury members\*\*](#), a diverse panel of seven experts who would evaluate submissions, determine a shortlist, select five finalists, and ultimately choose one winner, to be announced at the inaugural ceremony at the [\*\*27th ICOM General Conference in 2025\*\*](#), in Dubai.

Through these coordinated actions, ICOM not only laid the foundation for the successful launch of the Award but also strengthened sector-wide engagement with sustainability and capacity building across its global network.

Through a series of strategic initiatives ICOM pursued its commitment toward **decolonisation** in the museum sector. ICOM was part of the panel at the UNESCO event “Bridging Cultures – Moving Towards New Perspectives in Museums” in May 2024, where ICOM’s contributions and objectives regarding *Collective Cultural Rights in the Context of the International Decade of Indigenous Languages* were shared.

The Working Group on Decolonisation also presented two pre-recorded case studies during the ICOM Annual meetings in Marseille, and led one of the thematic hubs, dedicated to fostering dialogue and collaboration on decolonisation themes.

The conference on the ‘Decolonisation of Museums’ in Utrecht, the Netherlands featured the members of the working group, where they shared insights on decolonisation from various perspectives and regional contexts.



*ICOM WG on decolonisation in the Netherlands*



In 2024, ICOM laid the foundation for the **ICOM Academy**, a long-term initiative designed to transform the landscape of professional development in the museum sector. Currently in its **pilot phase**, the ICOM Academy is being developed as a **comprehensive online training platform** that will become a central hub for high-quality, structured learning tailored to the evolving needs of museum professionals worldwide.

The Academy is committed to improving accessibility to professional training by strengthening capacity building, especially in regions where access to academic programmes in museology and museum studies remains limited. By leveraging ICOM's global network of Committees and expert communities, the platform will showcase **cutting-edge practices** and address **shared challenges across the sector**.

This initiative actively advances two key goals of **ICOM's Strategic Plan: Leadership and Digital Futures**. As a strategic and forward-looking investment, the ICOM Academy is set to play a vital role in shaping the future of the museum profession, further reinforcing ICOM's position as a global leader in museum training and knowledge-sharing.

The ICOM aid project '[\*\*Ukrainian Museums at Risk: A Three-Step Solution Plan through Knowledge, Action, and Visibility\*\*](#),' running from June 2023 to June 2024 (also known as 'ICOM4Ukraine') focused particularly on the digital preservation of collections. Many small museums that received digitisation software, hardware and special restoration equipment face the challenge of using these technologies effectively. The project, carried out by [\*\*ICOM Germany\*\*](#) in collaboration with [\*\*ICOM Switzerland\*\*](#) and funded by the [\*\*Strategic Allocation Review Committee of ICOM \(SAREC\)\*\*](#), therefore offers targeted support in these key areas: Empowerment through knowledge; Consultations and strengthening visibility; Material aid with urgently needed technology; Solidarity and targeted support. The ICOM SAREC project aligns with the [\*\*ICOM Strategic plan 2022-2028\*\*](#) to embrace digital, namely for museums to connect in new ways with communities, better manage collections, and provide unprecedented access to the public they serve.



On 12 November 2024, cultural professionals, museum leaders, and heritage experts, including ICOM International Committee chairs, from around the world gathered at the Etihad Museum in Dubai for the **ICOM International Symposium**. A pivotal moment in the lead-up to ICOM Dubai 2025, the symposium explored the profound role of museums in rapidly changing communities, setting the stage for conversations that will define the future of cultural institutions globally.

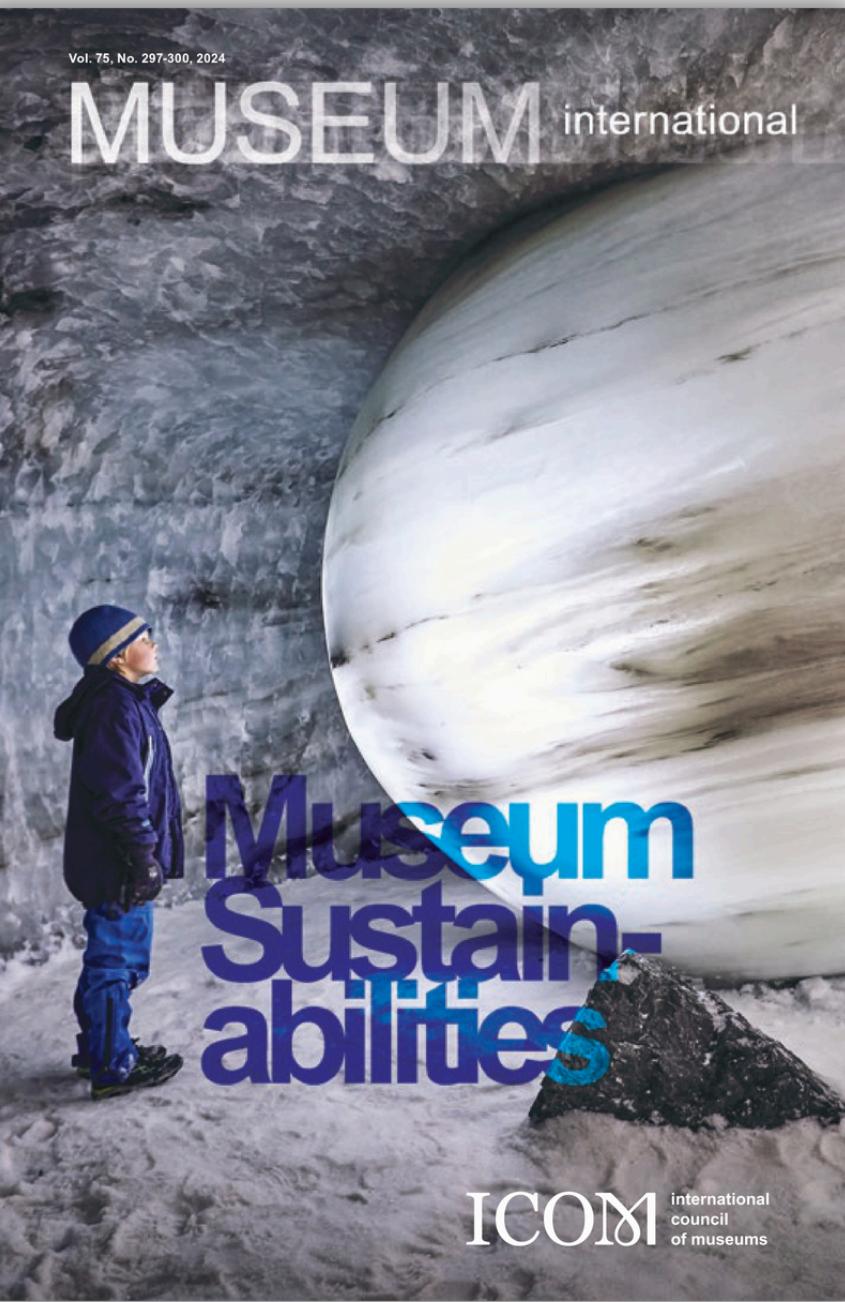
The symposium, hosted in partnership with the **Dubai Culture and Arts Authority** and **ICOM UAE**, invited participants to engage with the **three key themes of ICOM Dubai 2025**: Intangible Heritage, Youth Power, and New Technologies. These interconnected themes provided the foundation for discussions, workshops, and expert-led sessions aimed at reimagining museums as dynamic spaces of dialogue, innovation, and inclusivity.

*Images: © Dubai Culture*





*Museum International issues*



2024 saw the publication of the 2 issues of the **Museum International**. Acknowledging that sustainability is a multi-dimensional notion, **the double issue of Museum Sustainabilities** addresses key questions: What is the scope of sustainability and sustainable development? How can museums make active and meaningful contributions towards their goals? Who or what will benefit from sustainability action by museums?

In the **Open Edition, Re-Imagining the Museum**: the theme of museum relevance appears as a firmly established pillar of museum scholarship and practice. The articles in this issue attempt to answer the question: How can museums remain relevant in the contemporary world?

The ICOM **Working Group on Collections in Storage** has released **the report about museum storage worldwide** that summarises the responses from over one thousand institutions in nearly one hundred countries, and is part of a series of initiatives launched by ICOM to examine in greater depth the state of collections in storage.

A new book jointly published with Routledge is in open access and it gathered over 4000 downloads so far:

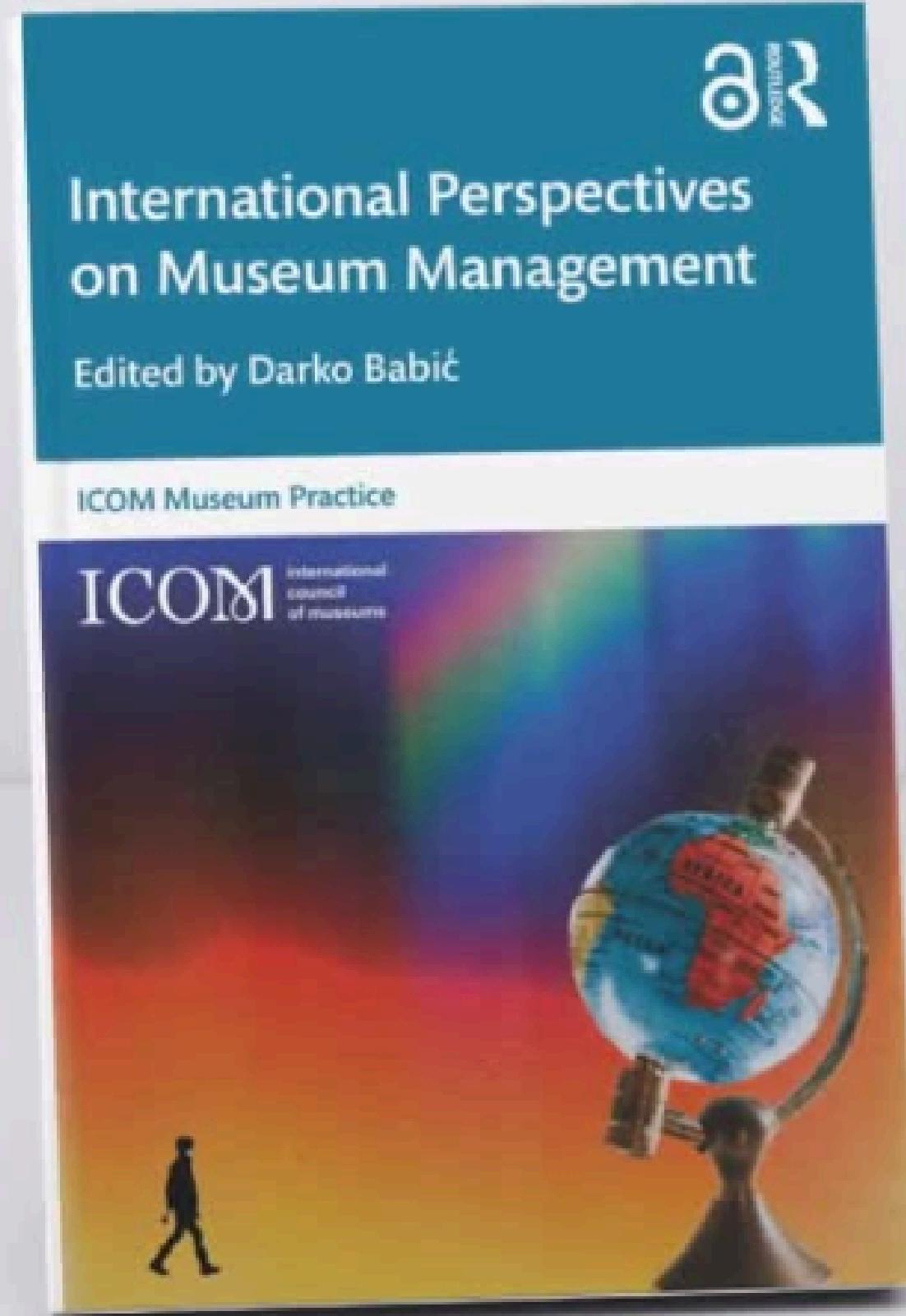
### **International Perspectives on Museum**

**Management, edited by Darko Babić.** It explores contemporary practices in the field of museum management and demonstrates how strategic vision and effective leadership can enable museums to fulfil their varied roles.

ICOM also **implemented voice-overs for its ICOM Voices articles.** This dynamic feature harnessed the power of AI technology to offer a more accessible and engaging experience to our diverse audience.

ICOM **digital archives** available for ICOM Members have been enriched and contain:

- o Archives database (more than 4777 documents)
- o Images database (4874 photographs and 300 posters)
- o Memory database (1551 fact sheets on ICOM personalities, International Committees, and meetings from 1946 onwards)



*Open access book jointly published by ICOM & Routledge*

# International Museum Day 2024



In 2024, ICOM acknowledged the contribution of museums to research, providing a platform for exploration and the dissemination of new ideas.

Every year since 2020, the [International Museum Day \(IMD\)](#) supports a set of Goals from the [Sustainable Development Goals of the United Nations](#). In 2024, ICOM focused on:

- Goal 4: Quality Education – Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 9: Industry, Innovation, and Infrastructure – Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

The celebration amplified its impact by the development of hybrid activities all around the world, reaching **67 million** Internet users through social media, news articles, blog posts, podcasts and more!

For the 2024 edition of International Museum Day, [Wikimedia Foundation](#) and [Wikimedia Switzerland](#) motivated volunteer authors to contribute content and boost museums' online presence on Wikipedia, Wikimedia Commons and Wikidata, "where culture knows no borders and lives on virtually".



*IMD in Ghana, Image: [Ghana Museums and Monuments Board](#)*



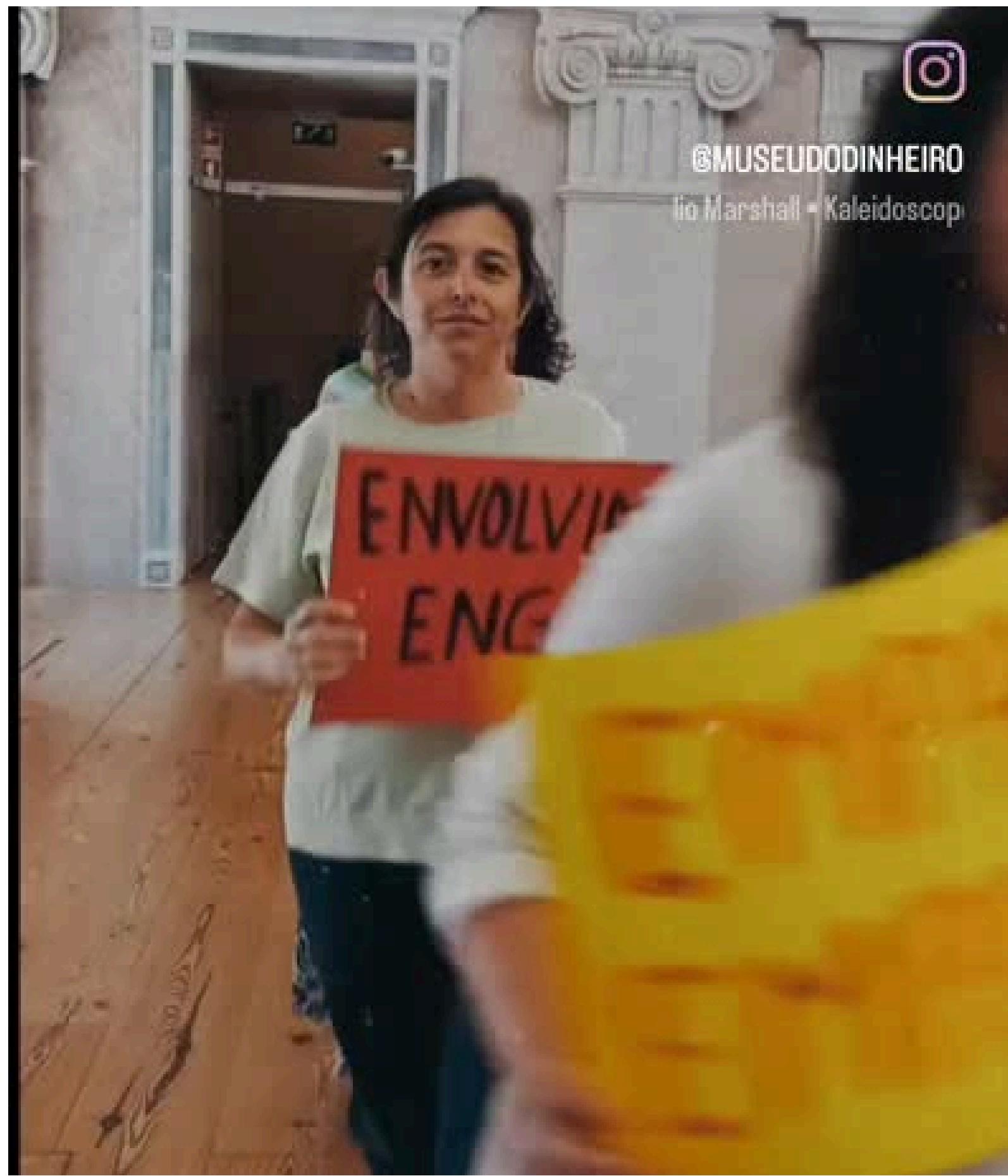
*IMD in the United States. Image: Tampa Museum of Art*



*IMD in Spain. Image: Fundación Pedro Cano*



*IMD in Uganda. Image: Teso Vibez*



IMD in Portugal. Reel: Museu de Dinheiro



IMD in South Korea. Image: ICOM South Korea



IMD in China. Image: This is Zhongshan



**ICOM ONLINE  
IN 2024**



### Instagram

47,900 followers **+21%**  
637K views



### Facebook

53.7K followers  
1,024,131 mln reach  
**+2.7%**



### Podcast

11 episodes  
10,258 downloads



### LinkedIn

68,752 followers **+33%**  
1,328,993 impressions

# ICOM



### ICOM Voices

22 articles  
10,393 unique  
pageviews\*



### Website

1,866,349 pageviews  
94 news articles



### Threads

4.5k followers



### Online Library

49,124 recorded  
documents

\*The figure may not accurately reflect the total pageviews due to a transition to a new analytics tool in 2024 in compliance with GDPR.



# FINANCIAL OVERVIEW

# KEY FINANCIAL DATA FOR 2024

ICOM's membership dues reached € 4,900,383 in 2024, representing an increase of **5%**. This increase is mostly due to an increase of number of members amounting to 60,410 in 2024.

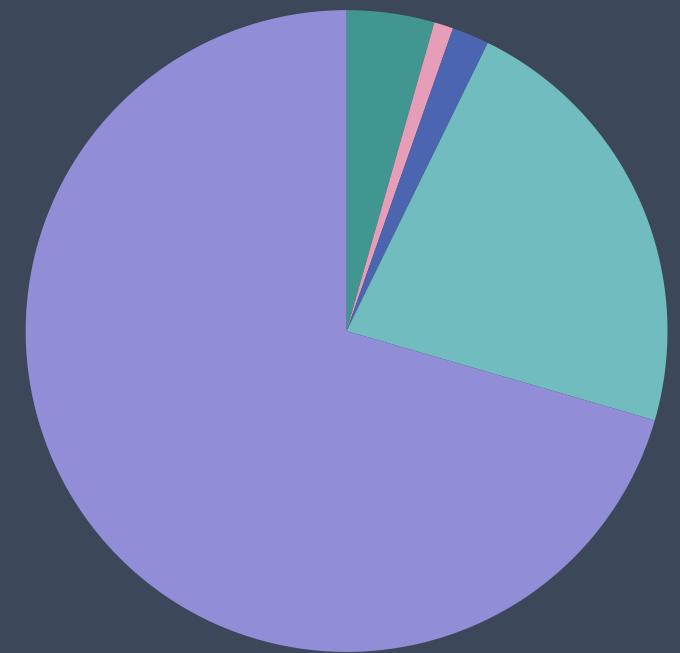
In 2024, ICOM received a total amount of €1,429,752 in subsidies from:

• Project Creative Europe Programme	€ 822,465
• American Research Institute in Turkey	€ 18,298
• Shanghai University (IMREC projects)	€ 100,000
• ICOM Foundation	€ 400,000
• Support from ICs and Regional Alliances	€ 92,797

## BREAKDOWN OF INCOME AND EXPENSES FOR 2024

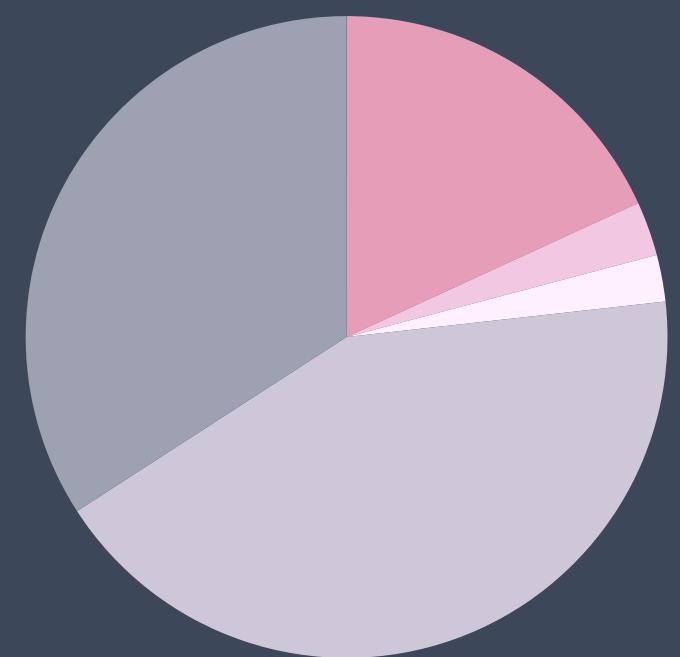
### REVENUES

- Financial income
- Joint operations
- Other income
- Subsidies
- Membership dues



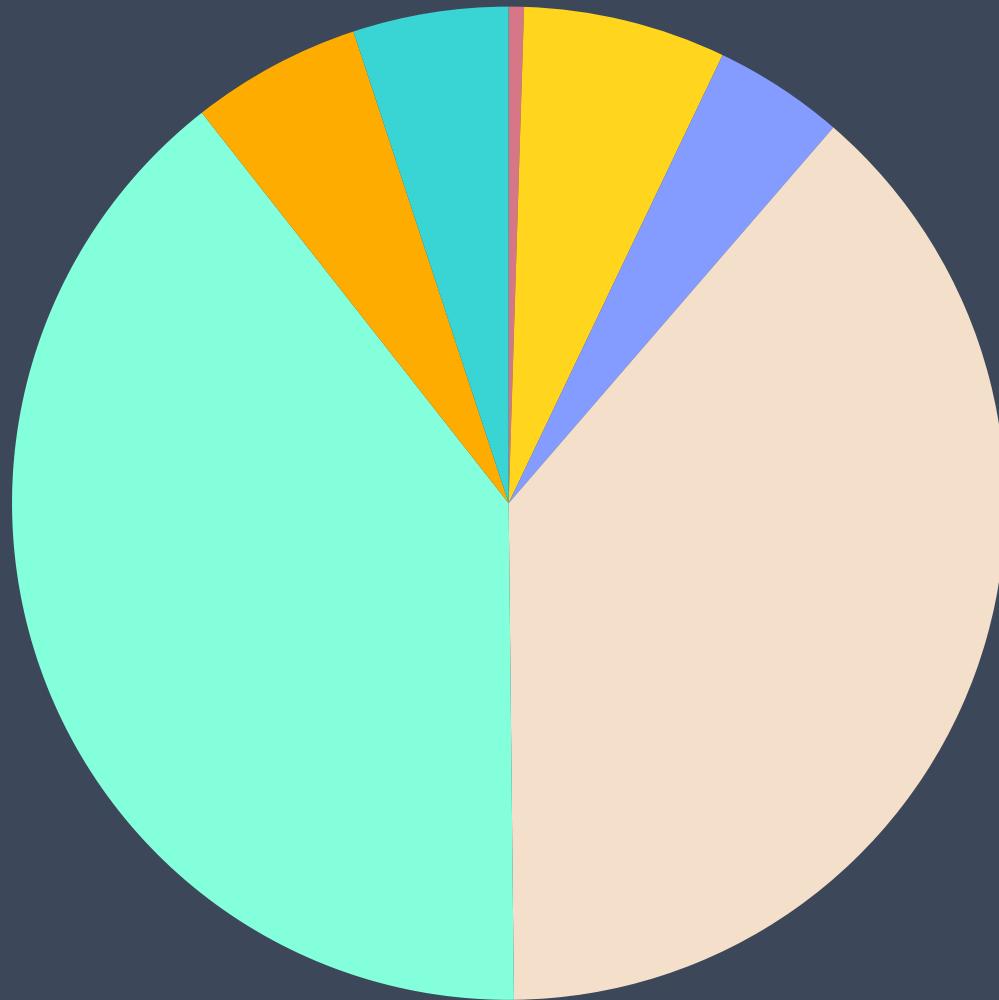
### EXPENSES

- Financial expenses
- Exceptional expenses
- Expenses allocated to programmes
- Depreciation and provisions
- Support to the network
- Salaries, social charges and taxes
- Operating expenses



# 2024

Resources	6,575,812
Minus operating expenses	3,282,398
Minus salaries, social charges and taxes	2,562,940
Minus depreciation expenses	164,529
<b>Operating result</b>	<b>565,946</b>
<b>Joint operations</b>	<b>67,184</b>
Financial income	306,744
Financial expenses	126
<b>Financial result</b>	<b>306,618</b>
<b>Exceptional result</b>	<b>-1,332</b>
<b>Final result</b>	<b>938,416</b>
<b>Voluntary contributions</b>	<b>0</b>
<b>Average staff number</b>	<b>36</b>
All figures expressed in euros	



## SUPPORT TO THE NETWORK

- Subsidies for the Regional Alliances
- Funds allocated to the Standing Committees and Working groups
- Regular projects and Solidarity projects funded
- Subsidies for the International Committees
- Partnerships
- Bursaries allocated to attend ICs annual conferences
- Bursaries allocated to attend the Marseille conference

**Conception**

ICOM Secretariat

**Editor**

Emma Nardi, President / Medea S. Ekner, Director General

**Editorial coordination, graphic design and redaction**

Communications and Public Relations Department

**Press room** [mynewsdesk](#)

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**Website**

[www.icom.museum](http://www.icom.museum)

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**Social media | @icomofficiel**



**Contact us**

**Email address**

[icom.network@icom.museum](mailto:icom.network@icom.museum)