


ANNUAL REPORT 2025





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Advancing the Strategic Plan 2022–2028

Throughout 2025, ICOM continued to strengthen its role as the global voice of museums while supporting its international network in responding to rapidly evolving social, cultural, technological and environmental challenges.

From heritage protection and advocacy to digital transformation, capacity building and international cooperation, the results and achievements presented in **this report reflect ICOM's ongoing commitment to implementing the Strategic Plan 2022–2028** and advancing its long-term vision for the museum sector.

Guided by its mission to connect and represent museum professionals worldwide, **ICOM continued to promote international collaboration, professional exchange and sustainable development** across the global museum community.

The Strategic Plan 2022–2028 is structured around three focus areas:

FOCUS AREA 1: THE GLOBAL VOICE OF MUSEUMS

Strengthening ICOM's role as the trusted international voice of the museum sector.

FOCUS AREA 2: BEST PRACTICE IN GOVERNANCE AND MANAGEMENT

Promoting transparency, accountability and effective institutional management across the organisation.

FOCUS AREA 3: LEADING A GLOBAL MUSEUM NETWORK ENGAGING WITH CHANGE

Supporting museums and museum professionals in addressing contemporary challenges through innovation, cooperation and knowledge-sharing.

The following pages highlight some of the key initiatives, achievements and institutional developments that shaped ICOM's work throughout 2025.

Strategic Plan 2022-2028

The next pages presents ICOM's key activities and achievements in 2025, highlighting how the organisation continued to advance its Strategic Plan 2022–2028 across its three main focus areas.

FOCUS AREA 1

THE GLOBAL VOICE OF MUSEUMS

Objective 1 — Global positioning

Strengthening ICOM's role as the trusted international voice of the museum sector.

FOCUS AREA 2

BEST PRACTICE IN GOVERNANCE AND MANAGEMENT

- **Objective 2 — Governance and management**

Promoting transparency, accountability and institutional effectiveness.

- **Objective 3 — Financial principles**

Ensuring sustainability through financial transparency and strategic use of resources.

- **Objective 4 — Communication**

Strengthening communication and engagement across the ICOM network.

- **Objective 5 — Diversity**

Reflecting ICOM's global diversity throughout its structures and activities.

FOCUS AREA 3

LEADING A GLOBAL MUSEUM NETWORK ENGAGING WITH CHANGE

- **Objective 6 — Sustainable funding**

Advocating for sustainable public investment in museums.

- **Objective 7 — Climate change**

Supporting museums in contributing to climate action and the Sustainable Development Goals.

- **Objective 8 — Digital futures**

Supporting the museum sector in embracing digital transformation and emerging technologies.

- **Objective 9 — Leadership**

Developing innovative and forward-looking museum leadership worldwide.

- **Objective 10 — Decolonisation**

Advancing dialogue and best practice on decolonisation in museums.

Introduction

Message from the President – Antonio Rodríguez

In keeping with the French law of 1901 on Registered Associations and the Statutes that govern ICOM, as President of ICOM, it is my duty and privilege to present the 2025 Annual Report to the General Assembly, detailing the principal activities of our organisation for the year that ended on 31 December 2025 and highlighting our progress and achievements aligned with the Strategic Plan (2022-2028).

I was honoured to be elected as President, along with the other members of the Executive Board for the 2025–2028 term, at the 40th Ordinary General Assembly, at the 27th ICOM General Conference, in Dubai, United Arab Emirates, in November 2025. In this context, the credit for most of the advances achieved in 2025 belongs to the previous Executive Board under the presidency of Emma Nardi and I dedicate this annual report to her leadership and to the colleagues who served alongside her.



*Antonio Rodríguez, President of ICOM, during his election
© Dubai Culture & Arts Authority / International Council of Museums*

Message from the Director General – Medea Ekner

Advocacy (G20, Mondiacult, COP30)

In 2025, ICOM focused on advocacy, partnerships and digital transformation.

In May, ICOM represented the museum community at world forums such as the G20 Culture Ministers Meeting in South Africa, highlighting the key role of museums in building an inclusive digital environment and ethical development of AI, fostering cultural heritage protection and restitution, online cultural and linguistic diversity, and balanced copyright frameworks.

In May 2025, ICOM and UNESCO formally renewed their partnership by signing a Memorandum of Understanding (MoU), reinforcing collaboration in cultural heritage protection, education, and new technologies, and paving the way for joint initiatives, knowledge exchange, and stronger global advocacy.



Medea Ekner, Director General of ICOM at the Conference “The Role of Artificial Intelligence in Museums”, an official side event of the 43rd UNESCO General Conference in Samarkand, Uzbekistan. (final report)

At COP30 in Belém in November 2025, ICOM, ICOM Brazil, and other partners, hosted an event on culture-based climate action, promoting dialogue on cultural knowledge systems and supporting efforts to integrate cultural heritage into climate policy.

In September, ICOM took also part in the UCLG Culture Summit and the Mondiacult Conference in Barcelona, contributing to key discussions on

cultural policy development, and during which ICOM stated that incorporating peace into the Culture Goal, museums and the cultural sector can enhance their advocacy efforts nationally and internationally, promoting the recognition of cultural institutions. As a member of the Steering Group of the Culture 2030 Campaign, ICOM supported the launch of the Culture Goal proposal, advocating for culture as a standalone objective within future Sustainable Development Goals frameworks.





27th ICOM GENERAL CONFERENCE

FOCUS AREA 1: THE GLOBAL VOICE OF MUSEUMS

ICOM Dubai 2025 – Main activities and results

The 27th ICOM General Conference, held in Dubai from 11 to 17 November 2025, brought together more than **5,500 museum professionals, cultural leaders, and policymakers** from around the world. As the first ICOM General Conference organised in the MEASA region, the event positioned Dubai as a global hub for cultural dialogue and cooperation under the theme “The Future of Museums in Rapidly Changing Communities”. The theme also resonated with International Museum Day (18 May 2025), which focused on key contemporary challenges facing the museum sector. **Across more than 100 sessions**, participants explored key issues including innovation in museums, community engagement, digital transformation, and the evolving role of museums in society.

A major focus was placed on strengthening international action against the illicit trafficking of cultural property, supported through long-standing cooperation with **UNESCO, INTERPOL, and UNIDROIT**. The General Conference was also the occasion for **INTERPOL and ICOM to launch a joint operational initiative on museum security** aimed at supporting museums worldwide in strengthening their security systems and reinforcing collective efforts to prevent the theft and illicit movement of cultural goods.



FOCUS AREA 1: THE GLOBAL VOICE OF MUSEUMS



The Barbados Museum & Historical Society (BMHS) has been announced as the winner of the inaugural ICOM Award for Sustainable Development Practice in Museums for its project “Shared Island Stories Between Scotland and the Caribbean: Transnational Youth Exchange.”

© Dubai Culture & Arts Authority / International Council of Museums

The ICOM Dubai 2025 conference also launched a **Global Initiative on Artificial Intelligence and Museums**, promoting the ethical and inclusive use of emerging technologies in the cultural sector.

In addition, the inaugural **ICOM Award for Sustainable Development Practice in Museums** was presented to the Barbados Museum & Historical Society for its youth-focused, transnational sustainability project.

The event concluded with **the election of Rotterdam as the host city of the 2028 General Conference**. Overall, ICOM Dubai 2025 reaffirmed the museum sector’s commitment to sustainability, innovation, heritage protection, and international collaboration.

FOCUS AREA 1: THE GLOBAL VOICE OF MUSEUMS

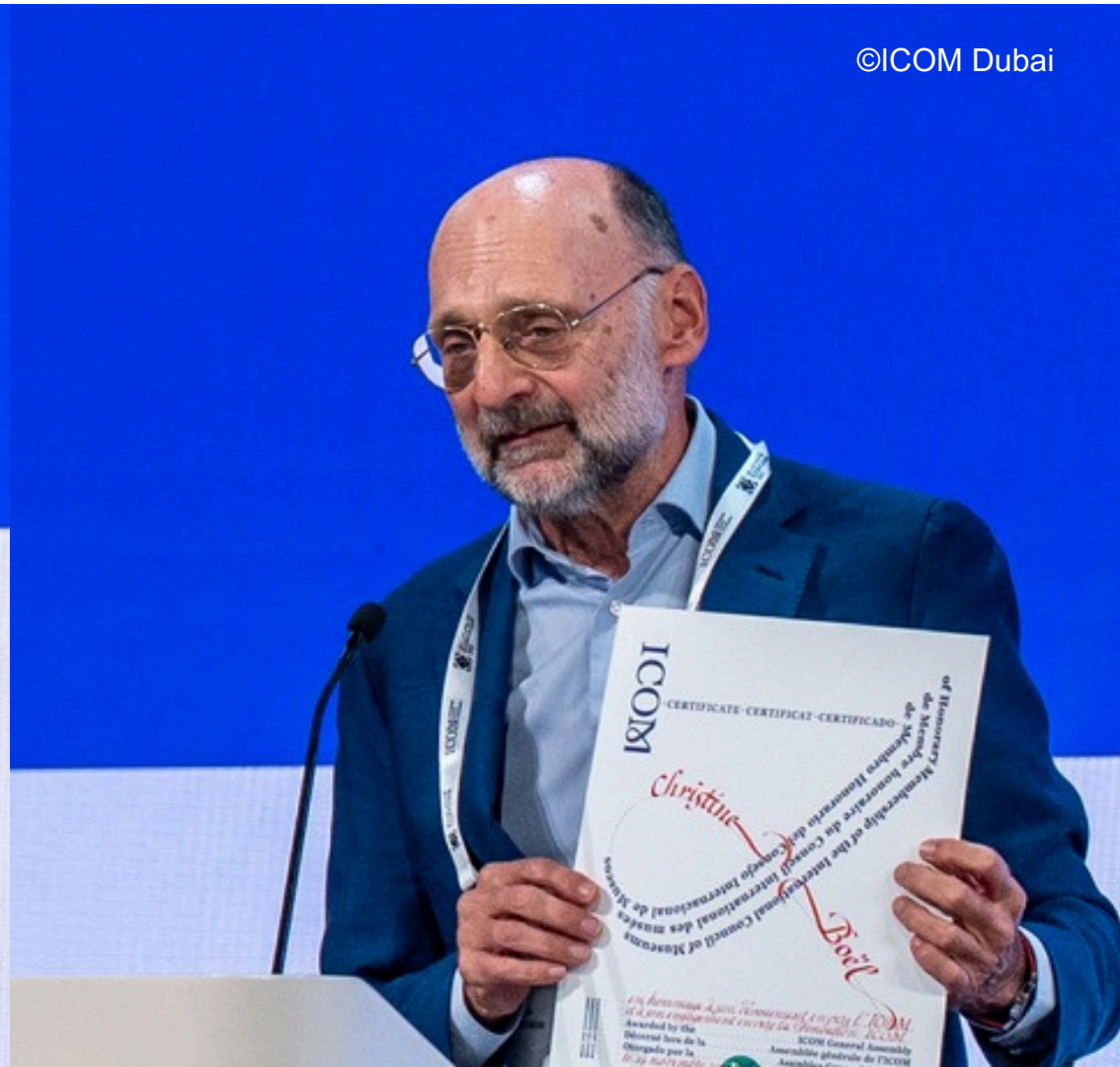
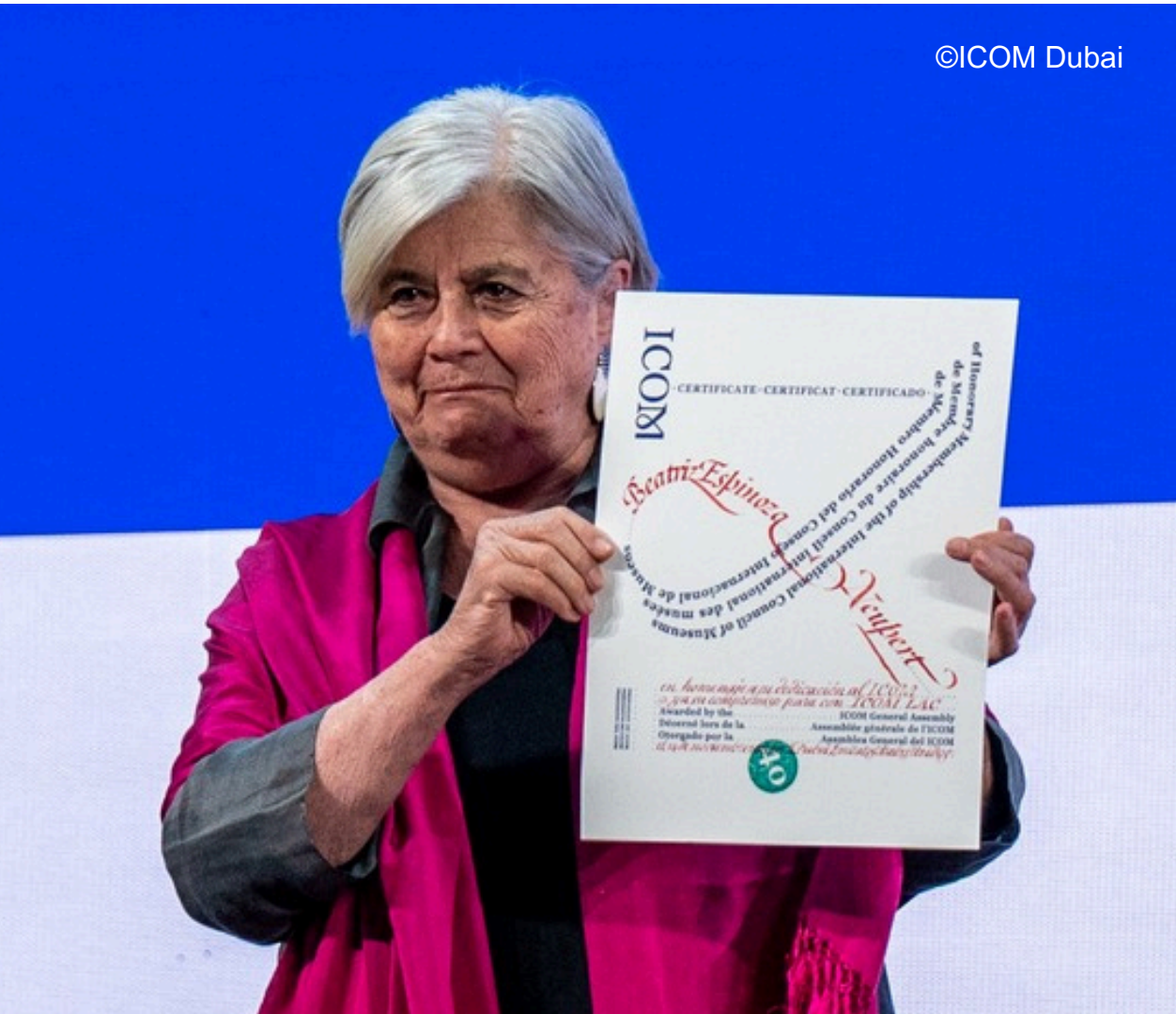
ICOM Celebrates Three New Honorary Members

In recognition of this extraordinary contribution to ICOM and the museum community, demonstrating both excellence and international recognition, Emma Nardi, was awarded honorary membership at the 40th General Assembly, along with the late Madame Christine Boël (1945-2025), former President of the ICOM Foundation, and Beatriz Espinoza, a prominent figure in museology and heritage with a groundbreaking legacy in Latin America and the Caribbean.

The President of the ICOM Foundation and former ICOM President Alberto Garlandini accepting the honorary membership on behalf of Madame Christine Boël (1945-2025)

Beatriz Espinoza, former President of ICOM Chile and ICOM LAC

Emma Nardi, former ICOM President







آيكوم دبي
ICOM Dubai
2025

MEMBERSHIP & GOVERNANCE

2025 BY THE NUMBERS

67,476 Members

+11,7% compared to 2024

121 National Committees

in 137 countries and territories

63,104 Individual Members

+11,9% compared to 2024

4,372 Institutional Members

+8,9% compared to 2024

**36,610 Members in
International Committees**

+22% compared to 2024

ICOM

Election of the ICOM Executive Board (2025-2028)

The election process for the ICOM Executive Board began in 2024 with the appointment of the Nomination and Elections Committee (NEC) and concluded in November 2025 during the 40th Ordinary General Assembly in Dubai. This process marked a key moment in the organisation's institutional life through the renewal of its governance and leadership.

Election of the Chairperson and Vice-Chairperson of the Advisory Council and Spokespersons (2025–2028)

ICOM also held elections for its Advisory Council Chairperson, Vice-Chairperson, and National and International Committees Spokespersons for the 2025–2028 term of office during the 27th General Conference in Dubai.

Publication of the Final Report of the NEC

The NEC Final Report, submitted to the Chairperson of the Advisory Council in January 2026 and subsequently published in the ICOM Member Space in February 2026, details the transparent management of the elections for the ICOM Executive Board (2025–2028). The report highlights the review of candidacies, the implementation of secure online voting, and recommendations aimed at strengthening electoral rules, clarifying governance terms, and improving future voting processes.



Election of the ICOM Executive Board (2025-2028)

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2025 ICOM Resolutions

The 40th Ordinary General Assembly, held on 14 November 2025 in Dubai, adopted six resolutions addressing key priorities including intangible heritage, crisis preparedness, digital ethics, youth and the Sustainable Development Goals, resilience, and decolonisation.

In accordance with Article 19 – Section 2 of the ICOM Statutes, all ICOM bodies are required to work towards the implementation of these resolutions within the next three years. The Secretariat has developed a Resolutions Kit, that committees can use to implement the 2025 Resolutions.

SAREC Funding and Network Support

In 2025, the Strategic Allocation Review Committee (SAREC) funded a total of seventeen (17) projects through the calls for proposals of its two programmes, the **ICOM Special Projects** and the **ICOM Solidarity in Times of Crisis**. With twelve (12) projects funded as Special Projects and seven (7) projects funded as Solidarity Projects, SAREC awarded a total of **€172,444**.

Among the Special Projects finalised in 2025 was ICOM Germany's project, conducted in collaboration with the ICOM Working Group on Decolonization (WGD), entitled ***Formulating ICOM's Strategy and Action Plan towards Decolonization***. The project seeks to advance ICOM's work on global decolonisation issues, including provenance research and decolonisation as both a museological and broader societal responsibility.

The ICOM Africa Regional Alliance also completed its **Solidarity Project Training on Disaster Manager** – Eastern Africa Region, during an intensive one-week workshop held in October 2025. The workshop brought together twenty-two (22) museum professionals from Kenya, Uganda, Rwanda, Tanzania, Zambia, and Germany to strengthen disaster preparedness and risk management in museums.



ICOM Getty Grantee reception ©ICOM

Through project financing, annual subsidies, and participation grants, SAREC continues to **support impactful initiatives** and strengthen the global museum network.



KEY ACTIVITIES & IMPACT

HERITAGE PROTECTION

The following initiatives contribute directly to ICOM's strategic objectives related to heritage protection, international cooperation and professional capacity building.

ANCHISE

In 2025, the EU-funded project ANCHISE completed its demonstration process, involving the testing and feedback collection on the technological tools developed within the project.

As a project partner, ICOM, through its Heritage Protection Department, organised two demonstrations for museum professionals: in April at the Museum of Ethnography in Stockholm, Sweden, and in September at the National Museum of Bosnia and Herzegovina in Sarajevo. These activities were carried out in close collaboration with ICOM Sweden and ICOM BiH, with contributions from other National Committees including ICOM Greece.

Complemented by policy and awareness-raising activities, this collaborative process strengthened engagement across the ICOM network and supported efforts to combat the illicit trafficking of cultural property.



©ANCHISE

ICOM Red List of Greek Cultural Objects at Risk

In March 2025, ICOM and ICOM Greece, with the Hellenic Ministry of Culture, launched the ICOM Red List of Greek Cultural Objects at Risk. Developed with experts from Greek museums, this new Red List features nine categories of at-risk objects and includes 52 examples from major museum collections. The Greek Red List is the latest addition to ICOM's long-standing heritage protection efforts against illicit trafficking. The launch at the Acropolis Museum in Athens, in presence of the Greek Minister of Culture, coincided with the **25th anniversary of the ICOM Red Lists**. Following the Greek Red List launch, ICOM gathered its long-standing partners—UNESCO, INTERPOL, and UNIDROIT—for a roundtable underscoring the importance of international cooperation against illicit trafficking.

ICOM Red List of Cultural Objects at Risk - Türkiye

The ICOM Red List of Cultural Objects at Risk – Türkiye was launched in Bodrum on 6 October. The Red List was the result of a partnership between ICOM, ICOM Türkiye, the Ministry of Culture and Tourism of Türkiye with support from the US Embassy in Ankara and the American Research Institute in Türkiye. The launch allowed exchange between experts and was opened with remarks by Emma Nardi, President of ICOM and Mehmet Nuri Ersoy, the Turkish Minister of Culture and Tourism. Türkiye's commitment to safeguarding cultural heritage was highlighted by a specially curated exhibit at the Bodrum Museum of Underwater Archaeology that showcased recently recovered cultural objects, organised on the occasion of the Red List launch.





ADVOCACY

Through international advocacy and institutional partnerships, ICOM continued to strengthen its role as the global voice of museums.

WIPO and Access to Cultural Heritage

ICOM strengthened its international advocacy on legal and policy issues throughout 2025. Within the framework of the World Intellectual Property Organization (WIPO), ICOM continued to advance discussions on copyright limitations and exceptions for museums, in cooperation with the International Federation of Library Associations and Institutions (IFLA) and the International Council on Archives (ICA), during the 46th session of the Standing Committee on Copyright and Related Rights (SCCR/46).

In this context, ICOM contributed to a dedicated working session on the development of a practical toolkit on access to cultural heritage, aimed at supporting institutions in navigating copyright frameworks and enabling broader public access to cultural heritage collections.

FOCUS AREA 1: THE GLOBAL VOICE OF MUSEUMS

G20 South Africa Presidency

Under the G20 South Africa Presidency, ICOM worked closely with ICOM South Africa (ICOM SA) to advocate for the role of museums in shaping an inclusive digital environment.

Discussions focused in particular on the ethical development of artificial intelligence, the role of cultural institutions in the safeguarding and restitution of cultural heritage, and the promotion of cultural and linguistic diversity online.

ICOM also highlighted the importance of balanced copyright frameworks that support both creators' rights and equitable access to cultural knowledge.

FOCUS AREA 3: LEADING A GLOBAL MUSEUM NETWORK ENGAGING WITH CHANGE

UNESCO and Artificial Intelligence

In 2025, ICOM initiated dedicated work on artificial intelligence in museums by mapping initiatives across its International Committees through an internal survey.

ICOM also contributed to a side event on AI and museums at the UNESCO General Assembly in Uzbekistan, further strengthening international dialogue on the opportunities and challenges linked to emerging technologies in the museum sector.

A major milestone was reached during the 27th General Conference in Dubai, with the launch of a joint ICOM–UNESCO Global Initiative on Artificial Intelligence and Museums, laying the foundations for future implementation in 2026.



Krista Pikkat, Director of Culture and Emergencies, Culture Sector at UNESCO, and Medea S. Ekner, Director General of ICOM © Dubai Culture & Arts Authority / International Council of Museums

FOCUS AREA 1: THE GLOBAL VOICE OF MUSEUMS

CAPACITY BUILDING & INTERNATIONAL COOPERATION

These initiatives reflect ICOM's commitment to leadership, knowledge-sharing and sustainable international cooperation across the museum sector.

Mondiacult, the GFCBCA and the Culture Goal Campaign

From 28 September to 2 October 2025, ICOM participated in the **United Cities and Local Governments (UCLG) Culture Summit and the Mondiacult World Conference on Cultural Policies and Sustainable Development in Barcelona**. These events provided key platforms for contributing to discussions on cultural policy development and addressing present and future challenges facing the cultural sector.

As a member of the **Steering Group of the Culture 2030 Campaign**, ICOM supported the launch of the **Culture Goal proposal**, advocating for culture to be recognised as a standalone objective within future United Nations Sustainable Development Goals frameworks.

ICOM also participated, as a knowledge partner, in the **Third High-Level Ministerial Dialogue of the Group of Friends for Culture-Based Climate Action (GFCBCA)**, which led to the adoption of the Barcelona Declaration. At the event, the Director General, Medea Ekner, reaffirmed ICOM's commitment to integrating culture into global climate action and supporting community-led initiatives.



UCLG Mondiacult 25



ICOM and ICOM Brazil at COP30

ICOM and ICOM Brazil, in collaboration with ICOMOS, Preserving Legacies, the Climate Heritage Network (CHN), and other partners, organised a side event during **COP30 in Belém, Brazil**, focusing on culture-based climate action.

Held at the Museu das Amazônias on 21 November 2025, the event aimed to strengthen dialogue between Brazilian and international representatives, particularly from Latin America, on how diverse cultural and knowledge systems can contribute to global climate solutions.

This initiative built upon the recently launched **Brazilian Charter on Cultural Heritage and Climate Change**, co-led by **ICOMOS Brazil and ICOM Brazil**, which highlights the urgent need to integrate cultural heritage considerations into climate policies.

ICOM for Peace: Museums as Agents of Dialogue and Reconciliation

At the **27th General Conference in Dubai**, a dedicated ICOM for Peace session highlighted the organisation's commitment to promoting peace and fostering dialogue through the museum sector.

The session brought together international experts, cultural leaders, and museum practitioners who shared perspectives on the role of museums in addressing conflict, preserving memory, and supporting reconciliation processes.

Discussions emphasised museums' capacity to act as spaces for healing, mutual understanding, and cross-cultural exchange, reinforcing their relevance in responding to contemporary global challenges.

The initiative also aligned with ICOM's broader institutional commitment to peace and human rights, as reflected in the **2025 Statement for Peace**, which underscores the role of museums in uniting communities and safeguarding cultural heritage worldwide.



ICOM for Peace visual

Renewal of the ICOM–IMREC Agreement (2025–2028)

In December 2025, ICOM and IMREC renewed the agreement governing ICOM-IMREC for the period 2025–2028, establishing an updated legal and institutional framework for their collaboration.

The renewed agreement reinforces shared principles of cooperation, good faith, and respect for cultural diversity, while clarifying responsibilities regarding operations in China in compliance with applicable regulations.

It also further defines the strategic partnership between ICOM and Shanghai University (SHU) as a driver of international cooperation, academic exchange, and professional development.

A key development within the renewed framework is the integration of ICOM-IMREC's role in supporting the ICOM Academy, a global online training platform dedicated to strengthening capacity building in the museum sector. In this context, ICOM-IMREC will contribute as a research centre and think tank, helping identify global training needs and develop innovative learning models.



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International Council of Museums

Looking ahead, and subject to a separate agreement, ICOM-IMREC is expected to serve as the research centre of the ICOM Academy while maintaining its independent research functions, further consolidating its role as a global hub for museum research and collaboration.

FOCUS AREA 3: LEADING A GLOBAL MUSEUM NETWORK ENGAGING WITH CHANGE

DIGITAL TRANSFORMATION

The implementation of the e-card forms part of ICOM's broader commitment to digital transformation and accessible member services worldwide.

Establishment of the ICOM e-card

Following the approval of the project by the General Assembly, the ICOM Secretariat has begun the development phase of the ICOM e-card. This process will continue to include collaboration with National Committees, International Committees, and Institutional Members to ensure the digital solution responds to the diverse needs of ICOM members worldwide. Through this initiative, ICOM aims to explore how digital solutions can strengthen membership services and support the future of the ICOM network.



Publications

In 2025, ICOM continued to strengthen its publishing activities and knowledge-sharing initiatives through a range of editorial projects and digital publications.

An issue of *Museum International* on “Partnerships and Collaborations” was published in March, exploring the challenges, achievements, and limitations arising from collaborations between museums and other sectors. The following issue focused on the themes of the General Conference in Dubai, namely “Youth, Intangible Heritage and New Technologies in Museums”.

The ICOM Voices digital editorial series featured four articles written by ICOM experts involved in the organisation’s contribution to the work of the **G20 Culture Working Group** under the theme “**Solidarity, Equality and Sustainability**”.

As part of the ongoing partnership with the **International Journal of Intangible Heritage** (IJIH), two viewpoint articles from the 2025 annual issue dedicated to the General Conference were translated into French and Spanish and published within the series.

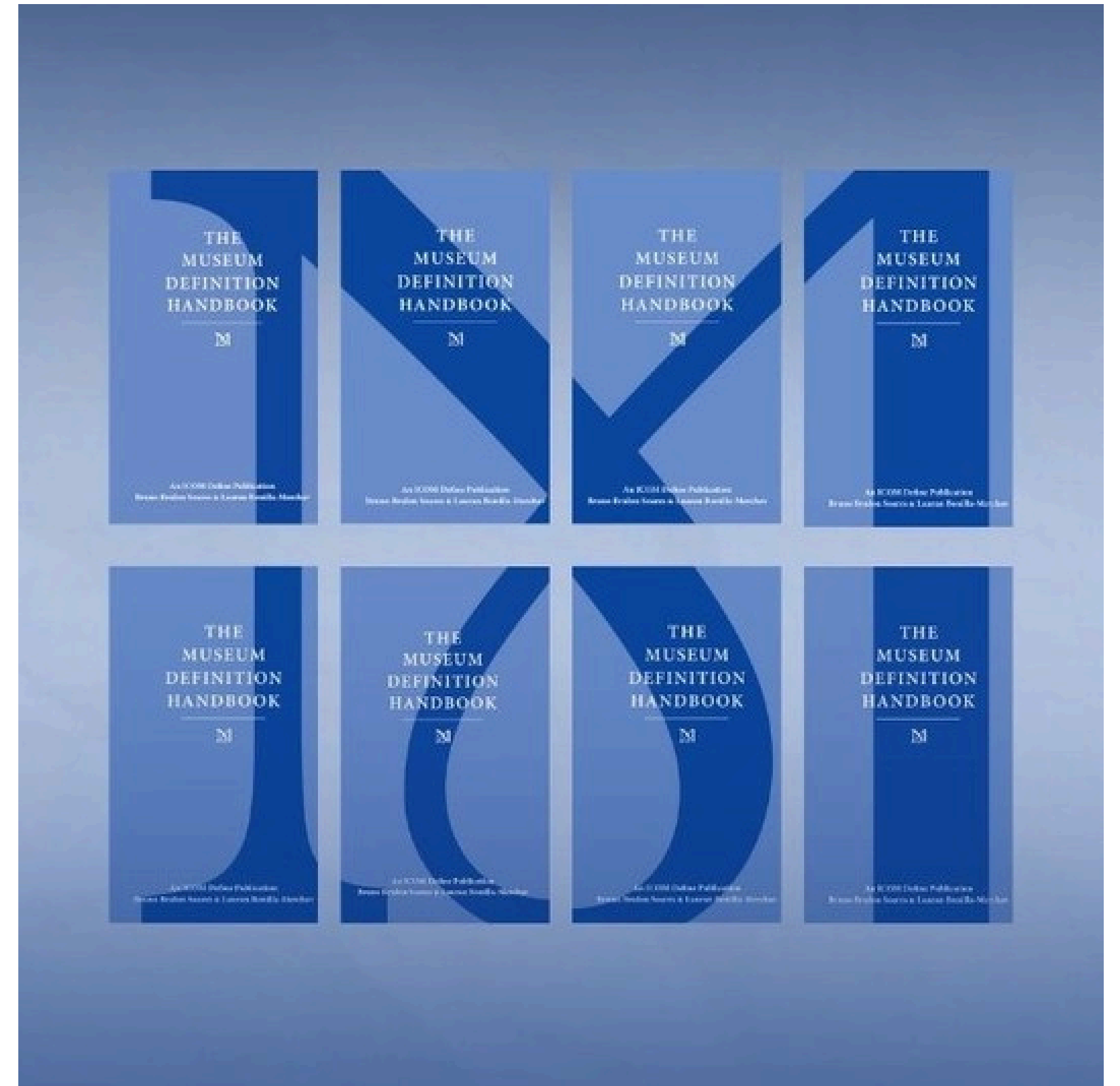


Museum International issue titled “Partnerships and Collaborations”

The **ICOM Define Working Group** also published the **Museum Definition Handbook** in English, French and Spanish. Designed as a reference tool for members and stakeholders, the handbook promotes reflection and ongoing dialogue around one of ICOM's major conceptual initiatives. Thanks to the contribution of Mr Ech-Cherki Dahmali, an Arabic version was also made available.

In close collaboration with members of the Executive Board and the Museums and Monuments of Portugal, ICOM published the proceedings of the international conference “**To the museums, citizens!**”, held in Lisbon in April 2024, and organised by ICOM Europe and ICOM Portugal.

Finally, the ***Dictionary of Museology***, edited by François Mairesse and previously published in French and English, was translated into Chinese and published by the Orient Publishing Center in Shanghai in collaboration with the Chinese Museums Association.



Museum Definition Handbook visual



**INTERNATIONAL
MUSEUM DAY
2025**

FOCUS AREA 1: THE GLOBAL VOICE OF MUSEUMS

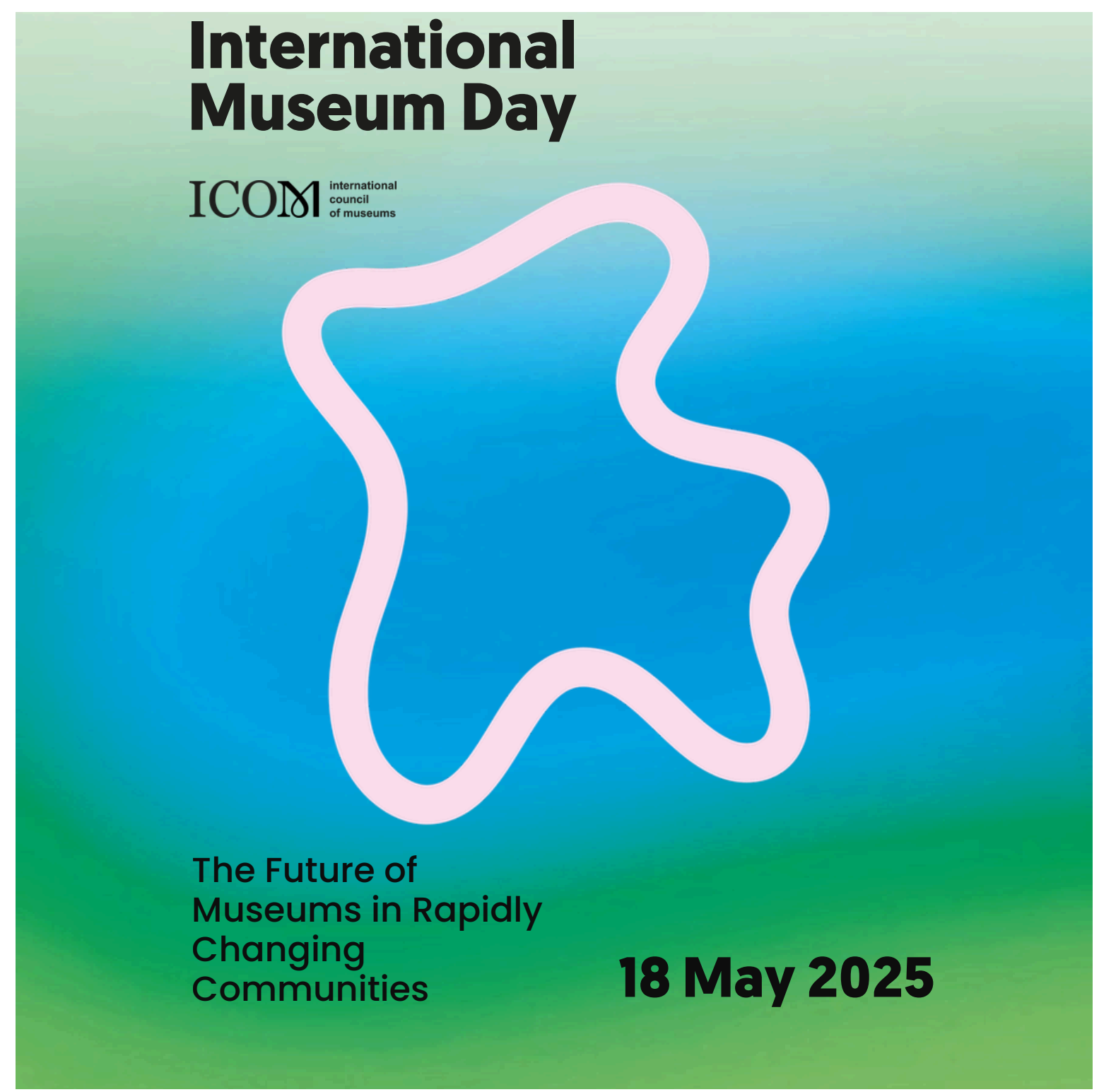
In 2025, International Museum Day (IMD) explored the theme “*The Future of Museums in Rapidly Changing Communities*”, highlighting the role of museums as inclusive, innovative and resilient spaces that support communities through social, technological and environmental change. This theme echoes the theme of the ICOM General Conference in Dubai in 2025.

Every year since 2020, International Museum Day has supported selected United Nations Sustainable Development Goals (SDGs). In 2025, ICOM focused on:

- **Goal 8:** Decent Work and Economic Growth
- **Goal 9:** Industry, Innovation and Infrastructure
- **Goal 11:** Sustainable Cities and Communities

The 2025 edition expanded its global reach through onsite, hybrid and digital initiatives organised by museums and cultural institutions worldwide. The year’s **International Museum Day outreach was exceptional**, achieving unprecedented visibility with **41.3k total mentions**, a reach of **147.7 million people**, and **1.2 million social media interactions**.

For the 2025 edition of International Museum Day, Wikimedia CH partnered with ICOM to encourage contributions to Wikipedia, Wikimedia Commons and Wikidata, helping strengthen museums’ visibility and accessibility online.



IMD 2025 poster

International Museum Day

ICOM International Council of Museums

The Future of Museums in Rapidly Changing Communities

發現我的菩薩 — 歡慶518國際博物館日

Discovering My Bodhisattva
- Celebrating International Museum Day

ICOM

在快速變遷的社會中展望博物館的未來
The Future of Museums in Rapidly Changing Communities

參加辦法 How to Join In

International Museum Day

روز جهانی موزه
May 2025 18 اردیبهشت ۱۴۰۴

ICOM

International Museum Day

ICOM International Council of Museums

Launch of the digital children's guide to Petra, "Discover Petra with Ahmad" — a fun and interactive experience designed for kids aged 8 to 14 to uncover the secrets of the Rose City! Packed with cool facts, games, videos, and hands-on activities, this guide helps young explorers learn all about the Nabateans, their incredible monuments, and the hidden wonders of Petra.
Let the adventure begin!

icom.museum
f in @
@icomofficial

Programa académico: Gestión y Liderazgo
1er Curso

Liderazgo para crear comunidad

Imparte: Gabriel de la Vega Rico

17 y 18 de Mayo 2025

4 horas
Dividido en 2 horas por día

Costo 600 mxn
Costo miembro ICOM 300 mxn

Día Internacional de los Museos

ICOM Consejo Internacional de Museos

2023

2024

PATRIMONIO Y COMUNIDAD

Διεθνής Ημέρα Μουσείων

ICOM

Μουσεία και κοινωνίες σε διαρκή αλλαγή

18 Μαΐου 2025

International Museum Day

Special Guided Tours

Free Admission!

SUNDAY, 18 MAY 2025
10:00 AM and 2:00 PM
National Museum of the Philippines
Central Complex, Manila

2025年国際博物館の日 / International Museum Day

急激に変化するコミュニティにおける博物館の未来

The Future of Museums in Rapidly Changing Communities

2025年「国際博物館の日」記念シンポジウム

2025年5月18日(日) 14:00~16:30
東京国立博物館 平成館大講堂

https://www.j-muse.or.jp

International Museum Day

18 MAY 2025

The Future of Museums in Rapidly Changing Communities

UP Museums & UP Campus Tours

FREE entry & guided tours between 12 - 16 May 2025

JOURNÉE INTERNATIONALE DES MUSÉES

ICOM

L'avenir des musées au sein des communautés en constante évolution

ICOM SÉNÉGAL en partenariat avec l'Université Gaston Berger de Saint-Louis organise

Une JOURNÉE D'ÉTUDE: "Engagement et implication des jeunes dans la gestion des musées communautaires"

Le 15 mai 2025 à l'amphithéâtre de l'UFR CRAC de l'UGB à Saint-Louis à partir de 10h
Suivie d'une visite du musée du CRDS le 16 mai 2025 à 10h

Pour plus d'informations n'hésitez à nous contacter: 775786261/icom.senegal@gmail.com



DIGITAL ENGAGEMENT



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

1,982,628 pageviews **+6.2%**
95 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 2025

ICOM's membership dues reached €5,361,559 in 2025, representing a 9,4% increase of members to 67,476.

In 2025, ICOM received a total amount of €570,545, mainly from:

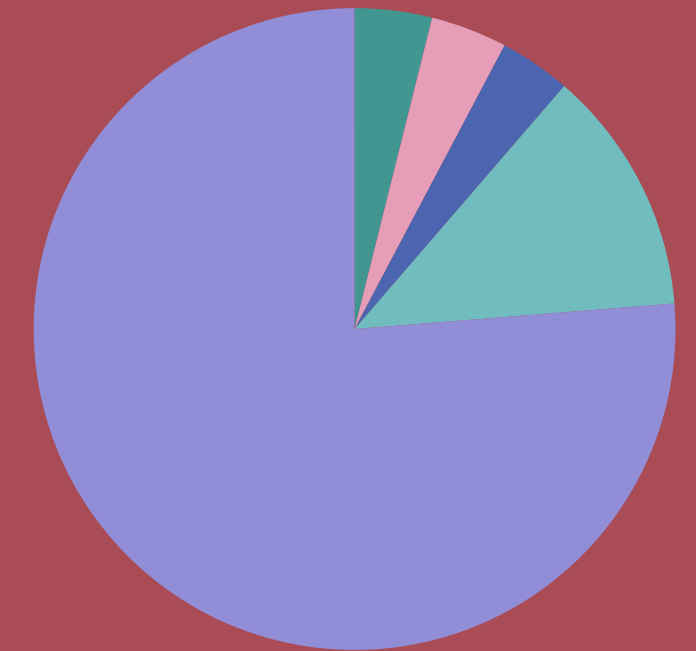
- Subsidy from the ICOM FOUNDATION of €400,000
- Financial support from the ICOM Foundation of €73,000 for travel grants to attend the General Conference in Dubai
- Financial support from the ICOM Foundation of €75,000 for museum professionals from countries with emerging economies to attend the 21st Triennial Conference of the International Committee for Conservation in Oslo
- Financial support for International Committees and Regional Alliances of €17,519

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

BREAKDOWN OF INCOME AND EXPENSES FOR 2025

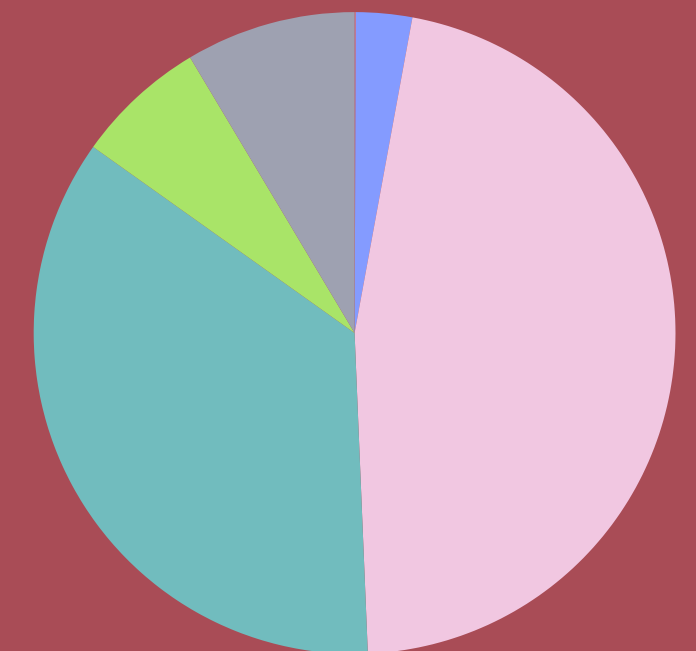
REVENUES

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



EXPENSES

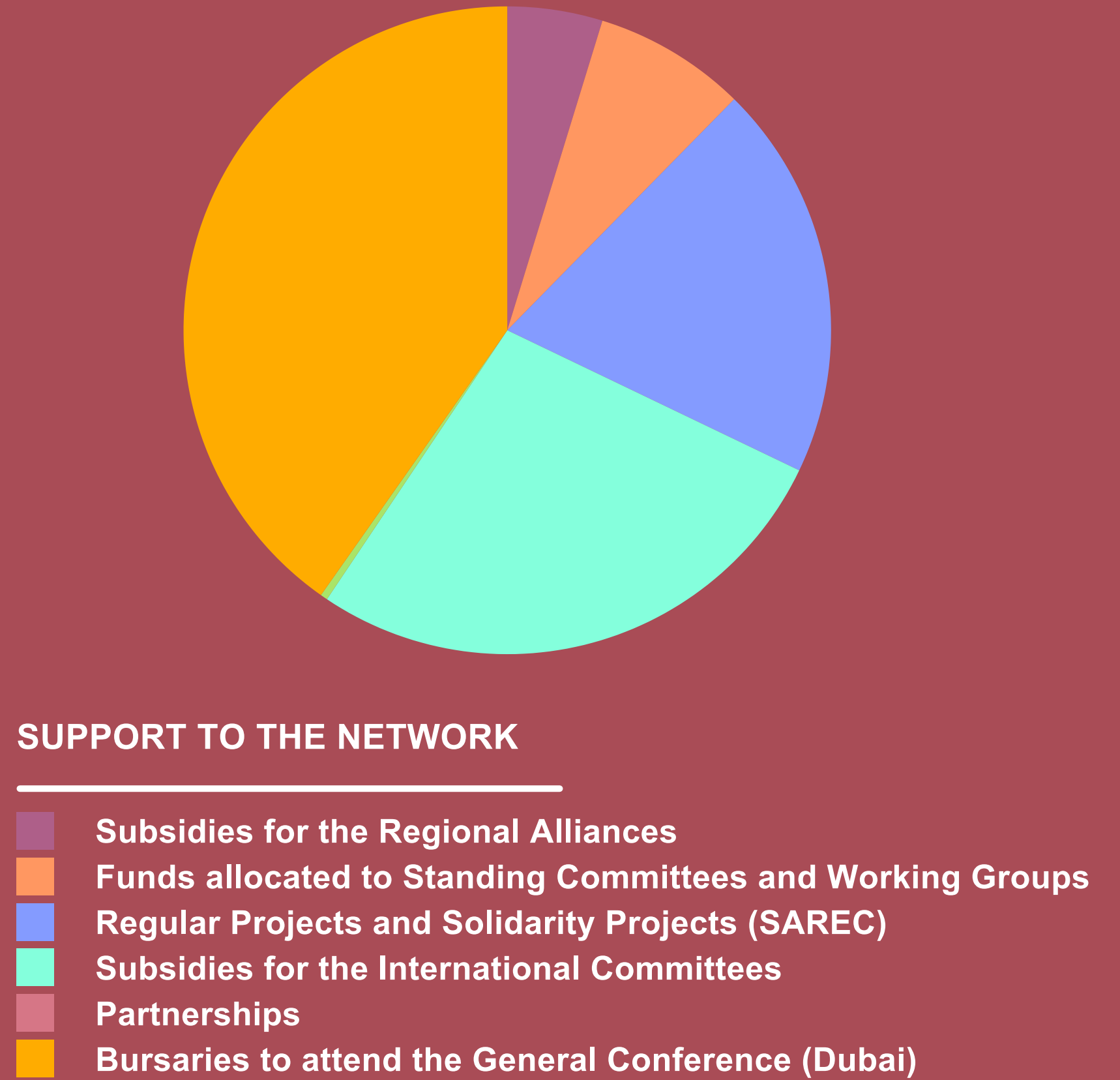
- Financial expenses
- Expenses allocated to programmes
- Depreciation and provisions
- Support to the network
- Salaries, social charges and taxes
- Operating expenses



2025

Resources	6,485,485
Minus operating expenses	2,985,187
Minus salaries, social charges and taxes	2,737,409
Minus depreciation expenses	166,362
Operating result	596,526
Joint operations	270,875
Financial income	273,426
Financial expenses	3,761
Financial result	269,665
Exceptional result	0
Final result	1,137,066
Voluntary contributions	0
Average staff number	36

All figures expressed in euros

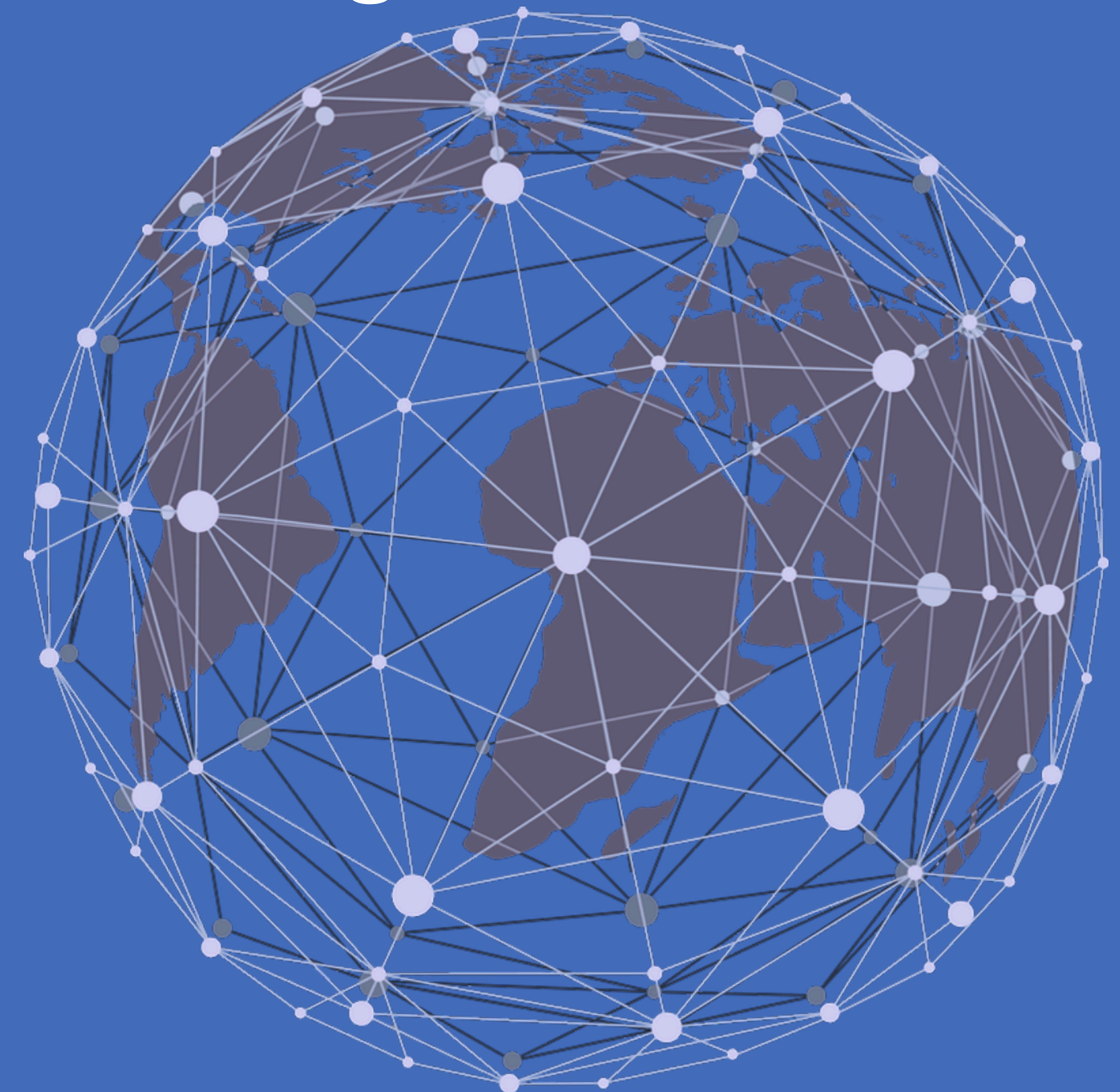




**ICOM
NETWORK
&
PARTNERS**

Empowering International Committees & Regional Alliances: Networks, Toolkits, and Training Initiatives

The Toolkit, launched in October 2025, brings together ICOM's core documents, key policies, and practical guidance to support the governance and operations of International Committees and Regional Alliances as non-independent legal entities within the ICOM network. It is designed to assist board members in understanding their roles and responsibilities, ensuring compliance with ICOM's standards and procedures, and strengthening collaboration across the network. By consolidating essential resources in one place, the Toolkit promotes good governance practices, reinforces coherence with ICOM's mission, and facilitates the effective implementation of ICOM's standards throughout its international structure. It is available in the ICOM Member Space and was presented to International Committees during the International Committees Forum in December 2025 and subsequently to Regional Alliances in January 2026.



INTERNATIONAL COMMITTEES


AVICOM


CAMOC


CECA


CIMUSET


CIPEG


COMCOL


ICMEMOHRI


DRMC


GLASS


ICAMT


ICETHICS


ICFA


ICLCM


ARMS & MILITARY


COSTUME


ICOFOM


ICMAH


COMMS


DESIGN


ICTOP


EXHIBITIONS


SECURITY


STORAGE


SUSTAIN


ICOMON


ICR


DOCUMENTATION


INTERCOM


SOMUS


UMAC


CONSERVATION


DEM HIST


ICME


MUSIC


NATHIST

ICOM Regional Alliance of Africa countries (ICOM AFRICA)

From July 15 to 17, 2025, the 1st Forum for ICOM Student and Young Professional Members was held in Ouagadougou (Burkina Faso) under the theme: “African Students and Young Professionals: A Driving Force for a Dynamic ICOM in Africa.” This forum brought together some forty participants from Burkina Faso, Togo, Cameroon, Madagascar, Benin, Niger, Côte d’Ivoire, and Mali. Its main objective was to strengthen the involvement and empowerment of students and young professionals in revitalizing African National Committees. The event featured panel discussions and presentations, including one by Mr. Gilbert OUEDRAOGO, Minister of Culture of Burkina Faso, on the theme “Promoting Youth Engagement in the Quest for True African Cultural Sovereignty.”

COMPOSITION: 31 NATIONAL COMMITTEES

ICOM BENIN	ICOM MOZAMBIQUE
ICOM BOTSWANA	ICOM NAMIBIA
ICOM BURKINA FASO	ICOM NIGER
ICOM CAMEROON	ICOM NIGERIA
ICOM CHAD	ICOM RWANDA
ICOM COMORROS	ICOM SENEGAL
ICOM CONGO	ICOM SEYCHELLES
ICOM COTE D’IVOIRE	ICOM SOUTH AFRICA
ICOM-DRC	ICOM SUDAN
ICOM EGYPT	ICOM TOGO
ICOM ESWATINI	ICOM TUNISIA
ICOM GABON	ICOM UGANDA
ICOM KENYA	ICOM UNITED REPUBLIC OF TANZANIA
ICOM MADAGASCAR	ICOM ZAMBIA
ICOM MALI	ICOM ZIMBABWE
ICOM MOROCCO	





The Minister of Culture of Burkina Faso, Mr. Gilbert OUEDRAOGO at the First Forum for ICOM Student and Young Professional Members

ICOM Regional Alliance of Arab countries (ICOM ARAB)

In 2025 ICOM ARAB partnered with the International Committee ICOM COMMS to launch a one-year digital platform for training and collaboration under the title “Museums Connect Without Borders.” This initiative reflects ICOM peace statement and supports its strategic objectives by empowering museum professionals, strengthening capacity building, and fostering solidarity across borders.

COMPOSITION: 10 NATIONAL COMMITTEES

ICOM EGYPT

ICOM JORDAN

ICOM KUWAIT

ICOM LEBANON

ICOM MOROCCO

ICOM OMAN

ICOM QATAR

ICOM SAUDI ARABIA

ICOM TUNISIA

ICOM UNITED ARAB EMIRATES



ICOM Regional Alliance of Asia-Pacific countries (ICOM ASPAC)

In 2025, ICOM ASPAC dedicated to fostering regional cooperation and committed to capacity building and enhancing communication. In May 2025, through partnerships with ICOM Japan and Shanghai World Expo Museum, ICOM ASPAC held a workshop during World Expo Theme week in Osaka, Japan on the theme Sustainability of Museums. The ICOM ASPAC public session, held during the ICOM General Conference in Dubai, aligned the overarching orientation of the Conference's general theme with the specific characteristics and priorities of the Asia-Pacific region. In this context, ICOM ASPAC adopted the subtheme "Embracing Technologies, Empowering Communities: The Future of Intangible Heritage in Asia-Pacific Museums."

Structured around five key themes — community, intangible heritage, partnership, digital technology, and youth — the session brought together five speakers who shared their experiences and perspectives on how museums are adapting to change, strengthening research and leadership, and working collaboratively with communities.

COMPOSITION: 23 NATIONAL COMMITTEES

ICOM AUSTRALIA

ICOM AZERBAIJAN

ICOM BANGLADESH

ICOM CAMBODIA

ICOM CHINA

ICOM INDIA

ICOM INDONESIA

ICOM IRAN (ISLAMIC REPUBLIC OF)

ICOM JAPAN

ICOM KYRGYSTAN

ICOM MALAYSIA

ICOM MONGOLIA

ICOM MYANMAR

ICOM NEPAL

ICOM NEW ZEALAND

ICOM PAKISTAN

ICOM PHILIPPINES

ICOM REPUBLIC OF KOREA

ICOM SINGAPORE

ICOM SRI LANKA

ICOM THAILAND

ICOM UZBEKISTAN

ICOM VIETNAM



ICOM Regional Alliance of Europe countries (ICOM EUROPE)

In November, ICOM EUROPE organized the conference “What Do Museums Born at the Dawn of the Second Quarter of the 21st Century Look Like?” at the Louvre Abu Dhabi. Held on the eve of the ICOM General Conference in Dubai, the symposium—organized in collaboration with ICOFOM, ICOM France, and France Muséums—brought together more than 150 participants from 17 countries. Drawing on recent museum developments worldwide, discussions explored how museums are evolving into spaces for civic engagement, sustainability, and intercultural dialogue.

In September, ICOM EUROPE held a conference in Rome under the theme “Heritage, Museums, Collections: Professionals’ Sharing of Skills between Africa and Europe.” Organized jointly by ICOM EUROPE and ICOM AFRICA, together with several institutional partners, the conference examined approaches to interpreting African heritage in European museums through comparative perspectives.

ICOM EUROPE also contributed to the “Go Borderless” conference, held from 18 to 21 May 2025 in Nova Gorica and Gorizia as part of the European Capital of Culture 2025 programme, promoting cross-border collaboration and innovative museum models.

COMPOSITION: 37 NATIONAL COMMITTEES

ICOM ANDORRA

ICOM ARMENIA

ICOM AUSTRIA

ICOM BELARUS

ICOM BELGIUM

ICOM CYPRUS

ICOM CZECH REPUBLIC

ICOM DENMARK

ICOM ESTONIA

ICOM FINLAND

ICOM FRANCE

ICOM GEORGIA

ICOM GERMANY

ICOM GREECE

ICOM HUNGARY

ICOM ICELAND

ICOM IRELAND

ICOM ISRAEL

ICOM ITALY

ICOM LATVIA

ICOM LITHUANIA

ICOM LUXEMBOURG

ICOM MALTA

ICOM MONACO

ICOM NETHERLANDS

ICOM NORWAY

ICOM POLAND

ICOM PORTUGAL

ICOM REPUBLIC OF
MOLDOVA

ICOM RUSSIAN
FEDERATION

ICOM SLOVAKIA

ICOM SPAIN

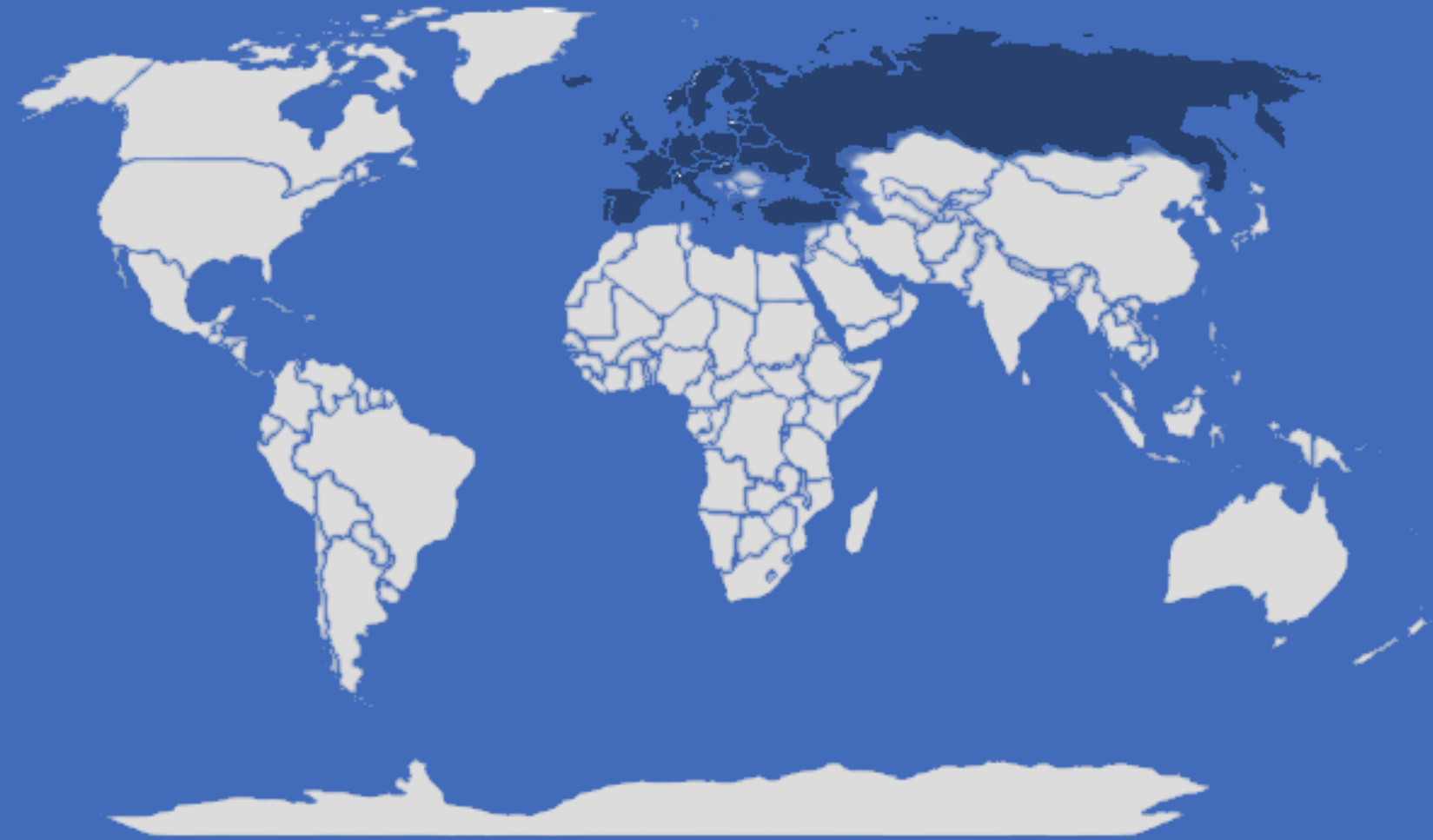
ICOM SWEDEN

ICOM SWITZERLAND

ICOM TÜRKIYE

ICOM UKRAINE

ICOM UNITED KINGDOM
OF GREAT BRITAIN AND
NORTHERN IRELAND



ICOM Regional Alliance of Latin America & Caribbean countries (ICOM LAC)

In 2025, ICOM LAC strengthened its institutional development and regional articulation, continuing the process initiated during the Re-conexiones meeting in Santiago, Chile (2024). The ICOM General Conference in Dubai reflected greater cohesion, a shared vision, and concrete outcomes. Among these, two key publications stand out: the special issue of Chaski Journal, commemorating the 40th anniversary of the ICOM LAC Regional Alliance (1984–2024), co-created with the 19 National Committees; and the Re-conexiones document, which brings together conclusions, recommendations, and the ICOM LAC 2025 Declaration as a roadmap for the triennium. In addition, the website is now available in four languages (three ICOM official languages and Portuguese), strengthening digital presence, accessibility and regional integration.



COMPOSITION: 19 NATIONAL COMMITTEES

IICOM ARGENTINA

ICOM BARBADOS

ICOM BOLIVIA

ICOM BRAZIL

ICOM CHILE

ICOM COLOMBIA

ICOM COSTA RICA

ICOM CUBA

ICOM DOMINICAN REPUBLIC

ICOM ECUADOR

ICOM EL SALVADOR

iCOM GUATEMALA

ICOM HAITI

ICOM MEXICO

ICOM PANAMA

ICOM PARAGUAY

ICOM PERU

ICOM URUGUAY

ICOM VENEZUELA (BOLIVARIAN
REPUBLIC OF)



ICOM Regional Alliance of Northern European countries (ICOM NORD)

In 2025, ICOM NORD expanded its composition to include the Baltic national committees: ICOM Estonia, ICOM Latvia, and ICOM Lithuania. The new composition of ICOM NORD was formally inaugurated during the General Conference in Dubai, where ICOM NORD participated in a joint session with SOMUS and other regional alliances.

Earlier in the year, the ICOM NORD annual conference was held in Stockholm under the title “Nordic Roots and Routes: A Journey into Northern Values.” The two-day event provided a platform for dialogue on shared regional perspectives and contemporary museum practices.

ICOM NORD representatives also took part in joint workshops and working groups, particularly those dedicated to the revision of the Code of Ethics and to decolonization processes, while continuing to fulfil the alliance’s key role as the “Nordic voice” within the wider network.

Another significant initiative was the open event on Cultural Heritage and Museums in Crisis Zones, organized in collaboration with ICOM Finland.

COMPOSITION: 8 NATIONAL COMMITTEES

ICOM DENMARK

ICOM ESTONIA

ICOM FINLAND

ICOM ICELAND

ICOM LATVIA

ICOM LITHUANIA

ICOM NORWAY

ICOM SWEDEN



ICOM Regional Alliance of South-East Europe countries (ICOM SEE)

In 2025, ICOM SEE continued to strengthen its role as a dynamic platform for regional cooperation, professional exchange and capacity-building across South-East Europe. A major highlight was ICOM SEE session at the ICOM General Conference in Dubai, “Youth and Intangible Heritage: Museums as Connectors”, which brought forward timely reflections on the role of museums in engaging younger generations and safeguarding living heritage through inclusive and participatory approaches. In parallel, ICOM SEE actively contributed to the ICOM Special Project “Museum Reputation as a Leadership Tool”, implemented through training forums, strategic dialogue and dissemination activities. Together, these initiatives reinforced the Alliance’s commitment to leadership, collaboration and the long-term resilience of museums in the region.



ICOM SEE session at the ICOM General Conference in Dubai, “Youth and Intangible Heritage: Museums as Connectors”

COMPOSITION: 11 NATIONAL COMMITTEES

ICOM ALBANIA

ICOM BOSNIA AND HERZEGOVINA

ICOM BULGARIA

ICOM CROATIA

ICOM GREECE

ICOM MOLDAVIA

ICOM MONTENEGRO

ICOM NORTH MACEDONIA

ICOM ROMANIA

ICOM SERBIA

ICOM SLOVENIA



AFFILIATED ORGANISATIONS



ICOM PARTNERS

INTERGOVERNMENTAL ORGANISATIONS

ICOM



ICOM PARTNERS

ICOM

NON-GOVERNMENTAL ORGANISATIONS



MUSEUMS INSTITUTIONS



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