

IBERMUSEUMS PROGRAM

10 YEARS OF
COOPERATION
AMONG MUSEUMS

2007-2017

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IBERMUSEUMS PROGRAM

10 YEARS OF COOPERATION
AMONG MUSEUMS

2007-2017



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FOREWORDS

FOREWORD**ENRIQUE VARGAS FLORES**

Coordinator, Ibero-American Cultural Space

Ibero-American General Secretariat

The 10th anniversary of the signing of the *Declaration of the City of Salvador* was celebrated on June 28, 2017. This document served as the foundation for the creation of the Ibero-museums Program within the context of Ibero-American Cooperation, and thanks to the financial and technical support of the participating countries, the program arose as the first example of cooperation in the museums field within Ibero-America. Around the world, there are few multilateral examples of institutional, professional and regional cooperation like the Ibero-museums Program, which has allowed the coordination of collective efforts drawing from the diversity represented by the nearly 10,000 museums in Ibero-America.

Based on the principles of the Ibero-American Cultural Charter—signed at the XVI Ibero-American Summit of Heads of State and Government in Montevideo, Uruguay, in 2006—the Espacio Cultural Iberoamericano (Ibero-American Cultural Space) has been gradually broadening its scope and strengthening its work. Over the course of these 10 years, Ibero-museums has contributed to the promotion and coordination of public policies in the area of museums and museology, as well as to the integration, modernization and development of museum institutions, bringing Ibero-American interests to pertinent international meetings and strategic forums. The program was instrumental to the designation of 2008 as the “Ibero-American Year of Museums” and to the ratification of the draft *Recommendation Concerning the Protection and Promotion of Museums and Collections, their Diversity and their Role in Society*, during the 38th Session of the UNESCO General Conference in 2015.

One of the outstanding achievements developed by the Ibero-museums Program is the Emergency Fund for Museological Heritage at Risk, which supports actions to aid and protect heritage threatened by floods, earthquakes, fires and other disasters. Unfortunately, we have seen such situations in Cuba, Chile, Ecuador, Guatemala and Mexico, among other countries.

In the area of training, Ibero-museums has also demonstrated a pioneering approach. Since 2011, the program has invested in a specific line of action to promote the training of museum professionals. We salute the tremendous results in this area.

In the context of its 10th anniversary, the Ibero-museums Program presented the Register of Ibero-American Museums,

a one-of-a-kind digital resource that promotes appreciation of Ibero-American museums’ diversity. To date, more than 7,000 institutions have joined the initiative. Access to this information will, in turn, foster the creation of networks of professionals from different countries that can promote common alliances and strategies.

Today, Ibero-museums is made up of 12 member countries, which, thanks to a system of horizontal cooperation and interinstitutional coordination, have enabled the technical and programmatic advances already mentioned, among many others. The program will certainly have the support and commitment of more countries in the years to come and will continue to support museums’ efforts to offer unique visitor experiences.

WHY IBERMUSEUMS?

“The creation of the [Ibero-museums] Program was motivated by the need to promote the development of national public policies on museums in Ibero-America. Museums are bridges between cultures and a site of powerful dialogue with the population, which is why they are essential for strengthening cultural identities, democracy and citizenship in the region.”

JOSÉ DO NASCIMENTO JUNIOR (Brazil)

Advisor, Fundação Oswaldo Cruz

SIGNATORY OF THE DECLARATION OF THE CITY OF SALVADOR

FOREWORD

ADRIANA RIGON WESKA

Director OEI in Brazil

Organization of Ibero-American States for Education, Science and Culture

Congratulations, Ibermuseums Program! A decade of promoting multilateral cooperation in the Ibero-American museums sector!

In 2007, at the First Ibero-American Meeting of Museums, held in the Brazilian city of Salvador, Bahia, museum representatives from the 22 countries of the Ibero-American Community signed the *Declaration of the City of Salvador*. As one of the main lines of action for cooperation, this document proposed: "Promotion of a broad-based professional development and technical training program for museums, offering courses in the different areas of museology and enabling internships and interchanges among museological institutions in the region's countries."

This declaration laid the foundation for the creation of the Ibermuseums Program. Present at the signing were representatives of the Organization of Ibero-American States for Education, Science and Culture (Organización de Estados Iberoamericanos para la Educación, la Ciencia y la Cultura, OEI), the international governmental entity that hosted the Meeting of Ministers of Culture and Education from 22 Ibero-American countries. This entity played an active role in designing the framework for the promotion and implementation of public policies in the museum sector.

The 10-year anniversary of the program is well worth celebrating because Ibermuseums offers a frame of reference for further action. And the OEI has had the pleasure of participating throughout its creation and development in the Ibero-American region, providing an opportunity for reflection that has fostered the reaffirmation of the cultural values that have shaped us as an Ibero-American Community.

The OEI believes that culture is the essence of our peoples' lives, the projection of their common values, identities and expressions and the collective construction of meaning. Culture encourages the formation of dynamic relationships in a variety of political and social settings. It is a dimension of freedom that transcends social, political and economic opportunities and is an essential support for the elimination of poverty, for building fair and pluralistic societies and for fostering diversity in cultural expressions as one of the most important goals of human development.

In Ibero-America we enjoy a rich, diverse and dynamic array of institutional interactions and programs along with strong bilateral, regional and international inter-governmental alliances that together focus considerable attention on our substantial political, social educational and cultural challenges.

The OEI operates at the national and international levels simultaneously. On the one hand, it strives to enhance the interaction and integration of peoples; on the other, it supports inclusion and social unity in the countries in which it operates. It also supports peoples' right to memory, the consolidation of cultural identities and the strengthening of democracy through the indispensable presence of museums in our communities and in our daily lives. Through its actions, the OEI has facilitated and encouraged new approaches to overcoming challenges in regional cultural cooperation.

The Ibermuseums Program, managed financially by the OEI, is an intergovernmental body dedicated to fostering and coordinating public policy on museums in the Espacio Cultural Iberoamericano (Ibero-American Cultural Space), as well as to providing support for a range of projects intended to promote the museums of the region.

Congratulations! You can rely on the OEI to continue to make progress on this important issue for Ibero-American culture!

WHY IBERMUSEUMS?

"The Declaration of Salvador renewed the dream of a mindful and very socially oriented Ibero-American museology. That's why, for its preamble, we chose a text from Don Quixote to affirm that museums should be like knights errant, who wander 'through deserts, wilderness, crossroads, forests, and mountains, seeking dangerous adventures with the intention of bringing them to a happy conclusion, for the sole purpose of achieving glorious and lasting fame.' Ten years later, we can say that the museums of Ibero-America have honoured the memory of Cervantes, following their own long-pursued quests for learning. We have done what we said we would do."

SANTIAGO PALOMERO (Spain)

Director, Museo Sefardí, Toledo

SIGNATORY OF THE DECLARATION OF THE CITY OF SALVADOR

FOREWORD**Spanish Agency for
International Development
Cooperation**

The Ibero-museums Program was created to address the need to coordinate the tremendous amount of work that museum professionals in the Ibero-American region had been undertaking for quite some time. The countless conferences, meetings and seminars that were organized from the mid-20th century onward had generated a large collection of high-quality documents containing museological reflections and proposals, yet few of these ideas were ever implemented. One of the many reasons for that failure was the weakness of museum institutions.

In 1994, an institutional framework began to coalesce in Ibero-America that would lead to the creation of the Ibero-American General Secretariat (SEGIB). Among its multiple objectives, SEGIB sought to strengthen the Ibero-American community and ensure its international participation, as well as to promote historical, cultural, social and economic ties among the region's countries by recognizing and valuing the diversity of its peoples.

This was the first step on a journey that culminated in a proposal for the creation of the Ibero-museums Program. This proposal was put forward at the First Ibero-American Meeting of Museums, held in June 2007 in Salvador de Bahia, and was approved months later, in November of that same year, during the XVII Ibero-American Summit of Heads of State and Government held in Santiago, Chile.

In the program proposal, the governments of the Ibero-American countries were asked to allocate "sufficient resources to the museum sector for the proper functioning, development and fulfilment of their missions." Most importantly, the proposal also called upon "the governments of the Ibero-American countries [to] implement public policies on museums, which include, among other things, communication, education, preservation and scientific research on cultural and natural heritage." In this context, in 2007 the Spanish Agency for International Development Cooperation (AECID) began to support the Ibero-museums Program under the Third Master Plan for Spanish Cooperation (2005-2008), whose guidelines prioritize the mainstreaming of respect for cultural diversity through the creation of mechanisms to integrate culture into Spain's international cooperation policy. The Plan also identifies culture as a sector for development, with its own

strategic guidelines and priority actions defined under the 2007 Culture and Development Strategy.

Since that time, AECID, Spain's official international cooperation agency, has supported the Ibero-museums Program based on the conviction that only by strengthening museum institutions and supporting new public policies in this area can guidelines be defined for the cultural sector to enable the creation of multilateral cooperation mechanisms and the implementation of joint actions in the field of museums and museology.

It is our belief that by supporting training for specialists, comprehensively strengthening museum spaces, caring for the memory they safeguard, promoting interculturality in their discourses and protecting the cultural diversity of our common spaces, we can help foster a culture that will bring the communities of the Ibero-American region closer together.

ARACELI SÁNCHEZ GARRIDO

Assistant Director
Department of Cultural Cooperation and Promotion
Directorate of Cultural and Scientific Relations, AECID
Ministry of Foreign Affairs and Cooperation (Spain)

WHY IBERMUSEUMS?

"Ibero-museums emerged from the combination of a favourable institutional and political environment, the need for coordination among Ibero-American countries and the evolution of museological thought. Today, it is one of the leading programs of international cooperation among museums and has three main functions: to implement public policies for museums and their users; [to provide] a platform for the circulation of information and production of knowledge; [and to foster] the exchange, coordination and promotion of professional networks."

CLARA CAMACHO (Portugal)

International Museum Affairs, General Directorate of Cultural Heritage
SIGNATORY OF THE DECLARATION OF THE CITY OF SALVADOR

FOREWORD

MAGDALENA ZAVALA BONACHEA
President of the Intergovernmental Council
Ibermuseums Program

Ibermuseums Program Presidency

More than ten years ago, representatives of the museum sector from the 22 countries of the Ibero-American Community met in the city of Salvador, in Bahia, Brazil, to participate in the First Ibero-American Meeting of Museums, in which they discussed the state of cultural policy in their respective countries, particularly in relation to museums and museology. It was a watershed moment of reflection that emphasized the importance of being united as a region and strengthening inter-institutional cooperation based on our commonalities, on what unites us as Iberian Americans.

As a result of experiences shared at that meeting, the region's 22 countries agreed to work together to undertake collective actions in the museological sector. This commitment was enshrined in the *Declaration of the City of Salvador*, which summarizes the principles that have guided efforts undertaken in different latitudes and reflects our common desire to guarantee our communities' enjoyment of cultural heritage and indigenous peoples' appropriation of the right to memory.

The *Declaration* acknowledges and highlights the strength we have as a region and contributes to an understanding of museums not only as receptacles of tangible and intangible cultural heritage, but as spaces in which the collective memory is activated.

The first action proposed by the 22 Ibero-American countries in the *Declaration of the City of Salvador* was to create the Ibermuseums Program under the Ibero-American General Secretariat (SEGIB, according to its Spanish initials), the international instance responsible for promoting and coordinating public policy related to museums in the region. This collective effort has been consolidated by a chorus of nations that seek to foster the protection and dissemination of museum heritage, to encourage intercultural dialogue and, above all, to highlight the important role museums play in social cohesion.

Of course, launching a program of this magnitude has presented many challenges: meeting the needs of a diverse and complex mosaic of museum institutions; generating bilingual content in Spanish and Portuguese; and facing different political, economic and social realities, among many other concerns. However, it has also provided an opportunity for our diverse, 22-nation community to dialogue and to launch

numerous projects, including the Register of Ibero-American Museums; nine Ibero-American Meetings of Museums; courses and workshops for museum professionals throughout the region; eight editions of the Ibero-American Education and Museums Prize; and various publications on the museum scene in Latin America, methodologies for visitor studies and risk management manuals.

The Ibermuseums Program's contributions to the creation of the National Museum System in Uruguay and the consolidation of the Central American Museum Network are likewise worthy of note, and we also hope to support more countries and regions in creating their own national systems and registers. In the near future, we will be launching the Ibero-American Network of Museums and helping to strengthen public policies for museums and museology.

I want to recognize and celebrate the work of all those who have collaborated with Ibermuseums and express my appreciation for the hard work and dedication contributed to this project by my predecessors José do Nascimento Junior, Angelo Oswaldo and Carlos Brandão. Thanks also are extended to the official country representatives, the collaborators in the Technical Unit and the advisory bodies that have accompanied us in each project.

This publication encompasses the results of our work over the past 10 years and includes reflections by some of our collaborators. It reflects the inclusive and diverse nature of Ibermuseums and invites us to take a critical look at the road we've travelled in order to design new projects and identify future opportunities in the vast field of museology.



A DECADE OF
NETWORKING

RESULTS

MAP 1 – THE IBERMUSEUMS PROGRAM IN THE IBERO-AMERICAN COMMUNITY



🏛️ 🇵🇹 Portugal
Lisbon
*Future Paths for
Museums: Trends and
Challenges of Diversity*
2014

Andorra

🏛️ 🇪🇸 Spain
Toledo
*The Institutionalisation
of Public Policy in the
Museum Sector*
2010

Facts & Figures

**THE IBERMUSEUMS
PROGRAM HAS
DEVELOPED:**

6
lines of action

9
training activities carried
out to date (**5** courses
+ **4** workshops)

Ibero-America
boasts more than
9,000
museums

188
professionals trained directly
(**94** in courses + **5** through
scholarships + **89** in workshops)

14
studies/papers
published

9 Ibero-American Meetings of
Museums held in **8** countries, with the
participation of more than **300** public
servants, academics, researchers,
students and professionals from the sector

15 technical
working meetings

12
intergovernmental
meetings

53
educational
projects
supported

9
exchanges among
22
institutions promoting the
circulation of cultural goods

7
institutions received
support for the recovery
of affected cultural goods

1
Museum Visitor
Data Collection
System created

14
projects supported
through Competitive Funds

4 multilateral
projects
implemented with the
participation of the
22 countries of
the region

1 Register of Ibero-
American Museums
created with
7,105
museums from
13 countries

CHRONOLOGY

Some Milestones of the Ibero-museums Program in the Context of Regional Museology



KEY

Declarations Pertinent to Ibero-American Museology	Ibero-American Meetings of Museums	Other Activities in the Museums Field
Declarations Pertinent to Ibero-American Museology	SEGIB Activities and Documents	UNESCO Activities and Documents
Declarations Pertinent to Ibero-American Museology	ICOM Activities	OEI Activities
Ibero-museums Program Activities	Line of Action 1. Educational Action	Line of Action 4. Observatory of Ibero-American Museums
Agreements and Collaboration	Line of Action 2. Program to Support Curatorial Projects	Line of Action 5. Education and Training Program
Cross-Cutting, Institution-Building Actions	Line of Action 3. Support for Museological Heritage at Risk	Line of Action 6. Sustainability of Ibero-American Museum Institutions and Processes

WHY IBERMUSEUMS?

“The positive results of other regional programs highlighted the need to create development opportunities for the Ibero-American museum sector. Ten years later, it is clear that the attempt was successful, and today, we see museums strengthened by cooperation and the exchange of experiences, training programs and calls for proposals under Ibero-museums.”

ANA MARÍA CORTÉS SOLANO (Colombia)
Assistant Director, Museo Nacional de Colombia
SIGNATORY OF THE DECLARATION OF THE CITY OF SALVADOR

“Networking is one of the operational improvements of the present day, and Ibero-museums promotes that feature to great advantage. It is a call to speak collectively, while still maintaining a concrete presence through relatively regular meetings to discuss, to come to agreement and to build.”

OSVALDO SALERNO (Paraguay)
Director-General of Cultural Goods and Services
Ministry of Culture

“Ibero-museums strengthens and preserves the plurality of identities and cultural diversity in the countries of the region. Through its different actions, the program strengthens and contributes to the formulation and implementation of public policies for Ibero-American museums and their heritage. Ibero-museums is an important platform for envisioning and enhancing the social role of our museums.”

HUGO PINEDA (Costa Rica)
Advisor, Ministry of Culture and Youth

III Ibero-American Meeting of Museums: “Museums in a Context of Crisis”
Santiago, Chile

2009

Ibero-museums Program enters into operation
• The Technical Unit is established in Brazil.

II Meeting for the installation of the Ibero-museums Program
Rio de Janeiro, Brazil
• The first Ibero-museums work plan (2009-2011) is defined, and lines of action are created.
• Brazil is entrusted with the Presidency of the Intergovernmental Council.

III Meeting of the Intergovernmental Council of the Ibero-museums Program
Santiago, Chile

The Observatory of Ibero-American Museums is created.

A collaboration agreement is signed with the Organization of Ibero-American States for the management of the Ibero-museums Fund.

Collaboration begins with the Spanish Agency for International Development Cooperation.

A collaboration agreement is signed with the Ibero-American Educational Television Association for production of the series *Los museos de Iberoamérica* [The Museums of Ibero-America].

I Call for Ibero-American Multilateral Projects.



IV Ibero-American Meeting of Museums: "The Institutionalisation of Public Museum Policies"
Toledo, Spain



I Meeting on Public Cultural Policies: Museums in Europe and Ibero-America
Madrid, Spain

2010



IV Meeting of the Intergovernmental Council of the Ibermuseums Program
Toledo, Spain

The Ibermuseums Web Portal is launched.



The Educational Action line is created.

I edition of the Ibero-American Education and Museums Prize.



The Program to Support Curatorial Projects is created

I edition of the *Conversaciones* call.



The Support Program for Museological Heritage at Risk enters into operation

• I Meeting of the Technical Committee.



The Education and Training Program is created



Publication of the book *Panoramas museológicos de Iberoamérica* [Museological Panoramas of Ibero-America].

II Call for Ibero-American Multilateral Projects.

Ibermuseums funds the first study on public policy for the museum sector in Central America.



V Ibero-American Meeting of Museums: "Preservation of Museological Heritage, Repatriation of Goods and International Cooperation"
Mexico City, Mexico



A proposal to create an international regulatory instrument for the protection of museological heritage is presented to UNESCO.

2011



V Meeting of the Intergovernmental Council of the Ibermuseums Program.
Mexico City, Mexico



II edition of the Ibero-American Education and Museums Prize.



II edition of *Conversaciones*, a call for proposals to support curatorial projects.



Workshop Seminar on *Risk Management for Museological Heritage*
Brasília, Brazil
• In collaboration with the Getty Foundation.

Workshop on *Heritage at Risk: Museums and Earthquakes*
Lorca, Spain.



III Call for Ibero-American Multilateral Projects.



III edition of the Ibero-American Education and Museums Prize.



Workshop Seminar on the Appraisal of Museological Collections
Bogotá, Colombia
• In collaboration with the Getty Foundation.

II Meeting of the Technical Committee to Support Museological Heritage at Risk



VI Ibero-American Meeting of Museums: "Museum: Territory of Conflicts? Contemporary Perspectives 10 Years After the Round Table of Santiago de Chile"
Montevideo, Uruguay



First meeting of experts for the creation of an international regulatory instrument on the protection of museological heritage under UNESCO
Rio de Janeiro, Brazil
• Organized by Ibermuseums, the Brazilian Institute of Museums and UNESCO



XV Ibero-American Conference on Culture
Salamanca, Spain
• Ibero-American Ministers of Culture recognize the success and impact of the Ibermuseums Program's actions on sectoral policies in their countries.

2012



VI Meeting of the Intergovernmental Council of the Ibermuseums Program
Colonia del Sacramento, Uruguay

Launch of the *Museological Heritage Decade (2012-2022)*
• Original documents from the Round Table of Santiago de Chile (1972) and *Museum* magazine (1973) are published.

The Competitive Fund launches a call for proposals to support, promote and develop policies on museums in Latin America.

Peru joins Ibermuseums, whose member countries now number 11.



III edition of the Ibero-American Education and Museums Prize.



Workshop Seminar on the Appraisal of Museological Collections
Bogotá, Colombia
• In collaboration with the Getty Foundation.

II Meeting of the Technical Committee to Support Museological Heritage at Risk



VII Ibero-American Meeting of Museums: "Memory and Social Change"
Barranquilla, Colombia



Ibermuseums holds the I Meeting of International Organisations of Museums, within the context of the XXIII ICOM General Conference.
Rio de Janeiro, Brazil



Ibermuseums holds the II Meeting of Museums in Europe and Ibero-America, within the context of ARCO Madrid.
Madrid, Spain



UNESCO concludes the first studies on the creation of the regulatory instrument on the protection of museological heritage.

2013



VII Meeting of the Intergovernmental Council of the Ibermuseums Program
Barranquilla, Colombia



IV edition of the Ibero-American Education and Museums Prize.



I Meeting of the Advisory Committee of the Observatory of Ibero-American Museums
• Publication of the common conceptual framework for the creation of the Register of Ibero-American Museums.
• Publication of *Panorama de los Museos en Iberoamérica – Estado de la cuestión* [Panorama of Ibero-American Museums – State of the Art].



III Meeting of the Technical Committee to Support Museological Heritage at Risk.



Creation of the line of action on the Sustainability of Ibero-American Museum Institutions and Processes.



VIII Ibero-American Meeting of Museums: "Future Paths for Museums: Trends and Challenges of Diversity"
Lisbon, Portugal



UNESCO submits the first proposal for a recommendation on the protection and promotion of museums and their collections.



Ibermuseums participates in the Annual Meeting of the American Alliance of Museums (AAM).
Seattle, Washington, USA

2014



VIII Meeting of the Intergovernmental Council of the Ibermuseums Program
Lisbon, Portugal



V edition of the Ibero-American Education and Museums Prize and the creation of the Bank of Best Practices in Educational Action.



Support Program for Museological Heritage at Risk
• Provides support for the recovery of affected cultural goods at the Museu Mello Leitão, Brazil, and the collections of the Musée du Panthéon National Haïtien, Haiti.
• Publication of the papers from the Workshop Seminars on Risk Management and Collection Appraisal



Implementation of the Register of Ibero-American Museums.

II Meeting of the Advisory Committee of the Observatory of Ibero-American Museums.



I Meeting of the Technical Committee on Education and Training
• This line of action enters into operation.
• Baseline diagnosis of education and training in the museum sector for the Ibero-American region.



Creation of the line of action on the Sustainability of Ibero-American Museum Institutions and Processes.



The UNESCO Recommendation Concerning the Protection and Promotion of Museums and Collections, their Diversity and their Role in Society is adopted.

2015



IX Meeting of the Intergovernmental Council of the Ibermuseums Program
Santiago, Chile



Costa Rica joins Ibermuseums, bringing the number of member countries to 12.



VI edition of the Ibero-American Education and Museums Prize.



III edition of *Conversaciones*, a call for proposals to support curatorial projects.



Implementation of the Support Fund for Museological Heritage at Risk



III Meeting of the Advisory Committee of the Observatory of Ibero-American Museums.



Management of Museum Collections: Basic Management and Procedures
Mexico City



II Meeting of the Technical Committee on Education and Training
Line of action on the Sustainability of Ibero-American Museum Institutions and Processes enters into operation
• I Meeting of the Technical Committee on Sustainability.



Line of action on the Sustainability of Ibero-American Museum Institutions and Processes.



IX Ibero-American Meeting of Museums: "Weaving Cooperation Among Museums"
San Jose, Costa Rica



Ibermuseums participates in the II Meeting of International Organisations of Museums, within the context of the XXIV ICOM General Conference.

2016



X Meeting of the Intergovernmental Council of the Ibermuseums Program
Virtual mode

XI Meeting of the Intergovernmental Council of the Ibermuseums Program
San José, Costa Rica

Mexico assumes the presidency of the Intergovernmental Council of the Ibermuseums Program for the 2016-2018 period.



The digitised collection project "La memoria femenina: mujeres en la historia, historia de mujeres" [Women's Memory: Women in History, Women's Story] is launched.



VII edition of Ibero-American Education and Museums Prize



The Ibermuseums Training Grants project is launched.

Support Fund for Museological Heritage at Risk
• Contributes to the recovery of affected cultural goods in the Museu das Missões, Brazil, and the museums on the Ecuadorian coast.

IV Meeting of the Technical Committee to Support Museological Heritage at Risk.



Presentation of the OIM Museum Visitor Data Collection System.

The Register of Ibero-American Museums platform is launched.
• Entry of data from Ibermuseums member countries begins.

IV Meeting of the Advisory

Committee of the Observatory of Ibero-American Museums.



Management of Museum Collections: Basic Management and Procedures for Conservation, Digitisation and Security
Montevideo, Uruguay
• In collaboration with the Mercosur Cultural.

Preventive Conservation and Risk Management for Ibero-American Museological Heritage: Concepts and Instrumentation of General Procedures
Havana, Cuba
• In collaboration with Cuba's National Council of Cultural Heritage.

III Meeting of the Technical Committee on Education and Training.



A common conceptual framework on the Sustainability of Ibero-American Museum Institutions and Processes is established



The Intergovernmental Council approves a cross-cutting line of action to mainstream Ibermuseums Training Grants.



Current Status and Future Challenges for Visitor Studies in Ibero-American Museums: Creation of Networks for Information Exchange and Cooperation on Museum Visitors
Madrid, Spain



Regional Course on Registration, Inventory, and Cataloguing of Collections
Lima, Peru

IV Meeting of the Technical Committee on Education and Training.



Celebration of the 10 years since the signing of the Declaration of the City of Salvador

2017



Celebration of the 10 years since the signing of the Declaration of the City of Salvador and creation of the Ibermuseums Program

XII Meeting of the Intergovernmental Council of the Ibermuseums Program
Virtual mode



VIII edition of the Ibero-American Education and Museums Prize.



II edition of the Ibermuseums Training Grants.



IV edition of *Conversaciones: Museos y Comunidades*, a call for proposals emphasizing exchanges among museums.



The public website of the Register of Ibero-American Museums is launched

V Meeting of the Advisory Committee of the Observatory of Ibero-American Museums.



Current Status and Future Challenges for Visitor Studies in Ibero-American Museums: Creation of Networks for Information Exchange and Cooperation on Museum Visitors
Madrid, Spain

Regional Course on Registration, Inventory, and Cataloguing of Collections
Lima, Peru

IV Meeting of the Technical Committee on Education and Training.



II Meeting of the Technical Committee on the Sustainability of Ibero-American Museum Institutions and Processes.

Creation of the Ibermuseums Calls platform



International Seminar "10 Years of Cooperation Among Museums: Ibero-American Museology and the Declaration of the City of Salvador"
• Publication of the report commemorating the 10th anniversary of the Declaration of the City of Salvador: *Ibermuseums Program: 10 Years of Cooperation Among Museums (2007-2017)*.

XIII Meeting of the Intergovernmental Council of the Ibermuseums Program
Brasília, Brazil

THE IBERMUSEUMS PROGRAM

Origins and Development

The creation of an intergovernmental cooperation program aimed at strengthening the museum sector—within the framework of the Ibero-American System¹—dates back to the I Ibero-American Meeting of Museums in Salvador, Bahia. On that occasion in 2007, representatives from the 22 countries of the Ibero-American Community met for the first time to discuss future pathways and opportunities for the development of museums in the region.

Participants at this first meeting signed the **Declaration of the City of Salvador**, a document that established a frame of reference for Ibero-American museology. Its first line of action calls for the creation of the **Ibermuseums Program** to foster and coordinate an Ibero-American museological policy.

Ibermuseums was approved as an initiative at the x Ibero-American Conference of Ministers of Culture held in Chile in 2007. In November of that same year, at the XVII Ibero-American Summit of Heads of State and Government in Santiago, Chile, Ibermuseums became part of the Ibero-American Cultural Space² and therefore directly linked to the Ibero-American General Secretariat (SEGIB), an international organization that supports the countries of the Ibero-American Community and promotes regional cooperation in the areas of education, social cohesion and culture.

In 2008, with the participation of 10 member countries—Argentina, Brazil, Colombia, Chile, Dominican Republic, Ecuador, Mexico, Portugal, Spain and Uruguay—the initiative was enshrined in a cooperation program at the XVIII Ibero-American Summit of Heads of State and Government in El Salvador.

Ibermuseums is currently helmed by an Intergovernmental Council, composed of representatives from the **12 member countries: Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, Mexico, Paraguay, Peru, Portugal, Spain and Uruguay**. The Intergovernmental Council identifies the program's actions, strategies and priorities. Ibermuseums also enjoys the administrative support of the Organization of Ibero-American States (OEI), and the financial support of the Spanish Agency for International Development Cooperation (AECID).

Since its creation, the Ibermuseums Program has worked with direct contributions from its member countries on different fronts **to consolidate a space for dialogue and exchange in the various spheres of action of museums,**

which are understood as dynamic, living institutions, as spaces for intercultural encounter and as appropriate tools for working on the power of memory and encouraging respect for cultural diversity.

Ibermuseums seeks to strengthen relationships among public and private institutions and among professionals in the Ibero-American museum sector, promoting the protection and management of heritage and the exchange of experiences and knowledge.

Over the past 10 years, the Ibermuseums Program has become one of the most active and important tools for coordination among countries in favour of establishing common parameters for the museum sector and museology and for the implementation of the guidelines of the *Declaration of the City of Salvador*. The program's actions target all 22 countries of the Ibero-American Community.

¹ The Ibero-American System is comprised of five regional international organizations: the Ibero-American General Secretariat (SEGIB); the Organization of Ibero-American States for Education, Science and Culture (OEI); the Ibero-American Social Security Organization (OISS); the International Youth Organization for Ibero-America (OIJ); and the Conference of Ministers of Justice of Ibero-American Countries (COMJIB). These five organizations are members of the Strategic Management Committee of Ibero-American Organizations (CoDEI). T.N.: All acronyms stand for the organizations' initials in Spanish.

² The Ibero-American Cultural Space (Espacio Cultural Iberoamericano, ECI) is primarily composed of cultural cooperation programs and initiatives that foster the production, co-production, circulation and direct encouragement of cultural producers; Ibero-American conferences and congresses on culture and the work of regional organizations and other collaborators in this sphere; programs for cultural mobility, management and promotion; the design and implementation of regional public policies, as well as actions emerging from strategic priorities of the Ibermuseums Program. The ECI has evolved gradually and in a participatory fashion, which has helped to define its conceptual and operational framework.

Objectives

The Ibermuseums Program's main objective is **to promote the integration, consolidation, modernisation and development of Ibero-American museums**, influencing museums' different spheres of action through the following specific objectives:

- 01 › To strengthen public policies on museums in Ibero-American countries.
- 02 › To promote mechanisms for the exchange, generation and dissemination of information among museums.
- 03 › To promote the education and training of museum staff in the Ibero-American region.
- 04 › To strengthen mechanisms for expanding the educational capacity of museums.
- 05 › To foster the circulation of collections and exhibitions housed in countries participating in the program.
- 06 › To promote the protection and appreciation of the Ibero-American region's museological heritage.
- 07 › To foster improvements in institutional management and processes of museums in the region.
- 08 › To encourage research in the museum field.
- 09 › To defend the right to memory of different ethnic groups, genders, social groups and movements, supporting the social appropriation of heritage and an appreciation for different types of museums.
- 10 › To foster the sustainability of Ibero-American museum institutions and their processes.

WHY IBERMUSEUMS?

"The common languages shared by many of the nations involved in the [Ibermuseums] Program make them forget their cultural differences—at times subtle, at others enormous—and I want to pay tribute to those wonderful differences that make the whole unique. Like a museum collection that groups together related pieces with features that are similar in appearance, the nuances of cultural diversity are the most valuable contributions of all."

AMÉRICO CASTILLA (Argentina)

Director, Fundación TyPA

SIGNATORY OF THE DECLARATION OF THE CITY OF SALVADOR

Lines of Action

Six lines of action form the framework within which IBERMUSEUMS has evolved over a decade: **Educational Action; the Program to Support Curatorial Projects; Support for Museological Heritage at Risk; the Observatory of Ibero-American Museums; Education and Training; and Sustainability of Ibero-American Museum Institutions and Processes.**

In order to fulfil the program's objectives and to meet the sector's different needs, these lines of action also address the 13 guidelines and proposed lines of action set out in the *Declaration of the City of Salvador*.

Under the advice of technical committees or panels made up of representatives from Ibero-American countries, the lines of action are designed to promote the strengthening of public policy on museums and are developed through appropriate actions, including research in the sector, training activities, the development of tools for institutional support, the promotion of multilateral meetings and exchanges, the promotion of international standards and financial cooperation projects, and the organization of meetings on specific aspects related to the museum sector.

In these 10 years, IBERMUSEUMS has carried out and provided support for more than 100 projects in the context of the program's six lines of action. These projects include:

- Eight editions of the *Ibero-American Education and Museums Prize*, a project of the **Educational Action** line that aims to expand the educational capacity of museums;
- Four editions of *Conversaciones*, the call for proposals under the **Support for Curatorial Projects** line, which fosters the exchange and circulation of collections and exhibitions among countries participating in the program;
- The protection and appreciation of the Ibero-American region's museological heritage, through projects such as the *Emergency Fund* under the **Support for Ibero-American Heritage at Risk** line;
- The creation of an **Observatory of Ibero-American Museums**, which fosters research in the museum field and provides institutions and professionals in the sector with research, tools and platforms, such as the Register of Ibero-American Museums;
- An extensive professional **Education and Training** program that includes training activities and the circulation of technicians and professionals to enable skills building, knowledge exchange and sharing of experiences among museums;
- And the most recent contribution to the sector, the **Sustainability of Ibero-American Museum Institutions and Processes** line, which aims to promote new models of sustainable museum management.

IBERMUSEUMS also facilitates **institutional strengthening and interinstitutional exchange**, supporting projects to promote public policy on museums in countries of the region and holding annual meetings of the Intergovernmental Council and the biennial **Ibero-American Meetings of Museums**, which offer real opportunities for the exchange of experiences and the discussion of matters of mutual interest that lead to shared commitments to strengthen and develop the sector.

With this perspective, the **IBERMUSEUMS countries have promoted the creation of the world's most recent international document of reference for the museum sector**, the UNESCO *Recommendation Concerning the Protection and Promotion of Museums and Collections, their Diversity and their Role in Society*, which recognizes the importance of museums as spaces of public access and social inclusion.

The preservation of the right to memory, the social appropriation of heritage and the appreciation of different types of museums are the cornerstones of the IBERMUSEUMS Program's policy, which respects and appreciates the diverse cultures, expressions and practices that characterize each individual country in Ibero-America.

1. EDUCATIONAL ACTION

COORDINATION: Technical Unit Ibermuseums Program

Tools to Transform Social Reality

Educational programs are a core sphere of action for museums because they promote social harmony, strengthen a culture of peace and human rights, and encourage acceptance of the diverse cultures and identities that comprise the vast panorama of Ibero-American realities. Therefore, this line of action has become one of the biggest goals of the Ibermuseums Program, which seeks to reaffirm the educational capacity of museums and cultural heritage as a strategy for transforming social realities.

From the inception of the Ibermuseums Program, one of its main focuses has been on supporting and recognizing educational projects implemented by or in Ibero-American museums. This emphasis is linked to the program's fourth objective, which is to strengthen mechanisms for the expansion of museums' educational capacity.

To this end, the **Ibero-American Education and Museums Prize** (Premio Iberoamericano de Educación y Museos, **PIEM**) has been awarded annually since 2010. The only recognition of its kind in our region, this initiative supports projects that seek to enhance the educational reach of museums and museological heritage in Ibero-America. The first edition of the prize had a single category that recognized completed projects. In 2011, the concept of "project incubator" was introduced, and a second category was created to reward programs in the planning or development stages, as well.

Currently, museums from any Ibero-American country can apply in both categories. The first category recognizes the three best projects already carried out or in process, and the second category acknowledges five projects in development or planning stages, thus encouraging their actual implementation.

In Category I, in addition to awards for the top three projects, the prize gives an honourable mention to initiatives ranking in the following 17 positions, for a total of 20 distinctions. The winners become part of the **Bank of Best Practices in Educational Action** (Banco de Buenas Prácticas en Acción Educativa) and are posted on the web portal of the Ibermuseums Program.

Created, designed and implemented in 2014, the Bank of Best Practices is a repository of projects that includes all award-winning initiatives in both categories for the seven editions of the Ibero-American Education and Museum Prize.

This tool helps to establish mechanisms for sharing information among museums and to promote research in the museum sector, since these projects can serve as references for other educational initiatives in the field.

Each project has a project information form that includes the institution responsible, year, country, contacts, synopsis and objectives of the proposal and a technical form with general information such as the address of the institution, the department responsible and the technical staff involved. In addition, each form has fields to allow the downloading of audio-visual material and multi-media projects. The Bank of Best Practices allows users to search by project, award year, country or institution or a combination of these variables.

In 2017, 148 projects were submitted to the VIII Ibero-American Education and Museum Prize, from 18 countries of the region.

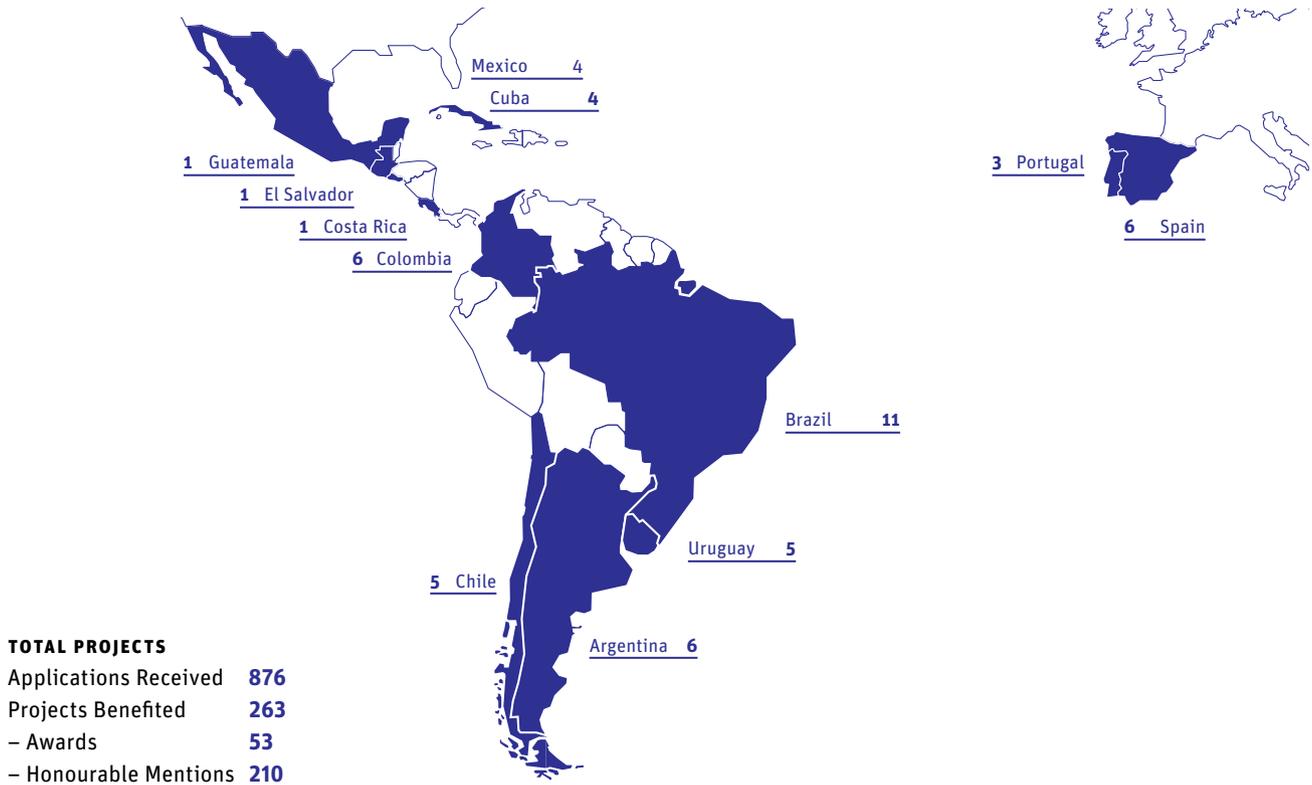
"The experience of participating in the competition and then actually being selected was a huge achievement. Beyond the monetary award, the recognition itself was proof that our work is valued beyond our borders and, as such, must continue so that more children can benefit from it."

VIVIAN SALAZAR M. (Guatemala)

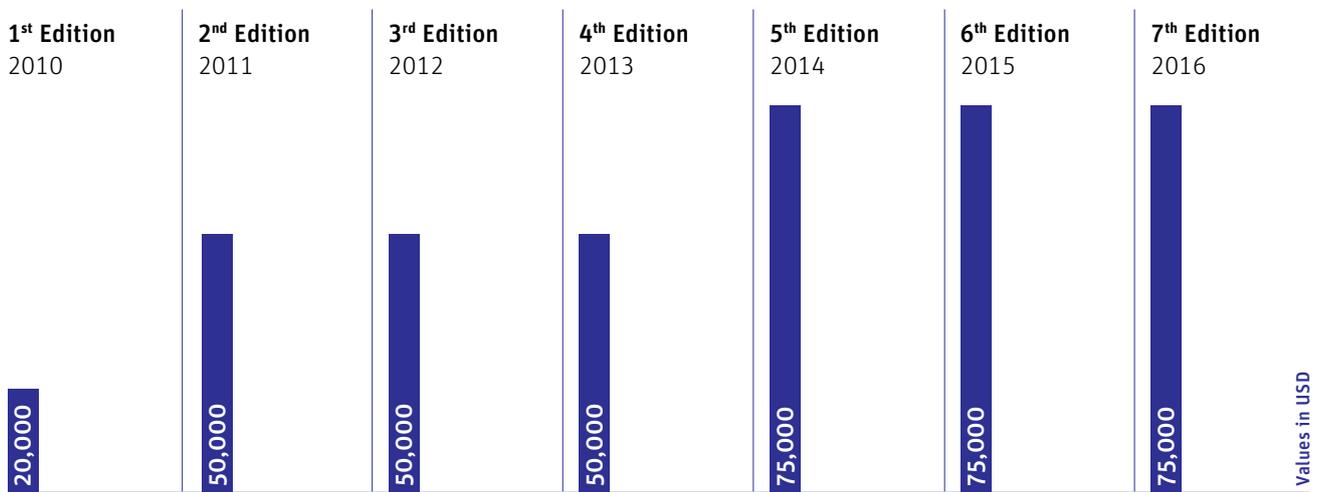
Director of the Instituto Internacional de Aprendizaje para la Reconciliación Social

**IBERO-AMERICAN EDUCATION AND MUSEUMS PRIZE
VII EDITION, 2016**

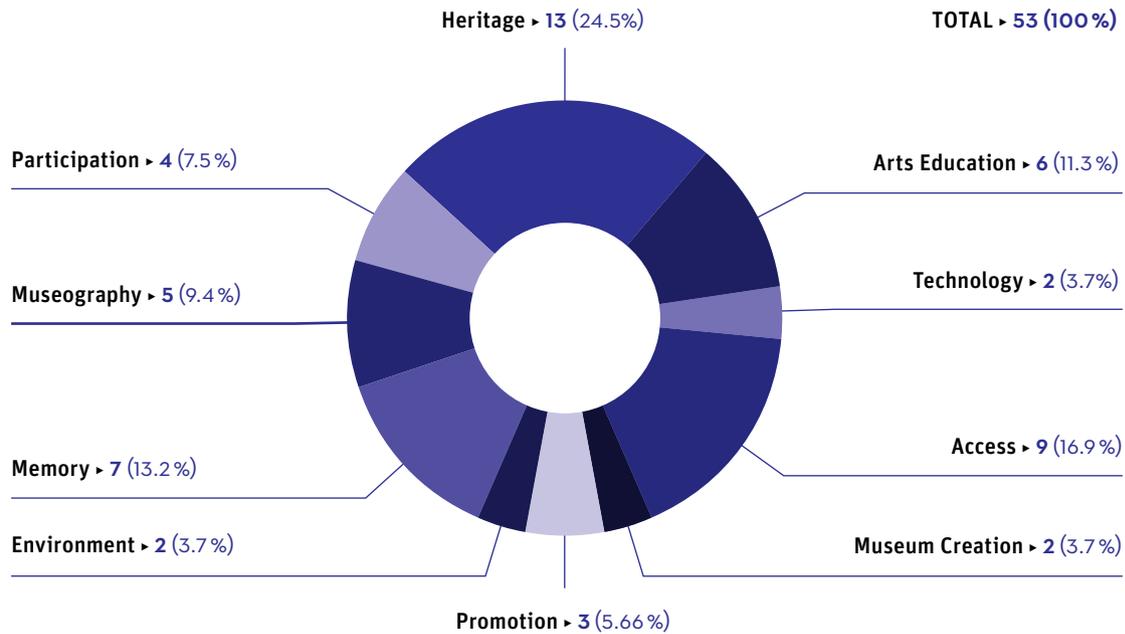
MAP 2 – PIEM PRIZES AWARDED, BY COUNTRY, THROUGH 2016



GRAPH 1 – PIEM INVESTMENT, BY YEAR



GRAPH 2 – TYPES OF PROJECTS FUNDED, BY MAIN SPHERE OF ACTION



“Thanks to the support of Ibermuseums, we were able to publish the book *Las mariposas de Santa Fe de Antioquia*, which publicized our environmental education work in the local community and included an inventory of more than 100 local butterfly species. That support was crucial for a program that has achieved a tremendous amount.”

MARTHA VILLAFÑE M. (Colombia)
Director of the Museo Juan del Corral

IBERO-AMERICAN EDUCATION AND MUSEUMS PRIZE
V EDITION, 2014

“The award was an honour and provided very important support for our work. We cannot forget that we received this prize after having been in operation for just three years, so it validated our efforts and confirmed that we were on the right path.”

IDOYA OTEGUI M. (Spain)
Director of TOPIC, Tolosa

IBERO-AMERICAN EDUCATION AND MUSEUMS PRIZE
III EDITION, 2012



“Talleres de arte y arqueología en las huacas de Lima”. Peru. IV Edition of the PIEM, 2013, honourable mention.



“Programa Igual Diferente”, Brazil. II Edition of the PIEM, 2011, 2nd Place, Category I.



“Área personas mayores”, Argentina. VII Edition of the PIEM, 2016, honourable mention.

2. PROGRAM TO SUPPORT CURATORIAL PROJECTS

COORDINATION: Technical Unit Ibermuseums Program

Conversations on Heritage

The Ibermuseums Program understands museums as dynamic, living institutions, as spaces for intercultural encounter and as appropriate tools for working with the power of memory and encouraging respect for cultural diversity and the natural world, appreciation of the bonds of social cohesion and the relationship between humans and their environment. From this perspective, institutional exchange takes on tremendous importance, enhancing the value of cultural heritage by sharing it in other contexts, offering different communities an opportunity to experience the diverse cultural realities of Ibero-America.

To successfully implement this line of action, the Ibermuseums Program organizes *Conversaciones* (Conversations), a call for proposals that encourages exchange among museums and the circulation of cultural goods by supporting the development and bilateral/multilateral circulation of exhibitions in Ibero-America. The intention is to facilitate the circulation of museum collections by supporting the design and curation of exhibit projects as well as their transportation to and installation in different institutions of the region.

The call thus aligns with the Program's second and fifth objectives, which aim—respectively—to promote mechanisms for the exchange, generation and dissemination of information among museums and to foster the circulation of collections and exhibitions housed in countries participating in the Program. Actions of circulation and exchange also help fulfill the eighth objective of Ibermuseums: “to defend the right to memory of different ethnic groups, genders, social groups and movements, supporting the social appropriation of heritage and an appreciation of different types of museums.”

Conversaciones started in 2010, and in the beginning, it provided funding for projects in the stages of conceptualisation, research and curation. In the first two editions (2010 and 2011), seven initiatives received financial support.

From 2015 on, the call became biennial and expanded to include the production and circulation of exhibition projects. Two projects were funded in the third edition.

Through the first three calls for proposals, Ibermuseums has financed the completion of nine projects, making possible exchanges among 22 institutions from nine countries, with a total investment of US\$465,000.

In 2017, the fourth call introduced a thematic emphasis on “museums and communities,” with the aim of promoting actions to encourage the social appropriation and appreciation of memory and cultural and natural heritage. Twelve projects from five countries were registered in this edition.

To participate, the projects must be jointly developed by institutions from at least two countries, with one of them being a member of the Intergovernmental Council of the Ibermuseums Program.

In addition to effective collaboration among institutions, the call seeks to promote the recovery of community-based practices; the encouragement and promotion of inter-institutional dialogue; coordination and collaboration among various social, cultural and economic stakeholders in a given geographical area; the leadership of young people and women; the investigation and dissemination of knowledge; and the structuring and strengthening of networks.

“This program is one of the few spaces that allow for real collaboration among professionals and institutions focused on museums in the broadest sense. That kind of space is essential in Ibero-America, as we share the same problems and challenges, and through Ibermuseums, we can find common solutions.”

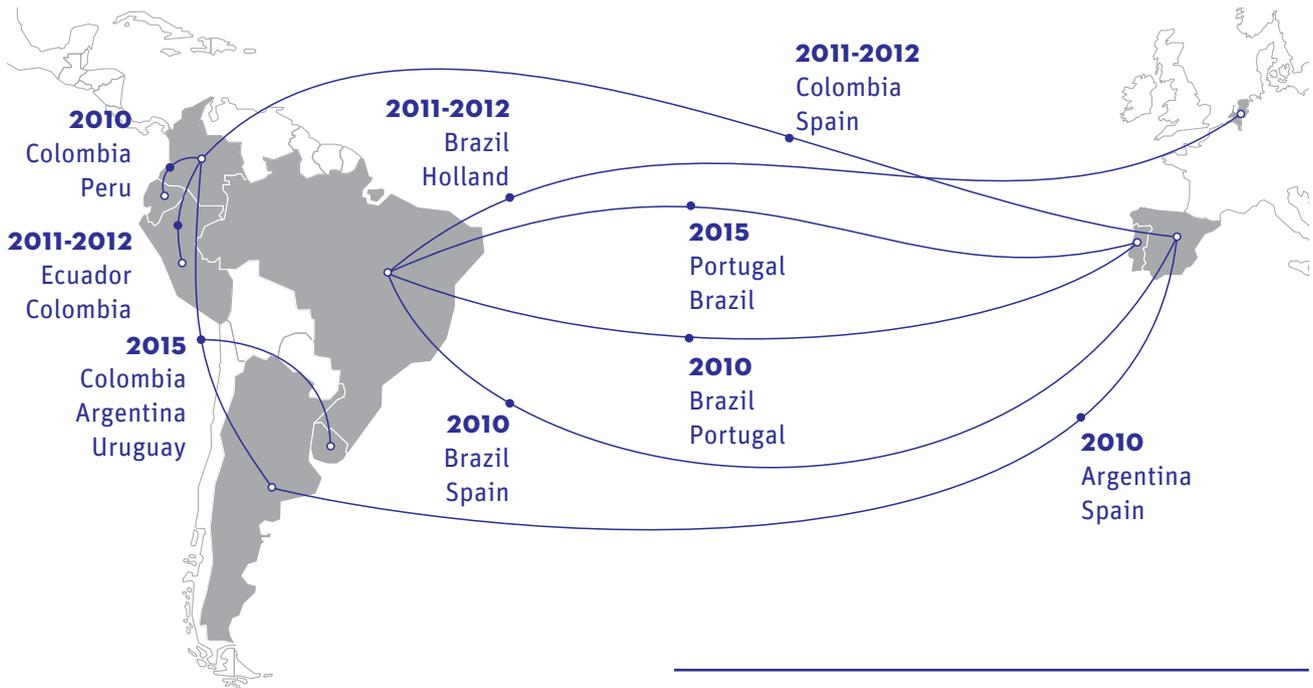
DAVID COHEN D. (Colombia)

Project leader for “Entre la vida y la muerte. Diálogo de dos cementerios museos”

AWARD RECIPIENT

CONVERSACIONES III EDITION, 2015

MAP 3 – COLLABORATION AMONG COUNTRIES INSPIRED BY THE CONVERSACIONES CALL FOR PROPOSALS



“The Ibermuseums grant was instrumental in launching the Museo Rural Comunitario as a collaborative initiative at the local level; it was also interesting to cooperate with a museum from another country early in the process. This project allowed us to investigate the concerns of the region’s inhabitants and what they thought of as heritage in terms of landscapes, objects, and culture in general.”

M. ALEJANDRA KORSTANJE (Argentina)

Project coordinator for “Hacia el fortalecimiento de la memoria desde un museo rural comunitario”

AWARD RECIPIENT

CONVERSACIONES I EDITION, 2010

“Our project didn’t just have a local impact; it made a broader impression as an example of cultural activism and local development, leading to more than 20 spinoff initiatives and complementary processes. They included building networks to share experiences with academic and social forums, coordinating cultural tourism projects, enhancing the value of folk art and traditional practices, and providing advice to local communities at the Ecuadorian-Colombian border that share a similar pre-Columbian identity.”

STEVE I. VERGARA B. (Ecuador)

Project leader for “Legado del Pueblo Pasto, como catalizador de una identidad binacional con proyección al mundo”

AWARD RECIPIENT

CONVERSACIONES II EDITION, 2011-2012



“Entre la vida y la muerte. Diálogo de dos cementerios museos”, Colombia, Argentina and Uruguay. III Edition of *Conversaciones*, 2015.



“Hacia el fortalecimiento de la memoria desde un museo rural comunitario”, Argentina and Spain. I Edition of *Conversaciones*, 2010.



“Compartiendo colecciones y conectando historias”, Brazil and Holland. II Edition of *Conversaciones*, 2011-2012.

3. SUPPORT FOR MUSEOLOGICAL HERITAGE AT RISK

Prevent to Protect, Act to Recover

From the very beginning, the Ibermuseums Program has embraced the challenge of putting into practice the proposals of the Declaration of the City of Salvador by developing lines of work that enable the implementation of actions needed to fulfil the proposed objectives.

The *Declaration* states that “the articulation between institutions—public and private—and professionals of the Ibero-American museological sector is desirable, as well as the protection and management of heritage and the interchange of produced practices, experiences, and knowledge.” Meanwhile, the second guideline stresses the importance of encouraging the protection and dissemination of Ibero-American cultural heritage through cooperation among countries, as well as promoting intercultural dialogue among peoples, which is endorsed in the sixth objective of the Ibermuseums Program: “to promote the protection and appreciation of the Ibero-American region’s museological heritage.”

Under these proposals, guidelines and objectives, in 2010—after the first meeting of the Technical Committee—a specific line of action was created to protect and safeguard museological heritage at risk or in crisis and to guarantee the protection of museum collections in Ibero-American countries.

Coordinated by Chile since its creation, this line of action enjoys the support of a group of experts (representatives of six countries) and implements targeted training activities on topics such as risk management and prevention, museum security and protection of collections and the appraisal of museum artefacts. Courses and workshops have been held in Brazil (2011), Spain (2011), Colombia (2012), Haiti (2014), Mexico (2015) and Uruguay (2016), the last of these in collaboration with the Education and Training line.

In order to support the training of professionals in the sector, the **Ibermuseums Training Grants** were created in 2016 under this line. Five applications were received (from Brazil and Portugal) and approved by the Evaluation Committee, which was comprised of members of the Technical Committee. Since 2017, these scholarships have been one of the Ibermuseums Program’s cross-cutting actions.

In addition, since it was founded, Ibermuseums has worked to rescue heritage threatened by natural disasters, allocating funds to the affected institutions. Beginning in 2015, with the

intention of expanding access to any museum institution in the region, the program launched the **Emergency Fund for Museological Heritage at Risk**, to support assistance and relief efforts and protect museological heritage in regions affected by flooding, earthquakes, fires and other natural disasters, as well as armed conflicts and other human threats.

The topic of risk prevention and actions in the face of natural disasters is especially relevant in the current scenario, in which both nature and human action are constantly endangering the collections that museums protect. Many Ibero-American countries have a long and unfortunate relationship with different types of natural disasters, an experience that has forced them to invent practices and tools for prevention and rapid response in these situations. This line of action seeks to draw attention to these experiences and share them for the benefit of the museum sector.

ALAN TRAMPE (Chile)

National Deputy Director of Museums, Dibam

TECHNICAL COMMITTEE: Argentina, Brazil, Chile (coordinating country), Costa Rica, Mexico and Spain

WHY IBERMUSEUMS?

“The Ibermuseums platform affords opportunities for exchange, training and feedback on successful experiences and innovative proposals in the fascinating world of museological and museographic discourse.”

CARLOS DEL ÁGUILA (Peru)

Director-General of Museums, Ministry of Culture

TABLE 1 – ACTIONS SUPPORTING THE RECOVERY OF HERITAGE AT RISK

YEAR	2013	2014	2016	2017	
Project	Support for the project “Drafting the Museographic Project, Providing Supplies and Installing the Temporary Exhibit ‘Restored Treasures from the Archaeological Museum of Lorca.’”	Support for the recovery of the Museu Mello Leitão, damaged by heavy rains in the city of Santa Teresa.	Implementation of a study analysing the state of infrastructure of four museums containing archaeological and artistic cultural goods in the provinces of Manabí and southern Esmeraldas, the areas most affected by the earthquake.	Support for the recovery of the Museu das Missões, which was damaged by a heavy storm. An expert consultant was hired to identify the damages and design a project to restore the damaged works.	The Fund is available at the request of Ibero-American institutions that require it.
Country	Murcia, Spain	Espírito Santo, Brazil	Manabí, Ecuador	São Miguel das Missões, Rio Grande, Brazil	–
Investment	US\$ 60,000*	US\$ 3,500*	US\$ 25,000	US\$ 5,000	–

*Estimated conversion to USD from original amounts in EUR: \$ 50,000 (2013) and \$ 3,000 (2014).

TABLE 2 – WORKSHOPS AND SEMINARS AND THEIR ASSOCIATED PUBLICATIONS



Course	<u>Workshop Seminar on Risk Management for Museological Heritage</u>	<u>Workshop on Heritage at Risk: Museums and Earthquakes</u>	<u>Workshop Seminar on the Appraisal of Museological Collections</u>
City, Country	Brasília, Brazil	Lorca, Murcia, Spain	Bogotá, Colombia
Year	2011	2011	2012
Participation	36 representatives from Ibero-American countries and one representative from Haiti.	16 representatives from Chile, Spain and Mexico.	20 representatives from Ibero-American countries and one representative from Haiti.



Workshop Seminar on Risk Management for Museological Heritage. Brazil, 2011.



Workshop Seminar on Risk Management for Museological Heritage. Brazil, 2011.



Support for the recovery of affected cultural goods in the Museu das Missões. Brazil, 2016.

4. OBSERVATORY OF IBERO-AMERICAN MUSEUMS

Knowledge Building for the Development of the Museums Sector

The creation of the Observatory of Ibero-American Museums (OIM) appears in the *Declaration of the City of Salvador* as one of 13 proposed lines of action included in the document. Two years later, in 2009, it was declared a priority of the Ibermuseums Program, and its founding charter was approved at the meeting of the Intergovernmental Council held that year in Santiago, Chile.

The next step was the creation of a legal framework to support the action of the OIM and coordinate the participation of all its stakeholders, which concluded in 2012 with the drafting and approval of the Observatory's Action Plan. In this document, the previously established lines of action were developed into projects, and the foundations were laid to begin working towards the OIM mission: **to generate information, data, syntheses and analyses on the state of museums for the purpose of informing the design of public policy in this field.**

Since then and over the past five years of operation, the OIM has worked on two fronts: to generate working relationships that support the participation of member countries and their representatives and to develop initiatives for the production of information and construction of knowledge about the museum sector in Ibero-America. This dual focus is essential because the OIM requires reliable sources that can provide up-to-date and accurate information to guide its activity. In this regard, the roles played by the Advisory Committee and the Advisory Board in providing and confirming this information have been crucial.

On the first front, the five annual meetings already held by the Advisory Committee, the establishment of working groups according to the demands of project development, the creation of the OIM website as a space to share its activity, and the constant flow of communications among the members and project participants have allowed the execution of initiatives targeting the second front: knowledge of the museum sector. With a similar methodology in all cases (an initial diagnosis to understand the state of the issue, the creation of a common conceptual framework and the development of knowledge management tools), the OIM has dedicated its initial efforts to learning about two fundamental aspects of the sector: the institutions themselves and their audiences.

VIRGINIA GARDE LÓPEZ (Spain)

Head of Area of Outreach and Development
General Subdirectorate of State Museums
Ministry of Education, Culture and Sport

COORDINATING COUNTRY: Spain

OIM ADVISORY COMMITTEE: Country members
of the Intergovernmental Council

The Register of Ibero-American Museums (RMI, after its Spanish initials) has undoubtedly been the largest project undertaken by the OIM. This initiative tackled another of the proposals in the Declaration of the City of Salvador: to develop the register as a strategic tool for understanding the diversity of museums, the repertoire of professionals, the set of collections and the production of knowledge about the museological realities in Ibero-America. After four years of work—during which time perhaps the greatest achievements have been the definition of an agreed-upon conceptual framework that reflects the realities of all Ibero-American countries and institutions, seeks to harmonize their information and to make it available to the public—the RMI is now a reality. Today, the Register contains data from a full range of museums in 13 countries comprising more than 7,000 institutions and, in the medium term, intends to increase this number to approximately 10,000 museums, which, according to previous estimates, make up the museum heritage of all 22 Ibero-American countries. The Observatory will have the capacity to investigate and generate information about this immense sector as a whole and use it to produce knowledge about the state of museums in this vast and diverse territory.

In the text of the *Declaration of the City of Salvador*, the OIM's first mandate was to study museum visitors. The first initiative involved compiling initiatives implemented by governmental agencies in countries that are part of the Ibermuseums Program; this provided a broad sample of experiences that demonstrated that visitors are a more or less decisive factor in museum management. Once the need to encourage this type of analysis was proven, the next step was to develop a common model for collecting basic information on visitors to these institutions. The OIM Museum Visitor Data Collection System is the tool that will allow the Observatory to undertake research and comparative studies of museums, regions and countries and provide aggregate information on who visits museums in Ibero-America and who does not. To support the dissemination and application of this system, the recent course, entitled "The Current Situation of and Future Challenges for Visitor Studies in Ibero-American Museums," organized jointly with the Ibermuseums Education and Training area, was the

first action undertaken in this regard and the program's first mainstreaming initiative.

A period of reflection and revision is now underway, providing an opportunity to align the objectives of the OIM with the internal evolution of the Ibermuseums Program and a chance to further strengthen the close cooperation and commitment of the participating countries. After all, this is one of the identifying characteristics of the Observatory, which has been positively evaluated in the OIM's various projects and meetings.

All studies, research and tools created by the IOM are available at the Ibermuseums portal (<http://www.ibermuseus.org/es/>) and the OIM (observatorio.ibermuseos.org).

"A large collaborative project among more than 10 countries that showcases the museums of Ibero-America, [the Register] is also the point of departure for fostering unexpected exchanges among online visitors, researchers and museum workers to promote the construction of new meanings and the design of multiple strategies for accessing cultural heritage."

MERCEDES ELGARTE (Argentina)

Director of Museological Planning, National Directorate of Museums

TABLE 3 – PARTICIPATION IN OIM PROJECTS



Projects	<i>Panorama de los museos en Iberoamérica</i> (2013)	<i>Estudios de público de museos en Iberoamérica</i> (2014)	Requests for Tools: Museum Visitor Data Collection System (2016)	<i>Panorama de los museos en Iberoamérica</i> (2017) Updated	Register of Ibero-American Museums (2017)
Participating Countries	22	15	18	14	13
Other Information		105 studies included			7,128 museums registered.

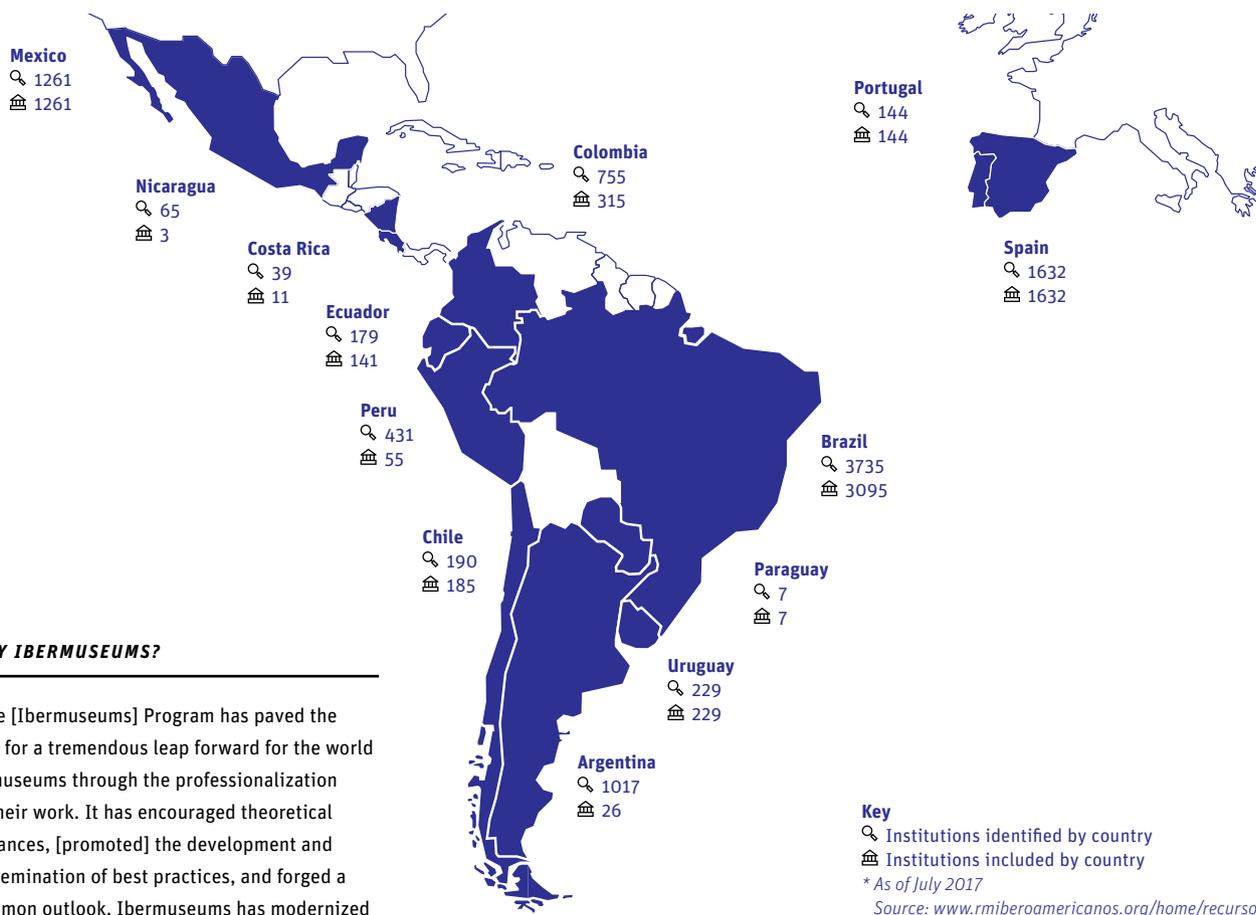


The launch of the Register of Ibero-American Museums. Museo de América, Madrid, 2017.



Screenshot of the Register of Ibero-American Museums home page.

MAP 4 – REGISTER OF IBERO-AMERICAN MUSEUMS



WHY IBERMUSEUMS?

“The [Ibermuseums] Program has paved the way for a tremendous leap forward for the world of museums through the professionalization of their work. It has encouraged theoretical advances, [promoted] the development and dissemination of best practices, and forged a common outlook. Ibermuseums has modernized the sector, strengthening both the conceptual and practical aspects of our work.”

MACARENA RUIZ (Chile)

Director, Museo Artequin, Viña del Mar

“In addition to being a tool for the collection of data, images and information about museum institutions, [the Register] encourages curiosity, strengthens relationships and fosters the exchange of knowledge and experiences among an extensive community in many countries.”

CARLOS ALMEIDA (Paraguay)

Director of Museums for Paraguay’s National Secretariat of Culture

“[The Register] is a valuable tool that promotes interinstitutional and interpersonal networks for research and the socialisation of museological heritage. It draws attention to the quantity and quality of museums in our region, democratising their knowledge.”

ANA CUESTA (Uruguay)

Assistant Coordinator for Uruguay’s National Museum System

5. EDUCATION AND TRAINING

Why Offer Education and Training in the Context of the Ibermuseums Program?

It would be hard to imagine transforming or implementing public policies aimed at strengthening museums in the Ibero-American region without the competent, cutting-edge skills of those who contribute to museums through their daily labour.

Visitors' enjoyment and appropriation of museums depend, among other factors, on the continual improvement of professionals who, sensitive to the multiple fields of knowledge and experience that surface in their daily work, strive to enable and encourage best practices in management, research, conservation, communication, mediation, coordination and all other spheres whose actions shape the institutional lives of museums.

Aware of the changing needs of museum visitors, of the communities with which their institutions are connected, of the dynamics that shape and transform their collections and their models of exhibition and communication, these conscientious professionals perceive continuing education and training as the best tools for enhancing the vast Ibero-American museum sector, seeds that seek to strengthen the role of these institutions in society as a whole.

From this position, the Ibermuseums Program launched its Education and Training initiative in 2014. Since then, without interruption, the program has implemented a series of ongoing actions in the Ibero-American region to promote public policies in the field of museum education and training,

to facilitate the professional development of museum workers and to strengthen interinstitutional ties and the exchange of experiences in this field.

This effort has enabled Ibermuseums to offer *specific courses* targeting priority issues for a given country, sub-region or region, *core courses* that deal with subjects of general interest for museum professionals throughout the Ibero-American region, and the circulation of technicians and professionals in the region through training fellowships in museums or related institutions.

To date, nearly 100 people have benefitted directly by taking part in these actions, and more than 800 institutions have potentially benefitted as a result of the replication of those efforts by the participants themselves.

These developments suggest that we are on the right path, and that future challenges in the field of education and training of museum professionals should also be addressed. The efforts of all those involved in sustaining this line of action in the Ibermuseums Program, and above all the dedication of all past beneficiaries, indicate that the capacity of this initiative to provide education and training for more professionals will continue to grow. The answer to the question that entitles this section is on the table, and the Ibermuseums Program considers it a top priority.

ANDRÉS TRIANA MORENO (Mexico)

Director ENCRyM, INAH
Secretariat of Culture

TECHNICAL COMMITTEE: Brazil, Cuba, Ecuador,
Mexico (coordinating country), Portugal,
Spain and Uruguay, as well as AECID

“Cultural exchange is one of the virtues of the Ibermuseums Program. Being exposed to different work methods and procedures and being in contact with colleagues in the Ibero-American region leads to learning that transcends technical know-how and specialized knowledge in a given field.”

JUAN PABLO CAMPISTROUS (Uruguay)

Participant in the course held in Madrid, Spain, 2017

“The fact that the students were all professionals connected to the world of museums and heritage, from different countries, made the course more participatory: we shared experiences and compared viewpoints and decision-making criteria from our very different contexts and realities.”

MARÍA JOSÉ SUÁREZ (Spain)

Participant in the course held in Mexico City, 2015

“Training professionals in museum management is vitally important for Paraguay, since there are no institutions or universities in our country that offer training in the museum field. Opportunities like those organized by Ibermuseums provide loads of knowledge that we can apply to protect and promote our cultural heritage.”

ROCÍO CÉSPEDES (Paraguay)

Participant in the course held in Montevideo, Uruguay, 2016

“The Ibermuseums Program’s promotion of education and training has become a very important tool for transmitting knowledge in the field of cultural conservation, thanks to the excellent administrative, technical and scientific teamwork of an elite group of specialists from the region.”

PEDRO BERRÍOS (Nicaragua)

Participant in the course held in Havana, Cuba, 2016

TABLE 4 – ACTIVITIES HELD AND NUMBER OF PARTICIPANTS



Course: *Management of Museum Collections*

Mexico City

Year: 2015

Total Participants: 17



Course: *Management of Museum Collections (2nd edition)*

Montevideo, Uruguay

Year: 2016

Total Participants: 18



Course: *Preventive Conservation and Risk Management for Ibero-American Museological Heritage*

Havana, Cuba

Year: 2016

Total Participants: 16



Course: *Current Status and Future Challenges for Visitor Studies in Ibero-American Museums*

Madrid, Spain

Year: 2017

Total Participants: 19



Course: *Regional Course on Registration, Inventory and Cataloguing of Collections*

Lima, Peru

Year: 2017

Total Participants: 24

WHY IBERMUSEUMS?

“I believe learning is a collective undertaking. Although we can learn in solitude and be self-taught, nothing is as enriching as sharing experiences and accompanying one another on that journey. Ibermuseums fosters cooperation among countries: its greatest strength lies in connecting museum directors and professionals from different contexts who face similar challenges and building their skills.”

LETICIA PÉREZ (Mexico)

Professor, Museology Graduate Program, ENCRyM

6. SUSTAINABILITY OF IBERO-AMERICAN MUSEUM INSTITUTIONS AND PROCESSES

Taking Museums into the Future

Since the 1970s, sustainability has been a topic in continuous evolution and debate on the global political agenda. Today, this issue is approached from a multidimensional, transdisciplinary perspective (social, cultural, economic and environmental), involving various spheres of knowledge and action. For this reason, it has been identified as a priority for the United Nations (UN) and its Member States for the next fifteen years, which is the timeframe for achieving the Sustainable Development Goals (SDG 2030) set out for each country.

The Ibermuseums Program's line of action on the **Sustainability of Ibero-American Museum Institutions and Processes** addresses the need for specific policies on museums in the region. Its main objectives are to foster the creation of public policies for museum institutions and processes implemented by individuals, communities, groups and social movements, in their various formats and features, to favour the sustainable local development of the museum field and to promote projects and initiatives that enable the formulation and development of strategic actions that support new models of sustainable museological management. This initiative comes at a time when actors in different sectors around the world are working together to foster development that is more just and equitable and to preserve the planet and its societies.

Approved by the Intergovernmental Committee of the Ibermuseums Program in 2014, this line is coordinated by

ENEIDA BRAGA ROCHA (Brazil)

Director of the Department for the Dissemination,
Promotion and Economy of Museums
Brazilian Institute of Museums

COORDINATING COUNTRY: Brazil

ADVISORY COMMITTEE: Members of the
Intergovernmental Council and the AECID

Brazil through the Brazilian Institute of Museums (Instituto Brasileiro de Museus, Ibram), an autonomous federal agency under the Ministry of Culture (MinC), and implemented by the Department for the Dissemination, Promotion and Economy of Museums (Departamento de Difusão, Fomento e Economia dos Museus, DDFEM). Initially comprised of representatives from five countries (Brazil, Chile, Colombia, Spain and Uruguay), this line seeks to meet the needs of Ibero-American museums and to fulfil the objectives of the Ibermuseums Program in three areas: research, action and promotion. These focus points were established to promote dialogue and the exchange of technical and scientific experiences on the subject, with a view to proposing new integrated strategies and actions that will improve the vibrant potential of Ibero-American museums as contributors to local development. Today, due to the widespread relevance of the issue, all Ibermuseums member countries have a seat on this line of action's Technical Committee.

In addition to working in constant coordination with the other Ibermuseums lines of action, the sustainability line strives to: enhance appreciation for local memory; strengthen local traditions, identities and sense of belonging; improve sustainable museological management; facilitate studies and research on the realities of museum institutions and their processes; strengthen local cultural potential and boost tourism and the economy; stimulate sustainable local development;



First Meeting of the Technical Committee on the Sustainability of Ibero-American Museum Institutions and Processes. Brazil, 2015.



First Meeting of the Technical Committee on the Sustainability of Ibero-American Museum Institutions and Processes. Brazil, 2015.

build a bank of sustainability projects; and forge alliances to invent sustainability strategies as the first self-sustaining initiative under the program.

The first meeting of the Technical Committee was co-organized by Ibram and IberoMuseums with the support of the Spanish Agency for International Development Cooperation (Agencia Española de Cooperación Internacional para el Desarrollo, AECID) and the International and Ibero-American Foundation for Administration and Public Policies (Fundación Internacional y para Iberoamérica de Administración y Políticas Públicas, FIIAPP) in the city of Brasilia, Brazil, in June 2015. Since that time, the partners have striven to reach an agreement on a common set of key terms and concepts for implementing actions and projects in the countries of Ibero-America. With this priority in mind, the first series of actions was established, namely to build a common conceptual framework; to produce a glossary of terms; and, finally, to engage in strategic planning. These actions were implemented in collaboration with a consulting firm in 2015-2016.

In that process, a technical consulting firm was first hired to collect, systematise and analyse information on sustainability. These efforts were then used to create the Common Conceptual Framework (CCF) of the Sustainability of Ibero-American Museums and Processes line. The purpose of the CCF was to provide a basic set of interconnected core concepts related both to sustainability itself and its relevance in the specific context. In turn, the glossary provided a list of terms used in the CCF, as well as other complementary, broad-based and operational terms related to the issue.

Finally, the Strategic Plan was formulated. This document lays out strategic actions shaped by objectives and guidelines, strategic focus points and projects, considering the cross-cutting nature of the issue as one of the line's core features. On the one hand, the plan addresses other IberoMuseums

lines of action that involve museum processes, and on the other, it covers different sectors and spheres of action in a comprehensive fashion, taking into account the complexity and heterogeneity of museums.

The second meeting of the Technical Committee is scheduled for 2017, and the second specialised technical consultation will begin this year, as well. It is hoped that the meeting will help to consolidate the results of the initiative to date and that the consulting firm will tackle the mapping and analysis of sustainability initiatives carried out by the museum sector in Ibero-America.

The sustainability line will extend into the coming years, first because of its strong alignment with the general and specific objectives of the IberoMuseums Program's Annual Operational Planning (AOP) since 2015; and second, because it is consistent with the declarations of the Ibero-American Cultural Charter and complies with the 2016 Ibero-American cooperation manual of the Ibero-American General Secretariat (Secretaría General Iberoamericana, SEGIB). A third reason is that the line encourages the dissemination of social technologies that contribute to sustainable local development by sharing a variety of experiences in the Ibero-American Cultural Space. In addition, it relies on the leading role that Brazil has played in formulating cultural policies and programs and actions aimed to support the institutional sustainability of museums and their processes.

The applicability and relevance of this line are reinforced by its contribution, in the sphere of Ibero-American museum processes and institutions, to the necessary changes that the New Museology—the social museology of today—has already identified and that have been pursued on the basis of economic solidarity and creativity to achieve more inclusive and more extensive involvement of the societies served by these institutions.



First Meeting of the Technical Committee on the Sustainability of Ibero-American Museum Institutions and Processes. Brazil, 2015.



First Meeting of the Technical Committee on the Sustainability of Ibero-American Museum Institutions and Processes. Brazil, 2015.

MUSEOLOGY IN
IBERO-AMERICA SINCE
THE DECLARATION
OF SALVADOR

REFLECTIONS

REFLECTIONS

ALAN TRAMPE

National Deputy Director of Museums
Dibam, Chile*The Declaration of the City of Salvador.*
Ten Years On

All spheres of action have milestones that define turning points, moments in which certain acts, works or documents lead to a departure from the usual. Those milestones can be violent and ground breaking—the kind where you rebuild from the rubble—or they can be subtle and integrated, shifting our direction and forging new paths without drawing too much attention.

According to this basic classification, we can affirm that the *Declaration of the City of Salvador* (2007) is a milestone of the second type, that is, subtle and integrated into the field of contemporary museology.

That definition should not in any way be considered a weakness; rather, it is an opportunity to look to the future, as the declaration reflects the tradition of thought and action in regional museology, drawing attention to it and valuing it. From that perspective, this document proposes to strengthen and expand upon certain principles that have been present for decades but have been reenergized and renewed to take on a leading role through its provisions.

The *Declaration* makes an explicit link to tradition by recognizing the contribution and validity of the *Declaration of the Round Table of Santiago de Chile* in 1972. Indeed, looking back over the years, we can mark a crucial connection between three 20th-century milestones: the *Declaration of the Round Table of Santiago de Chile* (1972); the *Declaration of the City of Salvador, Bahia* (2007); and the *Recommendation Concerning the Protection and Promotion of Museums and Collections, their Diversity and their Role in Society* (UNESCO, 2015).

Regarding the clear conceptual relationship between the 1972 and 2007 declarations, we offer the words of Lages and Chagas, from their article in *Revista Musas* N° 7:

“In conceptual terms and in the way in which museums are understood, the Round Table of Santiago is the main point of reference for the Declaration of Salvador. In 1972, faced with the extremely wide-ranging social and political changes taking place in Latin America, a group of professionals gathered in Santiago, Chile, during the presidency of Salvador Allende and agreed upon the concept of the ‘integral museum,’ designed to provide the community with a comprehensive view of their material and cultural environment. Museums,

in this document, are understood as institutions at the service of society, confronting the challenges of social change and addressing the ‘correction of historic injustice,’ the ‘participation and commitment of broad sectors of society,’ the production of ‘exhibits that are related to the problems of communities,’ the ‘critique of development processes’ and the priority of their educational processes.”¹

While the link between the first two declarations might seem quite evident, it is important to clearly affirm that the 2015 UNESCO document follows from the approaches and basic principles of the first two texts.

Indeed, the UNESCO document’s global scope strengthens the validity, relevance and timeliness of issues such as those mentioned in paragraph 16 of the section on “The social role”:

“Member States are encouraged to support the social role of museums that was highlighted by the 1972 Declaration of Santiago de Chile. Museums are increasingly viewed in all countries as playing a key role in society and as a factor in social integration and cohesion. In this sense, they can help communities to face profound changes in society, including those leading to a rise in inequality and the breakdown of social ties.”²

Another clear sign of that connection can be seen in Christian Manhart’s observations in the Ibermuseums publication of the proceedings of the Santiago Round Table. In it, he refers to one of the meetings held to validate the need for a new official statement from UNESCO and set out its conceptual framework. Regarding that meeting of experts in Rio de Janeiro, he wrote:

“The meeting focused on the specific threats and challenges faced in the course of safeguarding museums and collections as well as the protections offered to museums by the existing international conventions and normative instruments. Participants also considered the contemporary role of museums, particularly in relationship to social participation and education. After much deliberate discussion, the participants of the

Experts Meeting unanimously concurred that in order to bring UNESCO Member States' attention to the need for improved national legislation in regards to museums, that take into account their present-day educational and social roles as well as greater funding for the protection and promotion of museums and collections, a new UNESCO Recommendation would be required.”³

This historical connection, which unites more than five decades of reflection on principles and foundational premises, reveals that certain values associated with the nature of “the museum” have persisted, making this institution a platform for heritage management with a manifest and inescapable social vocation.

THE IMPACT OF THE SALVADOR DECLARATION

If we focus on the impact of the *Declaration of the City of Salvador* 10 years after its enactment, we can identify three particularly important legacies: the creation of a common narrative for the Ibero-American museum sector, the development of public policy or different levels of legislation for the sector in several countries, and the strengthening of cooperation among countries and museums in Latin America.

That narrative is expressed through a common language and vocabulary and based on a shared message/content focused on the humanisation of museums, their integration into the natural and cultural environment, their social role and their impact as agents of change.

These approaches, which today we can interpret with the wealth of nuances that our diversity affords us, have taken centre stage in Ibero-American reflections on the current situation and future of museums in the region.

With their insistence and resonance, the language and words associated with this narrative have worked to bring about a new reality, making it increasingly easier to identify actions that embody it. These include, among others, initiatives aimed at reducing barriers to access, increasing inclusive spaces, facilitating dialogue and interaction with people, empathizing with the interests and concerns of communities, strengthening social action and visualizing multiple and diverse heritages.

With respect to the second legacy, the achievement of a more solid and permanent institutional structure for Ibero-American museums is evident in all the progress made over the past 10 years. Although a direct link between the *Declaration of the City of Salvador* and the measures adopted by individual countries has not been made official in every case, the tenor of the latter clearly points to the source of their inspiration.

The development of a national museum system in Colombia; the creation of a museum umbrella organisation in Central America; the passing of a Law on Museums in Uruguay; the creation of a national museum policy and a Museum Institute in Brazil; the work towards a national museum policy in Chile; the implementation of museum registers in several countries and their coordinated work with the Register of Ibero-American Museums are just some of the achievements made in the field.

The third legacy we wish to highlight has truly enabled us to create the conditions for collaboration among museums in Latin America. This cooperative sphere lies at the heart of the Ibermuseums Program—in the conferences, work meetings and projects implemented over these past 10 years that have fostered close relations as well as an understanding and appreciation of the work undertaken by museums our member countries. While it is true that this program is intergovernmental in nature and initial interactions have been among representatives of state museums, it is important to note that the different systems and arrangements each country relies upon to carry out the work of its public museums have allowed the program's information and benefits, as well as its actions, to extend to a larger universe of museums. Today, much more than a decade ago, there is an awareness of what is happening in the museum sector in the different countries, both their problems and their progress, and that has forged strategic connections among countries and among museums.

Although, owing to its mandate and administrative structure, the Ibermuseums Program has several limitations that are inherent to the complex nature of intergovernmental work, its contribution to the Ibero-American museum sector has been significant during the years the program has been operating.

In light of the events of the past decade and drawing on the momentum and guidance provided by the *Declaration of the City of Salvador*, we can assert that the Ibero-American museum

sector has become a solid, clearly defined consortium and an international benchmark thanks to its stance on museums, which has played a prominent role in different contexts.

Indeed, it is fitting to mention that the *Recommendation Concerning the Protection and Promotion of Museums and Collections, their Diversity and their Role in Society* (2015) is largely a result of a proposal developed in this Ibero-American space that was spearheaded by Brazil with the strategic support of the Ibermuseums Program. This observation in no way ignores or undervalues the many contributions of other countries and experts that have enriched the discussion and supported the development of the aforementioned document.

In conclusion, the benefits of combined efforts appear evident, and when united by a shared ideology, they allow the development and defence of proposals and positions that together constitute a long-term, across-the-board contribution to museums worldwide.

- 1 Lages Murta, M. and M. de Souza Chagas, 2016. "Das 'utopias museais' ao pragmatismo estruturado: Declaração de Salvador e Programa Ibermuseus." *Revista MUSAS* n.º 7: 62-83. Brasília: Instituto Brasileiro de Museus, 69. [Translated from the Spanish].
- 2 http://portal.unesco.org/en/ev.php-URL_ID=49357&URL_DO=DO_TOPIC&URL_SECTION=201.html [Retrieved: August 21, 2017].
- 3 Manhart, C., 2012. "Mesa Redonda de Santiago de Chile." In *Mesa redonda sobre la importancia y el desarrollo de los museos en el mundo contemporáneo: Mesa Redonda de Santiago de Chile, 1972*, pp. 94-95. Brasília: Ibram/MinC; Programa Ibermuseus. The quote is from p. 95.



First Ibero-American Meeting of Museums, held in Salvador, Bahia, Brazil (2007).

REFLECTIONS

ANA AZOR LACASTA

Deputy Director Museo de América
Madrid, Spain

Ibero-American Meetings of Museums. From Salvador de Bahia (Brazil) to San José (Costa Rica)

When from June 26 to 28, 2007, at the invitation of the Department of Museums (DEMU) in Brazil's Ministry of Culture, representatives from the institutional sectors of the 22 Ibero-American countries participated in the First Ibero-American Meeting of Museums, held in the city of Salvador de Bahia, expectations of the potential impact that this meeting could have on the museums of the region ranged from sceptical to enthusiastic.

Without going into too much detail about the background and context that made this meeting possible, I think it's worthwhile to briefly outline some of the circumstances and events that supported not only the meeting itself, but also the willingness of representatives from all the Ibero-American countries to work together on common objectives for museums and the satisfactory results we can see today, with ten years' hindsight.

On one hand, the Ibero-American Cultural Charter (CCI) had been approved just a few months earlier at the Ibero-American Summit of Heads of State and Government held in Montevideo, Uruguay, in November 2006. This charter introduced new spheres of action for cultural institutions and agents in the Ibero-American cultural arena, including museums, under the shared vision of "a common, diverse cultural heritage whose promotion and protection are indispensable," according to the preamble of the CCI.

Additionally, under the umbrella of the Ibero-American General Secretariat (SEGIB), a series of programs promoting cooperation in the cultural sector were implemented—initiatives like Ibermedia in 1996, the Ibero-American Diplomatic Archives Network (Red de Archivos Diplomáticos Iberoamericanos, RADI) in 1998 and, most recently, Iberescena in 2006—which opened another door to museum-related cooperation with the creation of a possible Ibermuseums Program.

Finally, since 2003, the Brazilian DEMU—which later became the Brazilian Institute of Museums (Instituto Brasileiro de Museus, IBRAM), the promoter and organizer of the first Ibero-American Meeting of Museums—was focused on a process of strengthening Brazilian museums through the organization of the Brazilian Museum System and the launch of the National Museum Policy. In 2007, these initiatives were already beginning to bear fruit, thanks to the dedicated efforts of the

director of DEMU, José do Nascimento Júnior, and a remarkable team of museologists, including Mario de Souza Chagas.

In this context, the meeting in Salvador de Bahia brought together representatives from the institutional sectors in all the Ibero-American countries (the fact that all the countries responded to the call from Brazil is itself highly significant and was not repeated in the following meetings). Three days were spent discussing and sharing perspectives on issues such as cultural policies in the Ibero-American context, public policy experiences in the museum sector, museum diversity, museums as agents of change and development, and the Ibero-American Network of Museums-Ibermuseums. The final result of these discussions and exchanges was the signing of the *Declaration of the City of Salvador*, a document that is a centrepiece of regional museology today and plays a key role in fostering museum cooperation in the Ibero-American cultural arena.

Since the *Declaration of the City of Salvador* has its own chapter in this publication, I won't dwell on its analysis, but I would like to emphasize, on one hand, the importance of the definition of "museum" and museological guidelines for Ibero-American museology, and on the other, the relevance of the concrete proposals for action that were developed in the following years: the celebration of the Ibero-American Year of Museums (2008); the creation of the Ibermuseums Program (2009); the Observatory of Ibero-American Museums (2012); and the Ibero-American Register of Museums, presented publicly in 2017. Among these courses of action, the document signed in Salvador de Bahia proposes the creation of the Ibero-American Network of Museums as well as regular joint events and seminars. These ideas have been developed through the celebration of the Ibero-American Meetings of Museums, on an annual basis until 2014 and biennially from then on, as a way to preserve a space for collaborative efforts in which all the 22 Ibero-American countries can take part, regardless whether or not they are part of the Ibermuseums Program.¹

Following the first meeting convened in Salvador de Bahia, nine Ibero-American Meetings of Museums have been held to date, and all of them—except for the second meeting, held in Florianópolis in 2008—have resulted in declarations that include the main points of consensus among all the countries present, related to the specific theme of each meeting (see Table 5).



III Ibero-American Meeting of Museums, held in Santiago, Chile (2009).



IV Ibero-American Meeting of Museums, held in Toledo, Spain (2010).

If we analyse the various declarations signed over the course of these ten years, we can see that a series of concepts, ideas and proposals constitute the backbone of these documents and that, for the most part, these elements were already present in the *Declaration of the City of Salvador*. Regardless of the central theme chosen for each of the meetings, some of the ideas in the eight declarations include: the promotion of public policy on museums; the development of regulations for the museological sector; the recognition of and respect for cultural and museological diversity; the social role of museums; the promotion of social participation and the social appropriation of heritage; the need to professionalize

the museological sector; the importance of the registration and inventory of cultural goods preserved in museums; the need to establish museum systems and networks; and the right to memory and access to culture through museums.

Some of these concerns have taken center stage, becoming the object of more considered observation and more concrete proposals as they become the core themes of the various Ibero-American Meetings of Museums. With the exception of the *Declaration of the City of Salvador*, which, as stated earlier, has already been discussed in this very publication, a more detailed analysis of each of the documents highlights both the principal agreements and the main proposals and projects that were derived from them:

TABLE 5 – IBERO-AMERICAN MEETINGS OF MUSEUMS (2007-2017) AND THEIR DECLARATIONS

Meeting Name	Location	Date	Declaration
1 The Declaration of the City of Salvador	Salvador de Bahia (Brazil)	June 26-28, 2007	Declaration of the City of Salvador
2 Museums as Agents of Social Change and Development	Florianópolis (Brazil)	July 8-10, 2008	
3 Museums in a Context of Crisis	Santiago (Chile)	September 2-4, 2009	Declaration of Santiago de Chile
4 The Institutionalisation of Public Policy in the Museum Sector	Toledo (Spain)	May 24-26, 2010	Declaration of Toledo
5 Preservation of Museological Heritage, Repatriation of Goods and International Cooperation	Mexico City (Mexico)	June 8-10, 2011	Declaration of Mexico
6 Museums: Territory of Conflicts? Contemporary Perspectives 10 Years After the Round Table of Santiago de Chile	Montevideo (Uruguay)	October 22-24, 2012	Declaration of Montevideo
7 Memory and Social Change	Barranquilla (Colombia)	October 28-30, 2013	Declaration of Barranquilla
8 Future Paths for Museums: Trends and Challenges of Diversity	Lisbon (Portugal)	October 13-15, 2014	Declaration of Lisbon
9 Weaving Cooperation Among Museums	San José (Costa Rica)	November 24-26, 2016	Declaration of San José

Note: More information on the Ibero-American Meetings of Museums and their corresponding declarations is available (in Spanish and Portuguese), at: <http://www.ibermuseos.org/es/instit/encontros-ibero-americanos-de-museos/> [Accessed: July 14, 2017].



V Ibero-American Meeting of Museums, held in Mexico City (2011).



VI Ibero-American Meeting of Museums, held in Montevideo, Uruguay (2012).

Declaration of Santiago de Chile (2009). With the context of crisis as the meeting's central theme, this declaration takes the opportunity to reflect on, strengthen and recommend changes to the Ibero-American museological sector. It supports the approval of a system of differentiated quotas for joining the Ibermuseums Program and the celebration of the 2013 ICOM General Conference in Rio de Janeiro. It also proposes that presidents and heads of state draft a statement on the prevention of illicit trafficking and counterfeiting of cultural goods.

Declaration of Toledo (2010). Focused on public policy for museums, this declaration emphasizes the need to formulate and institutionalize policies in ways that respect diversity and promote social participation. It proposes the creation of a fund, a committee and a protocol to protect at-risk heritage and the creation of an "Ibermuseums Seal" to facilitate the circulation of cultural goods. This declaration also insists on the need for a statement against illicit trafficking previously proposed in Santiago, Chile.

Declaration of Mexico City (2011). Focused on the repatriation of cultural goods and the fight against illicit trafficking, this declaration insists on the need for public policy, social awareness, regulatory development and registration of cultural goods as means to combat illicit trafficking in Ibero-America. It proposes concrete measures in these areas and advocates the creation of the "Ibermuseums Seal," already recommended in the Meeting of Toledo. It also proposes the celebration of the 40th anniversary of the Round Table in Santiago de Chile (1972) and promotes debate within UNESCO on the need for international regulations on museological heritage.

Declaration of Montevideo (2012). The meeting focused specifically on one of the recommendations formulated the previous year in Mexico: reflection on the significance of the Round Table of Santiago de Chile in the current context. The declaration thus emphasizes themes such as museums as tools of social cohesion, social participation and spaces of reflection for today's society. It also proposes the celebration of the Decade of Museological Heritage (2012-2022) and supports the resolution of the UNESCO Executive Board to carry out preliminary studies on the regulatory instrument



VII Ibero-American Meeting of Museums, held in Barranquilla, Colombia (2013).



VIII Ibero-American Meeting of Museums, held in Lisbon, Portugal (2014).

proposed in the Declaration of Mexico. In addition, it supports the implementation of the Observatory of Ibero-American Museums.

Declaration of Barranquilla (2013). Focusing on memory and social change, this declaration emphasizes once again those aspects related to the social role of museums and, in particular, universal access to culture, the need to form a critical and participatory citizenship and the importance of education and sustainable development in museums. It requests that Ibermuseums collaborate with the Proterritorios program and reaffirms support for the regulatory instrument currently being created by UNESCO.

Declaration of Lisbon (2014). Dedicated to the future of Ibero-American museums, this declaration places a special focus on the opportunities that new technologies offer museums in the construction, dissemination, interpretation, use and reuse of knowledge, as well as in the creation of networks. It also draws attention to the importance of cooperation, social participation and public policies in responding to current crises faced by museums.

Declaration of San José (2016). Focusing on cooperation among museums, this declaration emphasizes the importance of networking in a wide range of issues, including: inventory of collections, the fight against illicit trafficking, regulatory development, the establishment of museum networks and registers and visitor studies. It also introduces some

innovative ideas related to financing, comprehensive management models and corporate social responsibility.

The debates and discussions that took place in these meetings have undoubtedly supported progress in national policy on museums in Ibero-American countries, including, among others: regulatory development; standardisation of procedures; registration and digitalisation of cultural goods; professionalization of the sector; and promotion of social participation in museums. They have also encouraged the participation of most Ibero-American countries in some supranational projects developed by Ibermuseums that are already coming to fruition, such as the Observatory of Ibero-American Museums,² the celebration of the 40th anniversary of the *Declaration of Santiago de Chile*³ and its contribution towards a specifically Ibero-American museology, the promotion of itinerant exhibitions in the context of the *Conversaciones* call for proposals,⁴ the program to support at-risk museological heritage,⁵ actions related to visitor studies,⁶ the development of a training program⁷ and the recent implementation of the Register of Ibero-American Museums.⁸

In addition, the support of the Ibero-American museological community has also been instrumental in achieving two important actions proposed by Brazil: the 2013 ICOM General Conference in Rio de Janeiro and the adoption of the Recommendation Concerning the Protection and Promotion of Museums and Collections, their Diversity and their Role in Society by UNESCO in 2015.

Over these ten years, the Ibero-American Meetings of Museums and their corresponding declarations have played



IX Ibero-American Meeting of Museums, held in San José, Costa Rica (2016).

an important role as a forum for reflection and debate for the museological sectors of Ibero-American countries, as a space to share Ibermuseums Program initiatives and encourage other countries to join the program and as promoters of national policies and supranational actions that reach beyond Ibero-America.

WHY IBERMUSEUMS?

“Ibermuseums is a major intergovernmental initiative to strengthen public policies in the sector. It is an example of how a regional program can help design and improve government policies in the museums field, providing instruments to finance actions without overlooking the need for a transformative conceptual framework.”

JAVIER ROYER (Uruguay)
Coordinator of Museums, DNC-MEC

- 1 The current member countries of the Ibermuseums Program are: Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, Spain, Mexico, Paraguay, Peru, Portugal, and Uruguay.
- 2 <http://observatorio.ibermuseus.org/> [Accessed: July 14, 2017].
- 3 <http://www.ibermuseus.org/es/decada/decada-do-patrimonio-museologico-2012-2022/> [Accessed: July 14, 2017].
- 4 <http://www.ibermuseus.org/es/instit/programa-de-apoio-a-projetos-de-curadoria/> [Accessed: July 14, 2017].
- 5 <http://www.ibermuseus.org/es/noticias/programa-de-apoio-ao-patrimonio-museologico-em-situacao-de-risco/> [Accessed: July 14, 2017].
- 6 <http://observatorio.ibermuseus.org/estudios-de-publico-de-museos-en-iberoamerica/> [Accessed: July 14, 2017].
<http://observatorio.ibermuseus.org/publicaciones/sistema-de-recogida-de-datos-de-publico-de-museos/> [Accessed: July 14, 2017].
- 7 <http://www.ibermuseus.org/es/f-c/programa-de-formacao-e-capacitacao/> [Accessed: July 14, 2017].
- 8 <http://www.rmiberoamericanos.org/> [Accessed: July 14, 2017].
- 9 Until that time, the ICOM General Conference had only been held once in a Latin American country (Buenos Aires, 1986). The ICOM General Conference Rio 2013 was developed around the theme Museums (Memory + Creativity) = Social Change. http://icom.museum/fileadmin/user_upload/pdf/ICOM_2013/Doc_promo_CG_2013_mayENG.pdf [Accessed: July 14, 2017].
- 10 <http://www.unesco.org/new/en/culture/themes/museums/recommendation-on-the-protection-and-promotion-of-museums-and-collections/> [Accessed: July 14, 2017].

REFLECTIONS

MAGDALENA ZAVALA BONACHEA

President, Ibermuseums Program

Institutional Architecture. Challenges in Museum Management

Museums are spaces for cultural encounter and dialogue, and it is our responsibility to continue to invite the most diverse social groups to enjoy the collections they house and to foster engagement with the collective construction of our communities' memory. The social value and relevance of our museums will depend on their vigour and on their ability to make every visitor feel inspired and enriched as they leave the museum knowing they have had a decisive experience. Only then will the museum have fulfilled its educational, cultural and recreational mission as a space open to the unique and incomparable experience of personal encounter with an object or work, making it part of one's own cultural understanding.

Museums should be inclusive spaces that promote access to culture and social mobility; places that invite dialogue and reflection among diverse voices. In essence, the museum is a space for encountering, discovering and recovering the material memory of objects and works that encompass us in their history and express us as a collective. Thus, beyond the types of pieces it may hold, the museum is a vital and privileged sphere of social life. Above all, the encounter between the spectator and that unexpected object of heritage can be as decisive as learning to read or do sums. It is a crucial moment in people's lives. A museum is at its best when visitors find a reason for reflection and have their imagination kindled by an encounter with an object; when their outlook is enriched or illuminated by that object. Upon leaving the museum and incorporating that new experience into their lives, they will be forever changed.

In this regard, the *Declaration of the City of Salvador*, the 10th anniversary of which we commemorate in 2017, is an essential document for museology in Ibero-America. Its guidelines, proposed lines of action and recommendations represent the commitment and aspiration of the 22 countries that make up the Ibero-American Community to collaborate closely in the museums field, to safeguard cultural heritage and to consolidate a social agenda. Undoubtedly, it is and will continue to be a special opportunity for cultural institutions and those responsible for the implementation of public policies in this area. I am convinced that the *Declaration* is groundbreaking for our museums.

In the 10 years since the *Declaration of the City of Salvador* was signed, we have made great strides in deepening our knowledge of the realities of museums in our nations. We have gotten to know one another and learned to recognize one another, strengthening the bonds that foster regional cohesion and cooperation among museums, and among countries. It seems to me that the time has come to discuss, consider and reconsider the *Declaration*, to look at what we have achieved and to focus our efforts on implementing the lines of action and recommendations, revisiting the *Declaration* to make it a living, dynamic and viable document, the framework for and inspiration of our subsequent efforts.

The Ibermuseums Program is a reality, and so is the Register of Ibero-American Museums and numerous other initiatives that are summarised in this publication. They are a clear testament to the great dedication of the many collaborators who have made it all possible. These collective achievements give us the confidence to tackle other actions. We have so many opportunities and an equal number of challenges ahead. Our region is large and diverse, with many unique circumstances and conditions, and public policies on museums must respond to these national realities. However, our greatest common challenge, the most significant challenge in museum management, is to consolidate those public policies and achieve a comprehensive institutional framework.

To consolidate and strengthen the Ibero-American Network of Museums, it must demonstrate its viability by fulfilling its social function: to meet the needs of the community and the region of which each museum is a part. When they enter into dialogue with other segments of society and open their doors to young people, students, disadvantaged groups and foreign visitors, among others, museums are fulfilling their *raison d'être*, and their viability will be ensured by the benefits they offer.

To fulfil this mission, we must develop public policies and management models based on this motto: *the more the museum gives its society, the more it will receive from society*. Social life is the heart of a living museum, transforming it into a mirror in which a society recognizes its past in the artistic and cultural heritage and memory safeguarded therein.

Ibero-America is engaged in an important process of consolidation as a major player in the field of international

museology. Increasing numbers of professionals are joining this community, and the number of museums in the region is constantly growing. Faced with this ever-changing reality, we must make it a priority to seek out new proposals for collaboration that allow us to establish synergies with different social agents, with the firm purpose of making our museum institutions economically and socially sustainable. We must also take up the commitment to implement museum management models that meet the needs of our social and cultural surroundings, with environmental conservation as a priority.

The search for other sources of funding is a very real and longstanding concern for all museums in the region, regardless of whether they are publicly or privately administered. In many cases, we face economic realities that have forced us to implement austerity plans for our activities. Budget cuts have led us to solicit new strategic partners—primarily private companies—to join our efforts to organize exhibits and even implement conservation or restoration projects, as well as initiatives to improve infrastructure. However, all these synergies present a challenge: how can we work with private entities to

care for museum heritage, without museum activities being affected by private interests?

Another important challenge is how to be more actively involved in coordinating and/or strengthening legislation related to museums to provide these institutions with legal status and a legal framework that supports them in fulfilling their mission to protect, preserve, conserve and disseminate cultural heritage, both tangible and intangible.

It is also important to note that, in zones and countries with little experience in museum management, cooperation, support and guidance have been strengthened by a revitalizing spirit, as we have seen with the involvement of Central American countries.

Why Ibermuseums? To provide institutional certainty and viability, under the most favourable conditions, to that immeasurable cultural wealth contained in our museums. And likewise, to share experiences and resources, to dialogue and contribute to the understanding of our peoples. To accompany one another in the incontestable mission of protecting our heritage and to do it in the best way possible.

WHY IBERMUSEUMS?

“Ibermuseums is a fundamental tool for drawing attention to the importance of museums as arbiters of social change through the recovery of social memory and the reappraisal of cultural heritage. It also represents a privileged space for dialogue and technical debate on the formulation of public policies for the coordination of major actions in the Ibero-American cultural sector.”

IVETTE CELI (Ecuador)

Undersecretary for Social Memory, Ministry of Culture





CHALLENGES

What Museums Do We Want for the Future?

The commemoration of significant dates—like the anniversaries of institutions, communities and countries—encourages us to examine our past achievements and founding goals in order to improve our efforts and to make the events of the past meaningful in the present as we plan for the future.

After 10 years of promoting and coordinating public policies for the museum sector, IBERMUSEUMS wanted to create a collective memoir about what the program has meant over this past decade by gathering together different voices—a chorus which could remember, express opinions and project into the future—to collectively sketch the outline of a broader scenario.

To conclude this report, members of the Ibero-American museum community were asked to share their visions for the museums of the future, considering not only the road already travelled and the current regional scenario, but also the role these institutions should play in a world in constant evolution.

“ We want meeting places that inspire us to continue working on enhancing the value of our heritage and our citizenry; spaces that foster relationships and not accumulation, in which social interaction is ephemeral and dynamic, not permanent, with enriching, cross-pollinating encounters that are rhizomatic, horizontal and collaborative. Places that enable us to engage in dialogue and listen attentively to what others have to say, ready to provide useful services—of a museological nature—to our countries’ social and political spheres, interested in inventing and reinventing, imagining and reimagining our lives. Dynamic and critical spaces that impact and enhance life, even when it is necessary to speak of absences, painful memories, deep wounds, death and even the inevitable forgetting.”

DANIEL CASTRO

Director, Museo Nacional de Colombia,
Ministry of Culture, Colombia

“ Throughout history, the museums of the world have generated heritage discourses—especially chronological ones—in order to reconstruct an interpretive and informative discourse based on material evidence (collections) and immaterial references like dances, rituals and other traditional practices. It’s now time to think of more inclusive museums that foster debate, reflection, analysis and proposals for the improvement of society; in this regard, museological research should strive to link national heritage with social development. In the future, we would like museums that are more sensitive and committed to social efforts.”

CARLOS DEL ÁGUILA CHÁVEZ

Director-General of Museums, Ministry of Culture, Peru

“ We want museums that are committed to tangible and intangible heritage, to memory and identity, but also, and especially, [museums that are] committed to communities, their present and their future. Active museums, with contents that

can make meaningful emotional connections and evoke images, perceptions, sensations, memories, feelings, likes or dislikes in their visitors.”

VIVIAN SOLANO BRENES

Department of Education, Museo de Arte Costarricense, Costa Rica

“Museums that are territories of emotion; that create critical spaces for questions, confrontations, doubts, concerns and inquiries; that offer experiences in the plane of the material universe and that have a clear commitment to the construction of a plural, democratic society of solidarity. Museums that work to preserve heritage as a sustainable development strategy and an affirmation of meaningful, creative individuality.”

MARCELO MATTOS ARAUJO

President, Brazilian Institute of Museums (IBRAM), Ministry of Culture, Brazil

“We want museums of intellectual and emotional encounters that bear witness to the ethnic, social, cultural, linguistic, ideological, gender, religious and sexual orientations of their communities. Museums that are not limited to buildings but extend their work into urban and rural communities and through digital media. Museums that are actively involved in the exercise of people’s cultural rights and that promote a critical and constructive reading of the world. We want living, dynamic and innovative museums that inspire self-awareness among their visitors through meaningful learning experiences directly related to their everyday environmental and social realities.”

ANDRÉS PALMA

Executive Director, Fundación Museos de la Ciudad, Ecuador

“We are working to create museums adapted to the realities and needs of each locality, where individuals can discover and recognise themselves, in addition to being captivated by and enjoying different cultural expressions. We strive to transform museums into open, convivial spaces that enable responses to our comprehensive heritage and the formation of alliances among different segments of the community. As a still-pending task, concerted efforts must be undertaken to make museums inclusive spaces, incorporating those with physical and intellectual challenges.”

ANA MARÍA ROCHA DE CARRILLO

Director of Museums, Nicaraguan Institute of Culture, Nicaragua

“Today’s museums—and, of course, the museums of tomorrow—must offer the knowledge and information generated by research to society as a whole, as freely as possible; museums must be transparent about how they are managed and adapt to the principles of ethics and responsibility expected of such institutions; they must also guarantee the effective participation of the citizenry, not only in terms of access, but also vis-à-vis real contributions, in which visitors help define museum programs and priority areas. Museums will have to be more adaptable and more flexible, and our concept of the museum, broader. The museums of the future will be pluralistic or there will be no museums.”

MIGUEL GONZÁLEZ SUELA

Deputy Director-General of State Museums, Directorate of Fine Arts and Cultural Heritage, Ministry of Education, Culture and Sports, Spain

“Museums should increasingly become integrated instruments available to the communities they serve and to the ecosystems in which they are situated. They should provide spaces for creating content based on the ongoing construction of meaning and constant dialogue; they should also promote research on tangible and intangible heritage in keeping with the most profound and intimate aspects of the human experience and the natural world and be founded as public spaces, open to participation, culture, recreation, debate and encounter.”

KARIN WEIL

Director, Museological Department, Universidad Austral de Chile

“We would like museums to be institutions dedicated to the conservation, protection, promotion and research of the material and immaterial heritage of the sociodemographic environment in which they are embedded, in a more concrete fashion and with a perspective that includes the historical-cultural scenario of the territory, country or region. Museums with interests defined by and for the community. Museums as places that foster integration and participation, the will to build the future from the present based on the critical appraisal of the past. Spaces where technology offers a way to transition from tradition to modernity.”

SONIA VIRGEN PÉREZ MOJENA

Vice President of Museums, National Council of Cultural Heritage, Ministry of Culture, Cuba

“ In the future, I would like for us to be able to access the same museums of today, the same ones telling stories that work with memory. I would like the museums of the future to not remove from their halls or from their museological offerings the objects, which have an aura; the experience of pure digital images is not the same as the historical, artistic or real-life experience of the object of heritage. I would like the museums of the future to not eradicate from their halls the heritage, the object itself.”

OSVALDO SALERNO

Director-General of Cultural Goods and Services, Ministry of Culture, Paraguay

“ Of all the challenges that present themselves, I clearly identify two areas: collections policy and communications. Museums should promote collections policies that ensure the representation of different social groups and that also democratise access. They must radically address how to preserve for future generations what is linked to the present, a present characterised, among other things, by breakneck changes, instant communication and digital life. With regard to communications, [museums must address] the need to incorporate new tools, especially those linked to the Internet, which have become citizens’ first point of access to many of our museums.”

ANDRÉS AZPIROZ

Director, Museo Histórico Nacional, National Directorate of Culture, Ministry of Education and Culture, Uruguay

“ The museums that we want for the future must meet the need for a strong research component that supports public education. In addition, museum funds must become sources for the development not only of catalogues, but also of inputs for the improvement of education through the production of interactive materials, taking full advantage of the potential of new technologies. Museums that attract the public not because of the curiosities they harbour, but because of the explanations they offer about the past and the present, in other words, museums that make historical connections that speak to their visitors.”

JOSÉ LUIS PAZ

Head of the Department of Archaeology and Museums, Ministry of Cultures and Tourism, Bolivia

“ There are still those who see museums as rigid institutions that display works beyond their reach, belonging to others from a different background or higher socio-economic status, among other factors. We want dynamic museums that do not function exclusively as showcases, but reaffirm their social commitment by going beyond their space to interact with the people, demonstrating that the heritage preserved in their facilities belongs to all of us, with dynamics and proposals that reaffirm the connection with those collections; museums that also place the creation of museological projects into context in unconventional spaces within communities, bringing them closer to the notion of the citizen-heritage-identity nexus that a museum implies.”

JOAN BERNET

President, Fundación Museos Nacionales, Vice Ministry of Cultural Identity and Diversity, Ministry of Popular Power for Culture, Venezuela

“ Museums of the future should be disseminators of heritage, caretakers of the peoples’ historical memory and centres for social debate. Museums that are increasingly open to society, less medievalist, that function as institutions serving the public and society, that change with the rhythm of the times and the needs of new users; humanized museums that appeal to the new generation. Museums whose doors are open to welcome visitors, with activities and offerings that attract them; cheerful, interesting museums.”

ANA MARÍA CONDE

Director-General of Museums, Ministry of Culture, Dominican Republic

“ If we consider that today we primarily have users rather than visitors, the notion of the museum as part of society and not just part of culture must be increasingly defended. It will be necessary to implement participatory management tools and community education programs—from a perspective of experimentation that is simultaneously expansive and cohesive—to give form to the sustainability paradigm. Cultural and museological offerings must be balanced and in keeping with population growth and density in large urban centres, and accessibility and mobility policies must be expanded for all, whether architecturally, within the museum, or in regard to their external communications, keeping

pace with the evolution of technology. Today, with the Internet's global impact, the museum is much more a conceptual than a merely physical space."

DAVID SANTOS

Assistant Director-General for Cultural Heritage, Ministry of Culture, Portugal

"Some museums in Latin America are solid points of reference of national identity in their countries, and perhaps for that reason, their radius of action has remained framed within their territories. Ibermuseums should continue to create interinstitutional networks that allow the sharing of technical information to solve common problems and foster closer cooperation, as well as encouraging the exchange of experiences, technologies and exhibitions. The museum of the future in the region must be an institution that is part of the Ibermuseums network, a space for exchange and innovation, open to diversity and inclusion, able to support specialists in the museums field in the Ibero-American region on an international level."

ORLANDO HERNÁNDEZ YING

National Coordinator of Museums, National Institute of Culture, Panama

"Since museums are now fostering and promoting creativity and knowledge, with a vibrant commitment to the development and promotion of critical thinking and multi-stakeholder debate, I am confident that the future [of museums] will be based on the principle of collaboration and on generating synergies with educational institutions. Although some symbiotic relationships already exist between these two [types of] entities, I envision our museums playing a powerful role in educational change. For this reason, it is essential that museums invest in educational areas charged with educating new generations of visitors to recognize the importance of enjoying culture in all its expressions."

VANIA ROJAS

Director, Museo de Arte Carrillo Gil, Mexico

"We want museums that are strengthening their public role and playing an active role in the community; that think of themselves as part of the territory and contribute to building a more democratic and equitable citizenry. Modern museums, designed for the present, that are spaces of learning and encounter, that

encourage conversation, interchange and the creation of new meanings by different groups who visit them. Accessible museums that work to overcome symbolic and physical barriers, that see themselves as being in a constant process of construction and that promote critical perspectives and dialogue across generations, thereby helping to envision potential futures."

MARCELO PANOZZO

Secretary of Cultural Heritage, Ministry of Culture, Argentina

PROGRAMA IBERMUSEOS. 10 AÑOS DE COOPERACIÓN ENTRE MUSEOS
PROGRAMA IBERMUSEUS. 10 ANOS DE COOPERAÇÃO ENTRE MUSEUS
IBERMUSEUMS PROGRAM. 10 YEARS OF COOPERATION AMONG MUSEUMS

