



United Nations  
Educational, Scientific and  
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With the support of the UNESCO Office in Moscow  
for Armenia, Azerbaijan, Belarus,  
the Republic of Moldova and the Russian Federation



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Межгосударственный фонд  
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INTERNATIONAL COUNCIL OF MUSEUMS  
CONSEIL INTERNATIONAL DES MUSEES

ГОСУДАРСТВЕННЫЙ  
**ЭРМИТАЖ**  
*The State Hermitage Museum*

# NEW INFORMATION AND COMMUNICATION TECHNOLOGIES FOR MUSEUM DEVELOPMENT

POLICY BRIEF





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## Policy Brief

# NEW INFORMATION AND COMMUNICATION TECHNOLOGIES FOR MUSEUM DEVELOPMENT

Moscow, 2014

This publication is prepared by the Russian Committee of the International Council of Museums in consultation with the State Hermitage Museum and with the participation of experts from the Commonwealth of Independent States, as part of the UNESCO/IFESCCO Pilot Project «Running a Museum – XXI Century: Thematic Regional Capacity-building UNESCO/ICOM Trainings and Expert Meetings for CIS Countries» (2011–2014).

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## THE CONTEXT AND SIGNIFICANCE OF THE ISSUE

The contemporary museum cannot be imagined without many technical and technological achievements. The use of information and communication technologies at the beginning of the second decade of the 21<sup>st</sup> century became necessary not only for large museums, but also for quite small, and even municipal ones. Information technologies help solve many, if not all, issues that are traditional for museums.

Digital databases facilitate museum registration and storage, help systematize and «attach» to every museum object the history of its acquisition, its use, and its circulation both within the museum and outside of it, for exhibitions, all publications of the object, and all restoration work it undergoes.

Such concentration of information, in its turn, facilitates research in museum collections, the compilation of various lists, selections, and the preparation of catalogues and curatorial and restoration documents. The main issue that arises here is the necessity of entering these data, and also of digitizing collections, since the most sought-after and effective databases are those containing images.

Information technologies can also help museums in the presentation of their collections. The forms of presentation can be quite different – from producing high-quality digital copies of fragile works (e.g., documents or graphic works), which

can be displayed as part of permanent exhibitions, to creating virtual exhibitions shown online and providing access to museum collections for remote users, and solving the issue of expanding the museum's audience through attracting Internet users.

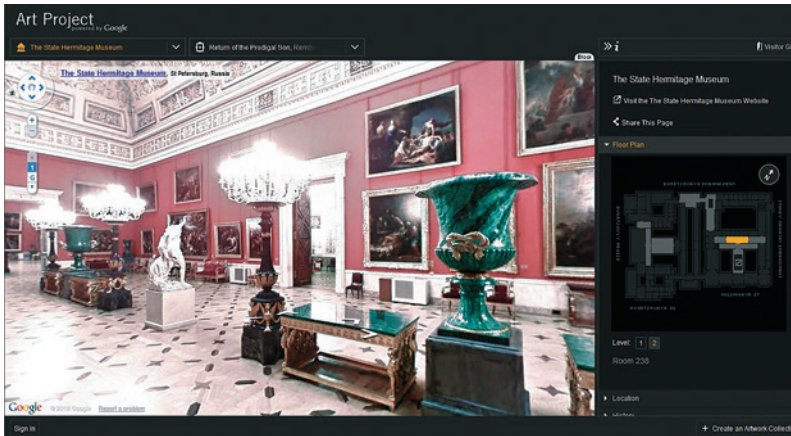
Many museums nowadays cannot imagine their exhibitions without integrated multimedia elements, which have numerous functions, from being explanations or substitutes for essential objects unavailable at the museum, to bringing the spectator into a certain emotional state, and involving him in interaction with the museum space and objects.

Currently, almost all museums have or seek to have their own websites, and many of them extensively use social networks for promotion and providing information about their activities to a wider audience. Some museums, especially those that enjoy government support, try to join their digital resources in portals; this is of special importance for small regional museums that, thanks to their co-listing with the museum leaders of their regions, acquire valuable experience and can solve the problems of information system development using the «recipes» of larger institutions. Therefore, joint museum portals play an enormous role in the «levelling» of the cultural landscape and the possibility of providing access

- *The Context and Significance of the Issue*



The Canal House (Amsterdam, Netherlands)



Google Art Project. The State Hermitage Museum (St. Petersburg, Russian Federation)

to museum collections of both large and small museums according to a single standard.

A museum is a space for lifelong learning. Now that there are children, students, adults and senior citizens among regular Internet users, museums are able to provide these different target audiences with special online programs, both educational and entertaining.

The appearance of such international projects as GoogleArtProject and Europeana permits the inclusion of the digitized cultural heritage of museums in the international context, which is very important for mutual integration and creating a global multicultural space.

By no means unimportant is the use of information technologies in the field of museum management, in the dialogue of the museum with the organizations to which they are subordinate and with bodies supervising the transfer of cultural heritage objects. In this area, total digitization of all collections remains the main task for the museum, which, ultimately, is one of the conditions of safety and preservation of museum collections, inasmuch as the more open and accessible information about museum objects is, the better protected they are.

The object of this report is to analyze current situation in the sphere of usage new information and communication technologies for museum development in CIS countries museums in the context of international tendencies and museums' current needs, and to propose the recommendations in the development of the potential of museums of the CIS countries in mentioned sector.

# ANALYSIS OF THE CURRENT SITUATION IN THE FIELD OF NEW INFORMATION AND COMMUNICATION TECHNOLOGIES IN MUSEUMS OF THE CIS COUNTRIES

It must be reluctantly admitted that the use of information technologies in museums of the CIS countries is not yet sufficiently widespread and effective. Special survey was held in the framework of this Policy Brief preparation. Results show that museum employers mostly use the Internet to get information about what is going on in the museum field and to provide information about events taking place in their museums. This being the case, not all the museums in the republics have their own websites or a webpage on the portal of state institutions. The museums' systematic work on promoting their activities by means of social networks is also just beginning.

One of the major problems here is the personnel. At some museums, the list of personnel positions has been preserved since the time when nobody had any idea of the extensive use of information technologies, so in most museums of the CIS countries the website and social networks are just an auxiliary responsibility of public relations departments, and sometimes even of an academic secretary or museum director. Quite often museum employees post information on websites and social networks outside their working hours, or it is an additional and optional duty. Only a few museums, mainly large national ones, have special information departments and such positions as a deputy director for information technologies.

Moreover, museum websites are not always seen as an important part of the museum's brand. Many museums having their own websites do not use their potential for anything except informing about the events that take place at the museums.

The best examples of museum websites show that the website becomes an alternative opportunity to get acquainted with the museum and its collections for the users for whom it is hard or impossible to come to the museum (disabled people, users from other cities or countries, etc.). In this regard, it is especially important to include the maximum number of digital images of museum objects on the website, which can result not only in a growing number of virtual visitors (i.e., those visiting the museum online), but also in new opportunities for cooperation between museums. One of the earliest examples of a museum collection that was made fully available on a website is that of the Rybinsk State Historical, Architectural, and Art Museum.

The option of providing a real visitor preparing for his museum visit by means of the website with additional online services, such as online booking of a tour, buying entrance tickets, or making purchases at the museum shop, also remains undeveloped (e-commerce is very rarely used by museums in the CIS countries, possibly due to legal complications). Opportunities for online learning or even games based on museum

• *Analysis of the Current Situation in the Field of New Information and Communication Technologies in Museums of the CIS Countries*



State Museum of Political History of Russia (St. Petersburg)



St. Isaac's Cathedral (St. Petersburg, Russian Federation)

collections or history are also undeveloped. Many foreign museums post on their websites special pre-visit materials – information that is useful to remember before the visit, or, alternatively, printouts to be used interactively during the visit that the visitors can print in advance at home. Such materials can be intended for school students, or for a couple of college students, or for a teacher who is going to bring a whole class to the museum.

Almost everywhere the opportunity to establish a two-way communication with the visitor and get his feedback is not used sufficiently. At present, forums on the websites are used for this purpose less frequently than before, and more and more often pages or groups of the museum in social networks are used, which makes it possible for a museum employee and a visitor to have a less formal and more intimate conversation. Almost every museum has an account in social networks that is mostly used to communicate what is going on at the museum to the public. But social networks can also create additional opportunities for marketing research and the development of museum visitor strategy.

The audience actively using the Internet for their communication with museums is determined by museum professionals as «people from 18 to 35–40 years old», though now such stratification seems to be, on the one hand, too narrow – as the Internet becomes a part of the life of people of different generations, from school pupils to senior citizens, and on the other hand, it seems too generalized, as the «18–40» category itself includes more than one generation. In this respect, it seems important to diversify offerings for visitors of different ages with their different, including special, needs.

Work with visitors with special needs demands considerable effort, including involvement of specialists from both within and outside of the museum sector. It is necessary to create special programs for different categories of visitors, including online ones.



• *Analysis of the Current Situation in the Field of New Information and Communication Technologies in Museums of the CIS Countries*



According to the survey the number of visitors of museum websites in the CIS countries is from several hundred to several thousand people a month. It is still several orders of magnitude less than in Europe and elsewhere in the world.

A positive feature is the multilingual character of museum websites in the CIS countries – almost everywhere alongside the national language the websites are offered in Russian, sometimes also in English, and in some countries they even include three languages: national, Russian, and English. In a number of states websites of certain museums are maintained only in Russian (Abkhazia, Trans-Dniester, Kyrgyzstan).

Many museums use multimedia in their exhibitions, though, as a rule, not efficiently enough yet – only for the demonstration of videos. Interactive forms of non-linear multimedia are used very rarely so far.

Information systems for registration and curatorial departments of museums, or creating a museum database exist in only a few countries (Russia, Azerbaijan, and Uzbekistan). And none of the CIS countries except Russia has yet tried to compile a consolidated database (a national catalogue) including all the museums in the country. To a large extent, it is impeded by the fact that the system of standards for describing museum objects is still undeveloped.

On the whole, museum professionals of the CIS countries see the application of information technologies as undoubtedly useful and promising not only for the promotional activities of the museum, but also for strategic planning and marketing. However, nobody mentioned in the questionnaires the possibility of using information technologies for research in museums in the future.



## PROFESSIONAL TRAINING AND CAPACITY-BUILDING FOR SPECIALISTS IN INFORMATION TECHNOLOGIES IN MUSEUMS

At present, each CIS member country has higher education institutions that prepare museologists and also specialists in professions whose representatives have traditionally worked for museums: historians, philologists, art historians, biologists, etc. At the same time, more and more institutions of higher education graduate technical specialists and programmers whom museums need. But programmers seldom and usually only by force of circumstances seek employment at museums. A major reason for it is low salaries.

This situation gives rise to a personnel problem that impedes the more active use of information technologies in the museum sector. On the other hand, the demand for such specialists within the museum is very high. Even in the case of cooperation between a museum and outside partners in creating a website, a multimedia product, or a database, it is necessary to have within the museum skilled professionals who are able to formulate the technical specifications, sign off on the completed work, and use the product.

Employees who are able to combine abilities covering several specializations are beginning to play a significant role in museums. Capacity-building in information technologies skills for museum employees is a long-felt need. A partial solution to this problem can be seminars,

conferences, and workshops by experts recognized among multimedia professionals.

One such professional association of museum specialists, which has been dealing with a broad range of issues related to information technology usage in museums for 18 years now, is the Non-commercial Partnership «ADIT» (Automation Directions in Museums and Information Technologies) ([www.adit.ru](http://www.adit.ru)). The annual «traveling» conference of ADIT takes place each year in a different region of Russia. In 2011, the conference was held in Minsk, Belarus. Not only Russian specialists participate in the conferences, but also representatives of the other CIS countries (Ukraine and Belarus), and representatives of European museums.

As part of the conference, the «ADIT School» takes place, which introduces representatives of museums of the region to a range of issues discussed at the conference. In addition, members of the ADIT Non-commercial Partnership carry out consultations and seminars at the invitation of Culture Departments of the regions or individual museums.

The second important event of this kind is the annual conference EVA (Electronic Visual Arts) in Moscow. This conference is one of the conferences that are held annually in London, Berlin, Florence, and Jerusalem. Representatives of European countries also take part in the Moscow conference.

• *Professional Training and Capacity-building for Specialists in Information Technologies in Museums*



Two ICOM Committees – CIDOC and AVICOM – have their conferences every two years in different countries of the world. As part of AVICOM conferences, the FAIMP Festival is also held. Attending these international events can also be an additional opportunity to become familiar with the best world practices in the field of mastering multimedia by museums.

Besides, in the near future ADIT will develop a course of additional education in practical application of information technologies for museum professionals.



## TASKS AND PROSPECTS IN THE DEVELOPMENT OF MUSEUM COMMUNITY

The application of information and communication technologies requires, probably more than any other area of museum practice, openness and the possibility to get familiar with the experience of colleagues from other cities and countries. Therefore, one of the highest priorities for museums, and also for executive authorities controlling them and for international organizations dealing with cultural exchanges and museum activities, should be providing international communication between museum professionals as part of various events, and developing joint projects, including international ones. This sector of museum practice is developing at a fast pace, and the situation is changing very quickly, so involvement in the international professional community is of vital importance in this case, as it will help to avoid many mistakes, take advantage of colleagues' rich experience, and choose optimum solutions to specific problems.

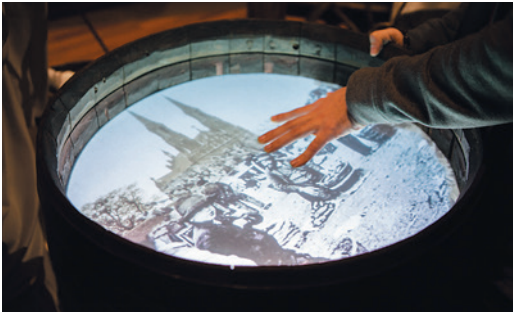
Museums that are only starting on the path of active introduction of information technologies in their day-to-day practice have an advantage over those that began this process earlier and learned from the experience of their own mistakes.

One of the primary tasks for a contemporary museum is the development of a computerized database of its collections, and then its integration at the level of the city, region, and country into a single resource, which may be termed a national

catalogue. Based on the example of Russian museums that began to develop databases over 15 years ago using several platforms, we can say that the only system that has retained its feasibility and usability is the KAMIS system, which evolved and developed responding to the museums' ongoing needs. The system gained an excellent reputation in different types of museums, both large and small, and located both in the capital and in the regions. In fact, this system, which is further modified at each individual museum, provides a universal tool for working with collections, both for curators and employees of registration departments, as well as restorers and curators of exhibitions, both real and virtual.

However, the creation of a database is only the beginning on the path towards the digital future of museums. The whole-scale digitization of museum objects is necessary – it can help cope with some tasks within museums (for example, modelling of future exhibitions), as well as serve as a kind of «protection document» of the museum object in case it is stolen.

Nowadays, information is the most valuable product, and the most reliable way to preserve it is to make it as accessible as possible. This is why museums' efforts to make their collections available online, and to create virtual exhibitions and multimedia publications are so important. On the one hand, it helps a museum to provide maximum access to the cultural



Jewish Museum and Tolerance Center  
(Moscow, Russian Federation)



Malag Interactive Museum of Music (Spain)

heritage for the maximum number of people, and on the other hand, it establishes an association in people's minds between certain collections or objects and a given museum.

Broadly publishing a museum's collections online gives the museum the opportunity to attract new visitors and new partners. The principle of openness will contribute to the expansion of collection mobility, including internationally. Existence of multilingual museum websites, which use foreign languages in addition to the national one, is a very encouraging sign.

However, in order to speak to the global museum community «in the same language», it is additionally necessary to adopt the standards of describing museum objects and to adhere to them. It would be reasonable to rely on existing international experience, and among others on the LIDO format (Lightweight Information Describing Objects) (<http://www.lido-schema.org>). It was designed with the participation of ICOM CIDOC specialists as a response to the demand from museums that had accumulated considerable amounts of digital information to publish descriptions from their internal databases in the Internet.

LIDO is a schema that is intended for delivering metadata for their further use in a wide range of online applications and services, from an organization's online catalogues to portals of aggregated resources both on a national and international level, as well as for exposing, sharing and connecting data on the web. The LIDO format cannot be used as a basis for a collection management system within the organization and is not intended to design systems of collection mobility registration and to support any similar management functions. The only designated purpose of the LIDO format lies in its ability to support the full range of descriptive information about museum objects of any type (including art works, or objects related to material culture, technologies or natural sciences), and in addition it can be used in multilingual applications.

The translation of the LIDO format into the national languages of the CIS countries will make it possible for museums to substantially ease their work on publishing collections on their own websites and to join international projects aimed at the preservation and publication of cultural heritage (EUROPEANA, MINERVA, and others).

## CONCLUSIONS

Using multimedia in museum exhibitions has now become almost commonplace. Diverse and more and more sophisticated technical inventions make many museums pursue these novelties in order to attract new audiences. One has to give credit to producers of modern equipment and programs that are interested in building partnerships with museums and that serve as excellent showcases for the latest technical achievements. Sometimes producers of equipment act as partners in the development of temporary or permanent exhibitions.

New technologies, for example, the technology of Augmented Reality, make it possible to create modern exhibitions that are attractive for the public, but it is especially important here to observe the right balance between the entertaining and educational functions of the museum. Application of new technologies should not take the place of the museum visitor's

possibility to come in contact with original artifacts.

Diverse application of information and communication technologies in museums is necessary, and should help museums in carrying out their chief mission – the preservation, study and demonstration to the public of cultural heritage, not only tangible, but also intangible, in its full amplitude.

The use of the Internet as a powerful means of communication between a museum and the external world, and with visitors, including virtual ones, and the active incorporation of new forms of communication – not only through websites, but also through social networks – is worthy of special emphasis. The aim of such communication is always the expansion of the museum's audience and providing access to the world cultural heritage for the maximum number of people, wherever they are located.

# RECOMMENDATIONS

## NEW INFORMATION AND COMMUNICATION TECHNOLOGIES FOR MUSEUM DEVELOPMENT

These recommendations are based on the results of the expert discussion during the preparation for and holding of the Regional UNESCO/ICOM Thematic Training «**New Information and Communication Technologies for Museum Development**», which took place on November 15–18 in St. Petersburg as part of the UNESCO/IFESCO Pilot Project «**Running a Museum – XXI Century: Thematic Regional Capacity-building UNESCO/ICOM Trainings and Expert Meetings for CIS Countries**».

The recommendations in the development of the potential of museums of the CIS countries in the field of museum management, information and communications technologies, and museology are designed with the participation of the leading specialists in museology, museum management, and information and communication technologies for museums who are trainers and experts, and also with the participation of representatives of museums in the projects' target countries: Azerbaijan, Armenia, Belarus, Kazakhstan, Kyrgyzstan, the Republic of Moldova, the Russian Federation, Tajikistan, Uzbekistan, and Ukraine.

The recommendations are sent to competent representatives of the Ministries of Culture, museum community, and non-governmental profile organizations of the CIS member states.

***The participants of the UNESCO/ICOM Regional Thematic Training «New Information and Communication Technologies for Museum Development»,***

*Noting* the growing role of museums in society and their responsibility for the preservation of collections and their augmentation, for the study of tangible and intangible world cultural heritage, and also for the communication of knowledge about the historical and cultural heritage kept in museum collections, and for providing broad access to museum collections;

*Understanding* the importance of securing the positive image of the museum in the contemporary social structure as a flexible and innovative institution capable of development;

*Being aware of the fact* that the museum should occupy a central place in the cultural and spiritual life of the local, national and international community;

*Emphasizing* the growing significance of information and communication technologies for the preservation, study and promotion of cultural and natural heritage, and also for the development of the dialogue between various cultures, peoples, and states;

*Taking into consideration* the necessity and effectiveness of the system approach in the development of information and

• *Recommendations. New Information and Communication Technologies for Museum Development*



communication technologies for museums, innovative models of working with visitors that give opportunities for creative involvement, participatory culture, the increase of knowledge based on the principle of life-long learning in museums, the potential for intercultural dialogue, and the improvement of museum service and partnership relations of museums;

*Noting* the huge potential of new information and communication technologies for the realization of the 1960 Recommendations of UNESCO concerning the most effective measures of providing accessibility of museums for everybody, including disadvantaged and disabled people;

*Emphasizing* the importance of information and communication technologies for the development of distance learning and the creation of museum websites and portals, virtual exhibitions and tours for people located in remote areas;

*Acknowledging* the large contribution of new information and communication technologies to the realization of the main provisions of the 1970 UNESCO Convention and to the prevention of illicit import, export, and transfer of ownership of cultural property,

**RECOMMEND:**

*To recognize the necessity and effectiveness* of the further development of the partnership between museums of CIS countries and their cooperation with international museum community, in particular with consideration of the results of the UNESCO/IFESCO Pilot Project «Running a Museum – XXI Century: Thematic Regional Capacity-building UNESCO/ICOM Trainings and Expert Meetings for CIS Countries», and also of other forms of exchange of experience during international research and training and special conferences, internships, and other forms of cooperation in museology.







**To assist** the development of interdisciplinary contacts of museum professionals with specialists in other areas, including lawyers specializing in copyright and allied rights, with employees of Interpol and national agencies controlling the transfer of cultural property, specialists in the protection of cultural heritage, professionals in information and communication technologies, teachers of institutions of higher education, and consultants in museum planning, by involving representatives of governmental and private institutions from the aforementioned areas.

**To contribute** to the expansion of the audience of thematic trainings, actively involving representatives of different types of museums, upper- and medium-level managers, and rank-and-file employees into the system of professional retraining.

**To use** the materials of the thematic trainings as a tool for the analysis and diagnosis of the current situation in the museum sector at the national and regional levels. The information received from the participants in the trainings should be considered as a guide to establishing priorities and making decisions in the process of planning the development of national museums.



**To assist the further development** of international contacts of museums within ICOM and its international committees, the organization of professional study tours with the aim of broadening the informational horizons of museum specialists, strengthening their special knowledge and skills to correspond to international professional standards, and also with the aim of dissemination of information about the regional cultural experience and heritage on the European scale and worldwide.

**To call the attention** of national authorities in the museum sector in the CIS countries to the possibility of professional and career development for museum professionals who attended the museum trainings during the long-term joint project of UNESCO and the Intergovernmental Foundation for Educational, Scientific and Cultural Cooperation (IFESCO) «Running a Museum – 21<sup>st</sup> Century».

• *Recommendations. New Information and Communication Technologies for Museum Development*

**To present** to the Ministries of Culture of CIS member countries the issue of the necessity to develop, at the intergovernmental level, a system for interaction in designing and introducing a joint standard of museum documentation for the CIS countries, using the experience of European countries.

**To recommend** that the Ministries of Culture and Ministries of Home Affairs of the CIS member countries begin the development of a joint interdepartmental digital database of missing cultural objects that are being sought by the authorities.

**To build** a system for dissemination of information about achievements and the most successful projects in the field of information and communication technologies in museums, and also to encourage museums of the CIS countries to participate in the international competition FIAMP held every two years by the international committee ICOM – AVICOM (<http://network.icom.museum/avicom/fiamp-festival/fiamp-competition-registration/L/10/>) and in the annual international conference ADIT ((<http://adit.ru/>)).

**To draw the attention** of museums in the CIS countries to the necessity of using information and communication technologies for providing accessibility of museums, including for disabled people, and also for developing distance learning and creating virtual exhibitions and tours for people located in remote areas.

**To suggest** that museums use more actively in their daily practice contemporary techniques of expanding museum audiences, promoting museum collections and museum activities through social networks, and creating promo-videos and promo-websites about important events and exhibitions.

***The participants of the UNESCO/ICOM Regional Thematic Training «New Information and Communication Technologies for Museum Development»***

*Favorably comment upon the high level of the organization and implementation of the UNESCO/ICOM Regional Thematic Training «New Information and Communication Technologies for Museum Development»,*

the Special Session «Development of Museum Legislation as a Basis for National and International Museum Policy and a Factor for Museum Practice Development», and the meeting of CIS experts «Actual Issues of Museology and Practice of Museum Management in the 21<sup>st</sup> Century» (November 15–18, 2013, St. Petersburg).

*Appreciate* the intensiveness and diversity of forms of the training, and the opportunity to receive consultations from experts and lecturers with significant practical achievements in their fields.

*Are hopeful* of the continuation and development of the program of international thematic trainings in the field of museology in the CIS countries.

*Propose* to widely use the materials prepared under the UNESCO/IFESCO Project «Running a Museum – 21<sup>st</sup> Century».

Participants of the Training «New Information and Communication Technologies for Museum Development» express their gratitude to UNESCO and IFESCO for the long-term project «Running a Museum – XXI Century: Thematic Regional Capacity-building UNESCO/ICOM Trainings and Expert Meetings for CIS Countries» (2011–2014) and emphasize the importance of the UNESCO/ICOM Trainings and Expert Meetings holding for CIS museum community.

## THE MAIN GOALS OF THE UNESCO/IFESCO PILOT PROJECT «RUNNING A MUSEUM – 21<sup>ST</sup> CENTURY»

The New Global Partnership for Museums, intended to recruit museums and other related institutions as parts of the process of introducing cultural policy for sustainable development, this Policy Brief «New Information and Communication Technologies for Museum Development» seems to be the continuation of discussion about the development of the professional and social responsibility of museums, widening of professional skills of museum workers and recruitment of the new types of specialists. It is implemented by sharing of the best practices, improvement of communication, and effective museum management. This activity will help mobilize the main stakeholders in the field of cultural heritage in order to promote and increase the role of museums as social, educational, and economic actors.

In light of the new UNESCO program «Heritage and Dialogue», this project helps develop new approaches to complex issues of cultural heritage management by means of creating a regional expert team working to promote the educational potential of museums, in particular intercultural dialogue and social unity. Participants exchange professional information and

experience in the field of cultural heritage policy and museum management, and also raise issues that arise from the practice of protecting and promoting cultural heritage at the regional and national levels.

### *The realization of the project contributes in every possible way:*

- to the increased role of museums as actors in social, educational, and economic activities;
- to the increased potential of museum professionals of the CIS countries in heritage protection, and increased awareness of cultural diversity and of economic endeavors in the field of traditional crafts and the cultural and cultural tourism industries;
- to providing the participants with necessary knowledge and skills for the implementation of national trainings in their respective countries based on the UNESCO/ICOM Museum Studies Training Package;
- to the strengthening of networking and partnership between museums in the CIS countries;
- to the development of museum practice in the CIS countries taking into account international experience.

AUTHOR-  
COMPILER



***Natalia Tolstaya***

ICOM Russia board member since 2013, ICOM member since 2008, President of the Non-commercial partnership «Automation of museum activity and informational technologies» (ADIT) since 2011, ADIT member since 2005. Art critic, independent expert, curator of exhibition and editorial projects. Natalia Tolstaya has got more than 20 years experience of museum work (The State

Tretyakov gallery), V. Potanin Charity foundation (Head of the editorial program «First publication», Head of the Festival «Museum guide», Head of the program of the support of the State Hermitage). Winner and then – expert and jury member of the contest «Changing museum in a changing world». Participant of the different international projects, including ones in the Internet.

USEFUL LINKS

- ICOM International Committee for Audiovisual and New Technologies of Image and Sound (AVICOM) – <http://network.icom.museum/avicom>
- ICOM International Committee for Documentation (CIDOC) – <http://network.icom.museum/cidoc/>
- Non-commercial Partnership «Automation Directions in Museums and Information Technologies» (ADIT) – <http://www.adit.ru>
- International Council of Museums (ICOM) – <http://icom.museum>
- UNESCO/IFESCCO Pilot Project «Running a Museum – 21<sup>st</sup> century» <http://www.unesco.org/new/en/moscow/culture/the-unescoifescoco-project-running-a-museum-21st-century/>
- Object ID standard – <http://archives.icom.museum/objectid/>
- LIDO standard – [www.lido-schema.org](http://www.lido-schema.org)
- ICOM CIDOC Multimedia Working Group report «Introduction to Multimedia in Museums» (1996) – [http://www.icom.org.ru/docs/A58\\_280-introtomultimediamuseums.pdf](http://www.icom.org.ru/docs/A58_280-introtomultimediamuseums.pdf)
- EVA Moscow Conference – <https://eva.rsl.ru>
- Museum Next – European conference for innovation and technology in culture sector – [www.museumnext.org](http://www.museumnext.org)
- Museum and Web – annual conference for digital practice for cultural, natural and scientific heritage – [www.museumsandtheweb.com](http://www.museumsandtheweb.com)
- Blog on innovation technologies for museums (in Russian) – <http://mart-museum.ru/>

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