

**ICOM Executive Board Meeting  
134<sup>th</sup> Session  
Paris, 10 - 11 December, 2016**

**Minutes**

**Members attending:**

Suay Aksoy (Turkey), President

Laishun An (China), Vice-President

Alberto Garlandini (Italy), Vice-President

Peter Keller (Austria), Treasurer

Hilda Abreu de Utermohlen (Dominican Republic)

Carlos Roberto Ferreira Brandão (Brazil)

Inkyung Chang (Republic of Korea)

Vinod Daniel (Australia)

Carina Jaatinen (Finland)

Leontine Meijer-Van Mensch (Germany)

Maria de Lourdes Monges Santos (Mexico)

Emma Nardi (Italy)

Terry Simioti Nyambe (Zambia)

Diana Pardue (USA)

Regine Schulz (Germany), Chair of the Advisory Council, *ex-officio* member of the Executive Board

**Excused member:**

Carol Scott (UK)

Aedín Mac Devitt was recording secretary for the meeting.

The session began on Saturday, 10 July, 2016 at 10:00 a.m.

## **PRESIDENT'S OPENING REMARKS**

The President, Suay Aksoy, thanked everyone for attending the meeting and explained that Carol Scott was unable to attend due to a prior engagement that she had already indicated at the EB meeting in Milan.

The President said that she would give an oral report on her activities since her election and would then call on some members of the Executive Board to report on various activities they had been involved in.

The President explained that in the five months since her election she had come to Paris quite often, and had kept the Executive Board members informed of the details of her trips in the form of reports.

Her first international mission had been to the International Forum on Silk Road Museums Cooperation at the 7<sup>th</sup> International Exposition of Museums and Relevant Products and Technologies (MPT-EXPO) in Chengdu, China. She said it had been a good opportunity to meet with colleagues from China, who were doing great work for museums. She also met the chairs or their representatives of ICOM National Committees who participated in the Chengdu event.

She gave a keynote address at the Forum and a speech at the EXPO opening and attended a roundtable in preparation of the UNESCO high-level forum on museums that took place in November.

In October, she attended ICOM Germany's Annual Conference in Berlin and made an opening speech. ICOM Germany's elections were held during this time and a new Board and Chair were elected.

Back in Istanbul, she attended the annual meeting of ICOMOS as an observer and had the opportunity to meet with the President and board members. She raised the question as to whether ICOM's Memorandum of Understanding with ICOMOS should be renewed.

Also in Istanbul, she attended, together with former EC member Merete Ipsen, the International Women's Museums Conference, which she said was one of the best conferences she had attended in recent years.

In early November, she participated in the UNESCO conference on world heritage sites and museums, which is a growing area due to increasing interest in museums at these sites, which are at risk in many parts of the world.

Later in November, the ICOM Europe conference in Lisbon was a celebration of the resurrection of the Regional Alliance, which had come about largely thanks to the energy injected by its Chair, Luis Raposo, she said. There were a number of excellent papers on the theme of hard history, which allowed her to identify several potential contributors to the International Museum Day theme in 2017.

In Abu Dhabi, she attended the high-level conference on Safeguarding Endangered Cultural Heritage. The two main focal points were the creation of safe havens for cultural objects and the 100 million euro fund for the protection of heritage, which French president François Hollande wishes to leave as his legacy.

As a speaker, she used the opportunity to voice ICOM's position on safe havens: that they should be a last-resort measure.

In Paris, she attended a meeting on the UNESCO 1954 Convention, for which ICOM had prepared a report.

Finally, she said she would travel to Tunisia for a meeting of the Ministries of Culture of the Arab countries and a meeting with the Chair of ICOM Tunisia, and that she would then take a break.

Emma Nardi then spoke about her visit to Rio de Janeiro in August to represent the ICOM president at the 10<sup>th</sup> anniversary of the museum studies department at UNIRIO.

Peter Keller attended the Best in Heritage event in Croatia and a conference in Geneva to mark the 30<sup>th</sup> anniversary of the ICOM Code of Ethics.

Carlos Brandão delivered a keynote speech at the ICOM/ La Caixa conference in Barcelona on the social role of museums. The event produced a draft statement on the museums' social role.

Carina Jaatinen moderated a session at the AVICOM annual conference and gave an address.

An Laishun spoke about ICOM's participation in the Silk Road Forum in Chengdu, where ICOM had a strong presence, Suay Aksoy, Alberto Garlandini, Vinod Daniel and Inkyung Chang and all speaking at the event. Representatives of 14 ICOM National Committees were also present.

He explained that the roundtable on the UNESCO recommendation on museums and collections was attended by the President, Bernice Murphy, Alberto Garlandini, himself, the Chair of ASPAC and the Chairs of five International Committees.

He then mentioned the Great Rivers' forum in Wuhan, where Alberto Garlandini was invited to give an introductory speech. Alberto Garlandini said that this event was another example of the strong will of Chinese museums to improve relationships with museums all over the world.

Regarding the UNESCO high-level forum on museums in Shenzhen, the President explained that she and France Desmarais had been invited to a private meeting by the UNESCO officials in Paris in advance of the Shenzhen meeting, where they learned from the UNESCO officials about a draft Shenzhen declaration that promoted the establishment of a network of private museums. Suay Aksoy and France Desmarais stated that ICOM would adamantly oppose any such development. Suay Aksoy communicated this stance in writing to all the ICOM members who were to attend the Shenzhen meeting. Among the speakers, were Alberto Garlandini, Carlos Brandao, France Desmarais four Chairs of National and International Committees, former ICOM President Alissandra Cummins, and former EC Member Luisa De Peña Díaz.

Alberto Garlandini, said it was apparent that the communication between private and public museums in China was complicated. There was also some scepticism about the ICOM Code of Ethics. ICOM representatives therefore made sure that the Code of Ethics was emphasised in the final Shenzhen declaration. The idea of a separate association of private museums was not included in the final declaration.

Carlos Brandão wished to stress the importance of ICOM Codes of Ethics (plural), including the NATHIST Code.

Inkyung Chang said she would like to discuss what could be done following the Shenzhen Declaration, for instance what role National Committees could play. The President replied that she had been in touch with Kidong Bae about that, and had put him in contact with Francesco Bandarin.

### **1/ Approval of the Agenda**

The Executive Board approved the agenda as presented.

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#### **Decision 01**

**The Executive Board approved the agenda for the 134<sup>th</sup> session of 10 -11 December, 2016, with no amendments.**

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### **2/ Minutes of the 133<sup>rd</sup> Session, 1-2 July 2016 of the former Executive Council, and of the Executive Board 2016-2019 informal meeting of 9 July, 2016 (Milan, Italy).**

In the minutes of the 133<sup>rd</sup> session, Inkyung Chang asked that in the following sentence on page 3 of the minutes, “feeling” be replaced by “opinion”:  
“Some members expressed their **feeling** that the overhead costs in the statements were too detailed and this sometimes led to confusion.”

In the minutes of the new EB meeting of 9 July, Vinod Daniel asked that in the list of attendees his affiliation be corrected from India to Australia.

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#### **Decision 02**

**The Executive Board approved the minutes of the 133<sup>rd</sup> Session, 1-2 July 2016 of the former Executive Council, and of the Executive Board 2016-2019 informal meeting of 9 July, 2016 (Milan, Italy) with the above amendments.**

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### **3/ Revised budget 2016 (Item 16 on the agenda)**

The Treasurer presented the revised 2016 budget.

He said the budget had been revised to reflect an increase in income related to:

- membership dues, which reached 3.1 million eur
- grants and donations, partly from ICOM Foundation
- 50,000 eur from the French Ministry to fund a mobile application
- 7,000 eur to fund a Red List reprint

- Insurance reimbursements related to sick leave taken by the Head of Finances and Human Resources.

He said that other income would be likely to rise in the final financial statements, due to savings on the Milan General Conference.

He explained that overhead costs had decreased due to an overestimation of the rental of photocopiers and the hosting of the database. In addition, there were no charges for general services and telecommunications by UNESCO, although the rent of the premises was high.

Other costs were related to services that were outsourced, including accounting services, the Statutory Auditor and legal services for ongoing court cases.

The Treasurer explained that there was a slight deficit because of provisions made, but if savings were made on the General Conference, the result would be positive.

#### **4/ Budget 2017 (Item 17 on agenda)**

The Treasurer presented the budget for 2017.

He said the majority of the income would come from membership dues. Funding for Red Lists and from the French Ministry of Culture might also increase.

Overhead costs related to the new database and the new server (datacenter), he said. The cost of legal services would be higher because of a new case, and communication costs would be higher due to the new website project.

He explained that at the moment there was a 3,000 eur deficit due to provisions made for court cases.

The Treasurer wished to thank Isabelle Demangeot for the great work she had done in compiling the budget.

#### **5/ Membership and new ICOM Database (Item 6 on the agenda)**

Matteo Tassi, Head of the Membership Department, and Sonia Agudo, Information Systems Project Manager presented the item as outlined in the Working Document.

When asked if there would be representatives of the ICs in the pilot project, they confirmed that COMCOL and UMAC would participate. Other committees had been contacted but had not responded.

They explained the drawbacks of the current system: the fact that each committee has its own database, from which files were sent to the Secretariat to be imported into the ICOM database. This process is very time consuming and error-prone.

Matteo Tassi explained that with the new system existing members will be able to update their own data. If any key data is changed, for instance their position, the NC will be informed.

The question was asked whether payments would be made in local currency or converted. Sonia Agudo confirmed that NCs would be able to choose the currency they wish to use, even when paying by PayPal. She also confirmed that there was no obligation to use PayPal.

Carlos Brandão mentioned that in Brazil, it is better to pay as a group so as to avoid additional taxes. Terry Nyambe said that given the internet situation in Africa, it was also better to send money as a group. He suggested including an African NC in the pilot project.

Matteo Tassi responded that an African NC had been invited but had not responded. The timeframe was so tight that they had had to move forward.

Matteo Tassi explained that accounting and reporting would be greatly facilitated by the new database, and that communication campaigns could be organised through Mailchimp.

Peter Keller informed EB members that the NCs of Austria, Switzerland and France had sent a letter to say that they did not want to use the new database.

He said a workshop on the new database would be planned for the June meetings in order to inform members further on the new system.

Diana Pardue said that the US committee was very much looking forward to the new database.

## **6/ Creation of National Committees and approval of a new Affiliated Organisation (Item 11 on the agenda)**

Matteo Tassi, Head of the Membership Department, presented the item as outlined in the Working Document.

Starting with the creation of ICOM Myanmar, he confirmed that the National Committee had been created according to proper procedure and that it counts more than 10 active members.

Vinod Daniel added that the museum sector in Myanmar was vibrant and the committee members formed a good group.

As for ICOM Mozambique, Matteo Tassi confirmed that the new committee comprised more than 10 active members and a board had been elected.

Vinod Daniel then gave an update on ICOM India. For the new members of the EB, he gave a quick recap of the situation, explaining that about two years ago, former ICOM President Hans-Martin Hinz was informed that there were irregularities with regard to the committee's elections. ICOM intervened resulting in one candidate taking the committee to court. Vinod Daniel had then agreed to act as a mediator to attempt to resolve the issues out of the courts.

An interim committee was therefore set up with equal representation from around the country. An elections committee was then formed with elections to take place by 31 January, 2017. The elections committee will inform ICOM of the results and submit a request to have the newly formed NC recognised. Vinod Daniel confirmed that neither he nor any member of the election committee would stand for election. There are currently 47 active ICOM members in India.

Several members of the board thanked Vinod Daniel for the part he played in gaining closure on this situation.

Matteo Tassi then spoke about the request from the International Coalition of Sites of Conscience to become an Affiliated Organisation. He said that all was in order with their application. In answer to questions, it was confirmed that IC MEMO had been involved in the process, and that Affiliated Organisations were required to abide by the ICOM Code of Ethics.

The question was raised as to how ICOM would work with its Affiliated Organisations in general, and the President agreed that this was a point that needed attention.

Carina Jaatinen added that during this three-year mandate, she hoped the EB would discuss the challenges faced by ICs. She then queried whether the discussion among Nordic committees to form a Regional Alliance had been taken further. Matteo Tassi replied that no conclusion had been reached. The President added that any such request could be made to the Director General.

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### Decision 03

**The Executive Board approved the creation of ICOM Myanmar, ICOM Mozambique and the Affiliated Organisation, International Coalition of Sites of Conscience.**

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#### **7/ Communication (Item 22 on the agenda)**

Carla Bonomi gave an oral report on the plans for the new ICOM website.

She explained that the existing website had been created in 2009 and given the developments in technology since then, it needed an overhaul. ICOMMUNITY also needed to be rethought.

She said the first point was to decide what message ICOM wishes to deliver and that the content be reviewed in accordance with that. Following an analysis of traffic, it transpired that sometimes what we think is important is not necessarily reflected by the public.

She spoke of several updates that would need to be done, such as creating a mobile version, a rich calendar, an interactive map of museums around the world, and integration of social media posts, etc. Most importantly ICOMMUNITY would need to be merged with the new website in order to avoid confusion.

She cited the publications database as a good and popular source that should be improved, and she confirmed that the committee mini-sites would also be redesigned.

When asked if ICs would be involved in the redesign process, she said that this was a possibility but that the website was intended to be for the general public and not just the ICOM network.

When asked if the project would evolve with the arrival of a new DG, the President confirmed that the new DG and new Head of Communications would continue with this project as presented unless the EB had any objections.

Carla Bonomi said that she had prepared a call for tender, which could be sent out quickly if the EB approved the project. The timeline would depend on the priority that was given to the project in terms of financial and human resources.

When asked about ICOM's strategy in regard to social media, Carla Bonomi explained that there was one person on the staff in charge of social media, but that a specific strategy would have to be part of a larger communications plan, defined by the Head of Communications.

One member asked whether the role of the EB and ICOM members in the social media strategy could be defined, for example how they should contribute, with which hashtags, etc.

Another member cautioned that if ICOM's social media activity was expanded to include a general audience, feedback might not always be appropriate and some moderation would be required.

Peter Keller then spoke briefly about branding, explaining that a clear strategy was still lacking. He said the future Head of Communications would need to define this.

The President added that the logo had created a large impact, and ICOM was therefore on the right track for its new identity.

### **8/ ICOM's strategy for the next term and implementation of the new Strategic Plan**

The President commented that the new ICOM Strategic Plan was a strategic vision that should be reviewed on an annual basis. She explained that the Heads of Departments had prepared activity plans for 2017 with their teams and they would present them to the EB. (The Communication Department's activity plan was presented by Carla Bonomi.)

### **9/ Report on the Secretariat (Item 5 on the agenda)**

Following the departure of the former Director General, a new DG was suggested by the President and approved unanimously by the Executive Board.

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#### **Decision 04**

**The Executive Board approved unanimously the appointment of Peter Keller as Director General.**

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Before moving on to the next item, Emma Nardi asked whether ICOM could make a proposal that the provenance of cultural objects from endangered areas of the world that are displayed in foreign museums be indicated next to the object display.

The EB members agreed that this would be a good idea.

### **10/ Report on the 7<sup>th</sup> seminar of the ICOM International Training Centre, Beijing, 7 – 15 November, 2016 and appointment of a new director of the ICOM-ITC Programming Committee (Item 7 on the agenda)**

An Laishun told EB members that from 6 – 13 November the seventh ICOM-ITC workshop had been organised successfully in Beijing, at the Palace Museum. As usual, the programme consisted of lectures and informal gatherings.

The conservation workshop included hands-on activities and a full-day mini-workshop. Reading Artefacts was noted as the favourite session, with most objects used for ITC training for first time.

Museum visits and evening activities were organised, which allowed participants to discuss specific questions with lecturers.

To evaluate the success of the workshop, anonymous questionnaires were distributed. ICOM-ITC Secretariat is currently working on a three-year evaluation based on feedback from participants.

An Laishun said the next workshop would be in April 2017 on the theme, *Education and interpretation in museums today*.

He then spoke about two pending issues:

- The role of ICOM-ITC's coordinator. He said that as a coordinator, Claude Faubert had made a great contribution and his role needed to be formalised.
- The appointment of a new Chair of the ICOM-ITC Programme Committee, who would be responsible for academic matters. He said George Abungu had held this post since 2013, but no decision was made regarding a replacement since the election of the new Executive Board.

The President cited an official letter from the Director of the Palace Museum and the Chair of ICOM China to ICOM President and the Executive Board, which recommended Hans-Martin Hinz for the position of the Chair of the ITC's Programme Committee. The letter further explained that Hans-Martin Hinz had been an initiator of the programme and was willing to take on the task.

Regarding Claude Faubert, the President commented that his role needed to be clarified and his acceptance of the role confirmed.

Some members agreed with the appointment of Hans-Martin Hinz, while others queried whether it might not be better to appoint someone who is more active in the professional context of an evolving museum sector.

Other members felt it should be a member of the EB, in order to ensure the link between the EB and ICOM-ITC.

The Treasurer suggested that the issue regarding Claude Faubert was more urgent to resolve given that ICOM would have to provide him with a paid contract.

An Laishun and Raphaël Roig reiterated the fact that the organisational structure of the ITC had been complicated from the beginning. Therefore the role of the Programming Committee had not been active enough to date and the Chinese colleagues were suggesting Hans-Martin Hinz because they had had good cooperation with him from the beginning.

Many EB members felt that it would be difficult to refuse the suggestion of the Chinese colleagues to appoint Hans-Martin Hinz without good reason, and that the role of coordinator should be defined more clearly to make sure the centre's approach remained topical.

The President added that Hans-Martin Hinz had a good vision of the Chinese museum scene.

As a consensus was not reached among members regarding this appointment, the President suggested that Hans-Martin Hinz be appointed with the condition that the EB has a say in the other members appointed to the programme committee, to be chosen together with the new Chair.

An Laishun then spoke briefly about the introduction of the EU-China High-Level Cultural Forum, which had been held from 2010 to 2014 between Brussels Paris and Beijing.

He said the fifth session was now in preparation with a think-tank to explore a project on visual exhibition of history with close cultural perspectives.

**11/ Workplan for Programmes, Strategy for Capacity Building, Update on Algeria project, others and staff (Item 9 on the agenda)**

France Desmarais presented the item as outlined in the working document.

She reiterated ICOM's four international service missions (Setting standards, Protecting heritage in emergency, Fighting illicit traffic in cultural goods, and Building capacity for museum professionals) and outlined the strategic actions in 2017 under the headings of Protecting Cultural Heritage, The Museum Profession and Museums in Society.

When asked to clarify the status of the Blue Shield, France Desmarais explained that in April 2016, ANCBS and ICBS decided to form one organisation registered in The Hague, Netherlands.

One member asked whether the various reports referred to in the working document would be accessible to members. The President replied that they would be internal but would be explained in the ICOM annual report.

Raphaël Roig then presented ICOM's framework for Capacity Building, explaining the types of training programmes currently on offer, working methods, and plans for a future ICOM Academy.

With regard to the training programmes, it was suggested that online capacity building programmes could also be offered in order to reach more regions of the world. Raphaël Roig confirmed that this was one of the objectives, and was budgeted for 2017.

The programmes department explained that it was not so easy to find trainers among the ICOM network. This led to a discussion of how trainers could be rewarded. It was suggested that, in the long term, trainers could become part of the ICOM Academy.

The possibility of developing partnerships with large museums was also discussed. Some members felt that although the concept of an ICOM Academy was a good one, that as a small body, it might stretch ICOM too much and it would be therefore good to work with big museums. However, others cautioned that while working with a big museum might produce excellent results, it might not serve those in smaller museums so well.

Raphaël Roig then asked that the EB send him their comments regarding the ICOM Museums Standards on Deaccessioning. He also recommended that the ICOM Executive Board endorse the UNESCO/PERSIST Selection Guidelines for digital heritage for long-term preservation.

**12/ Report on the Strategic Plan of the Publications Department (Item 13 on the agenda)**

Aedín Mac Devitt, Head of the Publications and Documentation department, presented the item as outlined in the working document.

She explained that since the Publications Department had evolved into a separate department, with a team of three, it had become possible to develop and enhance ICOM's publishing activity.

The publishing schedule of *Museum International* was almost back on track and there were plans to change the design, facilitate subscription for ICOM members, and create a dedicated page on the new ICOM website.

Following the publication of *Museums, ethics and cultural heritage* in July 2016, there were plans to launch text-book and monograph series, an English edition of the Dictionary of Museology, and a Spanish edition of *Museum Basics*, in partnership with Routledge, over the next few years. In 2017 the *ICOM News* online platform would be launched, and publishing guidelines would be updated and enhanced for the benefit of committees to provide best practices to assist them in their publishing activity.

One member queried how International Committees could contribute to the upcoming book series. Aedín Mac Devitt replied that once a general monograph series proposal was accepted by Routledge, contributions would be invited from ICs, and she would think about the best way to communicate on that.

### **13/ Future of ICOM Archives/French National Archives (Item 12 on the agenda)**

Aedín Mac Devitt presented the item as outlined in the working document.

She explained that the proposal to transfer the ICOM archives to the French National Archives had provoked a heated discussion in December 2015, and that no decision had been made on the future of the archives since.

She said that an alternative to transferring the archives to the French National Archives would be to request storage from UNESCO. She had been in touch with UNESCO's chief archivist about this, who said that a request could be made to the UNESCO Director General, but that there was no guarantee that it would be accepted.

Alberto Garlandini expressed his opinion that it would be an embarrassment to have to donate the ICOM archives to the French National Archives. He felt it would be important to try the UNESCO route first. All members agreed that it would be best to make a request to UNESCO first, but realised that it would be important to act quickly to preserve the work done by the temporary archivist and avoid further deterioration.

The archives of the ICs were also discussed with many asking for solutions and guidance from the Secretariat. Peter Keller said that the ICs would be contacted with a view to obtaining more information on their archiving needs.

It was also suggested that ICOM could apply to have its archives included in the UNESCO Memory of the World programme.

A decision was made to contact UNESCO regarding storage possibilities before making any decision on a transfer.

### **14/ Progress report by the Museum Definition Committee and ICOM Prospects (Item 14 on the agenda)**

Jette Sandahl, Chair of the Museum Definition Working Group presented the transition statement for the Working Group, which was evolving into a Standing Committee:

*The committee explores the shared, but also the profoundly dissimilar conditions, values and practices of museums in diverse and rapidly changing societies. Combining broad dialogue across the membership with dedicated expert fora, the committee will address the ambiguous and often contradictory trends in society, and the new conditions, obligations and possibilities these create for museums.*

She suggested the name for the new Committee could be Committee for Museum Definitions, Prospects and Potentials (MDPP).

She noted that it would be essential for the group to have representation from all continents. By spring 2017, she said they would establish a core group and working groups, define content and working methods, address issues of funding, focus on thematic exploration and analysis of current and future developments in and between societies and museums.

By autumn 2018, final summaries, reports and preparation of publications would be underway. In winter 2018 and spring 2019, they would return to the discussion of need for changes and amendments in the museum definition in time for ICOM Kyoto 2019.

She explained that a detailed plan for the process could be a set of questions developed by the Core Coordinating Group, such as:

‘What do you think are the most relevant and important contributions that museums can make to society in the coming decade?’

‘What do you think are the strongest trends and the most serious challenges faced by your country in the coming decade?’

‘What do you think are the strongest trends and the most serious challenges faced by museums in your country in the coming decade?’

‘How do you think museums need to change and adapt our principles, values and working methods over the next decade to meet these challenges and enrich our contributions?’

The Core Coordinating Group members or a designated working group could make contact with a relevant host in each of the member countries in their ‘territory’. This host could invite 6-8 museum people to a roundtable discussion of the 3-4 questions.

Jette Sandahl called on EB members to suggest names of contributors to each of the groups.

### **15/ Final report and financial findings of the 24<sup>th</sup> ICOM General Conference 2016, 3 – 9 July 2016, Milan (Item 3 on the agenda)**

Alberto Garlandini presented the item as outlined in the working document.

He said that registration fees had covered 44% of the cost of the conference, the public contribution 30%, and 20% come were supported by the Professional Museum Fair private sponsors and exhibitors. At 13 December, there is a surplus of about 2,258 eur.

He said that promoting the conference around the world had been very important and suggested that the Japanese also allocate a budget to that.

He said the final survey, which included 1,537 answers indicated that 95% or so were very happy with the conference. Some 37% said they would attend ICOM’s conference in Kyoto, with 54% saying that they might, which indicates great potential if the conference is well promoted.

The President said that this information should be shared with the Japanese colleagues, and that it was not only up to them to promote the conference but also to ICOM in general.

Alberto Garlandini emphasised that the theme had been very important and that the debate had been fruitful and interdisciplinary. The theme has to appeal to participants, he said.

The President added that the two conferences held in Brescia and Catania prior to the Milan Conference had been very helpful in terms of networking and developing the theme.

In answer to a question, it was confirmed that the conference app would be conserved as archive material.

#### **16/ 25<sup>th</sup> General Conference 2019, Kyoto: Contracts and Conference Organiser (PCO) (Item 4 on the agenda)**

Alberto Garlandini presented the item as outlined in the working document. He said a framework agreement had been prepared and was awaiting validation.

He emphasised the importance of signing an agreement between ICOM and the Japanese Organising Committee as the conference is an ICOM event and the EB is ultimately responsible for it.

He explained that as the Japanese Organising Committee does not have a legal structure, that the Japanese Association of Museums will be the main hub, as a public incorporated institution, and its bank account will be used. The conference will therefore be a public interest event, he said.

The agreement will be signed by the ICOM President, the Chair of ICOM Japan and the Japanese Association of Museums.

With regard to the Professional Conference Organiser (PCO), he mentioned several differences with how things worked in Milan:

- For the Milan conference, the potential final deficit was to be covered by the PCO. For the Japanese conference, it would be the Japanese Association and Organising Committee who would cover this.
- ICOM and the Japanese Organising Committee will agree upon the fees. In Milan, fees were decided by the PCO.
- The choice of PCO will be made in collaboration with the Japanese colleagues. He said that KIT Group will be informed of the Call for Tender, as stated in the contract signed in 2012 between ICOM and Kit Group for the Organisation of the 24<sup>th</sup> ICOM General Conference in Milan.

The President said that Alberto Garlandini would be in charge of ICOM's relations with Japan for the Kyoto conference.

Alberto Garlandini concluded by thanking Amélie Zanetti, who had been one of the pillars of the Milan conference, he said.

#### **17/ Review and follow-up of recommendations of the National and International Committee meetings of July 2016 (Item 15 on the agenda)**

Regine Schulz presented the item, explaining that the ICs were looking for some follow up on the topics touched on in their recommendations.

Regine raised the issue of having a kit to help NCs know how to deal with ICOM and what their obligations are. She said most times National Committees were not sure how they could work with the Secretariat and what was expected of them. The Council members agreed that a possibility would be to come up with frequently asked questions (FAQ) set that would be looked at in Paris during one of the next Council meetings. Regine Schulz volunteered to look into this issue together with Terry Nyambe and Carlos Brandão.

She said many points had been cleared up from the presentations given over the past two days, however, and that she would forward some presentation material to the committees.

Regarding the following recommendation, Regine Schulz queried whether the Ethics Committee should be involved or if it was the committees' responsibility:

*In relation to exhibitions and museums that address sensitive themes and topics, the National Committees recommend that the concerned communities be involved, and their needs be taken into account.*

As former spokesperson for the ICs, Carina Jaatinen said that greater clarification on communication between the Advisory Council and ICs and NCs was needed, and it should be clarified who was responsible for the various tasks. She suggested that the recommendation could be handed to the Ethics Committee for information but that it should be clear who was responsible for following up on it.

It was suggested that decisions about communities involved in exhibitions should be local decisions and should be taken by the exhibition organiser. However, it was also suggested that ICOM could be involved by fixing community involvement as the theme of a general conference or International Museum Day for instance.

With regard to the recommendation to ensure cooperation and collaboration among ICs, Regine Schulz said that this would be a topic for the Advisory Council in June and a small working group could work on this recommendation.

Carina Jaatinen commented that before the Milan conference, she had made a recommendation to hold a half-day workshop to discuss the future of the committees. She said there were two issues: cooperation with the Secretariat, and how to be better informed. She suggested launching a discussion about the future of ICs in a well-facilitated workshop during the June meetings.

Regine Schulz said the committees also needed more meeting time, and asked whether it would be possible to have half a day, including the workshop. She also stressed that colleagues be advised to read working documents in advance so presentations can be shortened.

The President asked Regine Schulz to let her know how much time would be needed for the meeting, and to allow sufficient time to prepare for the workshop in advance.

There was a suggestion to hold a meeting of Regional Alliances at the June meetings, in order to clarify their role and receive feedback on their activities.

The Treasurer explained that RAs will from now on have to send reports to SAREC.

Another suggestion was to develop guidelines for new committee Chairs, for instance in the form of a FAQ.

Carina Jaatinen, Carlos Brandão and Terry Nyambe volunteered as members of the working group on the recommendation to improve cooperation among ICs. It was agreed that the spokespersons for the committees would also be involved in this working group.

Regine Schulz then asked the President if she could report on events in ICOM Egypt. She said that there had been some irregularities in the Egyptian committee's elections.

Some members suggested that these issues should be resolved on a national level, while others felt that this type of mediation was ICOM's responsibility, tying in with providing best practices for committee procedures and work.

### **18/ Information on new MoUs (Item 10 on the agenda)**

The President presented the list of MoUs as outlined in the working document.

Diana Pardue observed that the MoU with AAM was not on the list.

The President explained that no concrete strategy existed in relation to MoUs and that this needed to be defined.

Members agreed that any partnerships should be active, with both parties benefiting clearly from the agreement, and that each existing MoU should be reviewed with a clear strategy in mind.

Diana Pardue, Vinod Daniel and Alberto Garlandini volunteered to form a group to re-examine the existing MoUs.

The President added that the agreements with ICOMOS and ICCROM should be automatically renewed.

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The appointment of a new Treasurer was then discussed. A new Treasurer – Emma Nardi – was suggested by Regine Schulz and approved unanimously by the Executive Board.

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### **Decision 05**

**The Executive Board approved unanimously the appointment of Emma Nardi as Treasurer.**

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### **19/ Information on travel grants for Executive Board members (SAREC) and others (Item 19 on the agenda)**

The Treasurer began by explaining that he had drafted a grant programme for Executive Board members, for travel to the Executive Board meetings. He said these decisions would be more transparent under the aegis of SAREC.

When asked if the existing per diem received would still stand, the President confirmed that it would, and that the grant would cover flight cost only, so that Council members could apply for two grants per year. Hilda Abreu de Utermohlen suggested considering additional coverage for EB members from category 4 countries.

It was also confirmed that if a grant was allocated, it would cover an economy flight, but if a member wished to upgrade, he or she could do so at their own cost. When asked if category 1 countries could apply, the President suggested that they apply and that SAREC would decide.

Terry Nyambe thanked ICOM for making grants possible for members coming from category 4 countries. However, he stressed that he would like to see more people from Latin America and Africa participating actively in ICOM and wondered whether the SAREC age limit could be extended. The Treasurer replied that the age limit would remain as is for this meeting, but SAREC had already discussed a potential increase to 40 years of age. He said the idea of the grant programmes was to find young members who will later become active members.

The President added that ICs should be encouraged to develop projects with category 4 countries. Some members commented that projects between NCs in different regions were also effective.

Members then discussed how grantees could share their experience, giving examples of many committees who request a report, blog or Facebook post after the event.

### **20/ Appointments for the ICOM Standing Committees for 2017-2019 (Item 20 on the agenda)**

The proposed list of members of ICOM's standing committees for 2017-2019 was presented.

The President wished to discuss concerns about FIREC and MOCO. The former has not been very active due to the timing of meetings, and there was too much overlap between SAREC, FIREC and MOCO.

The President suggested that MOCO be dissolved but that SAREC and FIREC remain intact. Following a discussion, it was decided to retain FIREC for one more term and to change meeting dates, before taking a final decision on its continuation.

Many members commented that there was an imbalance in terms of geographical representation across many standing committees. The President agreed, but pointed out that for some committees such as LEAC, specialised knowledge was required.

It was agreed that a Capacity Building committee would not be created for the time being but the Advisory Council might establish a Capacity Building Working Group.

The list of proposed committee members is presented in Appendix 1.

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### **Decision 06**

**The Executive Board approved the dissolution of the Standing Committee, MOCO.**

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### **21/ Appointment of Board members for Museum International for 2017 – 2019**

The President reminded EB members that the mandate of the current Editorial Board for *Museum International* would expire in July 2017. She asked members to think about possible names that could be suggested at the next EB meeting.

## **22/ Update on MUSEDOMA (Item 23 on the agenda)**

The Treasurer presented the item as outlined in the working document.

The President explained that the project was being managed by Bastien Noël at the Secretariat, but that he lacked the time, resources or expertise to sell more domains.

The Treasurer had therefore asked AFNIC, a French non-profit organisation that launches, develops and manages domains to come up with proposals.

It was decided that the MUSEDOMA name would be maintained, and AFNIC would manage it. The Treasurer explained that MUSEDOMA would receive 10% of the profits and the rest would go to AFNIC, who would cover any potential deficit.

When asked about the advantages of this scenario, the Treasurer said that it would generate income for ICOM and we would control the domain.

## **23/ Update and strategy for the ICOM Endowment Fund (Fonds de dotation de l'ICOM) (Item 24 on the agenda)**

The Treasurer began by explaining the difference between the ICOM Endowment Fund and the ICOM Foundation.

He explained that the ICOM Foundation is based in Switzerland, and works like a friends' association, receiving membership fees. Members are entitled to the ICOM card, but are not necessarily museum professionals.

The ICOM Endowment Fund was created as a place to deposit funds when there is a surplus in the budget. However, it cannot be a savings account only; according to the statutory auditor, it has to be active and raise additional funds. It had been unclear previously whether it should manage ICOM programmes or not and this led to internal problems with managing staff, etc.

This led ICOM to consider whether it is worth maintaining these additional entities, he said.

The President specified that the only link between the Endowment Fund and the Executive Board was the President.

When asked why ICOM needed two separate bodies -- the ICOM Foundation and Endowment Fund -- the Treasurer replied that the ICOM Foundation was an important source of income as it brings in 200,000 eur per year.

The President clarified that the Endowment Fund is a fundraising body, rather than a project-making entity. However, it was perhaps better to use the French term, *Fonds de dotation*, as it had a different meaning to an Endowment Fund in the American model.

If ICOM's income from membership fees is reduced one day, she said a fundraising strategy would be necessary.

She said that there would be a meeting of the *Fonds de dotation* administrators the following day during which its strategy would be discussed.

## **24/ Next meetings of the Executive Board (Item 25 on the agenda)**

The dates of the next Executive Board meeting were decided as follows:  
5 and 6 June, 2017, prior to the annual meetings on 7, 8, 9 June.

Two options were given for the Executive Board meeting in Kyoto, Japan in December 2017:

1st option: 6, 7, 8 December

2<sup>nd</sup> option: 4, 5, 6 December

The Kyoto meeting would be held over two days, with a visit of the site on the third day.

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### **Decision 07**

**The Executive Board approved the dates of the 135<sup>th</sup> Executive Board meeting as follows: 5, 6 June, 2017.**

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## **25/ Ratification of the new ICOM internal rules (Item 18 on the agenda)**

Per Rekdal presented a number of suggested amendments to the Statutes and the Internal Rules.

These amendments were discussed and adjusted, as per Appendix 2.

He said it would be necessary to propose these amendments in an Extraordinary General Assembly.

## **26/ Other matters**

A document was distributed to EB members regarding museums and climate change.

The document was sent by an individual who is active in various associations and asked to use the ICOM logo for a presentation. The President explained that ICOM had refused because although this is an important topic that the organisation needs to connect with, more research needed to be done on what already exists on this theme. It was agreed to send the document to NATHIST for their opinion.

Inkyung Chang brought up the UNESCO high-level forum on museums, saying she was interested in what could be done to increase ICOM's visibility in various countries. The President said that the high-level forum would be held every two years, and that China would be the most probable venue in 2018. An Laishun said that a permanent location would be built dedicated to the « recommendation » process and discussions.

Inkyung Chang wondered whether increasing ICOM's voice in certain countries could be integrated into the strategy. An Laishun replied that he could see much potential for ICOM to increase its voice within the framework of the UNESCO high-level forum. The President suggested holding a workshop for the ICs on this topic.

The President then presented an application for a new Affiliated Organisation (SADCHA) in southern Africa. This organisation is asking to affiliate to replace SADCAMM which is defunct but already an affiliate of ICOM. She said that once a new legal advisor would start, the document could be reviewed.

Peter Keller told the EB members that he had received a request from AVICOM to change their name to the ICOM International Committee for Audiovisual, New Technologies and Social Media. They wished to maintain the original acronym, but change the full name.

The President said that they would first have to send the official decision of their board to change the name before it could be validated by the EB.

The President then shared her view that the mission of various International Committees needed to be reviewed. She said a small group could look into this.

The meeting was closed at approximately 7:00 pm.

## Appendix 1

(English only)

### Appointed Members of ICOM Standing Committees and Working Groups

The final list of appointed members who accepted their mandate will be published on the ICOM website in February 2017 at <http://icom.museum/the-committees/standing-committees/>

The relevant Article of the ICOM Internal Rules appears below for your information.

### ICOM Standing Committees (01/01/2017-31/12/2019)

#### Disaster Risk Management Committee (DRMC)

N°	Status	Family Name	First Name	Country
1	Chair, renewal	WEGENER	Corine	UNITED STATES
2	Member, renewal	FRANCO ARCE	Samuel Fernando	GUATEMALA
3	Member, renewal	LA COUR JENSEN	Søren	DENMARK
4	Member, renewal	SIDIBE	Samuel	MALI
5	Member, renewal	PILOSI	Lisa	UNITED STATES
6	Member, renewal	CHAU SUN	Kérya	CAMBODIA
7	Member, new	KURIHARA	Yuji	JAPAN
8	Member, new	MAHMOOD SALIH	Layla	IRAQ
9	Member, new	HILGERT	Markus	GERMANY
10	Member, new	MAFFEI	Tiziana	ITALY
11	Member, new	ELNAGGAR	Abdelrazek	EGYPT
12	Member, new	KIM	Jong-Sok	SOUTH KOREA
13	Member, new	KHASAWNEH	Tamman	JORDAN
14	Member, new	POSHYVAILO	Ihor	UKRAINE
15	Member, new	PENNOCK	Hanna	NETHERLANDS
16	Member, new	PIEKE	Gabi	GERMANY
17	Member, new	LINTZ	Yannick	FRANCE
18	Member, new	BRANCO RIBEIRO	Maria Isabel	BRAZIL
19	<i>Member, renewal</i>	<b>PARDUE</b>	<b>Diana</b>	<b>USA</b>
20	<i>Member, new</i>	<b>DANIEL</b>	<b>Vinod</b>	<b>Australia</b>

#### Ethics Committee (ETHCOM)

N°	Status	Family Name	First Name	Country
1	Chair, new	YERKOVICH	Sally	UNITED STATES
2	Vice-Chair, new	DORFMAN	Eric	UNITED STATES
3	Member, new	DE PEÑA DÍAZ	Luisa	DOMINICAN REPUBLIC
4	Member, new	PETERS	Robert	GERMANY

Appointed Members of ICOM Standing Committees and Working Groups

5	Member, new	OMAR	Rooksana	SOUTH AFRICA
6	Member, new	FLEMING	David	UNITED KINGDOM
7	Member, new	BELTZ	Johannes	SWITZERLAND
8	Member, new	DE VOS	Wim	BELGIUM
9	Member, new	SCHOLTEN	Steph	NETHERLANDS
10	Member, new	DAHMALI	Ech-Cherki	MOROCCO
11	Member, new	GNEDOVSKY	Mikhail	RUSSIA
12	Member, new	AEDIRAN	Nath Mayo	NIGERIA
13	<i>Member, renewal</i>	<b>CHANG</b>	<b>Inkyung</b>	<b>KOREA</b>
14	<i>Member, new</i>	<b>FERREIRA BRANDÃO</b>	<b>Carlos Roberto</b>	<b>BRAZIL</b>

Finance and Resources Committee (FIREC)

N°	Status	Family Name	First Name	Country
1	Chair, new	WINTHER	Ole	DENMARK
2	Member, renewal	DI CORATO	Luigi	ITALY
3	Member, renewal	TERRIERE	Jacques	FRANCE
4	Member, renewal	GNEDOVSKY	Afanasy	RUSSIA
5	Member, renewal	AL HAMMADI	Nasser	QATAR
6	Member, renewal	MORK	Paal	NORWAY
7	Member, new	DUGGAL	Elisabeth	UNITED STATES
8	Member, new	LANKELIENE	Vaiva	LITHUANIA
9	Member, new	VUILLAUME	David	SWITZERLAND
10	Member, new	DREYSSE	Hughes	FRANCE
11	Member, new	CASTRO	Daniel	COLOMBIA
12	<i>Member, new</i>	<b>NARDI</b>	<b>Emma</b>	<b>ITALY</b>

Legal Affairs Committee (LEAC)

N°	Status	Family Name	First Name	Country
1	Chair, renewal	PANTALONY	Rina	CANADA
2	Vice-Chair, new	BROWN	Rachelle	UNITED STATES
3	Member, renewal	KNERLY	Josh	UNITED STATES
4	Member, renewal	HORJAN	Goranka	CROATIA
5	Member, new	RUNIGA	Pierre Claver	RWANDA
6	Member, new	CANAT	Jean-François	FRANCE
7	Member, new	PEREZ DIAZ	Laura	DOMINICAN REPUBLIC
8	Member, new	FRIGO	Manlio	ITALY
9	Member, new	NEGRI	Vincent	FRANCE
10	Member, new	GOES	Benjamin	BELGIUM
11	Member, new	HAGEDORN-SAUPE	Monika	GERMANY
12	Member, new	WIDMER	Benno	SWITZERLAND
13	Member, new	MAKEEN	Fanod Makeen	UNITED KINGDOM
14	Member, new	RAUTELA	Ganga	INDIA
15	<i>Member, new</i>	<b>SCHULZ</b>	<b>Regine</b>	<b>GERMANY</b>

**NEW: Museum Definition, Prospects and Potentials Committee (MDPP)**

N°	Status	Family Name	First Name	Country
1	Chair	SANDAHL	Jette	DENMARK
2	Member	ALTAYLI	Afşin	TURKEY
3	Member	FLEMING	David	UNITED KINGDOM
4	Member	SIMON	Nina	UNITED STATES
5	Member	BONILLA-MERCHAV	Lauran	COSTA RICA
6	Member	ANDERSON	Margaret	UNITED STATES
7	Member	ABUNGU	George	KENYA
8	Member	KWOK	Kenson	SINGAPORE

**Strategic Allocation Review Committee (SAREC) (01/07/2014-30/06/2017)**

To be appointed during Executive Board meeting of 5 and 6 June, 2017.

**Editorial Board of Museum International (01/07/2014-30/06/2017)**

To be appointed during Executive Board meeting of 5 and 6 June, 2017.

**Strategic Plan and Resolutions Monitoring Committee (MOCO)**

This Committee has not been reappointed for the term 2017-2019.

**ICOM Working Groups (01/01/2017-30/06/2017)**

**Working Group on Governance (WOG)**

N°	Status	Family Name	First Name	Country
1	Chair, renewal	REKDAL	Per	NORWAY
2	Member, renewal	DECAROLIS	Nelly	ARGENTINA
3	Member, renewal	VAN PRAET	Michel	FRANCE
4	Member, renewal	ROZENBERGAR ŠEGA	Tanja	SLOVENIA
5	Member, renewal	RAPOSO	Luis	PORTUGAL
6	Member, renewal	KURIHARA	Yuji	JAPAN
7	Member, renewal	PENNOCK	Hanna	NETHERLANDS
8	Member, renewal	NITULESCU	Virgil	ROMANIA
9	Member, renewal	SITHOLE	Rudo	KENYA (AFRICOM)
10	Member, renewal	MCDONALD	Douglass W.	UNITED STATES
11	Member, new	<b>NYAMBE</b>	<b>Terry</b>	<b>ZAMBIA</b>
12	Ex Officio	<b>SCHULZ</b>	<b>Regine</b>	<b>GERMANY</b>

## Strategic Plan Committee

N°	Status	Family Name	First Name	Country
1	Chair, new	O'NEILL	Mark	UNITED KINGDOM
2	Member, new	LEGGET	Jane	NEW ZEALAND
3	Member, new	RYAN	Michael	IRELAND
4	Member, new	DUGGAL	Elizabeth	UNITED STATES
5	Member, new	SARAIVA	Roberta	BRAZIL
6	Member, new	ADEDIRAN	Nath Mayo	NIGERIA
7	Member, new	ANNABI	Chedlia	TUNISIA
8	Member, new	DI CORATO	Luigi	ITALY
9	Member, new	JAATINEN	Carina	FINLAND
10	Member, new	MEIJER-VAN MENSCH	Léontine	GERMANY

## ICOM Internal Rules

[...]

### ARTICLE 5 – STANDING COMMITTEES AND WORKING GROUPS

#### 5.1 Working Groups

The President of ICOM may, with the approval of the Executive Board, establish temporary Working Groups for special purposes; define their mission, term of office, membership and their duration. The Chair of each Working Group submits its report to the President of ICOM and the Executive Board.

#### 5.2 Standing Committees

##### 5.2.1 General Rules for Standing Committees

Standing Committees are appointed by the President after consultation with the Executive Board.

The mandate of a Standing Committee is indefinite. The Committee reports and operates under the authority of the Executive Board.

The chair and ordinary members can serve a maximum of two consecutive three (3) year terms respectively, with a maximum consecutive serving time of twelve (12) years.

The three (3) year term runs from the year following a General Conference to the year after the next General Conference. The mandate for the members of the Standing Committee representing the Executive Board ends when a new Executive Board is elected.

In addition to the chair and ordinary members, the Committee includes, *ex officio*, the President. The Director General can take part in the Committee meetings but shall not take part in voting. The Committee is assisted by the relevant professional in the Secretariat.

Proposals made by the Committee are adopted by simple majority of the committee members.

The Chair of the Committee submits an annual report to the Executive Board on 30 October at the latest (for exceptions, see under each Committee). The Committee shall also submit a general report

on the Committee's work during the preceding triennium to each General Assembly at the General Conference of ICOM.

ICOM does not compensate the Members of the Committee nor reimburse expenses incurred in fulfilling their function such as travel, hotel and other costs.

[...]

*ICOM Internal Rules - Executive Board Meeting December 2016 - Per Rekdal: Final version 14 December 2016.*

*Amendments in red.*

## ICOM INTERNAL RULES

### ARTICLE 1 – PURPOSE

The purpose of these Internal Rules is to set out the rules governing the operation of ICOM and to complement the Statutes of ICOM.

### ARTICLE 2 – MEMBERS

#### 2.1 Institutional Members

##### 2.1.1 Institutional Members Definition

Institutional Members are defined as museums or other institutions that comply with the definition of a museum as outlined in the Statutes as well as that which is defined in the following.

##### 2.1.2 Institutions qualifying as museums

Aside from institutions designated as museums, the following institutions qualify as museums eligible to seek ICOM membership:

- i. Natural, archaeological and ethnographic monuments and sites, historical monuments and sites requiring the execution of museum-related activities including acquisition, conservation, and the collection of tangible and intangible evidence of peoples and their environment;
- ii. Institutions holding collections and displaying for educational purposes live specimens of plants and animals, such as botanical and zoological gardens, aquaria and vivaria;
- iii. Science centres and planetaria;
- iv. Non-profit art galleries, as well as conservation Institutes and exhibition galleries maintained by libraries and archive centres;
- v. Nature reserves;
- vi. National, regional or local museum organisations as well as public agencies (ministries, departments or organisations) responsible for museums as defined in the present Article;
- vii. Non-profit institutions or organisations undertaking research in areas of conservation, education, training, documentation, as well as other activities relating to museums and museology;
- viii. Cultural centres and other institutions that facilitate the preservation, perpetuation and management of tangible and intangible heritage resources including living heritage and the creation of digital artefacts.

##### 2.1.3 Non-profit

The expression “non-profit” describes an organisation whose surplus funds are applied exclusively to promoting its stated purpose and to ensuring its operation.

#### 2.2. Individual members

All those who in a professional manner practice tasks within the scope of a museum qualify for ICOM membership.

The tasks do not require a specific managerial or academic level. However, in the case of volunteers, time use and professionalism must correspond to a museum employee's.

## **2.3 Honorary Members**

### **a. Definition**

Honorary membership status is the highest honour that ICOM can grant its Members. This status is awarded to individuals who have helped to advance the international museum cause and promoted ICOM's ideals, and to each former ICOM President.

### **b. Status and Privileges**

Honorary Member status is held for life. Honorary Members enjoy all the rights and privileges of membership and are not required to pay membership fees. In addition to the former ICOM Presidents, there may be no more than twenty (20) Honorary Members. Honorary Members may be appointed by the President to hold office within ICOM.

### **c. Incompatibilities**

Honorary Members may not hold elected office within the Association.

### **d. Prerequisites for Honorary Member Nomination**

The Chair of a National Committee, the Chair of an International Committee, the Chair of a Regional Alliance or a Member of the ICOM Executive Board may nominate an ICOM Member for honorary membership. The nomination must be signed and dated. No one may nominate him or herself.

If a Member is awarded such status while holding an elected office, he/she shall attain Honorary membership status only upon expiry of his/her term of office.

To be granted such status, the candidate is deemed to have performed a significant portion of his/her contributions and/or achievements during his/her time as a Member of ICOM. His/her contributions and/or achievements must demonstrate the excellence of his/her qualifications and competencies, and he/she must be internationally renowned.

All nominations must be submitted in writing and be accompanied by documents emphasising the nature of the candidate's work and the services that he/she has provided to the museum community, being the basis for the candidate's nomination for Honorary Membership, e.g.: letters of recommendation from persons who are directly familiar with the candidate's work, a list of publications, awards and prizes from professional organisations, paid and volunteer work performed while acting in an expert consulting capacity to assist museums and related educational organisations.

The candidate's contributions mentioned above must be international in scope.

The complete candidate nomination dossier must be submitted to the Director General no later than 1 November of the year preceding the triennial General Assembly in order to guarantee sufficient time for review of dossiers.

The Director General shall assess the admissibility of the candidate nomination dossier and shall give a ruling on its completeness and compliance with requirements, before he/she submits it to the ICOM President accompanied by an instructional memo acknowledging receipt of the nomination dossier and noting any irregularity.

The President shall review the candidate nomination dossier and shall choose a Member of the Executive Board to present the dossier to the other Members of the Executive Board.

The Member in charge of presenting the dossier must summarise all relevant information and be prepared to answer any questions pertaining to the candidate's eligibility.

Upon the recommendation of a majority of the Executive Board, the General Assembly may grant honorary membership status at the meeting which takes place during the triennial General Conference.

The admissions procedure must remain confidential until the General Assembly has taken a final decision.

If a candidate's nomination is refused by the General Assembly, it may be resubmitted at the next General Conference meeting.

#### **2.4 Membership Application and Approval**

Applications for Individual, Institutional, Student or Supporting membership may be sent to the National Committee of the applicant's country of residence (where such a Committee exists). Applications received by the Director General will be submitted to the appropriate National Committee where one exists.

The National Committee in question shall take all applications in consideration accepting or rejecting them as is appropriate, based on the criteria within the scope of Article 3 and free of discrimination of any kind in accordance with Article 4, Section 1, Para. 3 of the ICOM Statutes.

The National Committees shall forward membership applications to ICOM's Secretariat. Applications may also be submitted directly to the Secretariat, particularly if no National Committee exists in the respective country or in the case of members of international organisations who comply with the definition stated within the scope of Article 4 Section 3 of the Statutes.

In the event no National Committee has been established in the applicant's country of permanent residence, the application shall be referred to the Executive Board for decision.

*The Executive Board may have membership applications reviewed.*

Upon acceptance of an application and receipt of the annual subscription fees specified by the respective National Committee (or the Executive Board as the case may be) the member shall obtain membership rights accordingly.

In the event of the National Committee accepting new Members, the name of the respective Member, together with a copy of the member's application form and the annual subscription fees for the current year shall be submitted to the ICOM Secretariat without undue delay.

If an ICOM membership application is rejected by the respective National Committee, the applicant may seek review of the decision by the Executive Board. Such requests shall be made in writing addressed to the Director General, who shall seek further information as deemed appropriate prior to submitting the matter to the Executive Board. Following any such review, the Board's decision shall be deemed final and shall not be eligible to further appeal.

If an application for membership is accepted by the National Committee but challenged, the application will be reviewed and the final decision taken by the Executive Board.

Notice of refusal must be given within one (1) month following the National Committee's submission of application. Failure to respond by the stipulated deadline shall automatically constitute acceptance of the membership application.

In the event of ICOM membership application refusal, the relevant individual or institution may not become or remain a Member of the National Committee.

#### **2.5 Expulsion Procedure**

In the case where an action is asserted against a Member because of alleged infringement of the *ICOM Code of Ethics for Museums* or action(s) deemed incompatible with the objectives of ICOM, the Secretariat of ICOM shall prepare a file containing all relevant elements. This file shall be addressed by the Bureau who shall contact the member in question and hear his/her arguments, after which the Bureau shall deliberate and make a decision.

The Bureau's decision shall be delivered to the Member by registered mail, entailing an acknowledgment of receipt. His/her National Committee shall also be informed of this decision.

The Member can present his/her arguments again before a final decision is taken by the Executive Board.

The motion for expulsion shall be confirmed by the Executive Board at its next meeting. If the motion is not confirmed, the expelled Member shall be reinstated without entitlement to indemnity of any kind. The decision of the Executive Board is not subject to appeal.

## **ARTICLE 3 – GENERAL ASSEMBLY**

### **3.1 Tasks of the General Assembly**

#### **Ordinary General Assembly**

The Ordinary General Assembly shall

- adopt the policy report presented by the President,
- approve the accounts of the previous year,
- grant discharge to elected officers from their organisational responsibilities,
- elect Members of the Executive Board,
- approve the triennial strategic plan,
- approve the membership fees amount proposed by the Executive Board,
- make decisions on eventual items of importance proposed by the Executive Board, the Advisory Council, National and International Committees and Regional Alliances,
- determine the time and place of the next General Assembly.

#### **Extraordinary General Assembly**

The Extraordinary Assembly can

- modify the Statutes
- take a decision on whether to dissolve the Association

### **3.2 – Election to the Executive Board**

#### **3.2.1 Candidacy Forms**

The National and/or International Committees, and/or Regional Alliances shall nominate candidates for election as Members of the Executive Board. A candidate can apply for a single function only.

The candidacy forms presented by the National and/or International Committees and/or Regional Alliances must be sent to the ICOM Secretariat in accordance with the election procedure rules using the established forms provided by the ICOM Secretariat.

Each form must contain the name of the Committee and/or Regional Alliance that is nominating the candidate and must include a biographical profile of the latter, signed by the Chair of the National and/or International Committee and/or Regional Alliance and by another Member of the Committee's or Regional Alliance's Board.

#### **3.2.2 Eligibilities and ineligibilities**

*National and International Committees and/or Regional Alliances may nominate any individual member in good standing for membership to the Executive Board. The nominated need not be a member of the nominating body.*

The following individuals are ineligible for membership to the Executive Board:

- designated representatives of institutional members;
- employees of ICOM or its Committees;
- former employees of ICOM or its Committees, who shall be ineligible for a period of two (2) years after the expiry or termination of their contract. This requirement shall be met on the 31<sup>st</sup> of December of the year preceding the Executive Board election.

“Employee” refers to each individual who carries out functions for ICOM or its Committees and receives remuneration for these functions.

### **3.2.3 Candidacy Application**

Candidacy forms must be filed by the designated deadline, which is set by the ICOM Secretariat in accordance with an elections calendar adopted by the Executive Board. This calendar must be provided to the Committees within one (1) month of its adoption.

Candidacies must be addressed to the ICOM Secretariat. Once the Director General has examined the candidacy applications and have them rectified where necessary, the applications are subsequently forwarded to the Nominations and Elections Committee which must validate the admissibility of candidacies within no more than three (3) months following the filing deadline.

In the case where a candidacy is deemed inadmissible **by the Nominations and Elections Committee**, a decision to that effect must be submitted to the National or International Committee that put the candidacy forward, granting them the opportunity to correct the candidacy application within a specified time.

### **3.2.4 The Nominations and Elections Committee**

**While the nomination and election procedure is determined by the General Assembly**, the Nominations and Elections Committee (NEC) shall oversee the correctness of the nomination and election process. In cases of doubt, NEC decides what the correct procedure is. **Under no circumstances can the Nominations and Elections Committee initiate new procedures.**

The Nominations and Elections Committee is comprised of five (5) to nine (9) ICOM Members who are not candidates for membership of the Executive Board. They are **nominated by the Chair of the Advisory Council and** appointed by the Advisory Council. The chair and ordinary members **of NEC** can serve a maximum of two consecutive three (3) year terms respectively, with a maximum consecutive serving time of twelve (12) years.

The Nominations and Elections Committee is **presided by its chairperson, and cooperates closely with the ICOM President, the Chairperson of the Advisory Council, and the Director General.**

The Director General can take part in the Nominations and Elections Committee meetings but shall not take part to the votes.

Upon expiry of the specified time limit to correct the candidacy application, the Nominations and Elections Committee authorises the ICOM Secretariat to publish a list of candidates for ordinary membership on the Executive Board and for each Bureau position.

### **3.2.5 Presentation of Candidates**

A candidate presentation document is published in ICOM’s three official languages and communicated to ICOM’s members, no later than three (3) months prior to the date of commencement of the General Conference. This document shall contain a presentation of each candidate’s name, biographical data and vision, and a description of the election process.

The candidates are free to promote their candidacy within ICOM in additional ways.

### **3.2.6 Election of Members to the Executive Board**

The election of Members to the Executive Board shall **have** taken place **when the result of the voting is announced** during the General Assembly meeting held during the General Conference. Voting rights are set forth in the Statutes Article 7.

Each National and International Committee has the right to appoint five (5) Members to vote on its behalf. Each Regional Alliance has the right to appoint three (3) and **each** Affiliated Organisation has the right to appoint two (2) Members to vote on its behalf.

Voting Members who are unable to be present on the days of voting may choose to vote by proxy, whereby they may designate another voting Member to vote on their behalf.

Only proxy forms created by the ICOM Secretariat shall be accepted at the time of voting. Upon presentation of the proxy, the Voting Member shall receive the voting ballot of the Member he/she is representing.

In order to be valid, a vote must provide the option to select, by ticking a box, a maximum of eleven (11) candidates for ordinary membership on the Executive Board. If this condition is not satisfied, the voting ballot shall be deemed invalid.

In addition, for each Bureau position the voting ballot must provide the option to select, by ticking a box, no more than a single (1) candidate. If this condition is not satisfied, the vote for the relevant seat in the Bureau shall be deemed invalid.

Voting Members may enter voting stations for a maximum period of two (2) consecutive days.

Candidates to an Ordinary Member position within the Executive Board that obtain the largest number of votes shall be elected.

The same shall apply with regard to Members seeking a seat in the Bureau.

Electoral rules reiterating and specifying these guidelines shall be drawn up by the Director General and validated by the Nominations and Elections Committee for each election.

The voting ballot system may be replaced by any technical means rendering it possible to use an electronic voting or remote voting system, which is recommended by the Nominations and Elections Committee and the ICOM Secretariat.

The election of the Executive Board Members is effective from the close of the General Assembly meeting during which elections were held.

## **ARTICLE 4 – ADVISORY COUNCIL**

The Advisory Council is the advisory body of ICOM.

### **4.1. Extraordinary meeting of the Advisory Council**

An extraordinary meeting of the Advisory Council may be held at the request of the Executive Board or the majority of the Advisory Council members. The Advisory Council Chair must directly request participants to attend the meeting by a reasonable deadline.

The extraordinary session must be held within three (3) months after receipt of the request from the Executive Board and its venue shall be located in the city where the ICOM Secretariat is based.

## **4.2. Election of the Advisory Council Chair and Vice-Chair**

### **4.2.1 Election of the Chair**

The Advisory Council shall be held in conjunction with the ICOM General Conference and elect its Chair for a term of three (3) years.

A person nominated by a National and/or International Committee and/or a Regional Alliance to this position must be an Individual Member of ICOM who should be or should have been already a member of the Advisory Council.

At least five (5) months prior to the date of commencement of a General Conference, the Director General shall send a call for candidacies to the ICOM Members.

The Director General must receive candidacy nominations no later than three (3) months prior to the commencement of a General Conference.

The Director General shall communicate the names of the candidates and the biographical data, which are at their option to provide, no later than three (3) months prior to the date of opening of the General Conference.

The candidate for the Chair office having received the largest number of votes shall be declared the winning candidate, provided that he/she obtains more than 50% of the votes in the first voting round.

In the event that no candidate receives more than 50% of the votes cast, the candidate receiving the lowest number of votes shall be eliminated and a further vote taken for the remaining candidates, and so on until one candidate receives more than 50% of the votes cast, who shall then be declared elected.

### **4.2.2 Election of the Vice-Chair**

The Advisory Council shall elect a Vice-Chair from among its members. The candidate for the Vice-Chair who receives the largest number of votes shall be declared the winning candidate.

## **ARTICLE 5 – STANDING COMMITTEES AND WORKING GROUPS**

### **5.1 Working Groups**

The President of ICOM may, with the approval of the Executive Board, establish temporary **Working Groups** for special purposes; define their mission, term of office, membership and their duration. The Chair of each **Working Group** submits its report to the President of ICOM and the Executive Board.

### **5.2 Standing Committees**

#### **5.2.1 General rules for Standing Committees**

Standing Committees are appointed by the President after consultation with the Executive Board.

The mandate of a Standing Committee is indefinite. The Committee reports and operates under the authority of the Executive Board.

The chair and ordinary members can serve a maximum of two consecutive three (3) year terms respectively, with a maximum consecutive serving time of twelve (12) years.

**The three (3) year term runs from the year following a General Conference to the year after the next General Conference. The mandate for the members of the Standing Committee representing the Executive Board ends when a new Executive Board is elected.**

In addition to the chair and ordinary members, the Committee includes, *ex officio*, the President. The Director General can take part in the Committee meetings but shall not take part in voting. The Committee is assisted by the relevant professional in the Secretariat.

Proposals made by the Committee are adopted by simple majority of the committee members.

The Chair of the Committee submits an annual report to the Executive Board on 30 October at the latest (for exceptions, see under each Committee). The Committee shall also submit a general report on the Committee's work during the preceding triennium to each General Assembly at the General Conference of ICOM.

ICOM does not compensate the Members of the Committee nor reimburse expenses incurred in fulfilling their function such as travel, hotel and other costs.

### **5.2.2 ICOM ETHICS COMMITTEE**

The Ethics Committee (hereinafter referred to as ETHCOM is a Standing Committee of ICOM to advise the Executive Board and the Advisory Council of ICOM.

The purpose and mission of ETHCOM is to provide expertise for the museum community on all matters relating to museum professional ethics.

ETHCOM assists ICOM in advancing and promoting knowledge, best practices and informed actions focusing on ethical issues for museums and museum professionals.

ETHCOM shall notably:

- monitor the application of *ICOM's Code of Ethics for Museums*, inform the Executive Board of serious violations of the Code, and eventually request that certain recommendations be published by all means of ICOM's communication channels;
- recommend to the Executive Board and the Advisory Council any changes or additions to *ICOM's Code of Ethics for Museums* that may be found necessary or appropriate;
- review on behalf of ICOM other Ethics Standards that may be developed by the subordinate bodies of ICOM in accordance with their specialised domains;
- maintain awareness and advise the Executive Board on evolving ethical issues affecting museums and their work within the cultural heritage sector;
- conduct, with the approval of the Executive Board, concerted reflections on identified issues of particular importance, and explore the possibility of working for the development of tools to serve the museum community.

### **5.2.3 ICOM FINANCE AND RESOURCES COMMITTEE**

The Finance and Resources Committee, (hereinafter referred to as FIREC) is a Standing Committee of ICOM to advise the Executive Board and the Advisory Council of ICOM.

The purpose and missions of FIREC are:

- examine and advise the Executive Board (and thereby also the Advisory Council) on broad issues concerning ICOM's oversight and development of its financial resources as a whole, taking a long-term view across a triennium rather than within single fiscal-year periods;
- examine and advise the Executive Board on the role and potential of the ICOM's Foundation, as a body and instrument to assist ICOM financially in diverse ways;

- seek reports and advice from the task forces of ICOM Committees to assist the Board's clear understanding of the Committees' functioning, giving attention to comparative issues of current concern or future potential in terms of finances and resources allocation;
- advise ICOM on ways of differentiating some of its funding allocations on a more prioritised basis, to assist new developments and increased capacities within the organisation as a whole, according to its mission, principal objectives, strategic development and evolving programs.

#### 5.2.4 ICOM LEGAL AFFAIRS COMMITTEE

The Legal Affairs Committee, (hereinafter referred to as LEAC) is a Standing Committee of ICOM to advise the Executive Board and the Advisory Council of ICOM.

The purpose and missions of LEAC are to provide expertise on legal issues of interest to the museum community, such as but not limited to cultural heritage, intellectual property and information technology laws.

LEAC assists ICOM in advancing and promoting knowledge, best practices and informed action focusing on legal issues for museums and museum professionals. The Committee shall notably:

- advise the Executive Board and the Secretariat on legal issues topical, affecting museums, museum professionals, art and cultural heritage and more generally on legal issues in relation with ICOM stakes and challenges.
- provide *opinion juris* to ICOM and ICOM Members in order for them to act with due diligence with respect to legal matters.
- advocate on legal issues affecting the museum community.
- raise awareness on new legal issues interesting the museum community.

#### 5.2.5 ICOM STRATEGIC ALLOCATION REVIEW COMMITTEE

The Strategic Allocation Review Committee (hereinafter referred to as SAREC) is a Standing Committee of ICOM.

SAREC shall monitor the appropriate use of ICOM's financial resources set aside for the subvention, special project and grant programmes.

SAREC defines the guidelines to be followed by all applicants. It annually evaluates applications for subventions, special projects and grants submitted by ICOMs committees, alliances, affiliated organisations or members.

This evaluation rests on ICOM's Statutes, Internal Rules and Strategic Plan. SAREC reviews the quality and the scope of the proposals with regard to content, organisation and finances as well as their alignment with the Strategic Plan. On the basis of this evaluation, SAREC proposes the allocation of the annual subventions, special project subventions and grants.

SAREC's recommendations are transmitted to the Director General of ICOM, for the approval of the ICOM President in time to fall within the set budget voted every year by the Executive Board of ICOM.

Once a year, and with the assistance of the Secretariat, the Chair of SAREC submits a report to the Director General for the approval of the President of ICOM, to be presented to the Executive Board.

Once a year, the Chair of SAREC presents a report to the Advisory Council during its June meeting.

In carrying out its work, SAREC ensures that there are no conflicts of interest amongst its members and that the Committee retains its independence and impartiality when making its recommendations.

#### 5.2.6 DISASTER RISK MANAGEMENT COMMITTEE

The Disaster Risk Management Committee (hereinafter referred to as DRMC) is a Standing Committee of ICOM dedicated to emergency response for museums.

DRMC gathers museum-related professionals from different parts of the world that monitor cultural heritage emergencies and stand ready to provide advice and assistance to international colleagues and their institutions upon request.

Dedicated to initial response after major natural and human-made disasters as well as during and after military conflicts, ICOM-DRMC:

- aims at quickly assessing the situation for museums and heritage sites confronted with disasters, in order to immediately evaluate their most pressing needs;
- aspires to mainly act in events where the situation surpasses national capabilities for response;
- monitors disasters, develop response mechanisms for heritage at risk, and propose solutions for museums in emergency situations;
- supports long term capacity building of expert knowledge and regional networks;
- promotes public awareness for heritage in danger;
- liaises with the international heritage community by exchanging and sharing information related to emergency situations that put cultural heritage at risk.

## **Article 6 – Rules for National COMMITTEES**

### **6.1 Roles and Responsibilities**

A National Committee **is generally a separate legal entity within its State**. It shall ensure the management of ICOM's interests within its State, represent the interests of its members within ICOM, including matters of a professional nature with which the National Committee is concerned, and contribute to the realization of ICOM's programmes.

Each National Committee is represented at the ICOM Advisory Council by its Chair or representative, and is represented at the ICOM General Assembly as determined by the ICOM Statutes and Internal Rules.

A National Committee shall be a primary channel of communication between the members and ICOM headquarters, and shall in particular be responsible for:

- the promotion of membership of ICOM among professional museum workers and museums in that State;
- the provision of advice to the Advisory Council, the Executive Board, and the Director General on any matter relevant to ICOM and its programmes;
- decisions on applications for Individual, Institutional and Supporting Membership of ICOM and their communication to the Secretariat;
- the appointment of voting members for purposes of electing the Executive Board and for voting at the General Assemblies;
- the submitting of an annual report on its activities for the previous calendar year to Executive Board and the Chair of the Advisory Council;
- the collecting of annual subscriptions on behalf of ICOM and their transmission to the Secretariat.

### **6.2 Membership**

A National Committee shall be composed of all the members of ICOM resident or registered in a State in which such a Committee has been established by the Executive Council. Each National Committee shall adopt its own rules in compliance with ICOM Statutes and Internal Rules and Code of Ethics.

If there is no National Committee in a State, an Individual Member resident in that State may, with the agreement of the National Committee of another State, and with the approval of the Executive Board, affiliate with that National Committee and participate in its affairs as if a resident of that other State. Such affiliation will cease automatically should the number of members in the State of residence reach five.

### 6.3 Establishing a National Committee

A National Committee may be established in any State by the Executive Board on receipt of a request in writing to the Director-General signed by at least **ten (10)** Individual or Institutional Members of ICOM residing in the State concerned.

Upon receipt of such a request, the Director-General shall inform all members of ICOM residing in the State concerned of the proposal, and invite their comments. The Director-General shall transmit the request together with any comments thereon from ICOM members residing in that State to the Executive Board for decision.

If the Executive Board decides to establish a National Committee, the Director-General shall advise all the members residing in the State concerned and shall designate one of the members to arrange and chair the first meeting of the Committee at which election of the Chair and members of the Board shall take place and Rules be adopted.

The Chair elected at the first meeting shall convey the minutes of the meeting to the Director-General at the earliest opportunity together with a copy of their Rules and the names and addresses of members of the Board.

Where no National Committee already exists in a State, an Association representing museums and professional museum workers at the national level in that State may, upon making application in writing to the Director-General, receive from the Executive Board authorization to constitute itself as a National Committee of ICOM in that State. Such authorization will be given only where it has been demonstrated that the Association in question has a substantial proportion of its members who are also members of ICOM and that the rules of the Association are not inconsistent with the *Statutes* of ICOM.

### 6.4 Elections of the Board

Each National Committee shall elect its own Chair and an Executive Board of not less than four (4) persons (including the Chair). No person may serve as an Ordinary Member of the Board for a continuous period of more than six (6) years unless subsequently elected as Chair, Vice-Chair, Treasurer or Secretary. No person may serve more than twelve (12) consecutive years.

Each National Committee shall hold a plenary meeting at least once a year at which the Board shall present to the members an annual report on its activities and its financial position and the Committee's programme shall be reviewed and endorsed. A copy of the Committee's annual report for the preceding year shall be transmitted to the Advisory Board.

The Board shall be responsible for appointing the persons who are to vote on behalf of the Committee in the election of the ICOM Executive Board and General Assembly.

Each National Committee shall, whenever possible establish relations with the Association or Associations representing the museum profession and heritage profession and all relevant institutions at national level of its State's jurisdiction.

The Chair of a National Committee may not at the same time serve as Chair of an International Committee or an Affiliated Organisation or a Regional Alliance or as a member of the Executive Board.

### 6.5 Suspension of the National Committee

The Executive Board may decide to suspend the rights of a National Committee established under these Internal Rules if there is evidence that the Committee is no longer functioning effectively.

The Executive Board may decide to suspend a National Committee, following consultation with the said National Committee, if there is strong evidence that the Committee in question has acted in violation with the **objectives of ICOM and of ICOM Code of Ethics for Museums** and failed to comply with such norms despite formal notice from the Executive Board.

## **ARTICLE 7 – RULES FOR INTERNATIONAL COMMITTEES**

To promote and protect the interests of ICOM and the international museum community, as well as the persons and other entities that support museum programmes, these Rules are designed to assure that International Committees provide maximum benefits to all parties. Except where stated otherwise, these rules are intended as minimum requirements.

### **7.1 Roles and Responsibilities**

International Committees are principal instruments for the work of ICOM and for the realisation of its programmes of activity. They are channels of communication between ICOM members with similar professional interests. International Committees are jointly responsible for the development and implementation of ICOM's programmes and of activities related to each Committee's specific mandate. Furthermore, the Committees provide valuable advice to the Executive Board, the Advisory Council, and the Director-General on matters relevant to ICOM's mission and programmes.

International Committees are components of ICOM and subject to the ICOM Statutes and Internal Rules, Codes of Ethics and relevant decisions of the General Assembly and the Executive Board. They are not entitled to operate as separate legal entities.

Each Committee is represented at the ICOM Advisory Council by its Chair or representative, and is represented at the ICOM General Assembly as determined by the ICOM Statutes and Internal Rules.

Each Committee may develop its own rules in compliance with ICOM Statutes and Internal Rules and Code of Ethics.

International Committees represent ICOM and must operate within the generally accepted framework of the organisation with respect to the Committee's specific theme.

The Chair of the Committee shall ensure that the Committee's activities do not compromise ICOM financially or professionally.

### **7.2 Membership**

Committee membership is open to all ICOM members in good standing upon request and without undue delay or restrictions.

Each Committee is composed of those ICOM members that have chosen to be member of this (one) Committee and must maintain a membership of at least 50.

A Committee membership list is maintained by ICOM on behalf of the Committee and for its purposes.

### **7.3 Establishing an International Committee**

1. A request for the establishment of a new International Committee shall be sent to the Director General and must be signed by a minimum of fifty ICOM members, drawn from at least ten different countries and from more than one continent.
2. The domain of a proposed new committee must be professionally oriented, of global and long-lasting interest, and compatible with ICOM's mission and values.
3. The creation of a new International Committee shall be examined by the Executive Board which takes the decision.
4. If the Executive Board decides to establish an International Committee, the Director-General shall appoint one of the members to arrange and chair the first meeting of the Committee at which election of the Chair and members of the Board shall take place and Rules be adopted.
5. The Chair elected at the first meeting shall convey the minutes of the meeting to the Director-General together with a copy of their Rules and the names and addresses of members of the Board.

6. The Rules shall be compatible with ICOM's Statutes, Internal Rules and Code of Ethics.
7. A new International Committee is subject to a three-year probationary period.

#### **7.4 Elections of the Board**

Elections shall be held every third year, preferably during the ICOM Triennial Conference. A call for candidates shall be sent to all members at least four (4) months in advance. ICOM members in good standing who are members of this one Committee are eligible to stand for election.

The Chair shall be elected separately from the other members of the Board. The Chair and the other members of the Board shall be elected for three (3) years, and their mandate can be renewed once (1). A member of the Board may subsequently be elected Chair. However, no Chair/member of the Board may remain in office for more than twelve (12) consecutive years.

The Chair of an International Committee may not at the same time serve as Chair of a National Committee or an Affiliated Organisation or a Regional Alliance or as a member of the Executive Board.

#### **7.5 Operations**

The Committee shall hold meeting with its members at least once a year and during the time and place of the ICOM Triennial Conference. General information shall be distributed to members on a regular basis as a membership service while an optional fee may be charged for non-members receiving equivalent information.

The Committee may, according to its own decision, include in its communication network, and accept as participants in its conferences, other members of ICOM as well as non-members.

The Committee shall inform the National Committee of the country in which a meeting or event is organised. The International Committee decides independently with whom to cooperate and the venue for the meeting.

The Committee may create working groups for specific purposes and depending on the needs of the programme or on request by members.

#### **7.6 Financial Resources**

The Board shall ensure that the Committee's financial management does not compromise ICOM.

The Committee shall submit an annual report of activities and an annual financial report to ICOM. Upon the submission of these reports the Committee is eligible to receive a subsidy from ICOM. ICOM may withhold the subsidy if the annual report is not delivered or is incomplete.

The Committee may accept sponsorship and apply for subventions, grants or other supports for activities and projects. It may request fees for services rendered.

Since an International Committee is not a separate legal entity, the Committee may establish an agreement of cooperation with a legal entity in the host country of its meeting to ensure proper financial management of all funds associated with the meeting, ensure the proper audit of accounts and verify final distribution of residual funds. The organizing entity may be a museum, university, foundation, the ICOM National Committee, or similar public-oriented body.

#### **7.7 Dissolution or suspension**

The majority of the members of an International Committee or the Executive Board may decide that the International Committee may be suspended if the Committee is no longer functioning effectively or has acted in violation of the ICOM Statutes or Internal Rules or the ICOM Code of Ethics, and failed to comply with such norms despite formal notice from the Executive Board. In the event of dissolution being declared, the Executive Board shall appoint one or two liquidators. Any remaining assets should be transferred to ICOM.

## ARTICLE 8 – RULES FOR REGIONAL ALLIANCES

### 8.1 Roles and Responsibilities

A Regional Alliance is composed of National Committees in a region. They are designed to promote dialogue and the sharing of information between the National Committees, museums and the museum professionals of a given region.

The responsibilities of the Regional Alliance are to foster cooperation, mutual assistance and the exchange of information among its participants and in particular to:

- provide a forum for exchange of information between National Committees;
- contribute, where possible, to the realisation of ICOM's Strategic Plan;
- communicate and promote ICOM interests within the region;
- arrange such meetings and produce such publications as it deems necessary, provided all associated costs are met by the Organisation;
- serve the interests of the National Committees in the region, but not as a representative of those Committees.

### 8.2 Definition and Recognition

A Regional Alliance shall consist of five (5) or more National Committees within a region defined by political, geographical, linguistic, or cultural criteria, and be accepted by the Executive Board.

A Regional Alliance shall be identified by the name of the region approved by the Executive Board.

Each Regional Alliance may develop its own rules in compliance with ICOM's Statutes, Internal Rules and Code of Ethics.

The Chairperson of a Regional Alliance is a member of the Advisory Committee.

The Regional Alliance shall have no separate legal status.

### 8.3 Regional Participation

A National Committee within the region may participate in the activities of the Regional Alliance. All requests for participation shall be made in writing to the Regional Alliance that will, after consulting with the participating National Committees, inform the Director General of the inclusion.

### 8.4 Elections of the Board

There shall be a Board of the Regional Alliance consisting of a Chair and at least four (4) other persons, nominated and elected by the National Committee Boards of the regional participants.

They are elected for a three-year (3) term and can be re-elected once (1). A member of the Board may subsequently be elected as Chair. No person shall be permitted to serve more than four (4) consecutive terms. No more than one (1) person from any National Committee may be on the Board at any one time.

The Chair shall be an Individual Member of ICOM who is member of one of the National Committees forming the Regional Alliance. The Board members shall be Individual Members, or designated representatives of Institutional Members of ICOM of the National Committees forming the Regional Alliance.

The Chair and Board shall be elected at the meeting of the Alliance preferably held in association with the General Conference of ICOM.

The position of Chair of the Board shall not come from the same National Committee for more than six (6) consecutive years.

### 8.5 Meetings

The Regional Alliance shall hold such meetings as it considers necessary for the attainment of its objectives.

Each Regional Alliance shall hold a meeting at least once (1) a year at which the Board shall present to the members an annual report on its activities and its financial position and the Alliance's programme shall be reviewed and endorsed.

Prior to the convening of the meeting at least three (3) months' notice shall be given to the leaders of regional National Committees.

National Committees attending the Regional Alliance meeting shall be entitled to one (1) vote on any matter before the Alliance.

#### **8.6 Amendment of Rules**

The Rules of an Alliance shall be adopted at a meeting of the Alliance as soon as they are deemed practicable and may be amended at any meetings subsequent thereof.

A National Committee participating in the Alliance shall be notified at least three (3) months prior to the General Meeting of any proposed amendments to these rules of procedure.

Adoption and amendment of the rules of Procedure shall require the support of a three-quarters (3/4) majority of the participating National Committees present, provided that at least one-third (1/3) of the participants in the Alliance are present at the meeting.

#### **8.7 Financial Resources**

A Regional Alliance may award grants and donations for its own purpose, as it considers necessary by such means deemed legal and appropriate.

The Regional Alliance shall maintain proper accounts of all payables and receivables on an annual basis. The accounts shall be reviewed annually and reported to the ICOM Director General.

#### **8.8 Review of a Regional Alliance**

Regional Alliances may be subject to a review. The review process will focus on compliance with the operational aspects of the Regional Alliance and its regional validity.

#### **8.9 Suspension or dissolution of a Regional Alliance**

The Alliance may be dissolved by informing the Executive Board of ICOM of the region's decision to discontinue activities or the Executive Board may decide that the rights of Regional Alliances established under these Internal Rules shall be suspended if evidence indicates that the Alliance is no longer functioning effectively or there is a strong evidence that the Alliance in question has acted in flagrant violation of the objectives of ICOM and the ICOM Codes of Ethics for Museums and failed to comply with the norms contained therein despite having received formal notice from the Executive Board thereof.

In the event the Alliance is dissolved, its assets (if applicable) shall be transferred to ICOM headquarters and distributed by the Executive Board, giving careful consideration to all relevant national and regional laws and regulations.

### **ARTICLE 9 – RULES FOR AFFILIATED ORGANISATIONS**

An Affiliated Organisation is **an entity separate from ICOM**, governed by its own constitution and rules, which shall not conflict with the **objectives of ICOM** and Code of Ethics **for Museums**. It is an international organisation with a purpose of interest for museums or the museum profession-

Applications for affiliation to ICOM shall be made in writing, addressed to the Director-General and accompanied by a copy of the Constitution and Rules of the Organization. The application shall set out the reasons why the Organization wishes to affiliate with ICOM. The Director-General shall submit the application to the Executive Board for decision.

The affiliation of an International Organization may be terminated by the Executive Council for any of the following reasons: Lack of relevance for museums or for the museum profession; non-existing or insufficient activity; actions that are a serious violation of the ICOM Statutes or Code of Ethics.

An International Organization whose affiliation has been terminated may re-apply for affiliation if the matters that resulted in termination of its affiliation have been resolved.

## **Article 10 – THE DIRECTOR GENERAL**

The Director General is in charge of managing the human resources, recruitment, and salary policy of the Secretariat. He or she manages ICOM's day-to-day affairs and operations in light of decisions taken by the President, the Executive Board and the General Assembly.

He or she is responsible, in cooperation with the President, for making the annual business plan and the pertinent budget(s) for the activities and operation of the organisation as well as for following up on them and preparing annual reports.

He or She may incur expenses coming within the scope of the voted budget. For expenses in excess of the amount set by the Executive Board each year, the President's prior written consent is required. This limit does not apply to mandatory expenses (wages and salaries, social security charges, taxes, rents, entry into a duly signed successive performance contract, etc.). The Director General pays expenses that have been incurred in due and proper form.

## **GENERAL PROVISIONS**

In the event of a contradiction or discrepancy between these Internal Rules and the Statutes of ICOM, the Statutes of ICOM shall prevail over these Internal Rules.

In the event of a contradiction or a difficulty in interpreting the English, the Spanish or the French versions of the present Rules, the latter version shall prevail.

Entry into force,