

27th ICOM General Conference 2025

A guide for ICOM National Committees to apply

NEW CALL



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FOREWORD

Deep crises of the kind provoked by Covid-19, change paradigms, invert perspectives and accelerate processes that were already underway. The health, economic and social crisis we are experiencing directly affected the cultural sector and it had to cope with the sudden need to rethink the physical experience of culture, the viability of funding models and the role of culture in empowering the community.

The first ICOM General Conference was held in Paris in 1948. Since then, twenty-five editions have followed one another, until ICOM Kyoto 2019 which with its 4600 participants from all over the world and more than 200 activities organized, has consecrated the ICOM General Conference as the worldwide reputed hub for museums professionals.

Exceptional circumstances, such as those of COVID-19, lead to explore alternatives, also for the ICOM General Conferences.

For this reason, ICOM has entirely rethought the format and the application procedures of its flagship event, writing the next chapter of the almost secular history of the ICOM General Conferences. The new conference format, which is therefore the subject of this **extraordinary call for applications to host the 27th ICOM General Conference in 2025**, aims to:

1. Define a **sustainable event**, with particular concern for environmental, economic and social issues, incorporating socially and environmentally responsible decision making into the planning, organisation and implementation of, and participation in the ICOM General Conference;
2. Include a digital dimension to the traditional in-person event, organising a **hybrid event**, ensuring ICOM members equal opportunities to attend the event, regardless of the world health situation, by guaranteeing a balanced geographical representation and provide a completely new way for people to engage with the ICOM brand;
3. Ensure to ICOM Members an **inclusive event** in which everyone can participate, virtually or in person, depending on the budget they can invest, in response to the economic crisis that museums and museum professionals are facing.

To achieve these objectives, the questionnaire and the manual in support of the application published on March 5th 2020, have been fully updated. The active ICOM National Committees wishing to submit their application for hosting the 27th ICOM General Conference in 2025 are required to submit the **new questionnaire** by email to the ICOM Secretariat at Conference@icom.museum, before the extended submissions deadline of **30 April 2021** (00:00 Paris time: GMT+1).

INTRODUCTION AND BACKGROUND

Presentation of ICOM

The International Council of Museums (ICOM) is the only global museum association. It provides museums and museum professionals with national, regional and international platforms of dialogue and exchange about ethical standards and innovative practices.

Since it was established in 1946, ICOM has committed itself to the protection and promotion of museums and the heritage with which they are entrusted; natural and cultural, present and future, tangible and intangible. It also advocates the crucial role that museums play in the sustainable development of societies as unique sources of information, inspiration and insight.

Today, ICOM is a worldwide network made up of more than 48.931 members representing 142 countries and territories, grouped into 118 National Committees. It also fosters six Regional Alliances and 32 International Committees dedicated to various museum specialties.

The International Committees are ICOM's think-tanks, bringing together passionate individuals that work on a voluntary basis to further research and advance knowledge in their areas of expertise. Finally, our Standing Committees and Working Groups deal with subjects that are relevant to ICOM, such as the museum definition, disaster risk management and ethical issues. In total, our committees organise around 200 conferences and workshops around the world every year.

The values and principles shared by ICOM and the international museum community are comprised in the ICOM Code of Ethics. It is recognised as the main international ethical standard for museums, as it sets minimum standards for professional practice and the performance of museums, and a number of countries have included key concepts from the ICOM Code of Ethics in their national legislation.

As the main representative of the global museum community in international forums, ICOM advocates policies that will make the cultural heritage field thrive. It also publishes statements on current museum-related issues such as the independence of museums or the need of adequate public funding.

Website: <http://icom.museum>

Presentation of the ICOM General Conference

ICOM's General Conference is a world-renowned cultural hub, which brings museum professionals together to discuss the issues that museums face and create innovative solutions. Every three years since 1948, ICOM invites the international museum community to focus on a significant theme, which fosters cultural exchange, promotes international cooperation and inspires local action to ensure that museums continue their public and social mission.

Following 25 successful editions, organised according to the in-person event format in locations such as Rio de Janeiro to Kyoto, ICOM's flagship conferences have attracted around 4,500 participants from all over the world including renowned

speakers and world-class experts that come together to attend debates, round tables, panels, networking events and cultural activities.

The ICOM General Conference will also host the International Museum Fair and EXPO Forum, which presents state-of-the-art technology and allows participants to explore the latest technological advances for museums. The Fair provides a unique opportunity for tech companies to display innovative solutions to a global audience of heritage and museum experts.

For participants, the conference is also an opportunity to visit local museums and to take part in activities that provide a better understanding and appreciation of the host country's culture. To mark the official launch of the General Conference, a special International Symposium is held one year in advance, which brings 200 international experts together to discuss the conference theme.

Why a new conference format

Since the first ICOM General Conference in 1948, twenty-five editions have followed one another. Edition after edition, the General Conference has grown more and more in terms of the number of participants, activities organised and duration, until ICOM Kyoto 2019 with its 4600 participants, more than 200 activities organized and 7 days event and a budget of several million euros.

The global pandemic has questioned this kind of event. The subsequent lockdowns, travel restrictions and economic crisis might make it difficult for organisers to bear organisation costs of this magnitude and for members to travel and/or allocate a budget to participate in the ICOM General Conference covering the costs of registration, travel, accommodation and overnight stay in 2025. Moreover, the economic crisis triggered by the global pandemic makes this format hardly sustainable from an economic point of view.

On the other hand, the proliferation of webinars, conferences and on-line meetings that we knew in 2020 to overcome the inability to meet in person and travel, has changed the expectations that professionals have for an international event and members have for an ICOM General Conference, especially after the 1st ICOM on-line Annual Meetings in July 2020, attended by 1250 members, i.e., more than 400% of the regular participants in the in-person meetings.

The 27th ICOM General Conference aims to be better adapted and more feasible in terms of budget, size of the in-person event, duration of the event, number of activities and which integrates a digital dimension to the in-person event which is capable of meeting participants' expectations in 2025.

The new ICOM General Conference will differ from traditional conferences in three ways:

1. **reduction in length of the event;**
2. **format of the event**, the conference may take place in one of two different formats proposed by ICOM at the choice of the candidates:
 - **Option A - Hybrid format:** organising a hybrid event, adding a digital component to the in person-event organised in the host country, with on-site and on-line participants;
 - **Option B – Digital format:** organising a fully digital event, with exclusively remote attendees;

3. **Application modality:** candidates may choose to submit their applications individually or jointly according to the following options:

- **Option 1 – Individual applications:** candidates may apply individually to organize the hybrid or the digital 27th ICOM General Conference
- **Option 2 – Joint applications:** two candidates can join forces and stand as a team to organize the 27th hybrid ICOM General Conference (one National Committee will be designated as the organizer of the in-person conference in its country and another National Committee as the organizer of the digital conference) or stand as a team to organize the 27th digital ICOM General Conference;

but the backbone of the event will remain the same, the new ICOM General Conference will consist of:

1. an International Symposium, a scientific congress bringing together specialists and addressing the theme of the conference, taking place one year prior to the conference and representing the first official launch event of the 27th ICOM General Conference;
2. a highly varied scientific and cultural programme, alongside with the statutory meetings and the elections of the ICOM Executive Board and the Chairperson and Vice-Chairperson of the Advisory Council;
3. accompanied by a Museum Fair and Expo Forum to present innovations and progress that have occurred in the field and profession of museums.

Going digital: the new conference formats

Digitisation is profoundly changing the cultural experience, not only in terms of new technology-based access, production and dissemination, but also in terms of participation and creation, learning and engaging the community.

The 27th ICOM General Conference may take place in one of two different formats:

Option A – Hybrid format

The hybrid ICOM General Conference, offering both on-site and virtual attendance options, extends the event beyond the congress centre, providing the opportunity to connect and engage with the audience anywhere, an unprecedented challenge for an event with worldwide attendees such as the ICOM General Conference.

The ICOM General Conference has been designed for an in-person cultural experience. Therefore, the hybrid ICOM General Conference will have to succeed in the challenge of offering a quality cultural experience in terms of participation, learning and engagement, both to the attendees who will physically participate in the conference and to those who will participate remotely, and, for this reason, the conference format has been reconsidered.

The changes made to the conference format concern:

Length of the event

The hybrid ICOM General Conference will be a four (4) day event, which preceded one year before by one (1) or two (2) day International Symposium.

Content digitisation

The candidate(s) are asked to suggest which activities of the scientific programme should be digitised. The minimum requirement is the digitisation of the statutory meetings.

For this purpose, a video conference platform will have to be provided, the specific features of which are described in Appendix II – General Technical Requirements.

Size of the event

The new ICOM General Conference will be a smaller size in-person event with an estimation of two thousand (2000) participants. The number of digital participants will depend on the number of activities of the scientific programme that applicant(s) decide to include in the digital programme.

Grants

Eighty (80) grants should be provided for the hybrid conference format, indicatively divided into forty (40) traditional travel grants to attend the physical event and forty (40) grants covering registration fees to attend the digital event, depending on the level of digitisation proposed. The final number of grants will be agreed between ICOM and the successful applicant(s).

What remains unchanged:

Hybrid ICOM General Conference structure

The hybrid General Conference programme has five (5) main elements: the scientific and social programme, the statutory meetings and the Open Forum for Resolutions, the Museum Fair and Expo Forum and the election of the ICOM Executive Board and Advisory Council. Each day of the conference will be characterized by one or more of these elements.

Hybrid ICOM General Conference programme structure

The digitisation of the General Conference will open the doors of the event to participants from all over the world, creating a continuous stream of activities for 24 hours. In order to allow participants to enjoy the conference programme, whether they physically take part in it or participate in a remote way on the video-conference platform, as far as possible with respect to the different world time zones, the daily programme has been reviewed.

Planning criteria for the daily hybrid programme

When proposing the programme for the hybrid conference, on a global scale, optimising the timetables for the different time zones, it is recommended to:

- Specify the reference time zone of the physical location of the event;
- Group up to five macro time zones according to the different world time zones, each of which differs from the local time by ± 9 or ± 6 hours (back and ahead), to simplify time zone management;
- And make a comparative analysis of access to digital contents per time zone, in order to propose a timetable that allows for a simple participation in the General Conference, regardless of the macro time zones.

Requirements to be met by the hybrid programme

The hybrid ICOM General Conference programme shall:

- 1) identify a timetable that allows a smooth running of both the in-person and digital conference for the identified macro time zones, as much as possible;
- 2) guarantee equal conditions of attendance of the conference, independently of the macro time zone from which the participants will take part in the event;
- 3) guarantee as many live activities as possible, independently of the macro time zone from which the participants will take part in the event, to encourage engaging sessions;
- 4) when the time or type of activity foreseen for physical participants does not allow optimal digital attendance, such as a visit to a museum, propose alternative activities for digital participants (i.e. virtual tour, podcast, video-interview etc.);
- 5) mandatorily ensure live attendance, both for in-person and digital attendees, in the ICOM statutory meetings for a democratic and representative participation in the association's deliberations, regardless of time zones;
- 6) not to exceed nine (8,5) hours of live activities per day, with the exclusion of the social activities;

Hybrid ICOM General Conference programme at a glance

Applicants who opt to apply for the organisation of the hybrid conference may choose whether to organise the preceding International Symposium in the host city over two (2) days or choose a one-day (1) digital version of the Symposium.

HYBRID FORMAT INTERNATIONAL SYMPOSIUM – DETAILED PROGRAMME					
1 st Option: in person event in the host city			2 nd Option: digital event		
Day 1	Morning	Scientific congress	Day 1	Morning congress	Scientific
	Afternoon	Scientific congress		Afternoon congress	Scientific
	Evening	Reception			
Day 2	All day	ICs site inspections			

The hybrid format of the General Conference consists of three (3) days of activities to be organised at the conference centre (Day 1, Day 2, Day 3) and one day in the museums of the host city (Day 4), reducing conference centre rental costs by 50%, following the below scheme.

HYBRID FORMAT 27 th ICOM GENERAL CONFERENCE – DETAILED PROGRAMME		
Day 1	Morning	Opening Ceremony Separate Meetings of the National Committees Separate Meetings of the International Committees Advisory Council Meeting Opening of the elections
	Lunch break	Networking session
	Afternoon	Opening of the Museum Trade Fair International Committees Board Meetings Meetings of the International, National and Standing Committees, Working Groups and Regional Alliances
	Evening	Opening Party
Day 2	Morning	Keynote speech Plenary session Workshop Roundtable Panel session Open Forum for Resolutions
	Lunch break	Workshop

		Networking sessions
	Afternoon	Meetings of the International, National and Standing Committees, Working Groups and Regional Alliances
	Evening	Social events
Day 3	Morning	Keynote speech Plenary session Workshops Roundtable General Assembly Closing of the elections
	Lunch break	Roundtable Networking sessions Closing of the Museum Trade Fair
	Afternoon	Extraordinary General Assembly
	Evening	Closing Ceremony Closing Party
Day 4	All day	ICs off-site meetings

An example of the Hybrid ICOM General Conference timetable can be found in the Appendix 6. ICOM reserves the right to modify the General Conference programme and all related requirements at any time and in any way deemed necessary by ICOM.

Option B – Digital format

The digital ICOM General Conference will offer a fully and exclusively digital experience, by bringing together remote attendees from all over the world. It will not be necessary to provide a conference centre to host the participants, but it may be envisaged to provide a recording studio to broadcast the main sessions. The digital conference will follow the pattern of the hybrid conference, with the exception of its in-person components.

Length of the event

Unlike the hybrid format, the digital ICOM General Conference will be a five (5) day event, which is preceded one year before by the one (1) day International Symposium. The digital conference will last an extra day because the number of hours of activity per day will be reduced in order to allow members on all latitudes to attend.

Content digitisation

Candidate(s) shall propose a digital programme that includes the activities of the scientific programme and the statutory meetings. Social programme activities are optional.

Size of the event

The estimated number of participants in the digital ICOM General Conference is projected at three thousand five hundred (3500) to four thousand (4000) participants. The 2025 General Conference would be ICOM's first fully digital conference, so please consider these figures as a mere estimate.

Grants

Eighty (80) grants covering registration fees to attend the digital event shall be guaranteed.

Digital ICOM General Conference structure

The digital ICOM General Conference programme is based on the (5) main elements of the hybrid conference (see page 8).

Planning criteria for the daily digital programme

When suggesting the programme for the digital conference on a global scale, optimising the timetables for the different time zones, it is recommended to:

- Identify a neutral timetable as much as possible, which allows a smooth running of the live sessions for the identified macro time zones;
- Specify the reference time zone of the physical location(s) of recording studio(s);
- Group up to five macro time zones the different world time zones, each of which differs from the local time by ± 9 or ± 6 hours (back and ahead), to simplify time zone management;
- And make a comparative analysis of access to digital contents per time zone, in order to propose a timetable that allows for a simple participation in the General Conference, regardless of the macro time zones.

Requirements to be met by the digital programme

The digital ICOM General Conference programme shall:

1. guarantee equal conditions of attendance to live sessions independently of the macro time zone from which the participants will take part in the event;
2. guarantee as many live activities as possible, independently of the macro time zone from which the participants will take part in the event, to encourage engaging sessions;
3. propose engaging and innovative alternatives to virtually enjoy the culture and the heritage of the Organising Committee(s)'s country (i.e., virtual tour, podcast, video-interview etc.);
4. mandatorily ensure live participation in the ICOM statutory meetings for a democratic and representative participation in the association's deliberations, regardless of time zones;
5. not to exceed six (6) hours of live activities per day, with the exclusion of the social activities;

Digital ICOM General Conference programme at glance

Applicants who opt to apply for the organisation of the digital conference are asked to organise a one (1) day International Symposium one (1) year prior to the event and a totally digital General Conference with a duration of five (5) days, whose structure is summarised in the tables below.

DIGITAL FORMAT INTERNATIONAL SYMPOSIUM – DETAILED PROGRAMME		
Day 1	Morning	Scientific congress
	Afternoon	Scientific congress

DIGITAL FORMAT 27 th ICOM GENERAL CONFERENCE – DETAILED PROGRAMME	
Day 1	Opening Ceremony Separate Meetings of the National Committees Separate Meetings of the International Committees Advisory Council Meeting Opening of the elections Opening of the Museum Trade Fair Workshop Networking session Roundtable Opening Party

Day 2	Keynote speech Plenary session Workshop Roundtable ICs Board Meeting Meetings of the International, National and Standing Committees, Working Groups and Regional Alliances Panel session Networking session Social events
Day 3	Keynote speech Plenary session Workshop Roundtable Open Forum for Resolutions Meetings of the International, National and Standing Committees, Working Groups and Regional Alliances Panel session Networking session Social events Closing of the Museum and Trade Fair
Day 4	General Assembly Extraordinary General Assembly Closing of the elections
Day 5	ICs off-site meetings Closing Ceremony Closing Party

An example of the Digital ICOM General Conference timetable can be found in the Appendix 6. ICOM reserves the right to modify the General Conference programme and all related requirements at any time and in any way deemed necessary by ICOM.

A description of each type of session, both for the hybrid and digital format, is listed below. For technical specifications, please see Appendix 2.

Type of sessions in the order that it will take place	Description and technical details
STATUTORY MEETINGS and OPEN FORUM FOR RESOLUTIONS	
Advisory Committee meeting	The Chairpersons of the National and International Committees, Regional Alliances, and Affiliated Organisations (or their appointed representatives) come together to advise the Executive Board and the General Assembly on matters and activities that relate to ICOM's activities such as ICOM's policies, programmes, procedures and finances.
General Assembly	The General Assembly is ICOM's supreme decision-making and legislative body. It approves the annual policy report, strategic plan, membership fees and accounts of the previous year. It also makes decisions on eventual items of importance proposed by the Executive Board, the Advisory Council, National and International Committees and Regional Alliances.
Extraordinary General Assembly	The Extraordinary General Assembly votes on the adoption of amendments to the Statutes.
Open Forum for Resolutions	The General Conference may propose resolutions arising from its discussions on challenges that the

global museum community is facing today. These discussions take place during the Open Forum. The resolutions are approved by the General Assembly.	
SCIENTIFIC PROGRAMME	
Keynote Speeches	Keynote speeches are addresses given to set the tone and summarize the main messages or themes of the ICOM General Conference. Some 3500 to 4500 participants will attend these sessions in the main hall or live-streaming rooms.
Plenary and panel sessions	Plenaries and panels are sessions on current topics of interest to the museum community. Some 3500 to 4500 participants will attend these sessions in the main hall or live-streaming rooms.
Workshops and roundtables	Workshops and roundtables are sessions with a limited number of participants, at which participants take part in discussions or produce work on specific themes related to the museum profession.
Networking sessions	Networking sessions offers new ICOM members the opportunity to find out more about the organisation and how it operates, and for emerging professionals to meet experienced museum professionals for career mentoring.
Sessions of ICOM Committee and Working Groups	The ICOM International and National Committees, Working Groups and Standing Committees hold meetings and activities later in the week. More than 230 sessions were organised at the last General Conference.
Off-site meetings	The ICOM International Committees hold their own annual meetings in the host city or region, there are referred to as “off-site meetings”
Sessions proposed by other ICOM bodies and partners	Regional Alliances and ICOM Official Partners can organise meetings related to the theme of the General Conference.
SOCIAL PROGRAMME	
Opening and Closing ceremonies	Opening and closing ceremonies mark the official beginning and end of the ICOM General Conference and should convey the objectives and principles of ICOM and reflect the theme of the ICOM General Conference.
Opening and Closing parties	Parties to celebrate the beginning and end of the ICOM General Conference.
Social events	Social events take place throughout the General Conference are opportunities for participants to meet in a social setting and discover the tangible and intangible cultural heritage of the host country.
OTHER EVENTS	

Additional events	The ICOM National Committees may organise off-site receptions at their consulates or other institutions.
FRINGE PROGRAMME	
Museums in the host city and the surrounding regions may organise thematic events, special exhibitions and guided tours during the General Conference.	
MUSEUM FAIR AND EXPO FORUM	
A three-day institutional fair and expo forum presenting innovations and progresses that have been made in the museums field and profession of museums.	
ICOM EXECUTIVE BOARD AND ADVISORY COUNCIL ELECTIONS	
During the 27 th ICOM General Conference elections will be held to elect the ICOM Executive Board and the Chairperson and Vice-Chairperson of the Advisory Council for the term 2025-2028.	

Main differences between the hybrid and digital formats

In the table below, the main differences between the hybrid and the digital formats are highlighted.

	Hybrid format	Digital format
Venue(s)	Physical: congress center Virtual: on-line conference platform	Physical (if applicable): recording studio(s) Virtual: on-line conference platform
Length of the event	4-day event, preceded one year before by 1- or 2-day International Symposium	5-day event, preceded one year before by 1-day International Symposium
Content digitisation	Every activity foreseen in the in-person conference programme shall be digitalised	All conference activities will be digital. Candidates can suggest innovative digital activities to be included in the programme.
Size of the event	In-person event: 2000 estimated number of participants Digital event: the number of digital participants will depend on the number of activities in the scientific programme that applicant(s) decide to include in the digital programme Max 3000 estimated number of participants	3500/4000 participants indicative estimated number
Planning criteria for the daily programme	Identify a reference time zone of the physical location of the event, which allows a smooth running of both the in-presence and digital	Identify a neutral timetable as much as possible, which allows a smooth running of the live sessions for the identified

	conference for the identified macro time zones, as much as possible. Up to 8,5 hours of live activities per day can be planned.	macro time zones. Up to 6 hours of live activities per day can be planned.
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Key figures

Participants

ICOM members and non-members can attend the General Conference. An ICOM General Conferences usually welcomes between 3,500 and 4,500 participants, in its traditional format (in-person event). The number of digital participants will depend on the number of activities in the scientific programme that applicant(s) decide to include in the digital programme.

More than 120 nationalities were present at each edition of the General Conference (100 in Seoul 2004, 117 in Vienna 2007, 122 in Shanghai 2010, 103 in Rio 2013, 120 in Kyoto 2019). The geographic distribution of the participants at the last six conferences is shown below:

	Seoul 2004	Vienna 2007	Shanghai 2010	Rio 2013	Milan 2016	Kyoto 2019
Europe	32%	62%	53%	36%	65%	26%
Asia	51%	17%	23%	15%	20%	55%
North America	8%	11%	8%	5%	8%	6%
Latin America	2%	4%	7%	39%	3,5%	3%
Oceania	4%	2%	3%	1%	0,5%	1%
Africa	3%	4%	6%	4%	3%	2%

ICOM has 118 National Committees and members come from 138 different countries and territories. Currently, about 83% of ICOM members live or work in Europe, nevertheless, figures from previous ICOM General Conferences have shown that it can attract ICOM members and non-members from both the host country's neighbouring countries and from the region.

Date

The ICOM General Conference can be held between May and the beginning of November. When suggesting dates, the applicant(s) must ensure that the conference dates do not overlap with major public holidays in the host country or in other parts of the world, or major meetings and events in the host city.

Financial data

The indicative budget for the hybrid General Conference is on an average two and a half (2,5) to four (4) million EUR. The indicative budget for the digital General

Conference could be reduced by up to a quarter of the hybrid event budget. Please note that these are estimates that may vary significantly depending on local costs.

Based on recent experience, General Conference revenues are primarily generated by:

- Government subsidies (accounting for between a third and half of the total income)
- Registration fees (accounting for between a quarter and half of the total income)
- Private sponsorship (both direct and in-kind, varies from year to year)
- Scholarships for travel grants obtained by ICOM (around 100,000 EUR for each General Conference)
- Rental of museum trade fair booth-space and special event tickets (marginal revenue)

Fee policy

Admission to the ICOM General Conference is subject to an attendance fee.

The ICOM General Conference policy fee, both for the hybrid and the digital event format, provides for two (2) types of pass: paying passes and free of charge passes.

Paying passes for the hybrid event format are divided into two sub-categories of registration: the in-person option, which regroups the six (6) different passes available to those who physically attend the conference in the host city, and the digital option which regroups the five (5) different passes available to digitally take part in it.

The passes of the in-person option are: ICOM Members (Individual and Institutional) Full Conference Pass, Non-Members Full Conference Pass, Students Full Conference Pass, Accompanying Person Pass, Basic Conference Pass and Daily Pass.

The passes included in the digital option are the same of the in-person option, to the exclusion of the Accompanying Person Pass.

The free of charge passes category provides a single ticket exclusively to ICOM members (Individual and Institutional) to attend the statutory meetings free of charge in the digital mode, as required by the association's statutes.

The policy fee for the digital event format provides for the same types of paid and free passes as for the digital option of the hybrid event.

The in-person passes are considered as the higher pricing level, on-line passes as a lower pricing level.

Three registration periods (Early Bird, Regular and On-site) with relative rate increase are envisaged. Early bird discounts and privileged association member rates must be guaranteed for both in-person and online ticket.

Each sub-registration category includes different benefits to which different fees will correspond. A description of each registration category and the corresponding benefits is outlined below, and this information should be taken into consideration when the fee policy for the conference is being developed.

The pricing strategy for the digital event shall be consistent with the number of activities in the scientific programme that will be digitised. Please note that the ICOM General Conference Policy Fee reported on page 20 is indicative only.

Paying Passes

A description of the benefits included in the different types of paying passes.

1. ICOM Members (Individual and Institutional) – Full Conference Pass

The Full Conference Pass for ICOM Individual and Institutional Member – **in-person option of the hybrid event format** - includes four (4) days admission to the scientific and social programme, the ICOM statutory meetings, the Open Forum for Resolutions, the Museum Fair and Expo Forum, the ICOM Executive Board and Advisory Council Elections, as well as lunches and coffee breaks.

The Full Conference Pass for ICOM Individual and Institutional Members - **digital option of the hybrid event format** - includes admissions to all the activities of the in-person event, to the exclusion of lunches and coffee breaks.

The Full Conference Pass for ICOM Individual and Institutional Member – **digital event format** – includes five (5) days admission to the scientific and social programme, the ICOM statutory meetings, the Open Forum for Resolutions, the Museum Fair and Expo Forum, the ICOM Executive Board and Advisory Council Elections.

The registration fee for Individual and Institutional ICOM Members shall be divided into two subcategories: category 1,2 countries and category 3,4 countries as defined by the ICOM classification of countries ¹.

An ICOM Institutional Member can designate up to eight (8) professionals to benefit from this rate. The amount paid per representative of an institutional member shall correspond to the amount of the registration fee of an individual member.

2. ICOM Non-Members – Full Conference Pass

The Full Conference Pass for Non-Members – **in-person option of the hybrid event format** - includes four (4) days admission to the scientific and social programme, the Museum Fair and Expo Forum, as well as lunches and coffee breaks.

¹ <https://icom.museum/wp-content/uploads/2019/09/Call-for-dues-2020-EN-5-7.pdf>

The Full Conference Pass for Non-Members - **digital option of the hybrid event format** - includes admissions to all the activities of the in-person event, to the exclusion of lunches and coffee breaks.

The Full Conference Pass for Non-Members - **digital event format** - includes five (5) days admission to the scientific and social programme, as well as the Museum Fair and Expo Forum.

3. Students – Full Conference Pass

The full conference pass for students is available to students currently enrolled in a university course in the museum and/or cultural heritage field. To qualify for this discount, students must submit an enrolment letter from their university.

The Full Conference Pass for Students – **in-person option of the hybrid event format** - includes four (4) days admission to the scientific and social programme, the Museum Fair and Expo Forum, as well as lunches and coffee breaks.

The Full Conference Pass for Students - **digital option of the hybrid event format** - includes admissions to all the activities of the in-person event, to the exclusion of lunches and coffee breaks.

The Full Conference Pass for Students - **digital event format** - includes five (5) days admission to the scientific and social programme, as well as the Museum Fair and Expo Forum.

4. Accompanying Persons Pass

An accompanying person is a spouse, friend or young person (16 years or older – provided that they have been expressly authorised by their legal representative and are accompanied by the person designated by the legal representative) who is not working in a museum and/or heritage related field. A colleague or associate working in a museum and/or heritage field may not attend the conference as an accompanying person. Only those participants with an ICOM Individual Member, ICOM Institutional Member or Non-Member full conference pass – **in-person event format** - may register an accompanying person. The Accompanying Person full conference pass includes admission to the social programme, the Museum Fair and Expo Forum, as well as lunches and coffee breaks.

5. Basic Conference pass

The Basic Conference Pass – **in-person option of the hybrid event format** - is a three (3) day pass including admission to the scientific and social programme, Museum Fair on Day 2, 3, and 4, as well as lunches and coffee breaks. ICOM members and non-members can register under this category.

The Basic Conference Pass - **digital option of the hybrid event format** - includes admissions to all the activities of the in-person event, to the exclusion of lunches and coffee breaks.

The Basic Conference Pass – **digital event format** – is a three (3) day pass including admission to the scientific and social programme, Museum Fair on Day 2, 3, and 4. ICOM members and non-members can register under this category.

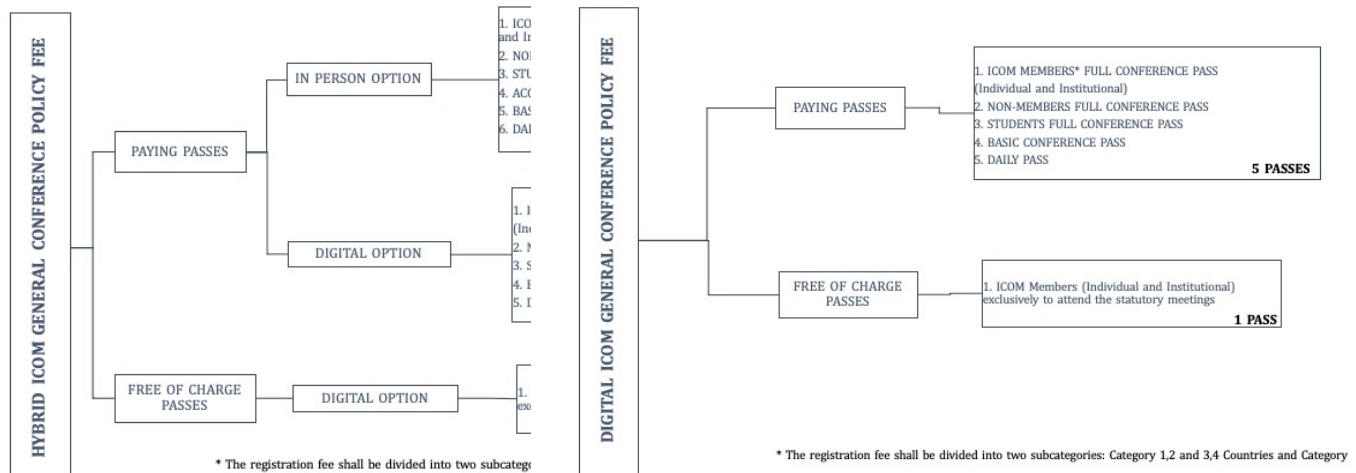
6. Daily pass

The Daily Pass - **digital option of both hybrid and digital event format** - is a ticket allowing access to the activities of the scientific and the social programme planned on the selected day, (either Day 2, Day 3 or Day 4), including the Museum Fair. To these benefits, the Day Pass of the **in-person option of the hybrid event format**, also includes lunch and coffee breaks.

Free Pass

ICOM members in good standing and designated to vote in accordance with the ICOM Statutes shall be entitled to attend the on-line statutory meetings on the conference platform free of charge and independently from their payment of the conference registration fee.

ICOM non-voting members in good standing of the association shall be entitled to attend the General Assembly and Extraordinary General Assembly as observers on a streaming platform.



Example of ICOM General Conference Fee Policy			
Registration categories	Registration periods		
	Early-bird	Regular rate	On-site
	Between 12 and 6 months before to the event	Between 5 and 1 months and before to the event	On Day 2, Day 3 and Day 4 of the event
IN-PERSON EVENT PASSES			
ICOM Individual and Institutional Member ² Full Conference Pass– Category 1 and 2 Countries	Initial rate Ex: 300€	+25% of the initial rate for this category Ex: 375€	+50% of the initial rate for this category Ex: 450€
ICOM Individual and Institutional Member ² Full Conference Pass – Category 3 and 4 Countries	-30% of the initial rate Ex: 210€	+25% of the initial rate for this category Ex: 263€	+50% of the initial rate for this category Ex: 315€
Non-members Full Conference Pass	+30% of the initial rate Ex: 360€	+25% of the initial rate for this category Ex: 450€	+50% of the initial rate for this category Ex: 540€
Accompanying Person pass	-50% of the initial rate Ex: 150€	+25% of the initial rate for this category Ex: 188€	+50% of the initial rate for this category Ex: 225€
Students – Full Conference Pass	-25% of the initial rate Ex: 225€	+25% of the initial rate for this category Ex: 282€	+50% of the initial rate for this category Ex: 338€
Basic Conference pass	-20% % of the initial rate Ex: 240€	+25% of the initial rate for this category Ex: 300€	+50% of the initial rate for this category Ex: 360€
Daily pass	-60%of the initial rate Ex: 120€	+25% of the initial rate for this category Ex: 150 €	+50% of the initial rate for this category Ex: 180€
DIGITAL EVENT PASSES			
ICOM Individual and Institutional Member Full Conference Pass– Category 1 and 2 Countries	-20% of the in-person rate for ICOM members, Category 1 and 2 Countries Ex: 240€	+15% of the initial rate for this category Ex: 276€	+25% of the initial rate for this category Ex: 300€
ICOM Individual and Institutional Member Full Conference Pass – Category 3 and 4 Countries	-30% of the in-person rate for ICOM members, Category 3 and 4 Countries Ex: 210€	+15% of the initial rate for this category Ex: 241€	+25% of the initial rate for this category Ex: 262€
Non-members Full Conference Pass	= in-person rate initial rate Ex: 300€	+15% of the initial rate for this category Ex: 345€	+25% of the initial rate for this category Ex: 375€
Students – Full Conference Pass	-25% of the in-person student's rate Ex: 269€	+15% of the initial rate for this category Ex: 309€	+25% of the initial rate for this category Ex: 336€
Basic Conference pass	-20% % of the in-person basic conference rate Ex: 192€	+15% of the initial rate for this category Ex: 220€	+25% of the initial rate for this category Ex: 240€
Daily pass	60%of the in-person daily pass rate Ex: 48€	+15% of the initial rate for this category Ex: 55€	+25% of the initial rate for this category Ex: 60€

² Under the category for ICOM institutional Members, between three to eight members of the staff of an institution can register, depending on the membership fee of the institution (regular I-VI).

Eligibility

The call for applications to host the 27th ICOM General Conference is open to all active ICOM National Committees.

Admissibility

In order to be considered, each applicant is invited to read carefully the requirements set out in this Call for Applications and to ensure that their application complies with the following requirements:

Applicants are requested to carefully read this manual and ensure that the application meets the following requirements:

- It must be submitted no later than the deadline specified in this Call for Applications;
- It must be written in one of the ICOM official languages (English, French or Spanish) in a clear and concise manner;
- It must include all of the required documents and all sections must be fully completed.

Applications which are incomplete, submitted after the deadline or do not comply with the instructions provided in the Call for Applications will not be considered.

Application modality

Candidates may choose to submit their applications individually or jointly according to the following options:

- **Option A – Individual applications:** candidates may apply individually to organize the hybrid or the digital 27th ICOM General Conference
- **Option B – Joint applications:** two candidates can join forces and stand as a team to organize the 27th hybrid ICOM General Conference (one National Committee will be designated as the organizer of the in-person conference and another National Committee as the organizer of the digital conference) or stand as a team to organize the 27th digital ICOM General Conference;

Legal Undertaking

The application must be accompanied by a signed declaration certifying (1) the status of the National Committee(s) as a legal entity, (2) their intention to set up an Organising Committee with legal personality and legal capacity and (3) their ability to carry out the proposed activities.

Applicants must confirm that:

- all the declarations and other commitments contained in the application file are binding for the National Committee(s)
- if the application is successful, the application will be used as a basis for work which may evolve according to the needs and decisions of ICOM.

Application Requirements

The application must include:

1) One of the two enclosed questionnaires, “Questionnaire A” for applying to host the Hybrid ICOM General Conference or “Questionnaire B” for applying to host the Digital ICOM General Conference) completed in one of the ICOM official languages (English, French or Spanish) in a clear and concise manner;

2) Additional audio-visual materials (optional)

The application must be compiled in a single PDF document not exceeding 5MB, which should be sent to the ICOM Secretariat by email. Larger files or additional audio-visual materials such as films and videos may be sent separately by a file transfer service.

To select the host for 2025, ICOM must have a clear overview of how the National Committee(s) intend to link the General Conference to ICOM's strategic objectives. ICOM will also consider the efforts (logistical, financial, operational, etc.) that the National Committee is willing to make in order to ensure the success of the General Conference and to encourage and support the most representative and inclusive participation of the ICOM community. Finally, the overall coherence of the application is essential.

Prepare and submit your application

All the documents required to complete the application process are listed in the Call for Applications. Please be sure to follow the guidelines closely as failure to do so could lead to your application being assessed as inadmissible by ICOM.

Deadline for applications

The applications must be sent by email to the ICOM Secretariat at Conference@icom.museum before **30 April 2021** (00:00 Paris time: GMT+1). Additional audio-visual documents sent by file transfer must reach the ICOM Secretariat before the deadline.

Pre-selection

A shortlist of candidates will be selected by the ICOM Executive Board by May 2021 and will be subsequently announced during an Extraordinary session of the Advisory Council, between October and December 2021.

Site visit and evaluation

Representatives of the ICOM Executive Board, the ICOM Secretariat and/or an independent auditor will visit the proposed venues for the General Conference, in the case of a candidature for a hybrid conference, and the National Committee(s) in the case of a candidature for a digital conference, between June and September 2021, and an evaluation report on each of the prospective candidate will be prepared.

Each application will be evaluated based on the application criteria and the results of the site visit and/or the interview. The outcome of the evaluation will be presented to the members of the Advisory Council, before the vote to recommend the host city for the 27th ICOM General Conference.

Presentation and final decision

The shortlisted candidates will be invited to present their candidacy to the Advisory Council at the Extraordinary session of the ICOM Advisory Council which will take place between October and December 2021 (date to be confirmed), using brochures, reports, videos or PowerPoint presentation.

Following the presentations by the potential candidates, the Advisory Council will vote on a recommendation for the host city of the 27th ICOM General Conference 2025. The recommendation will then be submitted for approval by the Executive Board in December 2021.

Signing of the Agreement

An agreement defining the roles and responsibilities of ICOM and all the parties, will be signed by all the Parties by June 2022. ICOM will prepare this agreement.

Timeframe

By 30 April 2021	Deadline for submitting applications to host the 27 th ICOM General Conference 2025 (00:00 Paris time: GMT+1)
By May 2021	Shortlisting of candidates to host the General Conference 2025
Between June and September 2021	Site visit and/or interview of the candidate's proposed host for the General Conference 2025
Between October and December 2021	Recommendation on the host city for the ICOM General Conference 2025 will be voted on by the Advisory Council (extraordinary session) and to be submitted for approval by the Executive Board
By June 2022	The Agreement on the organisation and hosting of the 27 th ICOM General Conference is signed.

INSTRUCTIONS AND LIST OF SUPPORTING DOCUMENTS FOR THE APPLICATION QUESTIONNAIRE

Only complete applications which fulfil all the requirements and are submitted before the deadline in PDF format will be accepted. Applicants will receive an email confirming receipt of their application. The confirmation of the receipt of the application does not imply that the application is eligible and/or admissible.

Structure of the Application Questionnaires

The application **Questionnaire A – Hybrid Event** has one hundred and nine (109) questions grouped into eight (8) sections; each relates to a key aspect of the organization of the ICOM General Conference:

1. Section 1: Host(s) (16 questions);
2. Section 2: Support (6 questions);
3. Section 3: Theme and programme (6 questions);
4. Section 4: Physical and Digital Venues (37 questions);
5. Section 5: Travel, accommodation and on-site reception (14 questions);
6. Section 6: Budget and finance (16 questions);
7. Section 7: Communication (8 questions);
8. Section 8: Collaboration (6 questions);

The application **Questionnaire B – Digital Event** has eighty (80) questions grouped into eight (8) sections; each relates to a key aspect of the organization of the ICOM digital General Conference:

1. Section 1: Host(s) (16 questions);
2. Section 2: Support (5 questions);
3. Section 3: Theme and programme (6 questions);
4. Section 4: Digital platform(s) and IT infrastructure (22 questions);
5. Section 5: Travel, accommodation and on-site reception (2 questions);
6. Section 6: Budget and finance (16 questions);
7. Section 7: Communication (7 questions);
8. Section 8: Collaboration (6 questions);

Supporting information for completing the questionnaire is available in the appendices:

- Appendix 1 – Previous and upcoming ICOM General Conferences and International Museum Days
- Appendix 2 - General technical requirements
- Appendix 3 - Travel and accommodation requirements for the International Symposium and 27th ICOM General Conference
- Appendix 4 - Provisional schedule 2023-2026 for the planning, organisation and coordination of the 27TH ICOM General Conference
- Appendix 5 - Extract from the ICOM graphic chart
- Appendix 6 – Example of timetable for the Hybrid and Digital Conference

Advice on filling out the application questionnaire

The application must be named as follows:

- Application Title for the hybrid event: “Hybrid, candidate city, national committee(s)” (e.g. “Hybrid, Kyoto_ICOM Japan”)
- Application Title for the digital event: “Digital, national committee(s)” (e.g. “Digital_ICOM Japan”)
- Name the application file with the candidate city (if applicable) and National Committee(s) (e.g. “Kyoto_ICOM Japan”)
- Name the attachments with candidate city and National Committee(s) and the question number (e.g. Kyoto_ICOMJapan_7.2.1)

Below the list of supporting documents, there is the blank application questionnaire with sample lists and tables.

Questions to be answered in the application questionnaire are preceded by a “Q”. The information in square brackets [...] indicates the form that answers should take, in several categories:

- Explanatory: textual explanation.
- List, chart, graphics: numbers and statistics with a brief description
- Floor plan, seating plan, photos, map/visual support
- Budget: estimated draft budget with breakdown
- Schedule: timeline outlining tasks and objectives

Supporting documents

Please ensure that the following documents are included with your application:

1. Legal Undertaking

- The original version of the signed copy of the Legal Undertaking

2. Letters of support and guarantees

- Original letters of support from relevant government authorities and bodies (accompanied by their official translation in English or French)
- A Financial guarantee from the relevant authorities covering any potential economic deficit of the Organising Committee (original and translation in English or French)

3. Programmes

- Statement on the theme of the General Conference
- Proposed scientific programme of the General Conference
- Proposed social programme of the General Conference

4. Map of the city and public transport (exclusively for the hybrid event)

- Location of the main venue for the General Conference on a map of the city showing the facilities within or near the conference venue
- Location of the other venues for the meetings of the International Committees and for networking events
- Location of the closest international airport and rail station on the city map and the distance from the city centre to the conference venue
- Location of recommended hotels on the city map
- Location of the hotel(s) for the Executive Board members and the ICOM Secretariat
- A map of public transport

5. Floor plans (exclusively for the hybrid event)

- Floor plans of the conference centre for each level that the event will take place, the functions planned for each area, the breakout rooms and a seating plan of the auditorium
- Separate floor plans for the Museum Fair area and for the registration area

6. Architecture and features of the platform for the digital conference

- Technical features of the video-conference platform and streaming platforms
- Registration system integration
- Online ticketing system integration
- Voting system integration
- Social media integration
- Description of the user experience
- User support
- Analytics

7. Budgets

- A provisional four-year budget for the period 2021-2025 with a detailed breakdown in EUR. The budget must identify the revenues and the expenditures. Income will include but will not be limited to public grants and subventions, registration fees, rental fees for exhibition stands at the Museum Fair, donations and sponsorship
- Expenses will include but are not limited to: organisational costs, venues and technical equipment fees, video-conference platform costs, staff costs, promotional costs, food and beverages
- A separate budget estimate for the travel grants

8. Schedule

- A month-by-month schedule for the organisation of the General Conference from June 2021 until the conference date in 2025

9. Marketing plans

- A marketing plan specifying the events and or activities that you intend to obtain sponsorship for and a draft budget with a detailed breakdown;
- A marketing plan for the international promotion of the General Conference;
- A marketing plan for the promotion of the Museum Trade Fair.

10. Logo of the 27th ICOM General Conference

- A draft logo design for the General Conference