

**DECISIONS OF THE
158th SESSION OF THE ICOM EXECUTIVE BOARD**

2 – 3 December 2021

Thursday, 2 December 2021

Present:

1. Alberto Garlandini (Italy), President
2. Laishun An (China), Vice-President
3. Carina Jaatinen (Finland), Treasurer
4. Carlos Roberto Ferreira Brandão (Brazil)
5. Nicholas Crofts (Switzerland)
6. Vinod Daniel (Australia)
7. Eric Dorfman (USA)
8. Tayeebeh Golnaz Golsabahi (Iran)
9. Maria de Lourdes Monges Santos (Mexico)
10. Carol Scott (UK)
11. Regine Schulz (Germany), Chair of the Advisory Council, ex-officio member of the Executive Board

Apologies: Terry Simioti Nyambe (Zambia), Vice-President

11 of 12 members of the ICOM Executive Board attended the 158th Session on 2 December 2021. The quorum of participation was thus reached, in accordance with Article 11 – Section 4 of the ICOM Statutes.

In Attendance:

Ole Winther, Chair of the Strategic Plan Committee (SPC) (Item 5.2 only)
Jean-François Canat, Chair of the Working Group on Statutes and Rules (WGSR) (Item 5.3 only)
Morien Rees, Chair of the Working Group on Sustainability (WGS) (Item 5.4 only)
Joan Fanning, Co-founder and Principal, Luma Consulting (Item 7 only)
Megan McNally, Founder and Principal Consultant, Doyenne Strategy (Item 7 only)

ICOM Secretariat:

Peter Keller, Director General
Jennifer Keane, Executive Coordinator (Recording Secretary)
Morgane Fouquet-Lapar, Legal and Institutional Affairs Coordinator (Item 5.3 only)
Katharine Turvey, Museums and Society Coordinator (Item 5.4 only)

The meeting began at 2pm (Central European Summer Time).

ITEM 0. OPENING REMARKS

The President opened the meeting. The President informed the Executive Board that the Vice-President, Terry Nyambe, could not attend the meeting as he was representing ICOM at the Continental Experts' Workshop on the Restitution of Cultural Property and Heritage in Dakar, Senegal.

ITEM 1. APPROVAL OF THE AGENDA¹

The President presented the agenda and the Executive Board approved it with no changes.

Decision 1. Adoption of the Agenda

The Executive Board,
adopts the agenda.

ITEM 2. MINUTES OF THE 157th SESSION OF 23-24 September 2021

The Executive Board approved the minutes of the 157th Session of 23-24 September 2021, with no amendments.

Decision 2. Minutes of the 157th Session of 23-24 September 2021

The Executive Board,
approves the minutes of the 157th Session of the Executive Board.

¹ Annex: Draft Agenda of the 158th Session of the ICOM Executive Board sent on 3 November 2021.

ITEM 3. FOLLOW UP ON EXECUTIVE BOARD DECISIONS

The President and the Executive Board members noted that all the decisions from the meeting 23-24 September 2021 have been implemented.

The Director General reported that National Museum of Afghanistan was allowed to re-open on 27 November 2021 after having been closed for several months. He reported that the Secretariat worked in partnership with Wikipedia to give the ICOM Red List of Afghanistan Antiquities at Risk maximum visibility and diversify its use online.

He stated that ICOM was the first international organisation to publish a statement relating to Afghanistan's cultural heritage. The President and the Executive Board thanked the Director General for this update and asked him to keep them informed about future developments.

Decision 3. Follow-up on Executive Board Decisions

The Executive Board,

notes that the decisions of the meetings of 23-24 September 2021 have now been implemented.

ITEM 4. COVID-19 AND MUSEUMS

4.1 Update from the Task Force on Covid-19 and Museums

The President asked Vinod Daniel to update the Executive Board on the work of the Task Force on Covid-19.

Vinod Daniel thanked the members of the group for their participation and presented the four key recommendations from the Task Force from their discussion:

- Generate more external funding and manage it through SAREC with clear guidelines and outcomes for proposed projects
- Fundraising/grant writing support for small museums and museums in developing countries
- Digitisation and related project support
- Develop more online courses

He reported that the group discussed that in addition to the solidarity funding that is managed through SAREC, other external funding bodies could be approached to see if they could provide resources.

The Executive Board agreed that these proposed initiatives should be embedded into the overall plan for ICOM.

The Executive Board discussed digitisation initiatives and noted that in April 2022, ICOM will organise two webinars on digitisation for museums, the first on embedding digital practice in the organisation and the second about engaging audiences.

In relation to the point on online courses, the Director General reported that the first ICOM MOOC (massive open online course) “Creating Meaningful and Inclusive Museum Practices” was launched on 29 November and 2,300 participants have enrolled so far.

The Treasurer added that it has been agreed that when FIREC examine the budget for next year, if there are any surplus funds available, they will consider additional funding for Solidarity Projects.

The Executive Board discussed the idea of the development of an online workshop for members on writing impactful submissions and planning projects, which could assist members applying for Solidarity Project and other funding.

The Executive Board thanked the Task Force for their work and asked them to continue to work on these issues and report back to the Executive Board.

Decision 4.1 Update from the Task Force on Covid-19 and Museums

The Executive Board,

takes note of the recommendations from the Task Force on Covid-19;

and

agrees to the priority areas that have been identified;

and

asks the Secretariat to take these recommendations into account when prioritizing projects for 2022 and to update the action plan accordingly;

and

asks the Task Force to work with the Secretariat on developing project concepts and themes.

ITEM 5. STANDING COMMITTEES AND WORKING GROUPS

5.1 Update on the Strategic Allocation Review Committee (SAREC)

The Executive Board noted Emma Nardi's recent resignation as the Chair of SAREC and acknowledged her hard work in this busy role. They agreed that Emma Nardi's resignation letter should be published in the Member Space for transparency, along with an accompanying statement from the Executive Board.

The Treasurer reported that the Bureau (the President, the two Vice-Presidents and the Treasurer) and the Chair of the Advisory Council and the Director General met with SAREC members on 24 November to discuss the next steps. She stated that SAREC met a second time on 29 November and voted that Antonio Rodriguez should be proposed to the Executive Board as the new Chair of SAREC.

She added that at this meeting, SAREC also approved the calls for Solidarity Projects, for Regular Projects and for Travel Grants. The calls for projects and the call for Travel Grants for Board Members were then published on 30 November, and at the end of December the call for applications for Getty Grants for young professionals to travel to the General Conference will be launched.

The Executive Board all agreed with the nomination from SAREC and recommended that the President should appoint Antonio Rodriguez to the role.

Decision 5.1 Update on the Strategic Allocation Review Committee (SAREC)

The Executive Board,

notes Emma Nardi's resignation from the role of Chair of SAREC, as announced at the 90th Session of the ICOM Advisory Council;

and

acknowledges with thanks Emma Nardi's work as Chair of SAREC;

and

expresses their sincere gratitude to the SAREC members for their commitment and dedication and for having met immediately to discuss the proposal of the new Chair and approve the calls for grants and projects, which have now been finalised and published;

and

taking into account his nomination by the SAREC members, recommends that the President appoints Antonio Rodriguez as the new Chair of SAREC and thanks him for assuming this responsibility.

5.2 Update on the Strategic Plan Committee (SPC)

The Chair of the Strategic Plan Committee, Ole Winther, joined the meeting and gave a short presentation on how the Strategic Plan 2022-2028 is progressing.

He reported that the survey of the membership is now complete and the results are being used to draft the first version of the Strategic Plan. He stated that the next steps are:

- February 2022: Distribution to all NCs, ICs, RAs, AOs, Secretariat and Executive Board
- Late March 2022: Feedback meetings in late March with a) dedicated Advisory Committee meeting, and (b) Secretariat
- April 2022: Amendments and revisions to draft for submission to Executive Board in May/June 2022.

The Executive Board thanked the Strategic Plan Committee for their hard work and stated that they look forward to receiving the first draft of the plan in early February 2022.

Decision 5.2 Update on the Strategic Plan Committee (SPC)

The Executive Board,

thanks the Strategic Plan Committee for their hard work;

and

takes note of the report from the Strategic Plan Committee;²

and

asks the SPC to continue its work after the General Conference 2022, to assist ICOM to implement the Strategic Plan 2022-2028.

The Executive Board discussed the request for additional funding that was submitted in accordance with the new Funding Guidelines for Standing Committees and Working Groups. The Treasurer asked the Chair of the Strategic Plan Committee to outline the benefits of the previous funding and how the requested funding would be used in the future.

The Chair of the Strategic Plan Committee reported that the first funding allocation was used to carry out detailed analysis on the qualitative responses to the Stage 1 survey.

He said that, if granted, the additional €5,000 funding would be used to analyse the Stage 2 responses, as the membership had provided over 2,000 qualitative answers. He said that this detailed qualitative information is essential to produce a Strategic Plan that truly reflects the membership.

² Please see Annex 2

The President and the Executive Board agreed that the work of the Strategic Plan Committee should continue after the next General Conference in 2022, to monitor the implementation and ensure the key milestones and strategic objectives are met.

The Chair of the Strategic Plan Committee left the meeting.

Decision 5.2.1 Request for funding from SPC

The Executive Board,

takes note of the request from the Strategic Plan Committee for additional funding, in accordance with the new Funding Guidelines for Standing Committees and Working Groups;

and

recommends that a provision of €5,000 should be made for the Strategic Plan Committee in the budget for 2022 for:

- analysis of the Stage 2 qualitative comments
- translation into the three official languages
- formatting and design (including graphics)

and

asks the Strategic Plan Committee to keep the Executive Board updated on the use of the funds.

5.3 Update on the Working Group on Statutes and Rules

The Chair of the Working Group on Statutes and Rules, Jean-François Canat and the Principal Legal Officer, Morgane Fouquet-Lapar, joined the meeting.

Morgane Fouquet-Lapar reported that over the summer and in September 2021, she had worked on a document reviewing the current Statutes and identifying all the challenges encountered so far and how they could be addressed in the revision of the Statutes.

She reported that this document was reviewed by the Director General and also by Maître Netter and then was sent to the Chair of the Working Group on Statutes and Rules (WGSR) for his consideration.

She stated that the document proposes statutory changes to the text, provides the rationale for each change and points for consideration by the group and was sent to the members of the WGSR on 5 November 2021, as a basis for their discussions.

She stated that the proposed amendments to the Statutes aim, as far as possible for an association such as ICOM improve the current provisions:

- with the aim of simplifying and harmonising the statutes to make them more readable and understandable to all;
- with the objective of transparency, in order to meet the expectations of the Members and to comply with the requirements of an association such as ICOM;
- by reflecting the current reality of the organisation and functioning of ICOM;
- without prejudice to the current rights of any Member, body or authority of ICOM.

She reported that the document was presented at the group's first meeting on 15 November and again at the second meeting on 29 November 2021.

She proposed that to facilitate the group's work in the short timeframe until the next General Conference a Slack online workspace is set up so that members can, between meetings, make proposals, ask questions on specific points and then everyone can easily have access to those elements. She stated that the WGSR has planned to meet every two weeks and it was decided that at each meeting specific items will be discussed, for example: responsibilities of the board, minutes of meetings of the different bodies, etc.

She emphasized that though the members seem enthusiastic and committed, meeting every two weeks may not be sufficient to achieve the working group's objectives in such a short period of time.

Maître Canat thanked the Executive Board for inviting him to attend the meeting. In relation to the working methods, he stated that the group will try to identify all the areas where they agree on the changes first and then work through the more difficult aspects, he added that if there are any significant differences of opinion among the group on particular matters, he will highlight these to the Executive Board.

The President thanked Maître Canat and asked the Working Group to let the Executive Board know when the first substantial report from the group is expected, so that the Executive Board can reserve adequate time in the agenda to discuss the proposed changes in detail.

Maître Canat and the Principal Legal Officer left the meeting.

Decision 5.3 Update on the Working Group on Statutes and Rules

The Executive Board,

takes note of the update on the Working Group on Statutes and Rules;

and

expresses their support for the working methods that were outlined.

5.4 Update on the Working Group on Sustainability

The Chair of the Working Group on Sustainability, Morien Rees and the Museums and Society Coordinator, Katharine Turvey, joined the meeting. The President thanked the Sustainability Working Group for the Action Plan that they had prepared for ICOM. The Chair of the Working Group on Sustainability thanked the Museums and Society Coordinator for all the hard work that she had done to create the action plan. He said the Working Group on Sustainability has been extremely well supported by the Secretariat staff including Marie Claverie, Alessandro Gaballo and now Katharine Turvey and added that she is already working very well with the working group.

The Chair of the Working Group on Sustainability gave a brief overview of the action plan to the Executive Board. He stated that it is necessary to underline that after more than two years since the General Conference in Kyoto, it is still not evident that ICOM has prioritised the implementation of the UN Sustainable Development Goals for 2030. He stated that it is particularly important to mention the importance of indigenous population and the global south in this process.

He stated that by the end of 2022, ICOM will have a long-term action plan on Sustainability up to 2030. He reported that throughout 2022, the group will work on developing the action plan and by the end of 2022, will begin to initiate and engage members in activities linked to sustainability.

Morien Rees stated that the resolution on sustainability that was taken at the General Conference in Kyoto should be central to the three processes that are taking place at this time: the Strategic Plan 2022-2028, the Museum Definition and the revision of the Code of Ethics.

He stated that the group's mandate is until the end of 2022. The Executive Board agreed that the Working Group's mandate should be extended as there needs to be a specific group ensuring that ICOM is meeting the Sustainable Development Goals for 2030.

The Executive Board discussed how the Action Plan on Sustainability will intersect with the new Strategic Plan. Morien Rees said that dialogue is essential to ensure that sustainability is embedded in the Strategic Plan and the revision of the Code of Ethics.

Laishun An expressed his sincere appreciation for Working Group on Sustainability. He reported that ICOM-IMREC had recently held an international symposium on Museums and Sustainability and the Working Group had contributed a lot to the success of this symposium. He said that the four themes of the symposium were directly related to the UN's Sustainable Development Goals.

Morien Rees thanked the Executive Board Members and asked them to send any further comments before the end of the year. He then left the meeting.

Decision 5.4 Update on the Working Group on Sustainability

The Executive Board,

thanks the Working Group on Sustainability and the Secretariat for their excellent work;

and

approves the action plan from the Working Group on Sustainability.

ITEM 6. UPDATE ON THE STATUTORY MEETINGS AND THE GENERAL CONFERENCE

The Executive Board decided to postpone Item 6 until 3 December and proceed directly to Item 7.

ITEM 7. UPDATE ON THE GOVERNANCE REVIEW PROCESS

7.1 External Review

Joan Fanning, Co-founder and Principal, Luma Consulting and Megan McNally, Founder and Principal Consultant, Doyenne Strategy joined the meeting.

Megan McNally stated that since the External Review report was sent to the Advisory Council members on 13 November, she and Joan have had the opportunity to discuss the report at the Advisory Council meeting on 18-19 November and at a recent meeting of the External Review Steering Committee. She said that they have received a little feedback from members on the report so far. She thanked the Executive Board for approving an extension of time for the first stage of the process and stated that the clarifications and corrections will only make the report better.

Joan Fanning thanked the Executive Board for the opportunity to discuss the report with them. She stated that one of the aspects that Doyenne/Luma are finding more challenging is communicating the agreed boundaries of the external review. She reported that Doyenne/Luma are receiving questions about topics that are outside of the scope of the review, such as finances and the level of staff turnover at the Secretariat.

She added that an analysis of financial practices or HR benchmarking were not done as part of the report, as it was not in the initial brief and Doyenne/Luma do not have the appropriate skills to conduct such work.

Doyenne/Luma asked the Executive Board if they felt there were any issues that have not been covered in the External Review at this stage.

The Executive Board expressed that the role of the President is not discussed in much detail in the report, although the President has a lot of power under the current organisational structure.

The Executive Board also noted that the relationship between the roles of the President and Director General have not been examined in much detail in the current report.

Megan McNally responded that at last meeting of the External Review Steering Committee they had clearly heard that in French associations, the role of President is very powerful within the governance structure. She stated that it was not possible to interview the former President as part of the review and so as a result the themes in the preliminary report were broader.

The Executive Board expressed that the report may perhaps be too focused on the events leading up to and during the General Conference 2019 and not enough on the root causes that led to them. The Executive Board noted that the Chair of SAREC has recently resigned and this could be considered to be a manifestation of the same structural issues within the organisation.

Megan McNally responded that the first objective of the external review, as expressed by ICOM, is to give clarity on what happened.

She stated that the period of time chosen was to go up until the series of resignations in June and July 2020. She stated that the most recent resignation may be a legacy of the events that happened the previous year.

The Executive Board expressed that at the beginning of the review, the explanation of the museum definition seems to be confused with ICOM's mission as an organisation, and this section may need to be revised to ensure that it is clear that the museum definition and the association's mission are separate entities.

The President expressed that in his opinion, the preliminary report is excellent, very well structured and the main points are dealt with. He stated that the fact is that ICOM is an association governed by French law and each President has their own leadership style, but the association must be able to work independently of an individual leadership style.

He said that it is clear that within the organisation, there are structural and communication issues, particularly in relationship between the roles of the President, the Executive Board and the Director General. He noted that many of the recommendations in the preliminary report relate to changes in the organisation's working culture rather than changes to the Statutes and Rules. He stated that he is interested in the future and what needs to be changed or improved and the report should focus more what needs to be changed. He stated that changes have already been introduced such as the discussion of the initial budget for the year ahead with the Advisory Council. He said that in relation to the Secretariat, an HR audit took place in 2020/2021 and gave recommendations which the Secretariat are in the process of implementing.

The President commended Doyenne/Luma for the report and said that in a few months they have managed to grasp the major issues and express them in a way that is easy to understand. He stated that ICOM is a professional association for the museum community and the association should be kept out of any political situations and remain united.

Megan McNally and Joan Fanning left the meeting.

The Executive Board agreed that the feedback on the preliminary External Review report from the discussion in this meeting should be sent to Doyenne/Luma.

Eric Dorfman and Carlos Brandão reported that Doyenne/Luma had contacted the External Review Steering Committee (ERSC) following the recent Advisory Council meeting on 18-19 November, to say that there would likely be a ‘material impact’ on the current contract if more interviews are to be conducted to augment the preliminary report. Eric Dorfman and Carlos Brandão advised that if additional cost is involved, a meeting with the ERSC and the Advisory Council members should be scheduled to discuss this additional cost before it goes ahead.

Decision 7.1 External Review

The Executive Board,

takes note of the preliminary report from Doyenne Strategy and Luma Consulting;

and

thanks Doyenne Strategy/Luma Consulting for their hard work;

and

welcomes the opportunity to provide feedback on the preliminary report.

Friday, 3 December 2021

Present:

1. Alberto Garlandini (Italy), President
2. Laishun An (China), Vice-President
3. Terry Simioti Nyambe (Zambia), Vice-President
4. Carina Jaatinen (Finland) Treasurer
5. Carlos Roberto Ferreira Brandão (Brazil)
6. Nicholas Crofts (Switzerland)
7. Vinod Daniel (Australia)
8. Eric Dorfman (USA)
9. Tayeebeh Golnaz Golsabahi (Iran).
10. Maria de Lourdes Monges Santos (Mexico)
11. Carol Scott (UK)
12. Regine Schulz (Germany), Chair of the Advisory Council, ex-officio member of the Executive Board

Apologies: None

12 of 12 members of the ICOM Executive Board attended the 158th Session on 3 December 2021. The quorum of participation was thus reached, in accordance with Article 11 – Section 4 of the ICOM Statutes.

In Attendance:

Kate Seymour, Chair of ICOM-CC (Item 5.5 only)
Alec Coles, Chair of Finance and Resources Committee (FIREC) (Item 8 only)

ICOM Secretariat:

Peter Keller, Director General
Jennifer Keane, Executive Assistant Coordinator (Recording Secretary)
Florian Courty, Management Accountant (Item 8 only)
Aedín MacDevitt, Head of Publications and Archives and Agnés Roche, Archivist (Item 12 only)
Francesca Pollicini, General Manager of Institutional Events (Item 6 only)
Benjamin Granjon, Head of Membership (Item 10 only)
Sophie Delepierre, Head of Heritage Protection (Item 11 only)
Alexandra Fernandez Coego, Head of Communications and Public Relations Department (Item 13 only)

The meeting began at 2pm (Central European Summer Time).

The President opened the meeting.

5.5 Update on the creation of a Working Group on Collections in Storage

The Chair of ICOM-CC, Kate Seymour, joined the meeting and presented an update on the creation of the Working Group on Collections in Storage.

She reported that the proposal to create a Working Group on Collections in Storage had been presented to the Advisory Council at the recent meeting on 18-19 November and the Advisory Council members had expressed support for the proposal. She stated that the first proposal for a working group on this subject was made in 1977, so it has been an objective for the organisation for some time and it is good that it is being addressed now.

She reported that a draft mandate for the Working Group was prepared by the Secretariat and the mandate has been reviewed and the proposing group have three suggestions:

- The composition of the working group should have a broad geographical spread;
- If possible, the working group should have a representative of each of the committees that proposed the original resolution at Kyoto;
- ICCROM should be represented on the working group as ICCROM have already done a lot of work in this area and it would be very valuable to have their expertise in the group.

The President stated that the call for applications to be a member of the working group will be sent out to the membership by the Secretariat, in accordance with the new nominations procedure, and members will be appointed based on the criteria outlined in that procedure, including regional and gender balance. He said that all suitably qualified candidates should apply.

The Director General raised the point that this working group will be created in January 2022 and working groups' mandates are usually renewed in January following the General Conference, so that would mean that the working group would have a very short mandate. He added that as there are now a high number of Standing Committees and Working Groups, it is becoming difficult to assign a Secretariat member to each group as a contact person as there are not enough staff.

The President and the Executive Board agreed and the President said that following the General Conference in 2022, Standing Committees and Working Groups will have to be reviewed to see which should have their mandates renewed and which should not.

The Executive Board all agreed on the decision regarding the Working Group on Collections in Storage.

Kate Seymour left the meeting.

Decision 5.5 Update on the creation of a Working Group on Collections in Storage

The Executive Board,

recommends that the President establishes a Working Group on Collections in Storage;

and

approves the mandate for the Working Group on Collections in Storage;

and

asks the President and Secretariat to commence the nomination process, in accordance with the procedure for nominations to Standing Committees and Working Groups.

ITEM 8. FINANCE

8.1 Revised Budget for 2021

The Chair of FIREC, Alec Coles and the Management Accountant, Florian Courty, joined the meeting.

The Treasurer presented the revised budget for 2021 and the initial budget for 2022. She noted at the beginning of the year, there was an expected loss of €480,000 based on a predicted 25% reduction in membership due to the pandemic, however by the end of the year the actual outcome has been much better, a surplus of € 175,000, which is a very impressive result particularly considering the effects of the pandemic. She reported that on the income side, there has been an increase in membership dues and more grants and donations than expected.

She reported that the Initial Budget for 2022 is based on an increase of 5% in membership dues. She stated that following a recommendation from FIREC, the funding has now been divided into two categories ‘unrestricted’ for resources from the ICOM Foundation and ‘restricted’ funds, which have been granted for specific purposes such as the projects the Secretariat runs with committees or partners.

She reported that in 2021 the overhead costs remained the same but the consultant fees were higher than expected due to the External Review. She added that there were more online meetings than planned in 2021 and these add a lot of additional costs for ICOM, it is necessary to be careful about how many meetings are arranged in the future. She stated that the Capacity Building and Museums and Society departments spent less than planned in 2021, as some projects had to be postponed due to the pandemic.

She reported that in 2022, the overhead costs will decrease, as in 2020 and 2021 ICOM had to pay a property tax that it will not have to pay in 2022. She said that there is expected to be a reduction in consultant fees in 2022 as there will be no fee for the External Review in 2022. She reported that the support to the network will increase in 2022, with grants to attend the General Conference in Prague, an increased sum of €75,000 from the Getty Foundation and increased funding of €150,000 for SAREC for general and solidarity projects.

The President said that he is very glad to see that even during the pandemic, funding from external sources for projects has increased and will increase again in 2022. He said there has been a remarkable change and the Secretariat are working very hard to secure funding for their projects.

The Director General reported that at the beginning of the pandemic when it was anticipated that there would be a drop in membership dues, he asked the Secretariat team to try to find external funding for projects and the Secretariat have responded very well to this challenge, he said that it has been an unexpected outcome from the crisis.

The President invited the Chair of FIREC to update the Executive Board on the work of the committee and how they approached the budget this year. The Chair of FIREC reported that in October 2020, the committee was very concerned about the prospects for 2021, and the projected 25% drop in membership drove quite a cautious approach to the budget for 2021, but this seems to have been the right approach.

He stated that based on ICOM's financial reserves, it seemed that a deficit of up to €500,000 would be manageable and FIREC agreed to meet more regularly in 2021 to review the very unpredictable situation. He reported that FIREC met in February 2021, when the 25% loss was still projected and advised that some of the training programmes should be postponed. He said that the committee met again in May 2021, and at that point the financial outlook seemed to be quite bleak, with a forecasted deficit of €635,000.

He reported that by October 2021, the financial outlook had considerably improved and he would like to pay tribute to the team at the Secretariat, the Director General, Head of Finance and the Management Accountant for the responsible way that they managed the finances throughout the year and also to the ICOM committees who have maintained much higher membership levels than was initially anticipated.

He reported that there has been a move to a much wider lot of income streams and this development is very welcome. He said that FIREC felt confident enough about 2022 to allocate an additional €80,000 to the grants scheme. He stated that FIREC intends to continue to review the budget very regularly, due to the unpredictable health situation and it is planned that the committee will meet at least three times in 2022. He reported that in 2021, FIREC also provided a framework for funding grants to Standing Committees and Working Groups.

The Treasurer added that if FIREC finds that there is a strong budget surplus in February 2022, it may be possible to allocate further funding to the grant scheme, as the Executive Board have recommended.

The Treasurer thanked the Director General, Isabelle Demangeot and Florian Courty for all their assistance and support in relation to her new role as Treasurer this year.

The Executive Board thanked the Treasurer, the Chair of FIREC and the Finance Team for all their hard work during the year.

Alec Coles and Florian Courty left the meeting.

Decision 8.1

The Executive Board,

thinks the Treasurer, FIREC and the Finance Team in the Secretariat for preparing the budgets;

and

approves the revised budget for 2021;

and

expresses sincere thanks for the exceptional result achieved despite considerable challenges, which enabled more funding for projects to be implemented.

8.2 Initial Budget for 2022

Decision 8.2 Initial Budget for 2022

The Executive Board,

notes that the Initial Budget for 2022 was discussed at the Advisory Council meeting on 18-19 November 2021;

and

approves the initial budget for 2022;

and

commends FIREC for its plans to meet three times in 2022 to monitor the financial situation.

ITEM 12. UPDATE ON PUBLICATIONS AND ARCHIVES

12. Update on Publications and Archives

The Head of Publications and Archives, Aedín MacDevitt and the Archivist, Agnès Roche, joined the meeting.

The Head of Publication and Archives reported that ICOM has been producing the *Museums International* publication for seven years and have recently learned from the publisher that readership has grown 76% over 2020 and 2021. She said that this is due to a number of factors including the choice of topical themes for each issue, the work by the Communications Team to promote the publication and the ‘pandemic effect’ that has allowed people to spend more time reading.

She reported that two new members have joined the Editorial Board, Andrea Witcombe from Deakin University, Australia and Hervé François, Director of the Historial de la Grande Guerre Peronne-Thiepval. She stated that the topic for the next issue, which will be published at the end of this year will be Empty Museums and will explore the challenges that museums have faced since the beginning of the pandemic.

She reported that *ICOM Voices* has been in place for two years now and the Editorial Coordinator, Virginie Lassare, is doing a great job managing the editorial process for this publication. She stated that two articles a month are published in ICOM’s three official languages and there is now also a Korean edition of *ICOM Voices*, as the museum association there asked to translate the content. She reported that a podcast of *ICOM Voices* is in development and the first episode will air later this month.

She stated that the practice manual on Museum Management will soon be completed and the department is exploring whether to publish this as an open access book or to print copies that could be distributed at conferences. She stated that open access might make the publication more accessible to the membership, particularly in the context of the pandemic.

She reported that the Dictionary of Museology, which contains 100 long articles and more than 1,000 shorter definitions will soon be completed.

She stated that the department will run another workshop on how to get articles published, at the General Conference in Prague in 2022, in partnership with Taylor and Francis and Routledge, and will be updating the publishing manual for that event.

She invited Agnès Roché to present the project to digitalise the archives.

Agnès Roche reported that she has been providing a lot of assistance to the committees and will be producing guidelines for the committees to manage their archives. She stated that she is very pleased with the space for the Archives in the new offices and there is now a dedicated work area for visiting researchers.

She stated that the next step in relation to the archives is digitisation and a new web portal is being developed, which will have four sections:

- Library: the old bibliographical database will be updated and have public access
- Archives: Internal Archives for the Secretariat and ICOM members only
- Images: A new database with posters, images and videos

- Directory: Knowledge base for public access

She stated that the document that Elisabeth Jani, the former ICOM documentarist, had produced with a history of the creation of each International Committee will be available and will be able to be updated if required.

Carol Scott asked if the department plans to publish in Russian or Arabic going forward. Aedín MacDevitt responded that research is being conducted in the Secretariat at the moment to estimate the costs of translating documents into Arabic. The Director General added that as the General Conference will take place in Dubai in 2025, it is a good time to explore this possibility.

The Executive Board commended the Publications and Archives Department on all their projects in 2021 and in particular the online database for the archives which will be so useful.

The Executive Board recommended that when the database is launched online, there should be a press release prepared to announce it.

Aedín MacDevitt and Agnés Roche left the meeting.

Decision 12. Update on Publications and Archives

The Executive Board,

takes note of the report on Publications and Archives and thanks the team for all their hard and excellent work, particularly in relation to safeguarding, arrangement and providing responsible access to and the digitisation of the ICOM archives;

and

recommends that the Publications and Archives department liaises with the Communications department to promote these important assets.

ITEM 6. UPDATE ON THE STATUTORY MEETINGS AND THE GENERAL CONFERENCE

6.1 Statutory Meetings 2022

The General Manager of Institutional Events, Francesca Pollicini, joined the meeting.

She stated that until last year, the ICOM Statutory meetings were held in person but for the first time in 2020, due to the pandemic, the meetings were held online. She reported that last year, to respond to the urgent and unexpected change of events, the Secretariat used six separate tools to manage the meetings and voting: registration, emails, video conference platform, manual attendance counter, voting platform and streaming platform. She said that this system is no longer suitable and must be streamlined.

She stated that the Secretariat has been researching a new platform to manage the meetings and this platform was recently presented to the President, Chair of the Advisory Council and the Spokespersons of the National and International Committees.

She listed the six benefits of the new platform:

1. Grouping the six tools into a single platform
2. Secure access (interface with IRIS and protected meeting link)
3. Having one single registration form for all meetings
4. Differentiated access to communications, meetings and working documents according to the rights of each member
5. Targeted emailing according to member profiles and languages + reduction of communications
6. Automatic quorum calculation and speed up of the administrative procedures
7. Having a tool for managing hybrid statutory meetings

She stated that this new system will speed up the quorum calculation and members will be able to use the same passwords that they use for IRIS to access the system. She said that development of this system will take around four and a half months so it is necessary to begin now.

Decision 6.1 Statutory Meetings 2022

The Executive Board,

thanks the Secretariat for their proposal of the AGORA platform to manage registration, signing of the attendance sheets, access to the meetings and voting at the General Conference 2022;

and

asks the Secretariat to proceed with this system and test and implement it as soon as possible.

6.2 ICOM General Conference 2022

Francesca Pollicini reported that the Czech Organising Committee and the Secretariat had met on 29 November and 30 November in Paris to discuss the General Conference 2022.

She reported that the Organising Committee presented an updated budget at the meeting, which is based on 2100 in person participants and 4100 digital participants. She said that the public subsidies from the Czech authorities are not yet confirmed. She reported that under this new budget, a 20% reduction in registration fees is expected. She said that at present, no sponsor or exhibitor has confirmed their presence at the event and the number of digital participants may also be an overestimation. She advised that the PCO's budget will also need to be revised as the cost of the voting system has been underestimated. She reported that the Czech Organising Committee have suggested selling merchandise as a way to boost revenue. She advised that based on these factors, it is likely that the budget will have to be revised downwards in March 2022.

In relation to the Scientific Programme for the conference, she stated that two of the five keynote speakers and five of sixteen panellists are confirmed. She thanked the task force on the Scientific Programme and in particular, Carol Scott for their assistance with this aspect of the organisation.

She reported that over the two days of meetings, the Czech Organising Committee and the Secretariat discussed the restrictions related to the pandemic, at the moment, up to 1000 fully-vaccinated people are allowed to attend cultural events. She said that if restrictions continue until next year, it may limit in person participation, as certain vaccines are not recognised by the EU and non-vaccinated people will not be able to attend. She said that vaccine certificates will have to be checked every day and if a participant tests positive for the virus a multi-platform communication channel will be activated to inform participants.

She reported that the Czech Organising Committee sent out two surveys to find out the level of interest from committees in holding meetings at the General Conference in Prague, as the physical and digital rooms are limited. She said that the PCO now needs to re-evaluate the number of rooms that need to be allocated for meetings.

Decision 6.2 ICOM General Conference 2022

The Executive Board,

thanks the Organising Committee and the Secretariat for all their work to face the challenges of the current unpredictable health situation and develop a hybrid ICOM General Conference;

and

takes note that registration for the General Conference will open soon;

and

agrees that the Task Force on the Scientific Programme for the General Conference 2022 should continue to work with the Organising Committee on the development of the keynote

addresses and expert panels, taking into account the excellent contributions at the Preparatory Symposium held in August 2021.

6.2.1 Appointment of the Resolutions Committee for 2022

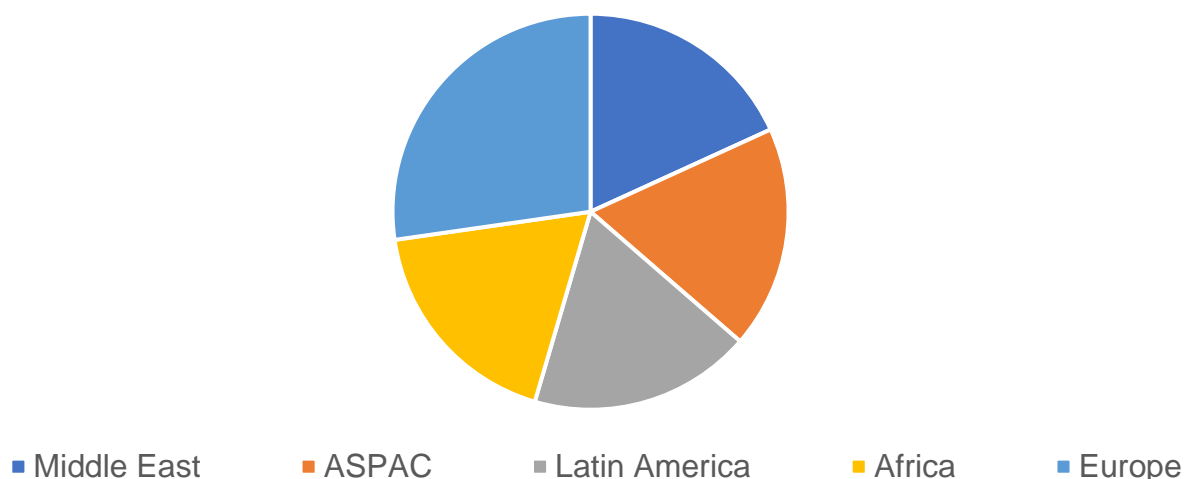
The Director General presented the list of candidates for the Resolutions Committee 2022. He stated that the call for candidates was launched on the 28 October with a deadline of the 28 November 2021. He reported that there were eleven (11) responses to the call: eight (8) candidates from the NCs; one (1) candidate nominated jointly by an NC and an IC; one (1) from the ICs and one (1) from the RAs. He reported that there were 7 applications from women and 4 from men and the geographical representation was as follows:

- 2** from the Middle East
- 2** from Asia
- 2** from South America
- 2** from Africa
- 3** from Europe

The Executive Board reviewed the list of candidates for the Resolutions Committee. They agreed that as one of the candidates was already a member of the Nominations and Elections Committee for 2022, he should not be appointed to the Resolutions Committee.

The Executive Board agreed to appoint all of the other candidates to the committee. The Executive Board held a vote to appoint the Chair of the committee and Olga Chistanova (NC, ICOM Russia) was the successful candidate.

Regional Representation



Decision 6.2.1 Appointment of the Resolutions Committee for 2022

The Executive Board,

thanks the Secretariat for their hard work;

and

appoints the following members of the Resolutions Committee on the basis of the applications received and in accordance with the appointment criteria set out in the committee's mandate:

Chair: Olga Chistanova (NC, ICOM RUSSIA)

1. - Rashad Mohammed Bukhash (NC, ICOM UAE)
2. - Amalia Castelli-González (NC, ICOM PERU)
3. - Freddy Alberto Coello Espín (NC, ICOM ECUADOR)
4. - Sabari Christian Dao (NC, ICOM BURKINA FASO)
5. - Nicole Gesché-Koning (NC, ICOM BELGIUM)
6. - Islam Serajul (NC, ICOM BANGLADESH)
7. - Penelope Theologi-Gouti (NC, ICOM GREECE)
8. - Noga Raved (IC, ICR)
9. - Giuliana Ericani (RA, ICOM EUROPE)
10. - Alberto Garlandini, ICOM President (ex officio)
11. - Peter Keller, Director General (ex officio)

and

encourages the Resolutions Committee to start their work as soon as possible and to report to the Executive Board upon request.

6.3 Update on the General Conference 2025

The President discussed two letters regarding the General Conference 2025: one from ICOM Russia regarding Kazan's candidacy for 2025 and the outcome of the vote; and the second from ICEthics expressing concern about security and personal freedom of expression in Dubai in the context of the General Conference 2025.

The President emphasized that ICOM is a non-political organization with the goal of building bridges between communities of museum professionals worldwide, with the same values and strategic objectives regardless of geographical location.

The President recommended that the successful host city for the General Conference 2025, Dubai, should publish a short statement to reiterate the points made in their application, that all ICOM members will be welcome in Dubai and their safety and security will be of the highest priority.

The Executive Board agreed that if there was concern about these matters, these should have been raised at the Advisory Council on 18-19 November in the context of the reports and presentations that were given at that meeting and not after the meeting and the vote.

Decision 6.3 Update on the General Conference 2025

The Executive Board,

thanks the Advisory Council members for the high level of participation in the vote at the 90th Session of the Advisory Council on 18-19 November;

and

thanks Kazan and Stockholm for their excellent applications and presentations;

and

compliments Dubai on their successful bid to host the 27th General Conference in 2025 and expresses confidence that it will be an excellent event for all participants from all over the world;

and

confirms the Advisory Council vote, which selected Dubai as the host for the 27th ICOM General Conference.

ITEM 9. UPDATE ON THE SECRETARIAT, INCLUDING THE WORKPLAN FOR 2022

9. Update on the Secretariat, including the Work Plan for 2022

The President invited the Director General to present the Work Plan for the Secretariat for 2022.

The Director General stated that he tried to present an overview of the work of the Secretariat as there seems to be some miscomprehension about what the Secretariat does. He said that on one hand the Secretariat works very closely with the committees and on the other hand carries out projects and activities.

He said that 2022 will be very busy, not only for the General Conference but also because of all of the processes that will flow into the General Conference such as:

- Definition process
- Strategic Plan process
- Statutes' revision process
- Resolution process
- External review process

He gave a brief overview of the departments in the Secretariat. He reported that the number of statutory meetings has tripled since 2019 and the Executive Board have also been extremely busy, so there is a very high workload.

The Executive Board complimented the Director General on the very comprehensive report on the Secretariat that he had sent in advance of the meeting and suggested that that this document could be published in the Member Space to de-mystify the work of the Secretariat.

Decision 9. Update on the Secretariat, including the Work Plan for 2022

The Executive Board,

takes note of the report from the Secretariat;

and

recommends that an edited version of the report is published in the Member Space;

and

thanks the Director General and the Secretariat team for their excellent work in 2021, particularly given the difficult context of the pandemic;

and

approves the Secretariat Workplan for 2022.

ITEM 10. UPDATE ON MEMBERSHIP

10.1 Follow up on National Committees

The Head of Membership, Benjamin Granjon, joined the meeting. As time was limited, he asked the Executive Board if they had any questions about the report that he sent in advance of the meeting and then presented the decisions.

He reported that in 2021, the Membership Department had worked with the ten largest National Committees to update the information on the IRIS database and thanks to this work, 65% of the membership data has now been updated. The Executive Board thanked the Membership for this excellent and useful work.

Decision 10.1 Follow up on National Committees

The Executive Board,

1. takes note of the preliminary figures on ICOM membership and dues for 2021;
2. approves the guidelines to support ICOM National Committees that have financial difficulties transferring their membership fees, in accordance with the accounting standards of ICOM as an NGO under the French Law;
3. takes note of the update on ICOM Egypt's situation;
4. requests that Yazmin El SHAZLY, National Correspondent for the ICOM members in Egypt, prepares an updated report on ICOM Egypt for the next session;
5. decides that the National Committee ICOM Benin is no longer considered under re-organisation, but in good standing, as the minimum number of members requested has been reached again, as well as the minimum institutional and administrative standards for an ICOM National Committee, in accordance with the *ICOM Statutes* (article 14), the *ICOM Internal Rules* (article 6) and the *Rules for National Committees*;
6. congratulates Zéphirin Cossi DAAVO, the elected Chair, and all the Board members of the National Committee ICOM Benin;
7. takes note of the update on the IRIS database.

10.2 Creation of a new International Committee – ICOM VIVE

In relation to the proposal to create a new International Committee for Protected Natural Areas, the Executive Board queried whether the mandate for the committee was sufficiently different from NATHIST's mandate to warrant the creation of a new committee. The Executive Board recommended that there should be further discussion on the scope of this committee before it is created.

Decision 10.2. Creation of a new International Committee – ICOM VIVE

The Executive Board,

acknowledges the efforts that have been made to establish this committee;

however, given that there seems to be overlap in the mandate with NATHIST, requests that the group proposing the new International Committee ICOM VIVE should meet with NATHIST to clarify the mandates;

and

recommends that Carlos Brandao should represent the Executive Board at the meeting.

10.3 Membership Applications without a National Committee

Decision 10.3 Membership Applications without a National Committee

The Executive Board,

decides to accept twenty-five (25) membership applications from a territory or a country without a National Committee, in accordance with the ICOM Internal Rules (article 2.4).

10.4 Digital ICOM Membership Card

Decision 10.4 Digital ICOM Membership Card

The Executive Board,

welcomes the initiative of the Membership Department to work on a project to create a “digital ICOM card”,

and

authorizes the Secretariat to continue working towards the development of a “digital ICOM card”,

and

requests that the Membership Department prepares an updated report on the project of a “digital ICOM card”, including a cost estimate, schedule and methodology, for the next session.

The Head of Membership left the meeting.

ITEM 11. UPDATE ON HERITAGE PROTECTION

11. Update on Heritage Protection

The Head of Heritage Protection, Sophie Delepierre, joined the meeting and updated the Executive Board on the activities of the Heritage Protection Department.

Sophie Delepierre began by mentioning the G20 meeting that took place in Rome in July 2021. She stated that as a result of this important meeting, ICOM was included in the declaration which mentioned ICOM three times and museums four times, and this is crucial as it ensures that ICOM and museums are being discussed at the highest international levels.

She reported that there has been very active collaboration with UNESCO. She stated that ICOM organised a joint conference with UNESCO in October and participated in the High Level Forum on Museums, as well as the 41st UNESCO General Conference.

She reported that the Heritage Protection Department have been doing a lot of work in cooperation with UNESCO for their field offices in seven different locations and have held workshops with hundreds of participants. She said that this work reaches many museum professionals that are not ICOM members yet, and raises ICOM's visibility.

She reported that Blue Shield will celebrate its 25th anniversary in the coming weeks and as ICOM is one of the Founding Four of this organisation, it will be involved in marking this important occasion.

She stated that the Heritage Protection Department is working closely with ALIPH and have submitted two projects for them for next year and will find out if ICOM has been accepted or not at the end of this year.

She reported that the department has been working very closely with the communications department to raise awareness of the work that is being done. She said that the project with Wikipedia to raise awareness of the Red List on Afghanistan was very successful.

She reported that in 2021, the Red List for ICOM South East Europe (SEE) was published and this was one of the largest red lists ever produced. She said that in 2022, the department will concentrate on Red Lists for Brazil, Ecuador, Bolivia and Turkey.

She reported that a priority for the department is to seek funding to update the Observatory on Illicit Traffic of Cultural Goods.

She thanked the Heritage Protection team, Elsa Urtizverea and Edward Oakes for all their hard work in 2021. She reported that Elsa Urtizverea will leave ICOM in December and Edward Oakes will take up her role as Coordinator and recruitment for a new Assistant for the Heritage Protection department is underway.

The Executive Board noted Elsa Urtizverea's excellent work as Heritage Protection Coordinator and extended best wishes to Edward Oakes on his new role.

Sophie Delepierre left the meeting.

Decision 11. Update on Heritage Protection

The Executive Board,

takes note of the report presented by the Heritage Protection Department on the activities implemented during the second semester of 2021;

and

approves the Workplan proposed for 2022;

and

thanks the team for all their work.

ITEM 12. UPDATE ON COMMUNICATIONS

12. Update on Communications

The Head of Communications and Public Relations, Alexandra Fernandez-Coego, joined the meeting and updated the Executive Board on the key points from the Communications Department.

She reported that the department surpassed its goal of 15% growth on social media and achieved over 19% growth in total. She stated that this was achieved through four main strategies: video content, IGTV and Reels, focus on Twitter threads and new Facebook and Instagram Ad campaign. She stated that in 2022, the department plans to continue this strategy with further investment in paid content and diversification of content.

She reported that the department has been working closely with the Publications Department to produce ICOM Voices as a podcast.

She stated that in relation to the website, the goal was to boost the use of the Member Space and this has been achieved with log-in clicks: +70% vs 2020 and overall traffic: +24% vs 2020. She said that the Member Space is now the 5th most visited page on the ICOM website and this has been done by including the link to the Member Space in the ICOM Newsletter and reorganising the Member Space so it is easier to find. She stated that all of the department staff members have now completed training in Search Engine Optimisation and this will be implemented next year.

She highlighted that in 2021, ICOM produced a digital annual report for the first time and that the department had collaborated with the Heritage Protection Department and Wikimedia to promote the Red List for Afghanistan.

She stated that the department concentrated on the production of more graphics and video content.

The Executive Board thanked the Communications Team for their excellent work in 2021.

Alexandra Fernandez-Coego left the meeting.

Decision 12 Update on Communications

The Executive Board,

takes note of the report from the Communications Department

and

thanks the team for all their hard work, in particular in relation to the social media growth in 2021, the boost of the Member Space of the website, and the ICOM 75th Anniversary campaign.

The Executive Board agreed to postpone Item 14 Update on Capacity Building and Item 15 Update on Museums and Society until the next meeting in February 2022.

ITEM 16. NEXT SESSIONS OF THE ICOM EXECUTIVE BOARD

The Executive Board discussed the date of the next session of the Executive Board.

Decision 16. Next Sessions of the ICOM Executive Board

The Executive Board,

asks the Secretariat to find suitable dates for the 159th and 160th Sessions of the ICOM Executive Board in February and April 2022;

and

decides to hold the:

161st Session on 9 – 10 June 2022;

162nd Session on 19 -20 August 2022.

ITEM 17. OTHER MATTERS

As there was not enough time for the Vice-President, Terry Nyambe, to give a report to the Executive Board on the Continental Experts' Workshop on the Restitution of Cultural Property and Heritage in Dakar, Senegal, the President asked him to send a written report on the conference to the Executive Board instead and Terry Nyambe agreed.

The President closed the meeting.

ANNEX:

**ICOM EXECUTIVE BOARD MEETING
158th SESSION**

Date: Thursday 2nd December and Friday 3rd December from 14:00 to 17:00 (CET)

Venue: Online

Chair: Alberto Garlandini, ICOM President

Agenda

Item No.	Agenda Item	Speaker(s)
0	President's Opening Remarks	Alberto Garlandini
1	Approval of the Agenda	Alberto Garlandini
2	Minutes of the 157 th Session of 23-24 September 2021	All EB members
3	Follow Up on the Decisions of the Executive Board	Alberto Garlandini, Peter Keller
4	Covid-19 and museums	Vinod Daniel, Eric Dorfman, Tayeebeh Golnaz Golsabahi, Terry Simioti Nyambe, Carlos Brandão, Maria de Lourdes Monges Santos and Regine Schulz
4.1	Update from the Task Force on Covid-19 and Museums	
5	Standing Committees and Working Groups	Maître Jean-François Canat, Morgane Fouquet-Lapar
5.1	Update on the Strategic Allocation Review Committee (SAREC)	
5.2	Update on the Strategic Plan Committee	
5.2.1	Request for funding from SPC	
5.3	Update Working Group on Statutes and Rules	
5.4	Update on the action plan of the Working Group on Sustainability	Morien Rees, Katharine Turvey

6	Update on the Statutory Meetings and the General Conference	Francesca Pollicini, Morgane Fouquet-Lapar
6.1	Statutory Meetings 2022	
6.2	ICOM General Conference 2022	
6.2.1	Appointment of the Resolutions Committee for 2022	
6.3	ICOM General Conference 2025	
7	Update on the Governance Review Process	Joan Fanning, Megan McNally, Eric Dorfman, Carlos Brandão
7.1	External Review	
5.5	Update on the creation of a Working Group on Collections in Storage	Kate Seymour
8	Finance	Carina Jaatinen, Alec Coles, Peter Keller, Florian Courty, Isabelle Demangeot
8.1	Revised Budget for 2021	
8.2	Initial Budget for 2022	
9	Update on the Secretariat, including the work plan for 2022	Peter Keller
10	Update on Membership	Benjamin Granjon
10.1	Follow up on National Committees	
10.1.1	Membership and dues for 2021	
10.1.2	Guidelines to support ICOM National Committees that have financial difficulties transferring membership fees	
10.1.3	Update on the situation in Egypt	
10.1.4	Update on the National Committee ICOM Benin	
10.2	Creation of a new International Committee of protected natural areas (live heritage and living organisms) (ICOM VIVE)	
10.3	Membership applications without a National Committee	
10.4.	Digital ICOM membership card	
11	Update on Heritage Protection	Sophie Delepierre
12	Update on Publications	Aedín MacDevitt

13	Update on Communications	Alexandra Fernandez Coego
14	Update on Capacity Building	Carlos Serrano Vasquez
15	Update on Museums and Society	Katharine Turvey
16	Next Meeting of the ICOM Executive Board	Alberto Garlandini
17	Other matters	Alberto Garlandini and EB members

Annex 2: Timeline for the Strategic Plan Process

The development of the ICOM Strategic Plan is being undertaken in 6 stages:

- Stage 1: A short survey directed at various sections of ICOM's leadership was distributed in April/May who bring to the exercise the knowledge and overview of the Association as a whole.
- Stage 2: Results from Stage 1 to inform the development of a second survey which will be sent to the membership through the National and International Committees and the Regional Associations by the end of June 2021.
- Stage 3: Analysis of Stage 2 data and drafting of the Strategic Plan in Oct-Dec 2021.
- Stage 4: Circulation of the draft plan will for comment to all of the groups that have participated in the survey in Jan-Mar 2022.
- Stage 5: Adoption and approval at the Extraordinary General Assembly in Prague in August 2022.
- Stage 6: The SPC will work with the incoming Executive Board, the Secretariat, the spokespeople for the National and International Committees and the Chairs of the Regional Associations to develop a strategy for implementing the plan throughout the association.