

**HOST THE 28th
ICOM
GENERAL
CONFERENCE
2028**

**Expression of Interest to Host the
ICOM General Conference**

**NEW CALL FOR APPLICATIONS TO HOST THE
28TH ICOM GENERAL CONFERENCE IN 2028**

Expression of Interest to Host the ICOM General Conference

Step 1 – Vision, Theme & Legacy

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A. Submission Guidelines for the EOI

Dear ICOM National Committees,

Please adhere to the following instructions to validly submit your expression of interest to host the 28th ICOM General Conference to be held in 2028 (hereinafter the **EOI**):

- **Submission Deadline:** 1st December 2024, 00:00 CET
- **Documents to be Submitted:**
 1. **Information About the Candidate:** provide details about you as a candidate [Page 5];
 2. **Vision, Theme & Legacy:** outline your vision, theme, and expected legacy for the General Conference, answering questions on [Page 6].
 3. **Cover Letter:** include a signed cover letter using the provided template available on [Page 7];
 4. **Legal Undertaking:** provide the signed legal undertaking [Page 8];
 5. **Letter of Intent:** outline the preliminary commitment between the parties who will further enter into a formal agreement by signing a Letter of Intent on [Page 13];
 6. **Confirmation of Terms and Conditions:** include the signed confirmation of agreement with the Terms and Conditions [Page 16];
- **Submission Method:** send your application by email to conference@icom.museum
- **Submission Instructions:**

File Format and Size : compile all documents into a single PDF file, not exceeding 20 MB;
File Naming : name your file as follows: “Candidate City_Country_EOI” (e.g., “Kyoto_Japan_EOI”).
- **Eligible Submitters:** ICOM National Committees.

Please ensure that all documents are complete, accurately filled out, and submitted on time according to these guidelines to facilitate the review process.

For any inquiries or request of assistance during the application phase, the ICOM Secretariat is available to support you. Please contact us at conference@icom.museum.

Good luck with your application!

B. *The Candidate*

To complete your EOI, please provide the following information in the table below. This will allow the ICOM Secretariat to understand the key details about your proposed General Conference and ensure that it has the necessary contact information for further communication:

HOST GENERAL INFORMATION	
ICOM National Committee	<i>Indicate the name of your National Committee</i>
ICOM Country Category	<i>Indicate the Category your National Committee is listed in</i>
Candidate City	<i>State your proposed host city for the Conference</i>
General Conference Dates	<i>State your proposed dates to host the Conference</i>
General Conference Title	<i>State your proposed title for the Conference</i>
APPLICANT CONTACT DETAILS	
Name	<i>Provide the name(s) of the person(s) responsible for the application</i>
Title	<i>Include their position or title</i>
Institution	<i>State the name of the institution or organisation they represent</i>
Address	<i>Provide the full address of the institution</i>
Email	<i>Include a contact email address</i>
Phone	<i>Provide a phone number for contact</i>

C. Vision, Theme & Legacy

To help us understand your proposal for hosting the 28th ICOM General Conference, please provide detailed responses to the following sections:

1. Vision

Describe your vision for the General Conference, including the unique aspects that will define the event. What compelling story or perspective will your General Conference offer that sets it apart from previous ones?

2. Theme

Provide an overview of the central theme of the 28th General Conference. List up to three (3) specific topics you plan to address and explain how these topics align with the ICOM Strategic Plan 2022-2028¹. How will the theme and topics contribute to the overarching goals of ICOM?

3. Legacy

Outline the anticipated legacy of the 28th General Conference. What long-term impacts do you expect it to have, and how will it benefit both the local community and the international museum communities?

¹ https://icom.museum/wp-content/uploads/2022/08/EN_OGA2022_StrategicPlan_Final_.pdf

D. Cover Letter

Please complete and sign the following letter

**To the attention of
the ICOM Director General**
15, Rue Lasson
75012 Paris (France)

Subject : Expression of Interest to Host the 28th ICOM General Conference in 2028

Dear Director General of ICOM,
Dear Medea Ekner,

On behalf of [National Committee's Name], in my capacity as Chair of the latter, I am pleased to submit our Expression of Interest (EOI) to host the 28th ICOM General Conference in the city of [City, Country].

Please find attached detailed descriptions of our proposed distinctive vision, theme, and legacy that reflects our community's cultural and historical richness while aligning with the ICOM Strategic Plan 2022-2028.

Additionally, we have included the signed *Legal Undertaking Terms and Conditions*, as part of our commitment to host the 28th ICOM General Conference in 2028.

We are committed to submitting the second part of the application, which will include the detailed programme, financial, and logistical plans, by the set deadline, i.e. 28 February 2025.

We believe these documents will provide a comprehensive understanding of our approach and demonstrate our readiness and enthusiasm for this significant opportunity.

We look forward to discussing our proposal further and working closely with ICOM to bring our vision to fruition.

Thank you for considering our EOI.

Yours sincerely,

The ICOM National Committee of _____
Duly represented by:

Name: _____
Title: Chair
Date: _____

E. Legal Undertaking

Please complete and sign the following legal undertaking

LEGAL UNDERTAKING

The present legal undertaking (hereinafter the “**Legal Undertaking**”) is made on [day] [month] 2024, by [Name of the Chair of the National Committee] in its capacity of Chair of [Name of the National Committee] (hereinafter referred to as the “**National Committee**”), a [legal form of the entity] established under the laws of [country of establishment] having its registered office located at [registered address of the National Committee], in favour of the International Council of Museums, a not -for-profit association governed by the French 1901 Law of Associations (SIRET: n° 784 617 813 00034), having its registered office located at 15, rue Lasson, 75012, Paris, France represented by its President, Emma NARDI (hereinafter referred to as **ICOM**”).

BACKGROUND

WHEREAS the National Committee has submitted a proposal to host the 28th ICOM General Conference (hereinafter referred to as the **Conference**”) in [city, country]; and

WHEREAS ICOM requires certain guarantees and financial and legal commitments to ensure the successful organisation and delivery of the Conference;

NOW THEREFORE in consideration of the opportunity to host the Conference and the mutual undertakings contained in the present document, the National Committee hereby undertakes and agrees, as follows:

1. Compliance with the ICOM statutory and regulatory texts

The National Committee reiterates its commitment to fully respect the ICOM Statutes and Internal Rules, as well as all applicable internal procedures and standards of the organisation. This includes, but is not limited to, adherence to the ICOM’s Code of Ethics for Museums and all applicable and relevant decisions of the ICOM General Assembly and Executive Board.

The National Committee further agrees to ensure that all activities, procedures, and decisions related to the Conference are consistent with the objectives, values and missions of ICOM, as outlined in the ICOM Statutes.

In this regard, the National Committee confirms that it is functioning effectively, in line with the ICOM Statutes and Internal Rules, as follows:

- it adopted its own statutes;

- it is regularly registered as an independent, non-governmental, non-profit legal entity with the relevant national authorities;
- it has a minimum of eight (8) members constituting the National Committee;
- it opened and maintains its own bank account;
- it is regularly organised and governed;
- it holds regular and democratic elections of its board;
- it holds plenary meetings.

The National Committee confirms that it is up to date with the transfer of its annual membership dues to the ICOM Secretariat, for the year 2024 and before.

In consequence thereof, the National Committee declares that it is aware that throughout the selection and review process, the ICOM Executive Board reserves the right to suspend or declare the status of reorganisation of the National Committee, as provided for in the ICOM Internal Rules, if the National Committee no longer meets the requirements of a functioning National Committee and/or if the National Committee has acted in flagrant violation of the objectives of ICOM and the ICOM Code of Ethics for Museums. In this regard, the National Committee shall be declared ineligible as a candidate to host the 28th ICOM General Conference.

2. Acknowledgement of the selection process

The National Committee acknowledges and confirms its full awareness and understanding of the selection process for hosting the Conference, as described in the [Application Manual](#).

The National Committee declares that it is aware that, throughout the selection and review process, its application will undergo a thorough review by the relevant staff at the ICOM Secretariat, including an assessment of its financial guarantees, logistical capabilities and adherence to ICOM's standards and guidelines.

The National Committee acknowledges that, upon successful completion of Step 1, Step 2 and Step 3 of the review process², it shall sign a letter of intent (hereinafter the "LOI") to be addressed to ICOM. The LOI will outline the main and foundational terms and conditions of the agreement to be entered for the organisation of the 28th ICOM General Conference, thereby formalising the National Committee's commitment to host the Conference and providing assurance to ICOM of its commitment and dedication to this endeavour. A template of the LOI is included below (see **F.**).

The shortlisted candidates will then be submitted to the consideration and approval of the ICOM Executive Board, which shall (i) review the comprehensive assessment from the ICOM Secretariat, and (ii) decide which candidates will be submitted to the vote of the General Assembly in November 2025 at the 27th ICOM General Conference.

² Step 1 – Vision, Theme and Legacy / Step 2 – Programme, Financial, and Logistical Plans / Step 3 – Inspecting Venues and Meeting Partners, as described in the *Application Manual*

The final selection of the host city for the 28th ICOM General Conference will be determined by a vote of the ICOM General Assembly that will take place at the 27th ICOM General Conference in November 2025, in Dubai (United Arab Emirates UAE). In this regard, the National Committee understands that only the host city voted on by the ICOM membership will be authorised to organise the Conference.

3. Legal framework

Should the applying National Committee be formally selected by the ICOM General Assembly, it hereby commits to host the 28th ICOM General Conference and to organise the Conference in strict adherence to the standards, guidelines, and requirements established by ICOM, as well as the details provided in the [Application Manual](#).

Upon its selection as host city, the National Committee undertakes to enter into a Memorandum of Understanding (hereinafter the “**MoU**”) outlining the understanding and intentions of the parties involved at this stage, i.e. the National Committee and ICOM. The MoU shall describe the framework for the future detailed agreement for the planning, organisation and hosting of the 28th ICOM General Conference (hereinafter the “**Agreement**”). Additionally, and prior to the signing of the Agreement, the National Committee undertakes to sign any further legal documentation required by ICOM, such as, but not limited to, a non-disclosure agreement (hereinafter the “**NDA**”), or any other legal documents that may become necessary due to evolving legal requirements.

The MoU aims to provide a framework for the pre-contractual relationship, as well as to guarantee the commitment and capacity of the National Committee to host the Conference and to ensure the smooth running for the organisation of the Conference.

Once the MoU is signed by ICOM and the National Committee, the latter acknowledges that the following legal steps will need to be implemented:

- 1) It is aware that it shall enter into the Agreement with ICOM. The objective of the Agreement is to ensure that the Conference will (i) comply with the ICOM’s statutory and regulatory requirements and (ii) bring together museum and cultural heritage professionals to create synergies, identify common orientations and foster museum cooperation at the international level around the theme proposed by the National Committee in its application file.
- 2) The Agreement will set the terms and conditions of the parties’ responsibilities, liabilities and obligations for the planning, organisation and hosting of the Conference.
- 3) The National Committee is aware that the Agreement will be drafted by ICOM, on the basis of the information provided by the National Committee when submitting its application and reviewed by all parties to the Agreement. In this respect, in line with ICOM’s practice and requirements, the National Committee already agrees, without reservation, to have the Agreement governed by and construed in

accordance with French law without regard to principles of conflicts of laws, and to have the relevant French Court of Paris (France) as the competent jurisdiction for any dispute, controversy or claim arising under, out of, or relating to the Agreement.

- 4) Finally, in the context of the Conference, the National Committee commits to comply with the European Union General Data Protection Regulation (EU-GPDR) and to enter into the relevant legal documentation to adequately cover these aspects.

4. Financial provisions

The National Committee acknowledges and agrees to pay the licensing fees and royalties as specified in the selected scenario (as provided in the [Application Manual](#)) for hosting the Conference. It acknowledges that these fees are essential for the use of the ICOM brand, logo and associated intellectual property, as well as for the support services and resources provided by ICOM throughout the planning and execution of the Conference.

The National Committee confirms its full understanding of the financial obligations involved in organising the Conference, which typically range between EUR 2,5 million and EUR 4 million, depending on the event's scale and requirements.

The National Committee commits to securing and providing the necessary financial guarantees, which may include public fundings, sponsorships, grants, or donations, to ensure the financial stability of the Conference.

As a guarantee for the timely and proper fulfilment of its duties and obligations under the Agreement, the Host National Committee shall, as of the specified date, deposit an agreed-upon amount into a separate bank account opened by ICOM for this purpose. This deposit will be held by ICOM until the completion of the Conference and the fulfilment of all obligations outlined in the Agreement.

The National Committee further acknowledges and agrees that ICOM shall not be held financially responsible for any deficit or shortfall resulting from the planning, organisation and hosting of the Conference. The National Committee further acknowledges that it should consider subscribing to an insurance policy for the Conference to cover potential loss.

The National Committee agrees to negotiate and finalise a profit-sharing arrangement with ICOM. This arrangement shall ensure a fair distribution of any remaining funds after all fixed costs, licensing fees, royalties, and additional fees have been covered. The terms of this arrangement will be mutually agreed upon and outlined in the Agreement.

5. Warranties

In consequence thereof, the National Committee declares that:

- 1) during the application process, the National Committee will refrain from becoming a party to, approving or consenting to any act, contract, commitment or any other action contrary to, or likely to affect any of the obligations stipulated in the Agreement;
- 2) if the National Committee has already entered into or approved or consented to a commitment which would be in conflict with, jeopardise, prevent or render impossible the fulfilment of any provision of the Agreement, it shall immediately bring it to the attention of ICOM. The National Committee declares that such commitments shall be neither enforced nor enforceable against ICOM and that they shall be deemed, as far as ICOM and any party with which ICOM may enter into an agreement with, in regard to the ICOM General Conference, to be null and void, unless specifically requested and/or approved in writing by ICOM. In addition, the National Committee shall take all necessary measures to terminate or cause to be terminated any such commitments which would be contrary to the obligations stipulated in the Agreement;
- 3) The National Committee has ensured that it shall not damage ICOM image and/or reputation.

6. Miscellaneous

The National Committee declares that any dispute arising in the course of the application process, in relation to the Legal Undertaking, will be first subject to conciliation and mediation before being referred to and settled by the relevant French Courts of Paris, France. French Law shall be exclusively applicable to the Legal Undertaking.

The National Committee reiterates its undertaking to abide by the ICOM Statutes and the ICOM Internal Rules, and any relevant decisions of the ICOM General Assembly and Executive Board, as well as to comply with the ICOM Code of Ethics for Museums.

The Legal Undertaking shall remain in full force and effect until the Agreement is signed by all its parties.

The ICOM National Committee of _____

Duly represented by:

Name: _____

Title: Chair

Date: _____

F. Letter of Intent

Please complete and sign and initial the following letter

To the attention of the ICOM President
15, Rue Lasson
75012 Paris (France)

[place (city, country), day / month 2025]

Subject: Letter of Intent to plan, organise and host the 28th ICOM General Conference

[Please note that the present Letter of Intent serves as a template that may be updated prior to its execution, based on the information contained in the application submitted by the candidate, as well as the legal obligations to which ICOM is subject]

By signing this LOI, the undersigned party agrees to be legally bound by the terms set forth herein.

Dear President of ICOM,

I, [name and surname], Chair of [Name of the National Committee], a [legal form of the entity] established under the laws of [country of establishment] having its registered office located at [registered address of the National Committee] hereby acknowledge the decision [XX] taken by the ICOM Executive Board at its [XX] Session on [date] 2025, approving the candidacy of [Name of the National Committee] to plan, organise and host the 28th ICOM General Conference to be held in 2028 (hereinafter the “**28th General Conference**”) which will be submitted to the vote of the ICOM General Assembly in November 2025.

By signing the present letter of intent (hereinafter the “**LOI**”), I, on behalf of [Name of the National Committee], hereby commit to planning, organising and hosting the 28th General Conference, should [Name of the National Committee] be voted on by the ICOM General Assembly as the host city for the 28th General Conference.

1. Purpose

I understand that the present LOI serves as a formal expression of our commitment towards the International Council of Museums, a not-for-profit association governed by the French 1901 Law of Associations, having its registered office located at 15, rue Lasson, 75012, Paris, France, and represented by its President, Emma NARDI (hereinafter referred to as “**ICOM**”), to engage in good-faith negotiations regarding the planning, organisation and hosting of the 28th General Conference, which will be further subject to the execution of an agreement between the concerned parties (hereinafter the “**GC Agreement**”).



By signing the present LOI, I, on behalf of [Name of National Committee], agree to further enter into negotiations and finalise the GC Agreement, ensuring the successful planning and execution of the 28th General Conference, should [Name of National Committee] be voted on as the host city of the event by the ICOM General Assembly.

I acknowledge, understand and agree that the present LOI sets forth the intent of [Name of National Committee] to host the 28th General Conference in [City, Country] on the proposed dates of [dates] 2028.

2. Key Commitments

I, on behalf of [Name of National Committee], hereby confirms our intent to plan, organise and host the 28th General Conference, in accordance with:

- ICOM's practice, guidelines and requirements, as described in (i) the *Application Manual*, (ii) the *Expression of Interest to Host the ICOM General Conference* (Step 1 - Vision, Theme & Legacy), and (iii) the *Questionnaire* (Step 2 – Programme, Financial and Logistical Plans),
- the information compiled by [Name of National Committee] in the *Application Manual*, including the *Legal Undertaking* and *Terms of Conditions*, which shall remain annexed to the present LOI as Annex I,
- the information compiled by [Name of National Committee] in the *Expression of Interest to Host the ICOM General Conference*, which shall remain annexed to the present LOI as Annex II,
- the information compiled by [Name of National Committee] in the *Questionnaire*, which shall remain annexed to the present LOI as Annex III.

I, on behalf of [Name of National Committee], hereby commit to:

- ensure the effective and efficient planning of the 28th General Conference, including developing the event programme(s), securing venues, coordinating logistics, and managing communications with all stakeholders,
- take all necessary steps to organise and execute the event, including arranging accommodation, transportation, technical support, and other essential services for participants and attendees,
- collaborate with ICOM and relevant partners, sponsors, and stakeholders to ensure a successful event, while adhering to any guidelines and requirements set forth by ICOM,
- work closely with ICOM and the Secretariat, aligning with the strategic goals of the General Conference and complying with the agreed-upon roles, responsibilities and liabilities associated with hosting the 28th General Conference;
- enter into the GC Agreement with ICOM detailing the roles, responsibilities, financial terms and obligations for planning, organising and hosting the 28th General Conference.



3. Financial Obligations

I, on behalf of [Name of National Committee] hereby acknowledge and agree to the financial obligations related to the planning, organising and hosting the 28th General Conference, as outlined in the [Application Manual](#). These obligations include, in particular, the payment of licensing fees and royalties to ICOM.

[To be adapted regarding the scenario selected by the applying National Committee]

Moreover, I, on behalf of [Name of National Committee], hereby acknowledge and agree to:

- provide all necessary financial guarantees to ensure the financial stability of the 28th General Conference, including public funding, sponsorships and donations, where applicable.
- - share any surplus or profits from the 28th General Conference in accordance with the agreed profit-sharing terms outlined in the GC Agreement.

4. Confidentiality

I, on behalf of [Name of National Committee], hereby agree to maintain the confidentiality of all sensitive information exchanged during the preparation and negotiation phases, except as required by law.

5. Governing Law

I, on behalf of [Name of National Committee], hereby acknowledge, understand and agree that the present LOI, and any resulting agreements, shall be governed by and construed in accordance with the laws of the French law, without regard to its conflict of law principles.

I, on behalf of [Name of National Committee], reaffirm our commitment to planning, organising and hosting the 28th General Conference, and we look forward to collaborating with ICOM in the near future to finalise all necessary arrangements.

Should [Name of the National Committee] be confirmed as the host, we are prepared to begin negotiations for a formal agreement to ensure the successful planning and execution of the 28th General Conference.

We thank you for your attention and look forward to your acknowledgment of the present Letter of Intent.

Sincerely,

Name: _____
Title: Chair of [Name of National
Committee]

In acknowledgment

ICOM, duly represented by its President,
Emma NARDI

Date: _____ 2025

G. Confirmation of Agreement with the Terms and Conditions

By submitting and signing the present application to host the 28th ICOM General Conference, the Chair, on behalf of its National Committee:

declares that the information provided in the [Application Manual](#) have been read, understood and accepted without reservation,

acknowledges and confirms that the withdrawal of its acceptance on the requirements therein- at any stage- will render its application ineligible,

commits to organising the 28th ICOM General Conference in strict adherence to the standards, guidelines, and requirements set forth by ICOM. This includes, but is not limited to, adherence to the ICOM Statutes and Internal Rules, as well as the information and requirements provided for in the present application,

is aware of the review process and understands that the final selection of the host city will be determined by a vote during the 27th ICOM General Conference to be held in November 2025 (Dubai, UAE),

agrees, upon its selection, to enter into a Memorandum of Understanding (hereinafter the “MoU”) with ICOM. The MoU will establish the framework for the pre-contractual relationship and serve as a guarantee of the National Committee's commitment and capacity to successfully plan, host and organise the 28th ICOM General Conference,

understands that, following the MoU, the Agreement will be drafted by ICOM, outlining the roles, responsibilities, liabilities and obligations of all parties involved in the planning, organisation and hosting of the 28th ICOM General Conference. The Agreement will be governed by French law and shall comply with the European Union General Data Protection Regulation (EGDPR),

acknowledges the financial responsibilities associated with organising the 28th ICOM General Conference and commits to providing adequate financial guarantees to cover any potential shortfalls,

agrees to assume the responsibilities as outlined in the provided documentation, including, but not limited to, collaboration with the ICOM Secretariat, the Professional Congress Organiser (PCO) and other stakeholders to ensure the successful planning and execution of the 28th ICOM General Conference,

acknowledges that ICOM reserves the right to unilaterally interrupt the collaboration at any time due to any geopolitical or health-related risk that may arise in the host country, ensuring the safety of its members,

confirms that none of the information submitted in the present application contains false or inaccurate information or omits to state a fact the omission of which would render such information misleading, or which could adversely affect the selection process. In the event of non-compliance with this requirement, the validity of the application will be affected and might be invalidated in full.

Name: _____

Title: Chair of [Name of National Committee]