



**Item 6 – Update from the Working Group  
on Statutes and Rules – Global Survey**

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*Julián Roa Triana, member of the WGSR*

## WORKING GROUP ON STATUTES & RULES (2023-2025)

# Global Survey on ICOM's Structure & Governance

15 working sessions dedicated to the Global Survey

- WGSR renewed by the Executive Board to conduct the Global Survey (June 2023)
- Regional webinars (Feb. 2025)
- Dedicated ICOM Member Space (March 2025)
- *Survey 1* launched from 30 April to 4 August 2025
- Presentation of the findings of *Survey 1* at the 98th (23-24 June 2025) and 99th Sessions of the Advisory Council (11 Nov. 2025) and at the Separate Meetings of the National and International Committees (11 Nov. 2025)

**Regular reporting to the Executive Board** (including attendance by EB representative)  
**Engagement with the ICOM Membership** through various means (ICOM Member Space, webinars, presentations at statutory meetings, emailings, etc.)  
**Preliminary findings** available on AGORA as a working document  
**Support from external experts:** *Boiling Ideas*

WGSR MEMBERS



BOILING IDEAS



## TIMELINE *SURVEY 1* - 2025

**January -  
March 2025**

**Preliminary  
interviews**  
conducted by  
*Boiling Ideas* to  
design *Survey 1*  
+ ***ad hoc***  
**session** with  
the Executive  
Board

**27 February  
2025**

Regional  
webinars

**30 April  
2025**

Launch of  
*Survey 1*

**23-24 June  
2025**

Presentation at  
the 98<sup>th</sup>  
Session of the  
Advisory  
Council

**4 August  
2025**

End of *Survey 1*

**Sept. 2025**

Presentation of  
a preliminary  
report to the  
Executive  
Board (178th  
Session)

**Nov. 2025**

Presentation of  
the first  
findings of  
*Survey 1* at the  
General  
Conference\* +  
collecting  
feedback from  
members

\*99th Session of the Advisory Council & Separate Meetings of the National & International Committees

# SURVEY 1 - FINAL REPORT

*The report is available on  
AGORA since 9 October 2025*

## FINAL REPORT - INDEX

Context & ICOM needs  
Overall Consultation Process  
Survey 1 Methodology  
Report of results  
Executive Summary  
Survey 1 Results  
**Theme I** - Adequacy and effectiveness of ICOM organs & bodies  
**Theme II** - Participation and contribution in ICOM decision-making and advisory organs  
**Theme III** - Membership & Participation  
**Theme IV** - Transparency and Communication  
Comparative analysis of similar organisations  
Appendix

SEPTEMBER 24th 2025

# ICOM GOVERNANCE CONSULTATION 2025-26 CONSULTATION 1 FINAL REPORT

**ICOM** international  
council  
of museums



**Presented to**  
ICOM WGSR

**Presented by**  
Boiling Ideas Data Analysis

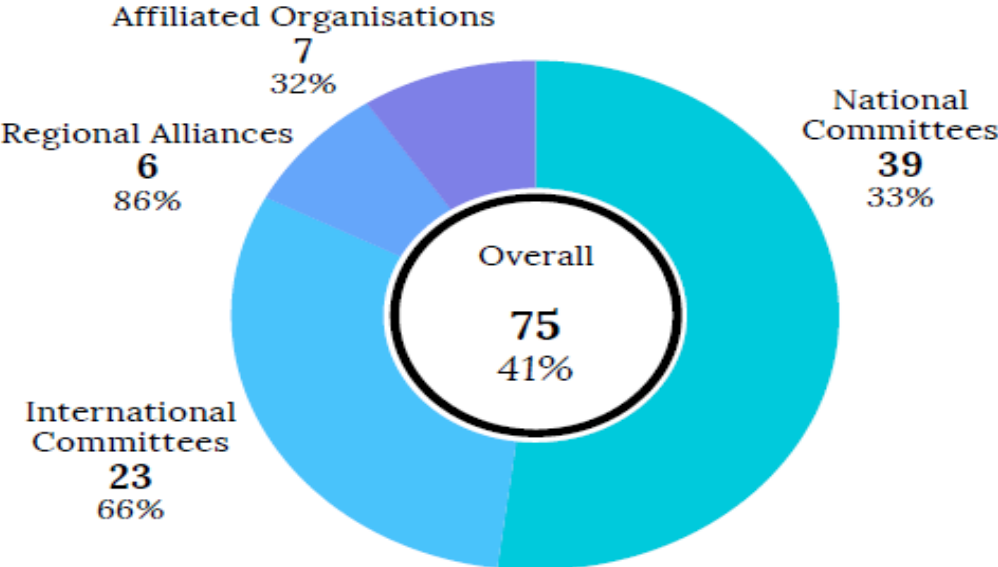
# ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

## Overall Survey Participation

In total, **75 ICOM Bodies** participated in the Survey for Consultation 1, representing **41% of all Bodies** and spanning all 4 **categories** - National Committees, International Committees, Regional Alliances and Affiliated Organisations - and all **Regions**.

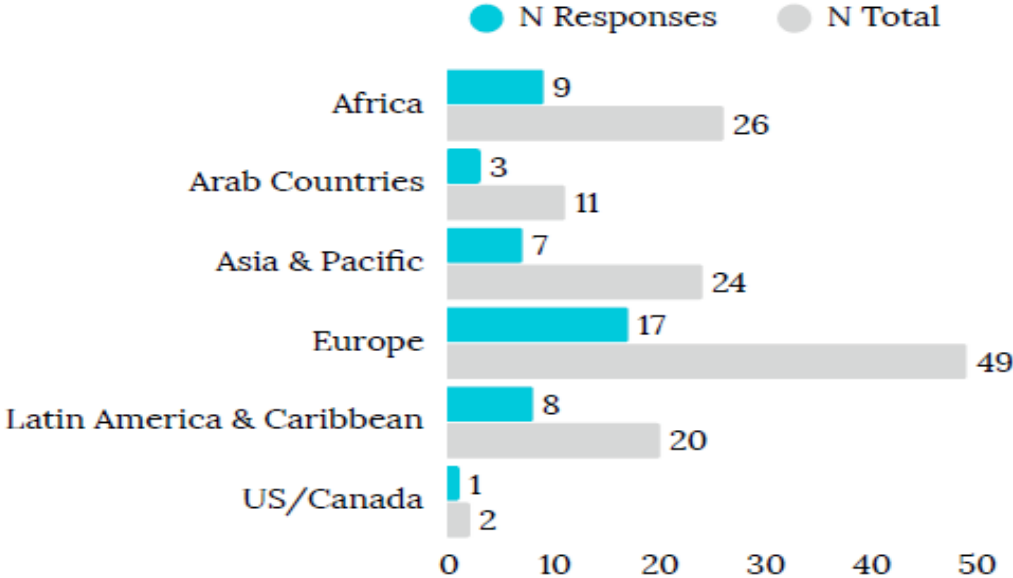
### Sample Composition

N responses Overall & by Body Category  
 % Response rate over total N Bodies



### Survey Participation by Region

(National Committees & Regional Alliances)  
 N Responses vs Total Bodies per Region\*

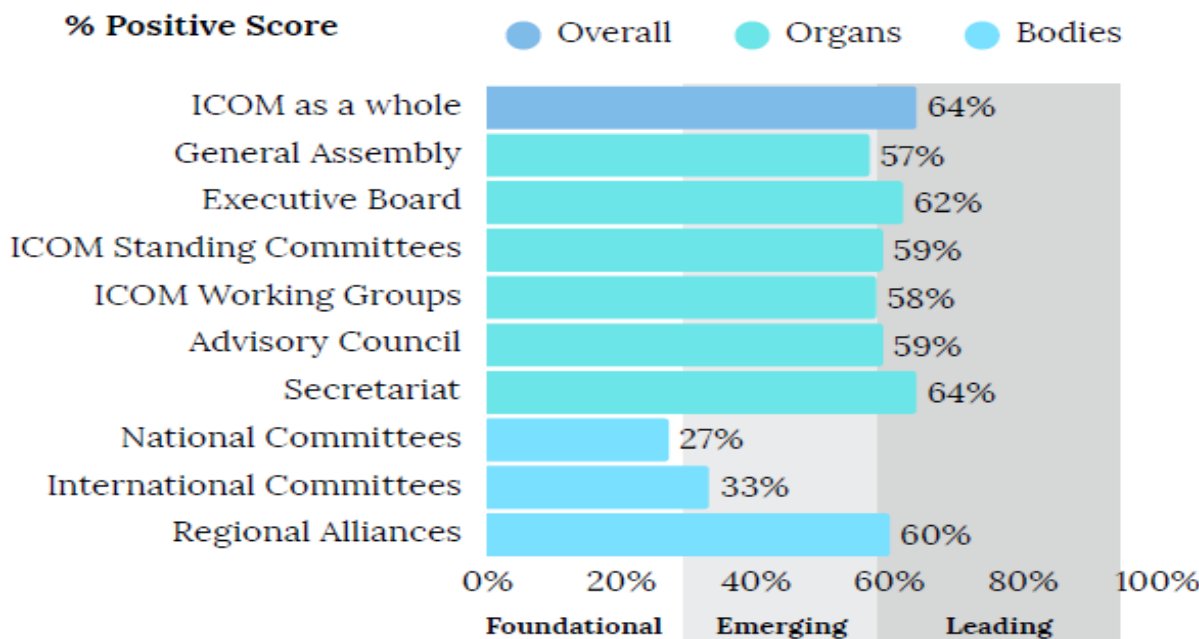


\*Committees were counted within one Region only

# ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

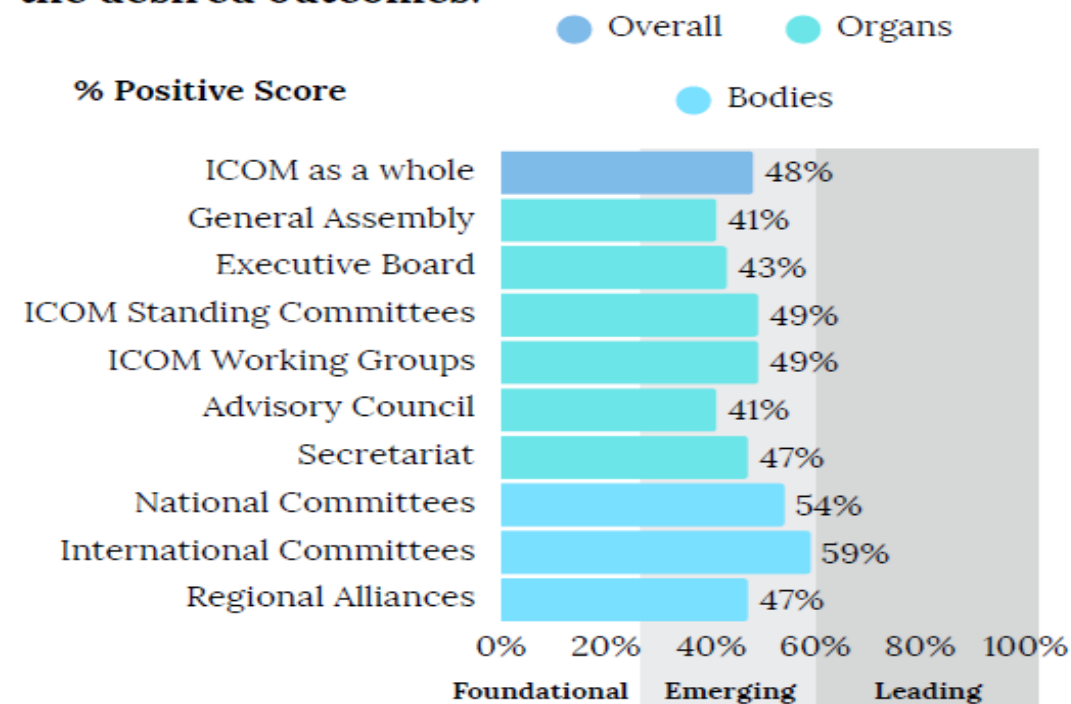
## Theme I -- Adequacy and effectiveness of ICOM organs and bodies

**Adequacy** of the structure, responsibilities, powers and functioning of ICOM as a whole - and of its different bodies and organs - **for their objectives.**



Survey question: Please evaluate the following ICOM organs and bodies in terms of their adequacy and effectiveness to fulfil their mission as per the Statutes: Adequacy: the extent to which the structure, responsibilities, powers and functioning of ICOM as a whole - and of its different bodies and organs - are suitable for the objectives.

**Effectiveness** of the structure, responsibilities, powers and functioning of ICOM as a whole - and of its different bodies and organs - **to respond to the desired outcomes.**



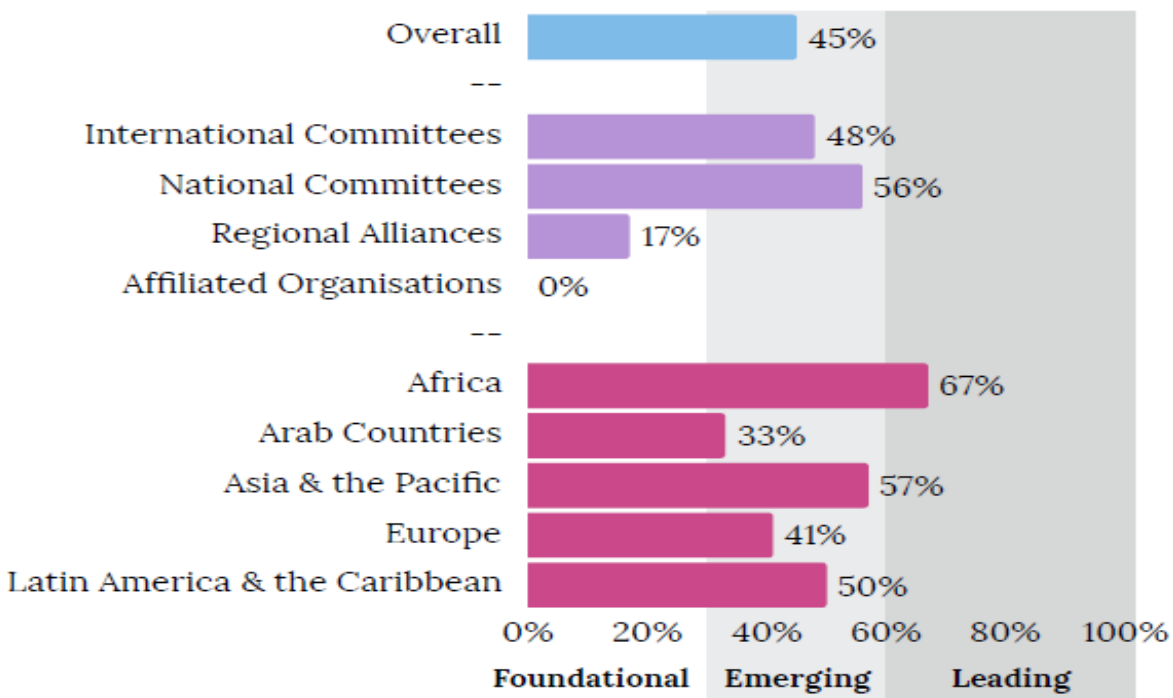
Survey question: Please evaluate the following ICOM organs and bodies in terms of their adequacy and effectiveness to fulfil their mission as per the Statutes: Effectiveness: the extent to which the structure, responsibilities, powers and functioning of ICOM as a whole - and of its different bodies and organs - respond to the desired outcomes.

# ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

## Theme II -- Participation and contribution in ICOM decision-making and advisory organs

### Ability to effectively participate and contribute in the ICOM General Assembly

% Positive score shown from 1-5 rating scale. Scores by region shown only for regions with n=2 or more responses to maintain anonymity.



Survey question: How effectively is your Committee able to participate and contribute in the ICOM General Assembly, as defined in the ICOM Statutes?

### Enabling More Effective Participation in the ICOM General Assembly

Bodies were asked to suggest changes or improvements to enhance engagement in the General Assembly (GA). Feedback is grouped by theme, with the number of responses noted in parentheses.

#### Format & Interactivity (17 responses)

- Strong interest for **more debate, open discussion**, and **interactive** engagement, including better **hybrid and online tools**, and fostering **real participation** rather than passive attendance.

#### Inclusion & Access (14 responses)

- Barriers identified related to **languages/translation**, **travel** and **financial** support, **time zones**, and accessibility for **younger** professionals and persons with **disabilities**.

#### Processes & Procedures (11 responses)

- Concerns around **voting, registration, credentialing**, and **procedural** clarity. Respondents called for simplification and greater transparency in GA processes.

#### Preparation & Timely Materials (10 responses)

- Requests for **earlier circulation of agendas and documents**, more **time to prepare**, and clearer **advance communication** with members (themed emails, calls for agenda topics).

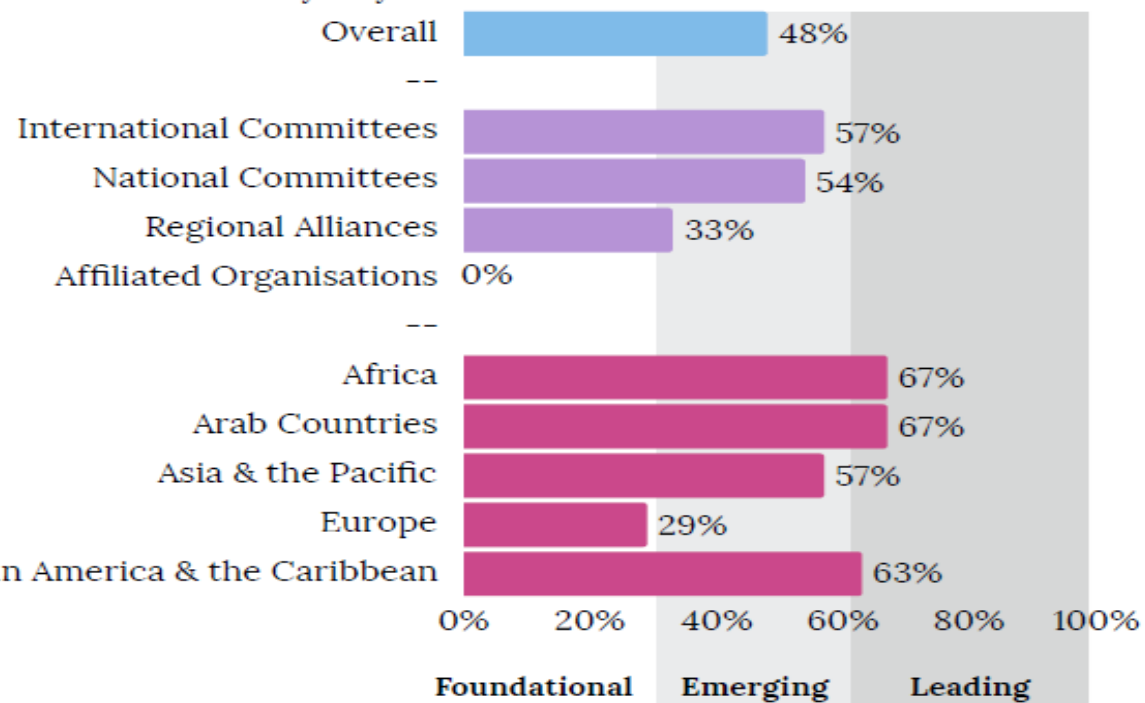
Survey question: What changes or improvements do you believe are necessary to enable more effective participation in the ICOM General Assembly, as defined in the ICOM Statutes?

# ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

## Theme II -- Participation and contribution in ICOM decision-making and advisory organs

### Ability to effectively participate and contribute in the ICOM Advisory Council

% Positive score shown from 1-5 rating scale. Scores by region shown only for regions with n=2 or more responses to maintain anonymity.



### Enabling More Effective Participation in the ICOM Advisory Council

Bodies were asked to suggest changes or improvements to enhance participation in the ICOM Advisory Council. Feedback is grouped by theme, with the number of responses noted in parentheses.

#### Format & Interactivity (21 responses):

- Strong desire for meetings to be less presentation-heavy and more interactive, with time for debate, with hybrid/in-person options and broader input channels. Potential for regional meetings / stronger RA role.

#### Communication & Information Flow (8 responses):

- Need for clearer, more transparent communication, especially to support smaller committees and members from the Global South.

#### Participation & Engagement (7 responses):

- Concern that only chairs take part and can become bottlenecks; requests for observers, proxies, broader involvement of committee members.

#### Frequency, Structure and Follow-Up (6 responses):

- Calls for more frequent but shorter, focused meetings, with session times rotated to suit time zones, faster post-meeting summaries and clear feedback loops on how input is used.

**Agenda-setting & Relevance (5 responses):** Simpler, inclusive processes to propose topics and more realistic timelines for topic inclusion and preparation.

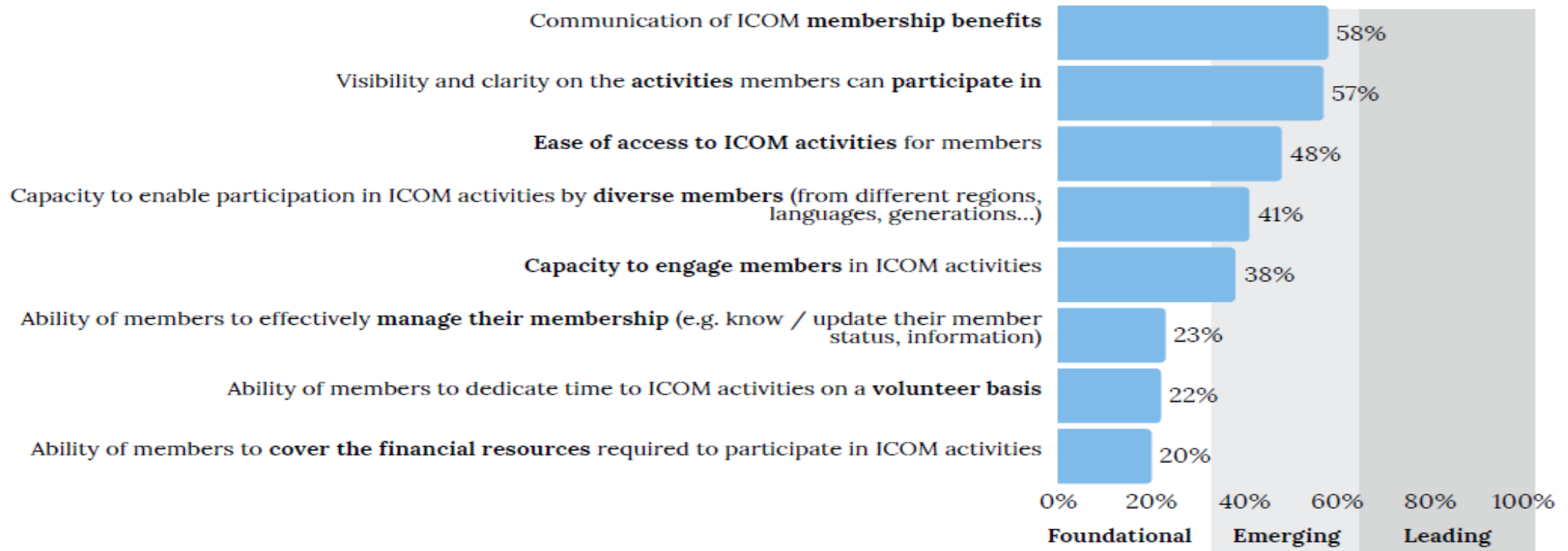
Survey question: What changes or improvements do you believe are necessary to enhance ICOM's structure and functioning, in order to better fulfill its mission as outlined in the Statutes and to more effectively support the needs of its members? You are welcome to include observations or suggestions related to specific bodies or organs within ICOM (please identify them clearly), as well as comments concerning ICOM as a whole.

# ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

## Theme III -- Membership & Participation

### Satisfaction with aspects impacting **members' ability and interest to actively participate** in ICOM activities

% Positive score shown from 1-5 rating scale.



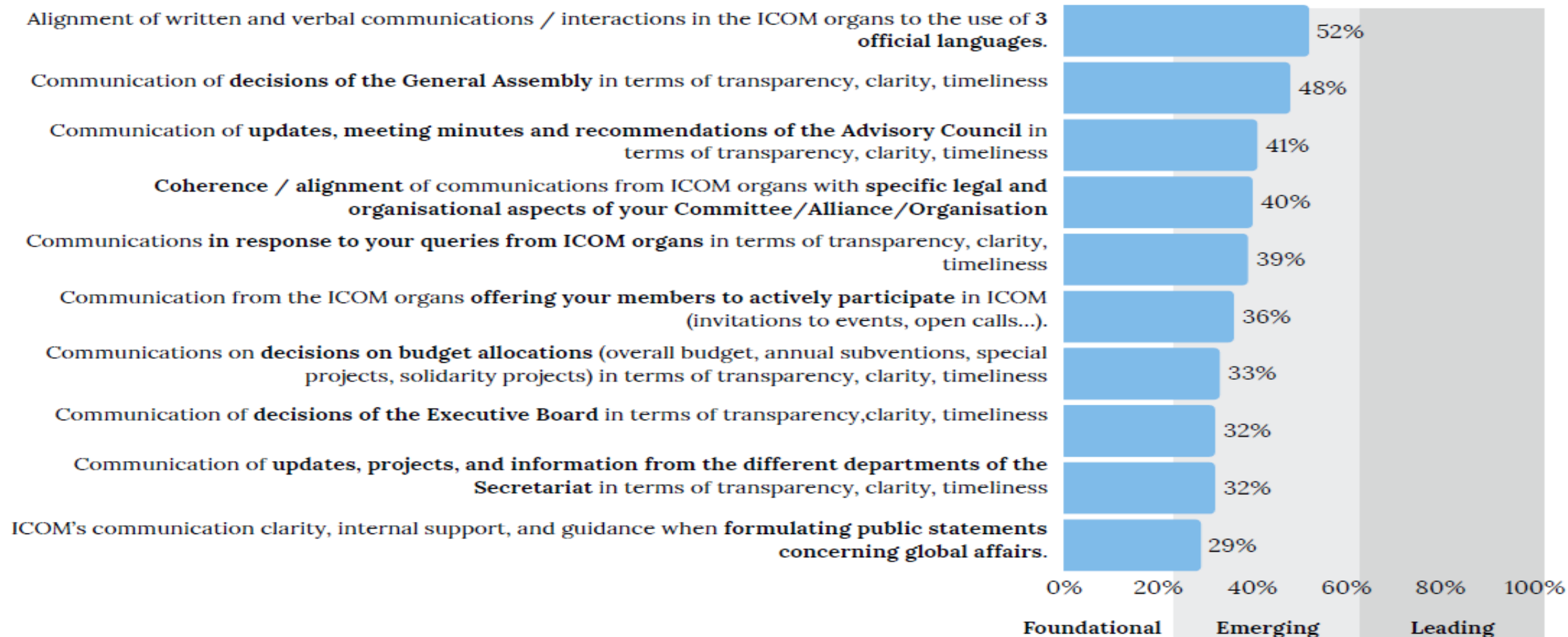
Survey question: Please evaluate the following aspects that impact your members' ability and interest to actively participate in ICOM activities:

# ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

## Theme IV -- Transparency & Communication

### Satisfaction with aspects of **transparency and communication** by ICOM organs.

% Positive score shown from 1-5 rating scale.



Survey question: Please evaluate the following aspects of transparency and communication by ICOM organs.

# GLOBAL SURVEY: A THREE-STEP CONSULTATION

***Survey 1***  
(Nov.2024 - Nov. 2025)  
to gather a first wave of feedback from the ICOM Bodies on ICOM's structure and governance

***Survey 2***  
(Dec. 2025 - Sept. 2026)  
to gather a second wave of feedback from the ICOM Bodies to inform on the needs for further improvements of the Statutes

***Survey 3***  
(optional)  
to gather feedback from the ICOM stakeholders to align the Internal Rules to the new Statutes

# TIMELINE 2025 AND BEYOND

January 2025

Feb. to August 2025

November 2025

2026 & 2027

2026 & 2027

## Kick-off

**Kick-off meeting w/ *Boiling Ideas***

**Information Session** with the Executive Board (6 February 2025) and **regular reporting to the Executive Board** (including attendance of the Executive Board representative)

## Informing the Membership

### Regional webinars

WGSR presentation at the 98<sup>th</sup> Session of the Advisory Council

Conduction by *Boiling Ideas* of the **preliminary interviews** to elaborate and finalise *Survey 1*

### *Survey 1*

## General Assembly in Dubai (27th General Conference)

Presentation of the preliminary findings of *Survey 1* for consideration by ICOM Members (Advisory Council & Separate Meetings)

## Revision of the Statutes

### *Survey 2*

Review of the ICOM Statutes in light of *Surveys 1 & 2*

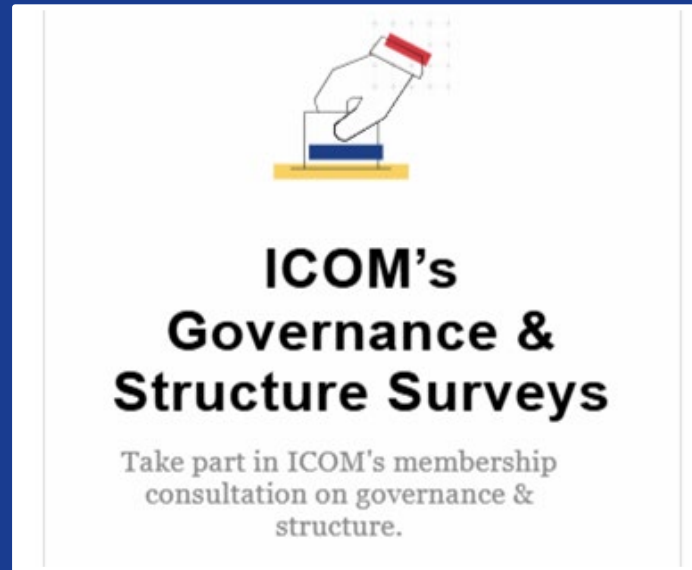
Voting on proposed amendments to the Statutes at an EGA

## Revision of the Internal Rules

### *Survey 3 (if confirmed)*

Adapting the Internal Rules to the revised ICOM Statutes following *Survey 3*

**Thank you for your attention!**  
**Any questions / comments?**



*Visit your ICOM Member Space to access **a dedicated folder** and stay up to date!*