

99th SESSION OF THE ADVISORY COUNCIL
Tuesday 11 November 2025, 14:00 – 16:30 (UTC +4)
Hybrid meeting

(at the Dubai World Trade Centre, United Arab Emirates and online on AGORA)

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

I. CONTEXT AND BACKGROUND

In 2023, the Working Group on Statutes and Rules (hereinafter the “**WGSR**” or the “**Working Group**”) proposed a harmonised version of the ICOM Statutes to eliminate inconsistencies identified between 2021 and 2022. This updated version was submitted to the membership for approval and subsequently adopted by the Extraordinary General Assembly on 9 June 2023. **This revision marked the first phase of a broader effort to review and modernise ICOM’s governance and organisational structure.**

Following this milestone, **the Executive Board renewed the mandate of the WGSR in 2023, tasking it with conducting a comprehensive consultation process** on governance, structure, and operations across ICOM’s membership and bodies (hereinafter the “**Global Survey**”). The *Global Survey* will comprise **up to three (3) surveys**: this process is designed as a three-step consultation to inform a future revision of ICOM’s core governing documents - namely the Statutes and Internal Rules. The proposed timeline for this process can be found in **Annex I** and **Annex II** of the present working document. An overview of the methodology of the *Global Survey* is available [here](#).

The purpose of this *Global Survey* is to **review, strengthen, and adapt ICOM’s organisational framework to reflect best practices for international non-profit organisations**. The outcomes are expected to **inform proposed reforms to the ICOM Statutes and Internal Rules** - the organisation’s core legal documents - thereby ensuring that ICOM’s governance and operational structures remain fit for purpose. The process of selecting a consultant began with internal discussions within the Working Group, during which members used their networks to identify potential candidates. Several names and entities were suggested, **but *Boiling Ideas* quickly emerged as the strongest candidate**, given their substantial prior contribution to ICOM - particularly their central role in the work of ICOM Define and the revision of the ICOM Code of Ethics for Museums.

A funding request was further prepared by the WGSR and approved by the Executive Board at its 173rd Session (25–26 September 2024)¹, formally **confirming the selection of *Boiling Ideas* as the consultant to carry out the *Global Survey***. After their appointment, *Boiling Ideas* held a series of working sessions with the WGSR to co-develop the first survey on ICOM’s structure and governance, hereinafter referred to as “**Survey 1**”.

¹ The corresponding decision is available here: https://icom.museum/wp-content/uploads/2024/12/EB173_Decisions25_26September_Final.pdf

II. SURVEY 1: ELABORATION, LAUNCH AND FINDINGS

Elaboration of Survey 1: open call for interviews

To develop *Survey 1*, the WGSR collaborated with *Boiling Ideas* to launch an **open call for interviews aimed at testing and refining the questionnaire**. ICOM members from all regions and roles were invited to provide feedback on the clarity and relevance of the **Survey 1**, helping to improve its inclusivity and impact. The call was shared by email to the members of the Advisory Council on 4 February 2025 and featured in an ICOM newsletter in February 2025. Conducted between 24 February and 10 March 2025, these **one-on-one virtual interviews** - led by *Boiling Ideas* analysts Erika Krajcovicova and Raúl San Miguel Fernandez - **sought to ensure that the survey accurately reflects the diverse perspectives across the organisation**. Ten (10) participants were selected to ensure a broad representation in terms of region, gender, ICOM engagement, and professional background. The interview questions were first presented to the WGSR for review and discussion before the interviews took place.

Working sessions

Between May 2024 and September 2025, **the Working Group convened fifteen (15) working sessions** dedicated to the membership consultation – the *Global Survey*, all of which were attended by *Boiling Ideas*², and the Executive Board representative.

Launch of Survey 1 (30 April – 4 August 2025)

The [*ICOM Governance and Structure Survey \(Survey 1\)*](#) was launched on **30 April 2025**. The goal behind this first survey was to **collect feedback from ICOM National and International Committees, Regional Alliances and Affiliated Organisations on their perceptions of governance and its impact on their members' participation in ICOM**, as well as their future expectations in this area.

In other words, how are the various ICOM bodies and organs structured and coordinated across five (5) continents and three (3) official languages, in the service of approximately 60,000 members? Which body or organ holds decision-making or advisory powers? Who nominates whom, and what mechanisms of cross-checks or counterbalances are in place?

Responses to *Survey 1* were to be submitted by the Chairs of the committees, compiling the inputs from their board and members as needed. Chairs were encouraged to share this survey broadly with their members to enable them to gather deeper feedback that can inform the response. Only one form could be submitted by each National Committee, International Committee, Regional Alliance, Affiliated Organisation.

Survey 1 closed on 4 August 2025.

² 6 May 2024, 17 July 2024, 13 September 2024, 11 December 2024, 23 January 2025 (Kick-off meeting), 31 January 2025, 17 February 2025, 24 February 2025, 18 March 2025, 1 April 2025, 22 April 2025, 15 July 2025, 5 August 2025, 21 August 2025, and 15 October 2025.

Reporting to the ICOM Executive Board

At its 173rd Session (25–26 September 2024), the Executive Board approved a **funding request of EUR 47,160 for 2024, 2025 and 2026**³. At this session, the WGSR also proposed that **November 2025 mark the mid-point of the *Global Survey* and consultancy**. This juncture offers an appropriate opportunity to **present an interim update to the ICOM membership during the Statutory Meetings in Dubai**. On this occasion, the WGSR recommended that the first preliminary findings of the *Global Survey* also be shared with the membership. This request was approved, leading to a presentation of the findings at the 99th Session of the Advisory Council, in Dubai.

An information session with the Executive Board was subsequently held on 6 February 2025 regarding the *Global Survey*. At this occasion, *Boiling Ideas* presented the methodology and timeline.

At the 178th Session of the Executive Board (11–12 September 2025), the WGSR presented its **final report on activities conducted from November 2023 to September 2025**, in which the *Global Survey* was described and an **update on its progress** was provided.

Presentation to the ICOM Membership

Regional Webinars: On 27 February 2025, the WGSR organised three (3) regional webinars entitled **[“Preparing for Change: Insights into ICOM’s Governance & Structure Surveys”](#)**. The WGSR invited all ICOM members to an exclusive webinar dedicated to the ongoing reflections on ICOM’s governance and structure. This event provided a comprehensive overview of the upcoming surveys on governance to be conducted within the organisation and highlighted key insights that will shape the future of ICOM. The recordings of the webinars are available in the aforementioned folder. Each session (French, English and Spanish) was conducted separately to maximise accessibility and engagement across ICOM’s global network.

ICOM Member Space: in March 2025, a dedicated space in the ICOM Member Space was set up: <https://icom.museum/en/member/icoms-governance-structure-surveys/>

ICOM Statutory Meetings: At its 98th Session held on 23–24 June 2025, the Advisory Council received a presentation from the WGSR, during which the Working Group introduced its revised methodology and timeline to the membership.

Dubai General Conference: As recommended by the Executive Board at its 173rd Session (25–26 September 2025), the WGSR is expected to present the **first findings of Survey 1** to the Membership at the **27th ICOM General Conference in Dubai**. These findings are anticipated to inform a review and potentially a broader reform of ICOM’s governing texts - including the **Statutes, Internal Rules, By-laws of International Committees, and Rules of Regional Alliances**. This process may also result in guidance and/or recommendations for National Committees and Affiliated Organisations to revise their statutes in order to align more closely with ICOM’s governance framework.

Seven (7) of the nine (9) WGSR members will attend the General Conference in Dubai in person, ensuring the Working Group’s active participation in the broader institutional debates. While the WGSR had initially proposed organising a roundtable during the General Conference, this

³ The corresponding decision is available here: https://icom.museum/wp-content/uploads/2024/12/EB173_Decisions25_26September_Final.pdf

initiative was ultimately declined by the Emirati partners. This outcome underscores the need to explore alternative formats for engaging the membership, leading to a **presentation of the WGSR at the 99th Session of the Advisory Council on 11 November 2025**.

The **preliminary findings of the Global Survey** are included in the report prepared by Boiling Ideas (available on AGORA in the three ICOM statutory languages) and will be presented to members at the Advisory Council Session (hereinafter the “**Report on Survey 1**”). The Report on *Survey 1* is attached to the present document as **Annex III**.

To continue these discussions, the WGSR may - upon acceptance by the Spokespersons - deliver a presentation at the **Separate Meetings of the International and National Committees** scheduled for November 2025.

Coordination with other Standing Committees and Working Groups

During the 27th ICOM General Conference in Dubai, the WGSR will hold informal meetings with other Working Groups, notably the Working Group on Decolonisation, at their request.

III. NEXT STEPS

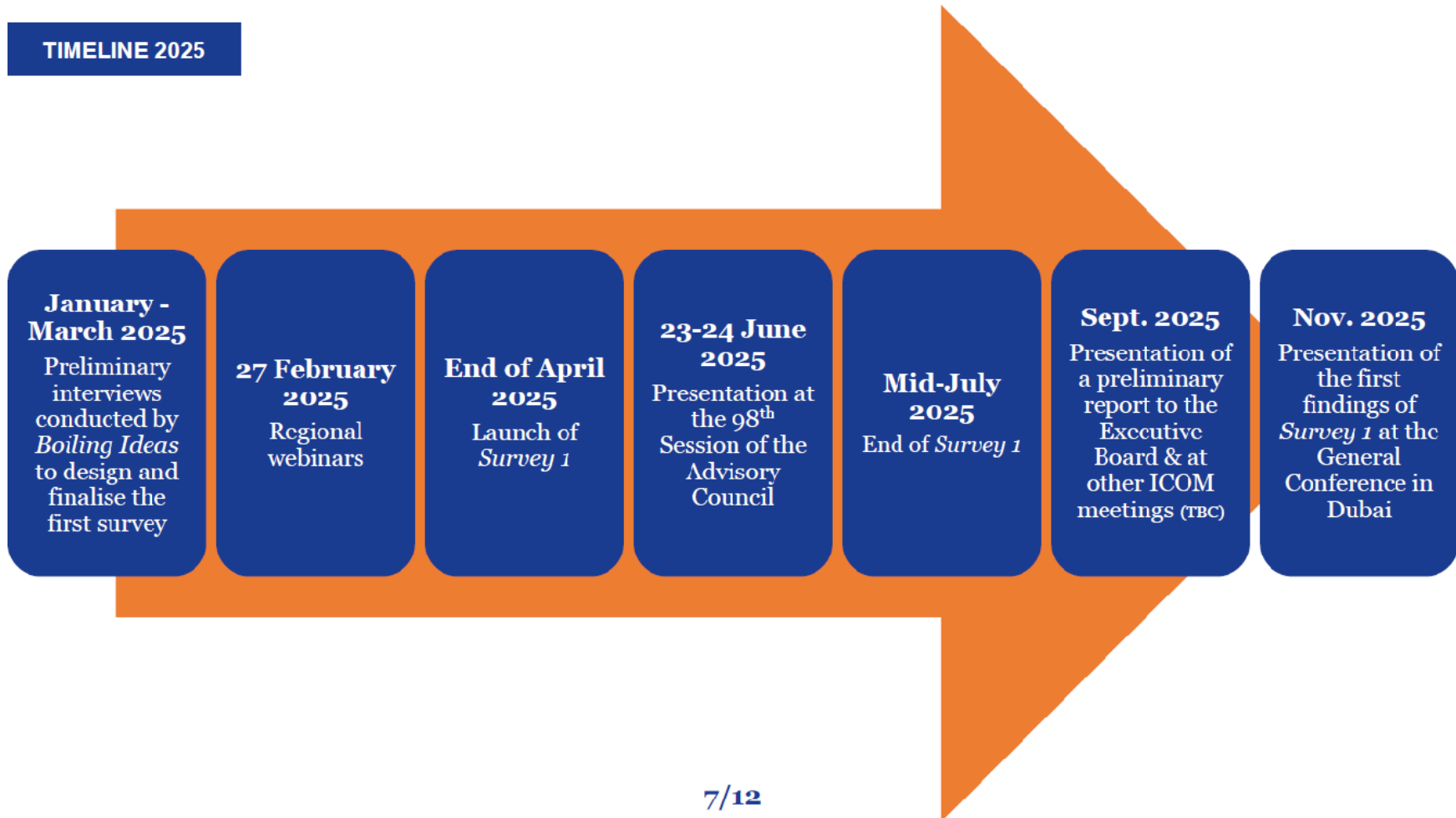
Looking ahead, the WGSR is currently refining its next steps, including the launch of a second survey - based on the analysed results of Survey 1 - and potentially a third, in line with the timeline previously shared in earlier presentations. The results of these consultations will guide the membership in determining which of the four scenarios should be pursued:

- **Scenario 1** would involve significant change, as both the governance structure and the Statutes would need to be revised; this would entail a comprehensive reform process requiring broad membership discussion and consensus prior to being formally adopted by the Extraordinary General Assembly (EGA).
- **Scenario 2** would be more limited in scope, requiring amendments to the Statutes (also requiring an Extraordinary General Assembly) without altering the governance structure, thereby focusing primarily on the legal and procedural framework underpinning ICOM.
- **Scenario 3** would leave the Statutes unchanged but necessitate modifications to the Internal Rules, after broad discussion with the membership, providing greater flexibility for operational adjustments without engaging the full statutory revision process.
- **Scenario 4** would confirm that no substantive changes are needed; in this case, the WGSR could successfully conclude its mandate, signalling that the current governance and statutory framework remain fit for purpose.

For more information, consult the dedicated folder in your ICOM Member Space (<https://icom.museum/en/member/icoms-governance-structure-surveys/>) or contact legal@icom.museum

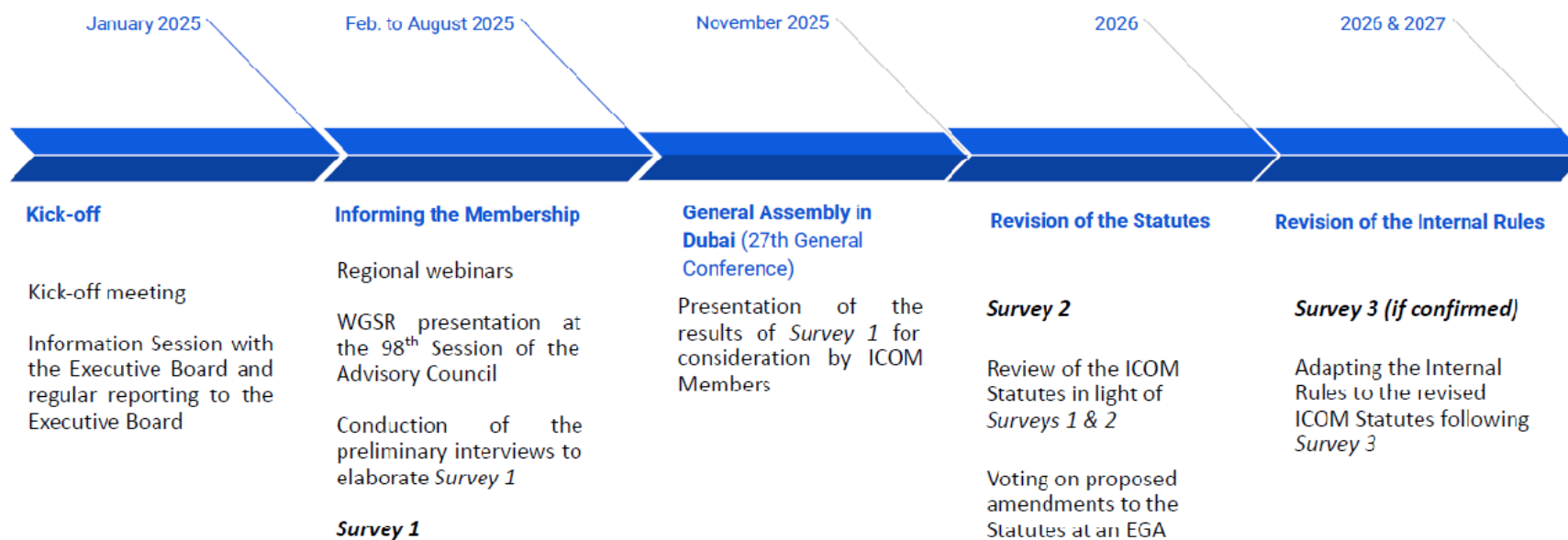
Annex I – Survey 1 timeline

TIMELINE 2025

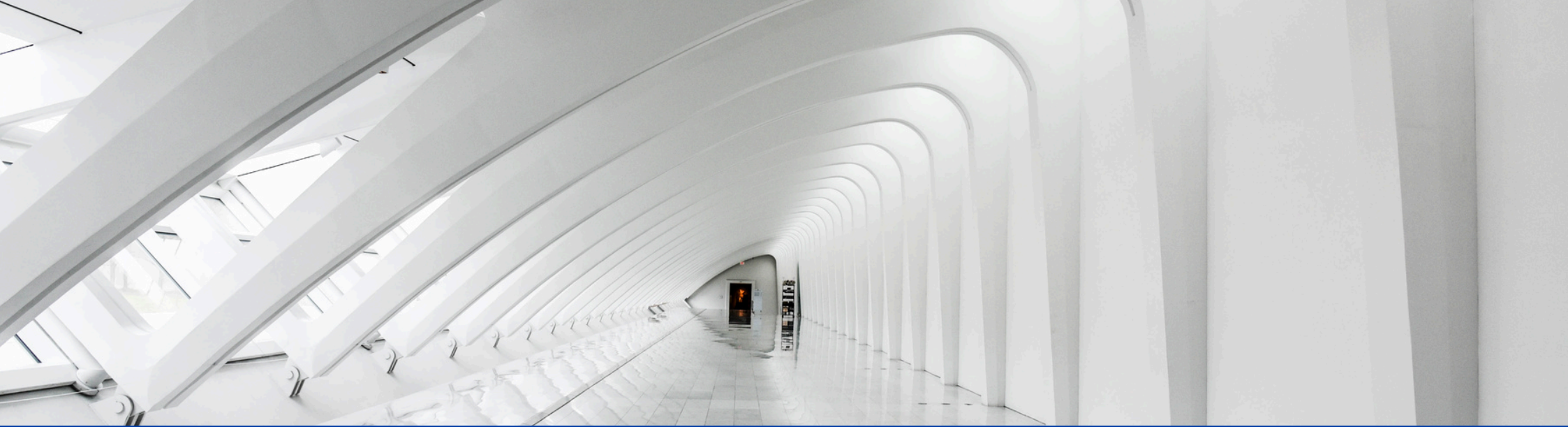


Annex II – Intended timeline for the *Global Survey*

TIMELINE 2025 AND BEYOND



Annex III – Report on Survey 1



SEPTEMBER 24th 2025

ICOM GOVERNANCE CONSULTATION 2025-26 CONSULTATION 1 FINAL REPORT

ICOM international
council
of museums



Boiling
ideas
INNOVATION IN CULTURE

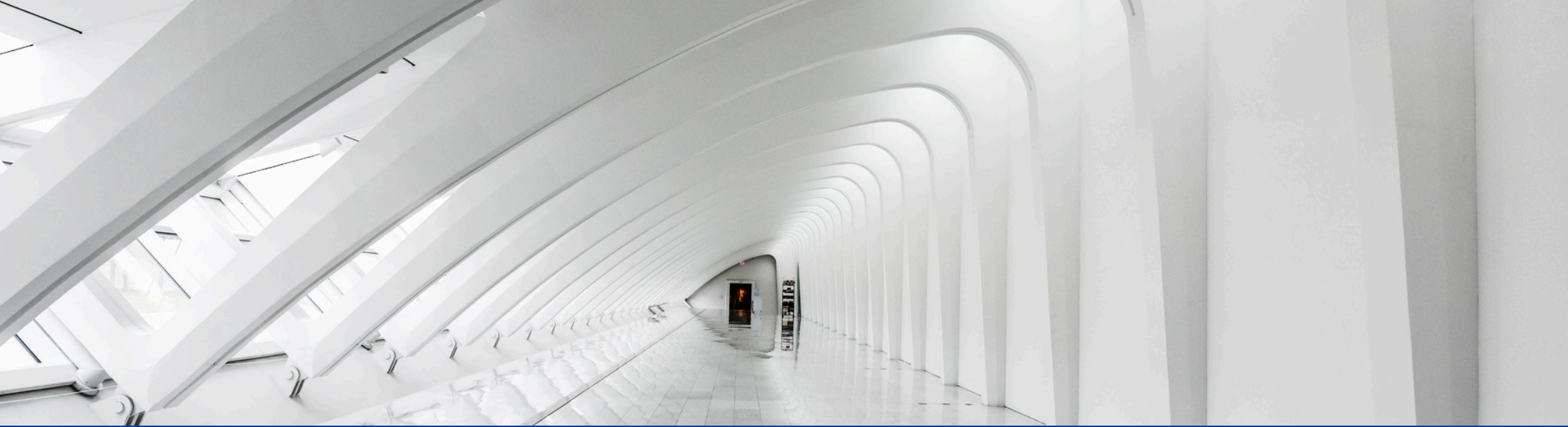
Presented to
ICOM WGSR

Presented by
Boiling Ideas Data Analysis

ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

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**ICOM GOVERNANCE CONSULTATION 1 -
FINAL REPORT**
CONTEXT & ICOM NEEDS

ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

Context & ICOM needs

OVERALL GOAL:

The ICOM Working Group Statutes and Rules (WGSR) is mandated to carry out a comprehensive review of the ICOM Statutes, which we will begin with a consultation phase.

The WGSR is thus looking for a consultant to help design, organise and review the consultant phase reviewing ICOM Statutes and Internal Rules. The consultancy will take place over at least 18-month period hopefully starting from this summer.

- Note: ICOM Statutes were updated and approved in June 2023. The updates were limited to providing consistency throughout the Statutes. However, this process also indicated a number of other issues raised by different ICOM bodies that could be improved or changed. A comprehensive review of the ICOM Statutes will require consultancy with all ICOM Bodies (National and International Committee and Regional Alliances as well as Affiliated Organisations).

ICOM WGSR envisioned up to 3 waves of consultation with the ICOM members within this project, with Consultation 3 to be confirmed depending on the outcomes of Consultation 1 and 2.

Consultation 1. to gather a first wave of feedback from ICOM Committees & Bodies to inform on the needs for further improvements of the Statutes.

Consultation 2. to gather a second wave of feedback from ICOM Committees & Bodies to inform on the needs for further improvements of the Statutes.

Consultation 3. (OPTIONAL) to gather feedback from ICOM stakeholders to align ICOM Internal Rules to the new Statutes.

ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

Context & ICOM needs



IN JUNE 2023, THE WGSR - UNDER THE AUTHORITY OF THE EXECUTIVE BOARD - PROPOSED **HARMONISED STATUTES** TO REMOVE IDENTIFIED INCONSISTENCIES



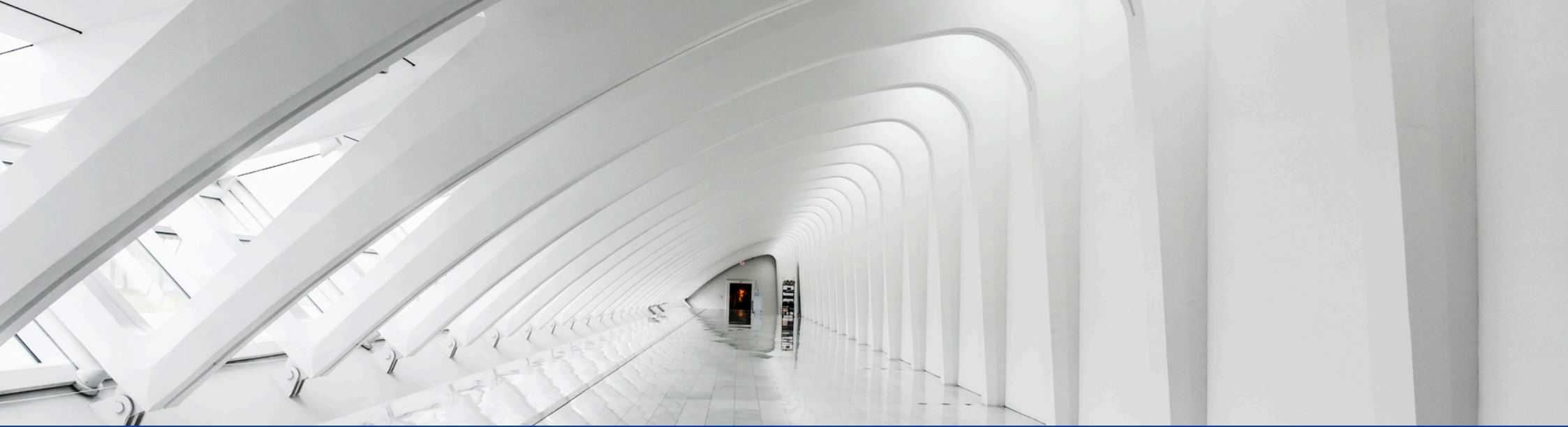
THE **REVISED STATUTES WERE ADOPTED** BY THE EGA ON 9 JUNE 2023, EMPHASISING THAT THIS REVISION WAS THE **FIRST STEP OF A BROADER REVIEW OF ICOM'S GOVERNANCE & STRUCTURE**



THE REVIEW PROCESS HIGHLIGHTED A **NUMBER OF STATUTORY ISSUES RAISED BY VARIOUS ICOM BODIES**. IT WAS DECIDED THAT SUCH ISSUES WOULD BE ADDRESSED FOLLOWING A **WIDE CONSULTATION WITH MEMBERS**



THE WGSR WILL CARRY OUT THIS **WIDE CONSULTATION OF ICOM MEMBERSHIP AND BODIES**



**ICOM GOVERNANCE CONSULTATION 1 -
FINAL REPORT**
OVERALL CONSULTATION PROCESS

ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

Overall Consultation Process

WGSR MANDATE

1

Membership consultation on ICOM structures, governance & Operations

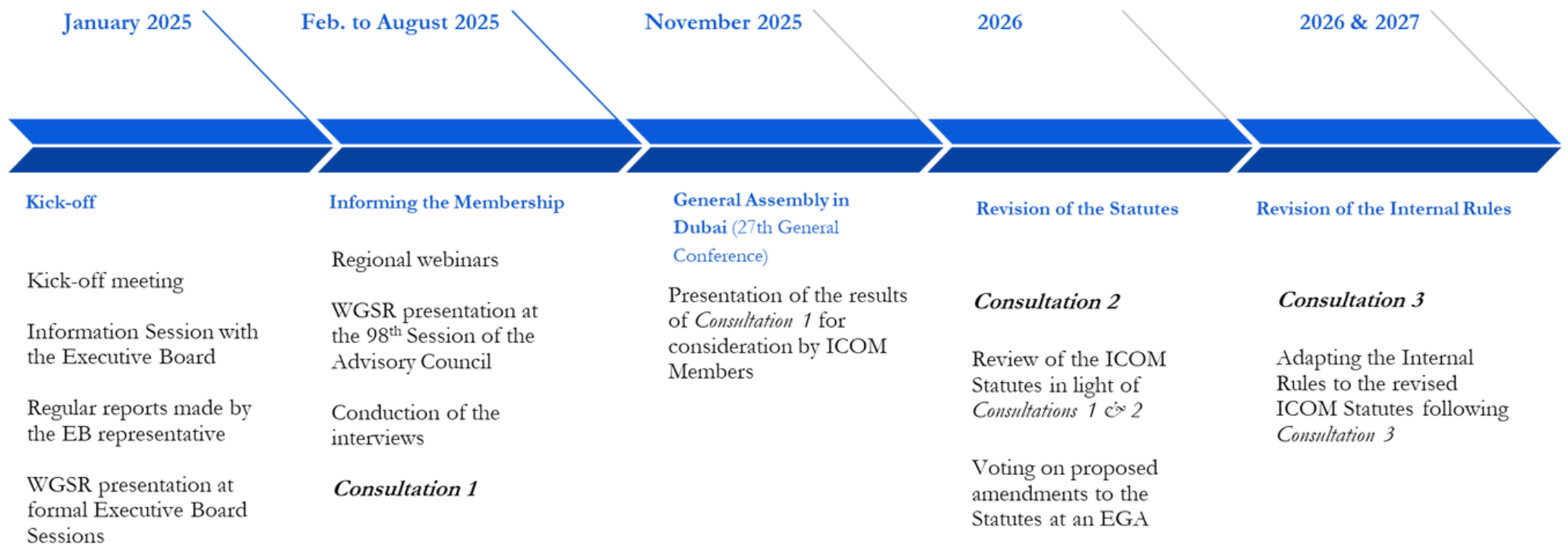
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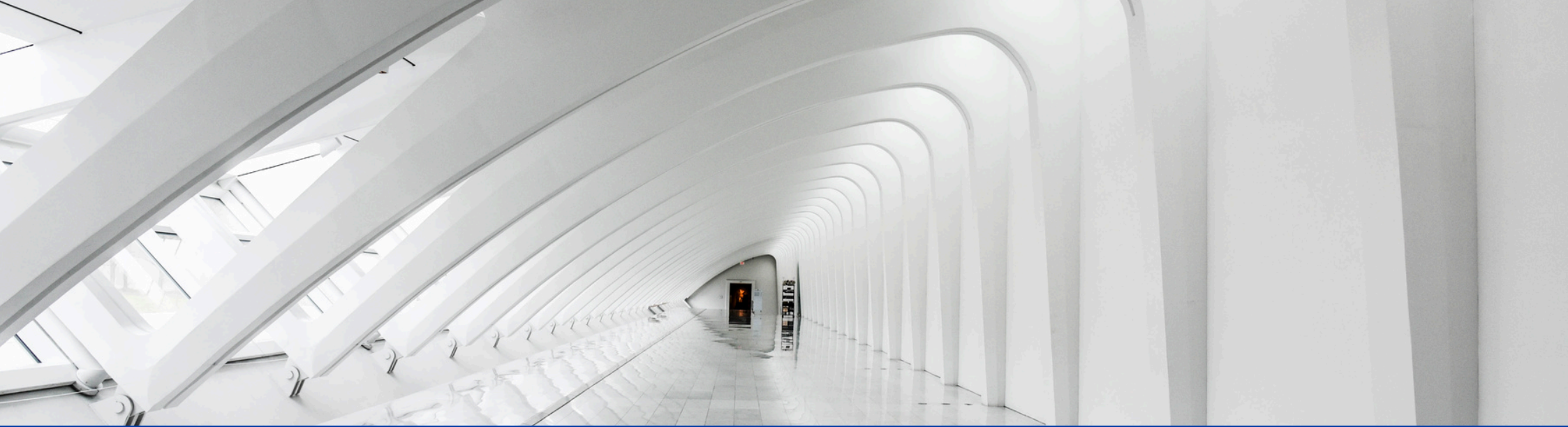
ICOM Membership consultation supported by an external consultant to conduct interviews, design the surveys, collect responses and analyse the data.

ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

Overall Consultation Process

The full scope of this project includes up to 3 Consultations with ICOM members, with Consultation 1 focusing on exploring needs & direction, and Consultation 2 and 3 aiming to bring specific proposals of changes to the ICOM Statutes and Internal Rules for evaluation.





**ICOM GOVERNANCE CONSULTATION 1 -
FINAL REPORT
METHODOLOGY**

ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

Methodology

OVERALL GOAL:

Gain a better understanding of the challenges for ICOM bodies, organs and members, as well as their expectations regarding the future of ICOM (governance, organisation, scope of actions, functioning, structural changes) [WGSR METHODOLOGY DOCUMENT]

CONSULTATION 1

GOAL:

Collect feedback from ICOM members on their perceptions of ICOM governance and its impacts on their participation in ICOM, as well as on their future expectations in this area.

METHOD:

Online survey including open- and close-ended questions, available in English, Spanish and French. The survey questions were developed by Boiling Ideas based on preliminary materials (previous external review, information on governance changes between 2020 and 2025) and inputs from WGSR, and the survey themes were pre-tested through 8 pilot interviews.

SURVEY RECIPIENTS & DISTRIBUTION:

Survey was distributed via email by WGSR, accessible through online link to NCs, ICs, RAs and AOs in April 2025 and remained open for responses until 4th August 2025.

For pilot interviews, a recruitment form was launched on ICOM digital channels (web, email) with an open call for participation in January-February 2025, where final 8 interviewees were selected and interviewed by Boiling Ideas, aiming at maximum diversity of interviewees in terms of their relationship with ICOM, region, gender and professional experience.

ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

Methodology

OVERALL GOAL:

Gain a better understanding of the challenges for ICOM bodies, organs and members, as well as their expectations regarding the future of ICOM (governance, organisation, scope of actions, functioning, structural changes) [WGSR METHODOLOGY DOCUMENT]

CONSULTATION 1 - Continued

LANGUAGES AND TRANSLATIONS:

The survey was developed by Boiling Ideas & WGSR in English, and once approved, translation was procured by WGSR into Spanish and French, so that the survey could be distributed in all 3 official ICOM languages. Survey results in Spanish and French were back-translated into English by WGSR, and analysed by Boiling Ideas in this language, and the final report was produced in English by Boiling Ideas, and sent for translation by WGSR once approved.

ANALYSIS AND OUTPUTS:

- Boiling Ideas analysed the quantitative and qualitative (open-text) survey results, providing to WGSR the full extent of results of all questions in a comprehensive report inclusive of textual summaries and graphic representations of results, along with a full methodological account and assessment of the quality of response.
- As part of Consultation 1 analysis, Boiling Ideas conducted a comparative analysis of ICOM and up to 3 other international non profit organisations in terms of governance. The 3 case studies were selected together with WGSR depending on the preliminary results of the Consultation 1 survey which will guide the focus of the comparative analysis in terms of topics to address. The results of the comparative analysis are included in the Consultation 1 report.

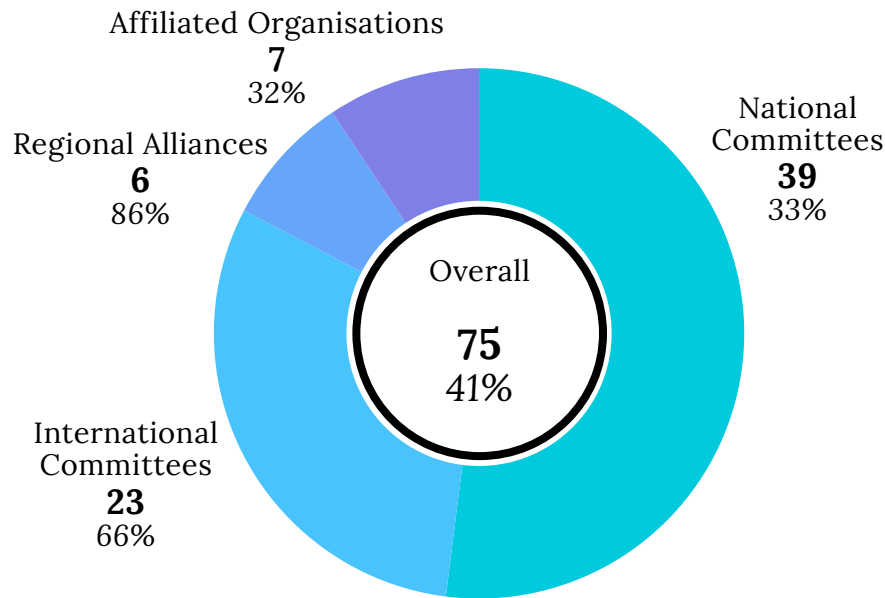
ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

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**.

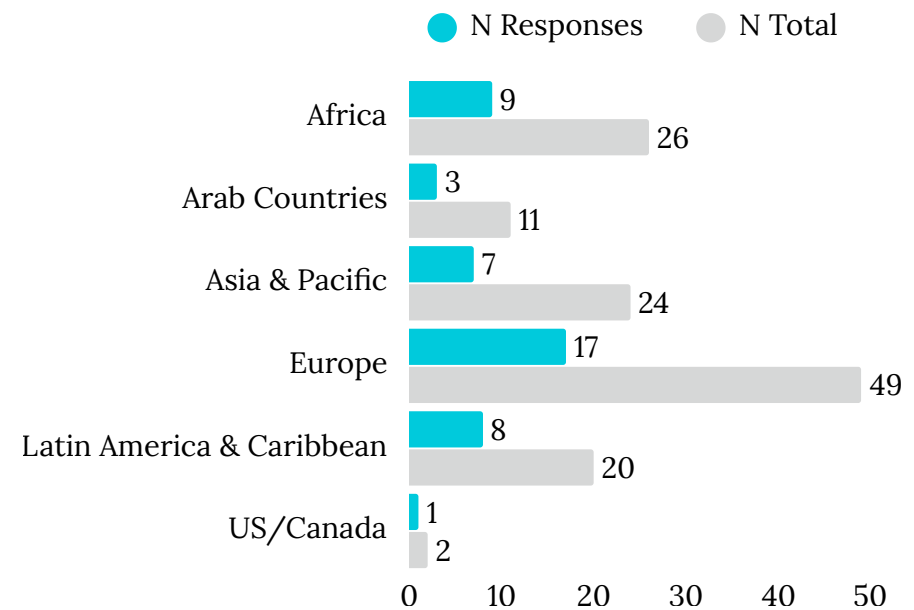
Sample Composition

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 por Region*



*Committees were counted within one Region only

ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

Participating Committees & Organizations

National Committees

- ICOM Argentina
- ICOM Belarus
- ICOM Belgium
- ICOM Botswana
- ICOM Brazil
- ICOM Cameroun
- ICOM Canada
- ICOM China
- ICOM Colombia
- ICOM Cuba
- ICOM Ecuador
- ICOM El Salvador
- ICOM Finland
- ICOM France
- ICOM Germany
- ICOM Guatemala
- ICOM Hellenic
- ICOM Ireland
- ICOM Italy
- ICOM Japan
- ICOM Kenya
- ICOM Kuwait
- ICOM Malaysia
- ICOM Mongolia
- ICOM Netherlands
- ICOM New Zealand
- ICOM Nigeria
- ICOM Norway
- ICOM Republic of Korea
- ICOM Russia
- ICOM Saudi Arabia
- ICOM Seychelles
- ICOM Singapore
- ICOM Slovenia
- ICOM South Africa
- ICOM Sweden
- ICOM Uganda
- ICOM United Kingdom
- ICOM Zambia

Regional Alliances

- ICOM Africa
- ICOM Arab
- ICOM Europe
- ICOM Nord
- ICOM SEE
- ICOM LAC

Affiliated Organizations

- CIMAM
- IAMH
- IATM
- ICAM
- MAC
- WFFM
- SIBMAS

International Committees

- CAMOC City Museums
- CIMUSET
- Conservation
- COSTUME
- DEMHIST
- DRMC
- IC MEMOHRI
- ICAMT
- ICEthics
- ICLCM
- ICMAH
- ICME
- ICOFOM
- ICOM Documentation
- ICOM MUSIC
- ICOM SUSTAIN
- ICOMAM
- ICR
- ICTOP
- INTERCOM
- NATHIST
- Security
- UMAC

ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

How to read the Survey

Rating When quantitative (numerical) questions in the survey were asked on a **5 - point scale**, respondents would select the desired rating with 1 point representing the lowest rating and 5 points the highest.

Scoring The % scores in this report represent the **SHARE OF POSITIVE** responses over TOTAL, i.e., SHARE of “4” and “5” scores

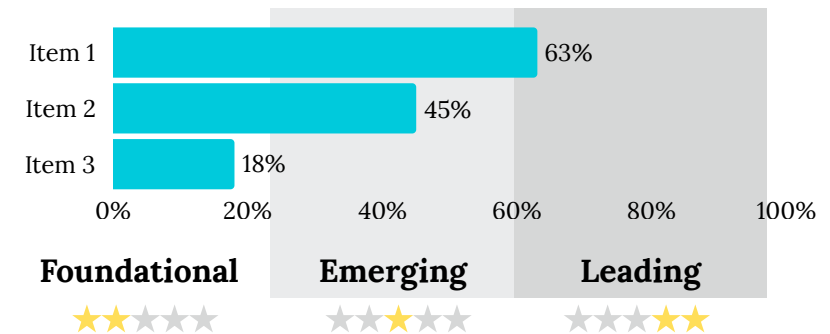
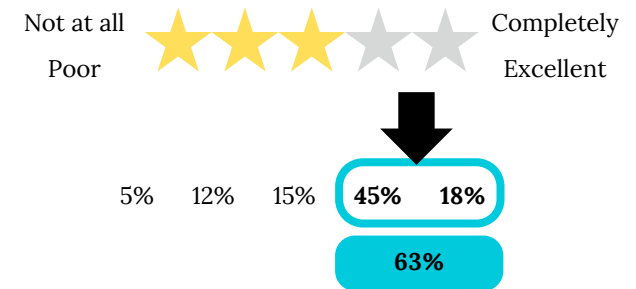
Output Metrics & Benchmarks **Metrics:** the different 1- 5 satisfaction scales (e.g. “poor--”excellent”) were translated into a unified **capability scale**, such that the results don’t just show *how people feel* about something, but also indicate the *level of development the organization has reached*:

- **Foundational** → Basic, ad-hoc, or underdeveloped practices. Structures exist but are often inconsistent, fragmented, insufficient
- **Emerging** → Systems and practices are more consistent, structured, and effective, but still need strengthening and integration.
- **Leading** → Organisation is seen as a model for others, with highly effective, innovative, and sustainable systems.

Each of these states has an associated **benchmark score**:

Foundational Score	Emerging Score	Leading Score
★★★★★	★★★★★	★★★★★
Under 25%	25% to 60%	Over 60%

Benchmarks (60%, 25%) represent statistically derived groups of ratings, where majority of respondents would have a positive, neutral or negative rating (under assumption of normal distribution)



ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

How to read the Survey Results

ICOM Organs and Bodies

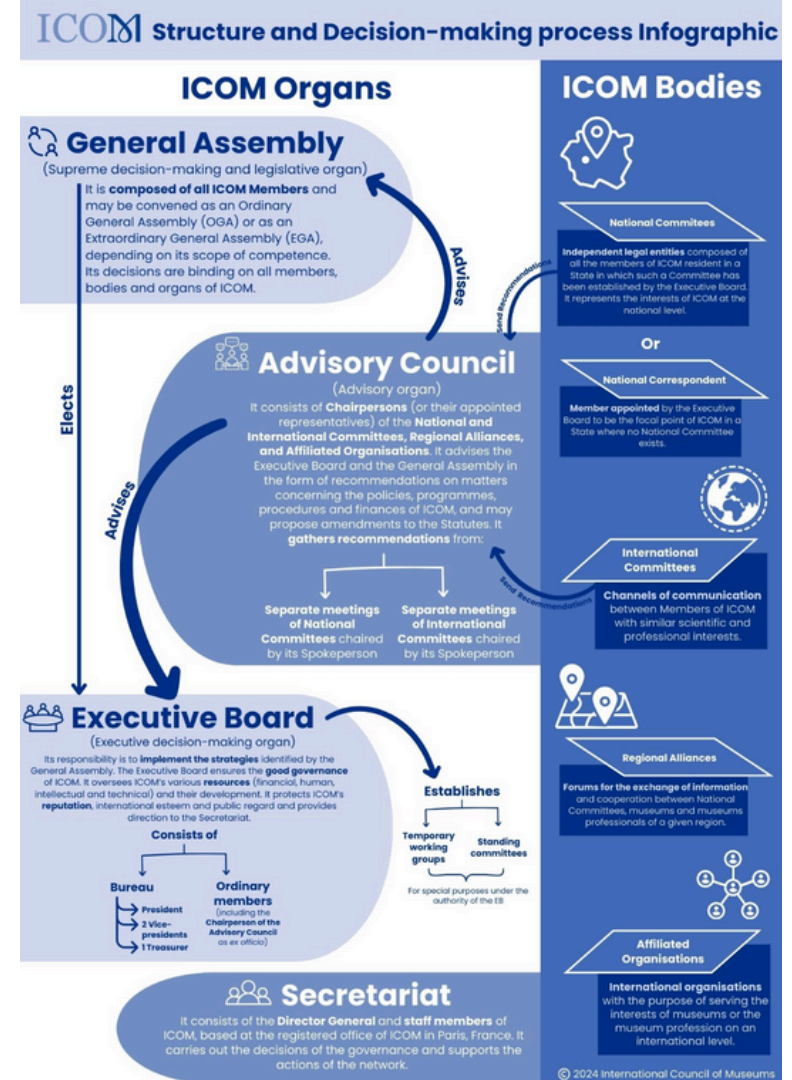
In the Consultation 1 Survey, some questions were asked specifically in relation to the different ICOM Organs and Bodies.

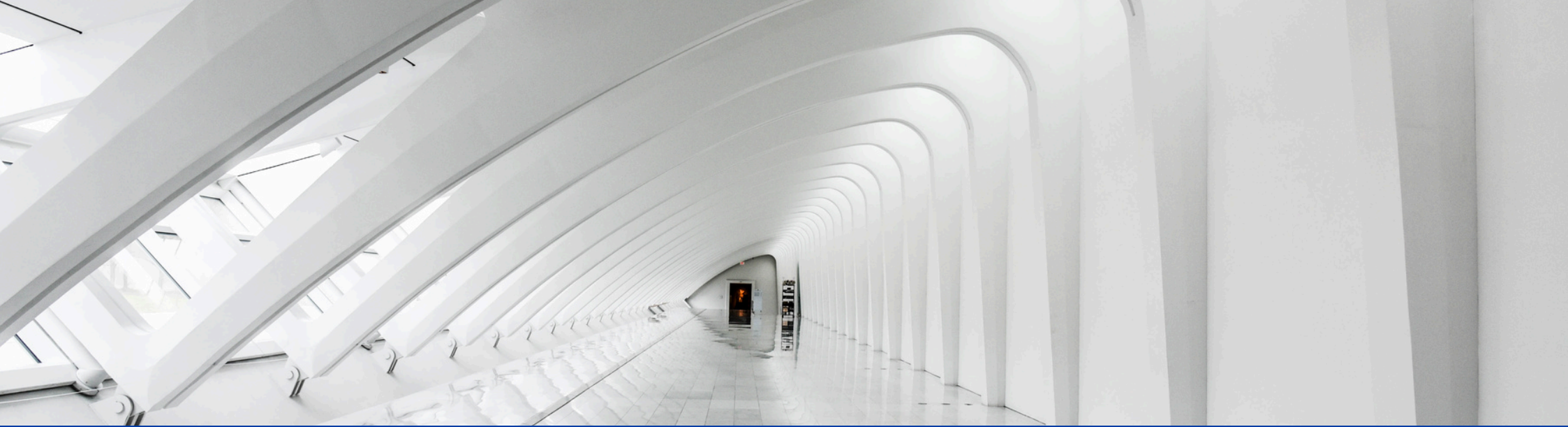
We include here the infographic produced by ICOM Secretariat that can help understanding what organs and bodies comprise ICOM global organisation while reading the results presented in this report.

Following acronyms are used in the Report where needed for space optimisation:

- National Committees - NCs
- International Committees - ICs
- Regional Alliances - RAs
- Affiliated Organisations - AOs
- Executive Board - EB
- Advisory Council - AC
- ICOM Working Groups - WGs
- ICOM Standing Committees - SCs

As in the infographic, in this Report the term “Bodies” encompasses all of the four above categories if used without further specification. Similarly, the term “Organs”, if without further specification, refers to all ICOM Organs as per the infographic (and is inclusive of its subsidiary groups like ICOM Working Groups and Standing Committees, and specific members / roles like the President etc.)





**ICOM GOVERNANCE CONSULTATION 1 -
FINAL REPORT OF RESULTS-
EXECUTIVE SUMMARY**

ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

Executive Summary

Elevate Standards for Excellence and Inject Effectiveness

- ICOM is seen as an organization **in the beginning of its journey to become a truly Leading organisation** in terms of overall governance (Adequacy=64), where it should push to elevate its standards further.
- **ICOM as a whole**, and especially **ICOM organs** need to improve their effectiveness in supporting national and international committees in their work through **reduced bureaucracy, broader administrative support, capacity-building, clearer** and more **agile communication**, more **transparency** in decision-making and increased push for **inclusiveness and representativity**.
- There is a call for **strengthening and clarifying the role of Advisory Council and Regional Alliances**, in the context of a demand to **increase regional equity and effective engagement of Committees** in these spaces
- There are also **multiple points of activity duplication** amongst different organs and bodies that should be addressed

Stabilise and Prioritize

- **National and International Committees** are seen as insufficiently aligned in their structure, responsibilities, powers, and functioning compared to their objectives, underscoring the **need to prioritize a review of their needs** that will better equip them to fulfill their roles. Besides the call for support mentioned above, Committees also perceive **ineffective membership management and communication systems** that if improved, could free up Committee capacity for more high-value work.

Address Unmet Needs

- Address the clarity, **timeliness and transparency of communications** especially from **Secretariat and Executive Board**, as well as those around **budget decisions**.
- Respond to the need to enable **better (technological) platforms for deeper ongoing engagement** and facilitate **hybrid** participation of members (e.g. at the General Assembly, Advisory Council...)
- **Secretariat and ICOM Standing Committees** are seen as less effective **by the Regional Alliances** - address potential specific needs for RAs; investigate potential imbalances in how the Secretariat supports the needs of different Bodies in general.

ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

Executive Summary

General Assembly and Advisory Council as spaces for debate and inclusion

- Members want the General Assembly and Advisory Council to be more **interactive, inclusive, and transparent**. They call for **less presentation and more debate**, better participation methods **face-to-face and online**, simpler and clearer **procedures**, and stronger **support for language, time zones, financial barriers, and accessibility**.
- **Timely agendas, summaries, and feedback loops** are seen as essential to ensure wider involvement, stronger regional voices, and more effective decision-making.

Empower members to assume representative roles

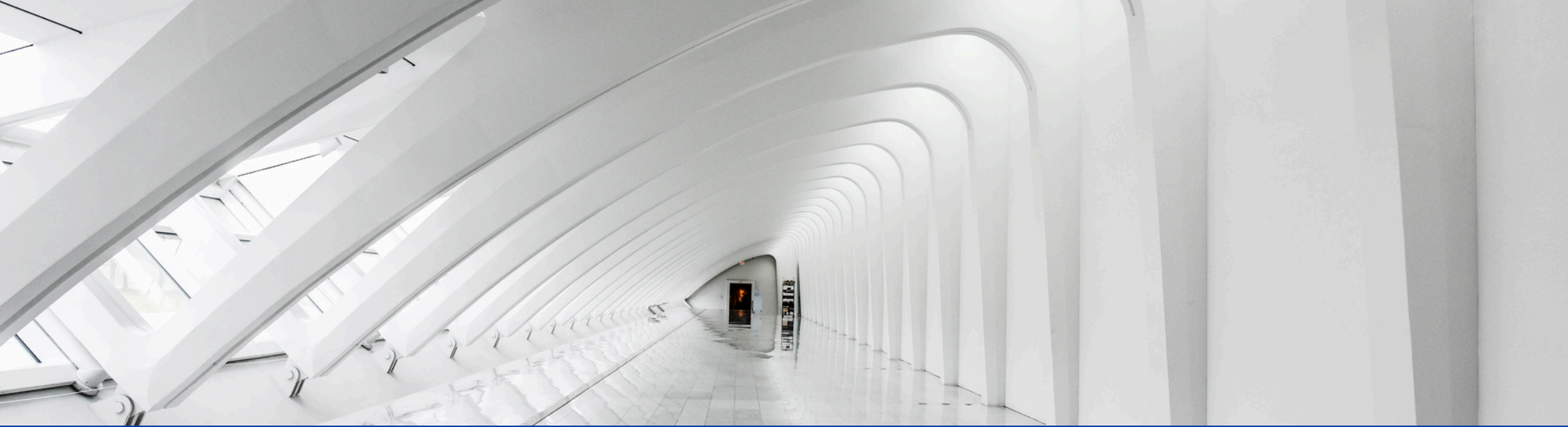
- Empowering members in representative roles requires **easing time and workload pressures** through **realistic commitments** and **shared responsibilities**; providing **accessible funding to cover travel and participation**; and ensuring **transparent governance with clear roles, fair elections, and proper onboarding**.
- Consistent **communication**, reliable **translation**, and **hybrid access** are vital to inclusion, while **mentoring**, more consistent **young/new professional pathways**, and **regional balance** help bring diverse voices into leadership.

Raise the Global Voice

- ICOM is perceived as too slow or superficial in its responses to **international crises such as armed conflict and cultural heritage destruction**; guidance and clarity in approaching these in broader ICOM activities is seen as lacking and unclear.

Conclusion

The survey results point to **clear, interconnected improvement areas needed in roles, responsibilities, access, and institutional practices**. Addressing these may require updating ICOM's Statutes and Internal Rules to strengthen governance and position ICOM as a more effective global leader in the museum field.

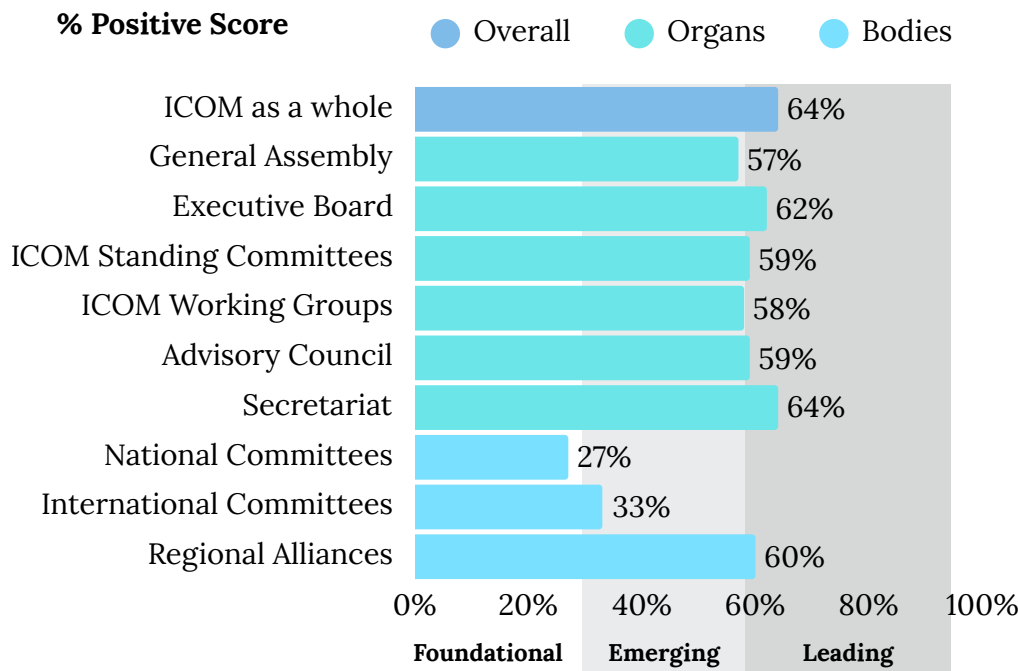


ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT OF RESULTS MAIN RESULTS

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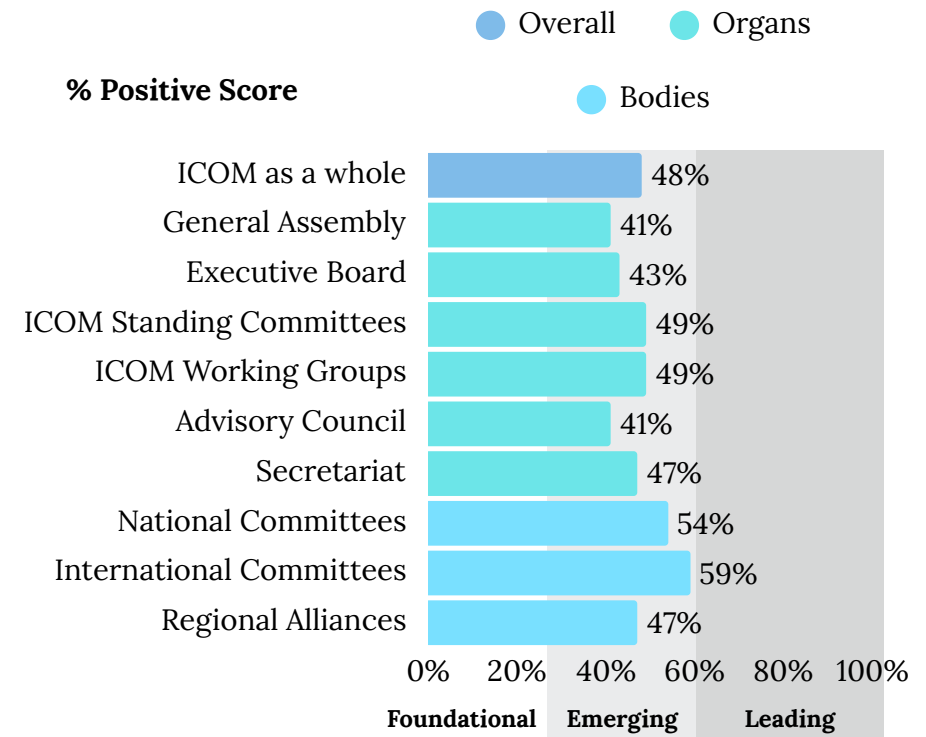
Theme I -- Adequacy and effectiveness of ICOM organs and bodies

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 I -- Adequacy and effectiveness of ICOM organs and bodies

Proposed Changes to Enhance ICOM's Structure and Functioning

This summary presents overarching themes drawn from open-text responses regarding improvements needed to better fulfill ICOM's mission as outlined in its Statutes, and to more effectively meet the needs of its members. Comments have been **grouped by theme**, with the number of responses noted in parentheses.

Overarching Themes

Support & Role of Committees (28 responses)

- Need for closer collaboration between committees and ICOM's central organs
- Reduction of bureaucratic barriers that hinder committee work
- Greater equity between committees, including resource distribution and recognition
- Increased influence for National and International Committees in ICOM governance

Communication & Information Flow (24 responses)

- Improved proactive communication from the Executive Board
- More timely dissemination of key information
- Upgrades to information systems (e.g., databases, websites)
- Creation of feedback mechanisms between members and leadership

Transparency & Visibility (19 responses)

- Greater transparency from the Executive Board and Secretariat
- Improved financial accountability across all ICOM levels
- Clearer processes for decision-making, resolutions, and consultations
- Enhanced visibility of ICOM's work and member activities

Capacity Building & Resources (16 responses)

- Provision of training, guidance, and operational support to committees and members
- Increased and more equitable financial support
- Development of practical tools and resources for day-to-day work
- Better strategies to manage volunteer workload and avoid burnout

Membership Processes & Services (16 responses)

- Simplification and clarification of application and renewal processes
- Continued digital modernization of membership systems
- Ensuring fair access to membership and services across regions
- Stronger link between membership systems and governance structures

Inclusivity & Representation (16 responses)

- Ensuring regional equity, particularly for underrepresented areas
- Linguistic inclusivity across communications and documents
- A more representative governance structure at all levels
- Valuing and integrating diverse perspectives into decision-making

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 I -- Adequacy and effectiveness of ICOM organs and bodies

Proposed Changes to Enhance ICOM's Structure and Functioning - By ICOM Organ/Body

This summary presents overarching themes drawn from open-text responses regarding improvements needed to better fulfill ICOM's mission as outlined in its Statutes, and to more effectively meet the needs of its members. Comments have been **grouped by their relation to ICOM as a whole, ICOM organs and bodies**, with the number of responses noted in parentheses.

Themes by ICOM Organ / Body - 1

ICOM as a whole (25 comments)

- Governance: Need for clearer decision-making processes, stronger risk management, and more accountability.
- Organizational Culture: Concerns about perceived hierarchy, Eurocentrism, and excessive bureaucracy.
- Strategic Vision: Calls for a more inclusive and globally responsive direction.
- Transparency: Desire for more open communication on decisions, financial management, and ICOM-wide activities.

National Committees (20 comments)

- Support & Recognition: NCs request stronger backing from the Secretariat and central leadership.
- Membership Processes: Inconsistencies in how Statutes are interpreted and applied across NCs.
- Equity: Imbalance between large/well-resourced NCs and smaller or Global South committees.
- Governance Voice: NCs seek greater influence within the Advisory Council and General Assembly.

International Committees (19 comments)

- Volunteer Constraints: ICs face operational limitations due to reliance on unpaid labor and minimal administrative support.
- Funding & Resources: Concerns about fairness and transparency in subvention calculations and distributions.
- Role Clarity: Need to distinguish roles and responsibilities between ICs and Standing Committees.
- Visibility: IC activities often under-communicated or overlooked by central ICOM channels.

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 I -- Adequacy and effectiveness of ICOM organs and bodies

Proposed Changes to Enhance ICOM's Structure and Functioning - By ICOM Organ/Body

This summary presents overarching themes drawn from open-text responses regarding improvements needed to better fulfill ICOM's mission as outlined in its Statutes, and to more effectively meet the needs of its members.

Comments have been **grouped by their relation to ICOM as a whole, ICOM organs and bodies**, with the number of responses noted in parentheses.

Themes by ICOM Organ / Body - 2

Secretariat (18 comments)

- Responsiveness: Concerns about delays, unclear responsibilities, and slow resolution of issues.
- Administrative Burden: Excessive bureaucracy is seen as hindering the work of committees.
- Committee Relations: The Secretariat is often perceived as distant or disconnected from National and International Committees.
- Systems and Tools: Ongoing issues with key platforms such as IRIS, website functionality, and internal communications.

Executive Board (9 comments)

- Visibility: Members seek more regular updates on the Board's decisions and activities.
- Transparency: There is a need for clearer explanations of Board procedures and decision-making processes.
- Accountability: Calls for greater openness about Board members' roles, backgrounds, and responsibilities.
- Engagement: A desire for stronger connections between the Board, committees, and the broader membership.

Advisory Council (8 comments)

- Role and Influence: Requests that Council should play a more central role in ICOM's governance and strategic decisions.
- Representation: Ensuring inclusive participation from National Committees, International Committees, and Regional Alliances.
- Transparency: Lack of visibility into the Council's activities, outputs, and decision-making.
- Communication: Need for improved sharing of agendas, documents, and outcomes with the wider membership.

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.

IICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

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

Proposed Changes to Enhance ICOM's Structure and Functioning - By ICOM Organ/Body

This summary presents overarching themes drawn from open-text responses regarding improvements needed to better fulfill ICOM's mission as outlined in its Statutes, and to more effectively meet the needs of its members. Comments have been **grouped by their relation to ICOM as a whole, ICOM organs and bodies**, with the number of responses noted in parentheses.

Themes by ICOM Organ / Body - 3

Regional Alliances (7 comments)

- **Defined Role:** Calls for a clearer and more robust mandate for Regional Alliances within ICOM's structure.
- **Autonomy & Resources:** Proposals for increased budgetary independence and access to dedicated funding.
- **Coordination:** Need for stronger collaboration with National Committees, International Committees, and the Advisory Council.
- **Capacity Support:** Regional platforms could play a stronger role in mentoring and training National Committees.

General Assembly (4 comments)

- **Member Participation:** Desire for more opportunities for National and International Committees to contribute to the agenda-setting process.
- **Format:** The online format of recent General Assemblies is seen as overly passive and lecture-driven.
- **Transparency:** Need for clearer communication of decisions and their underlying rationale.
- **Relevance:** The GA is viewed by some as outdated and in need of reform to better reflect current member priorities.

Standing Committees (5 comments)

- **Task Overlap:** Concerns about duplication of responsibilities with International Committees.
- **Democratic Representation:** Suggestion that Standing Committee members be elected from the Advisory Council to ensure legitimacy and diversity.
- **Visibility:** Effectiveness and impact of committees vary; many are not well known among members.
- **Member Focus:** Committees should engage more directly with member needs and avoid working in isolation.

Working Groups (3 comments)

- **Democratic Legitimacy:** Suggestions that Working Group membership should be more representative, drawn primarily from the Advisory Council.
- **Coordination:** Working Groups should ensure full and inclusive consultation with National and International Committees.
- **Effectiveness:** Concerns about low visibility and unclear connection between Working Group activities and the wider membership.

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 I -- Adequacy and effectiveness of ICOM organs and bodies

Perceived Overlaps Between ICOM Organs

Identified areas of **duplication, unclear mandates, or structural inefficiencies** that may cause confusion, conflict, or waste of resources. Based on open-text responses. Comments have been grouped by thematic area, with the number of responses noted in parentheses.

Overall

General Structural Overlap / Top-Heavy Setup (13 responses)

- ICOM is frequently described as “top-heavy,” with multiple organs working on similar themes without coordination.
- This leads to inefficiencies, role confusion, and difficulties in navigating responsibilities.

Main areas of overlap

International Committees (ICs) vs National Committees (NCs) (11 responses)

- Overlaps in member engagement, programming, and events.
- Lack of clarity on leadership and coordination when both ICs and NCs operate in the same areas or regions.

International Committees vs Working Groups & Standing Committees (9 responses)

- Concerns about duplication in thematic areas (e.g., heritage protection, security).
- Unclear mandates when Working Groups or Standing Committees are formed to address topics already within ICs’ scope.

Working Groups vs Standing Committees (7 responses)

- Role confusion between temporary Working Groups and permanent Standing Committees.
- Lack of clarity around their mandates, selection processes, and reporting lines.

Secretariat vs Committees (8 responses)

- Tensions where the Secretariat is perceived to duplicate or override the work of volunteer-led committees.
- Concerns that Secretariat-led initiatives proceed without sufficient consultation or coordination.

National Committees vs Regional Alliances (4 responses)

- Some Regional Alliances, particularly in Europe, are seen as duplicating the work of National Committees.
- Respondents question the added value of Regional Alliances without clear roles or differentiation.

Working Groups & Standing Committees vs Executive Board or Advisory Council (2 responses)

- Occasional overlap in decision-making functions expected of the Executive Board or Advisory Council.
- Blurred lines around authority and consultation in certain strategic areas.

Survey question: Are there any areas where you perceive overlaps of activity or responsibility between ICOM organs that might cause confusion, conflict or waste of resources?

ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

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

Unaddressed Responsibilities or Themes within ICOM

Identified **gaps in ICOM's current structure, where no organ or body is seen as clearly responsible for addressing key issues.** Based on open-text responses. Comments have been grouped thematically, with the number of responses noted in parentheses.

Overarching Themes

Global Crisis Response & Advocacy (11 responses)

- ICOM is perceived as too slow or superficial in its responses to international crises such as armed conflict (e.g., Gaza, Iran, Ukraine, Sudan), cultural heritage destruction, forced migration, and the impacts of climate change.
- Respondents called for a more visible, timely, and principled role in global heritage protection and advocacy.

Member Engagement & Participation (7 responses)

- Requests for improved platforms for dialogue, peer support, and mentorship—especially for new members.
- Suggested inclusion of underrepresented groups such as Friends of Museums, freelance professionals, and displaced or refugee heritage workers.

Underserved Museum Functions & Professional Roles (5 responses)

- Roles such as technicians, documentation specialists, collections care staff, logistics coordinators, visitor services, and general operations staff are seen as underrepresented in ICOM's programming and structures.
- These functions are critical to museum sustainability but receive limited visibility or support.

Transparency & Accountability Gaps (5 responses)

- Concerns raised about opaque processes in Secretariat hiring, budget transparency within National Committees, and inequities in resource allocation.
- Members expressed the need for more robust accountability frameworks across all ICOM levels.

Digital Ethics & Artificial Intelligence (2 responses)

- Respondents highlighted the absence of guidance or focus on the ethical implications of digital technologies and AI in museums.
- These emerging topics are seen as increasingly urgent yet unaddressed within current ICOM initiatives.

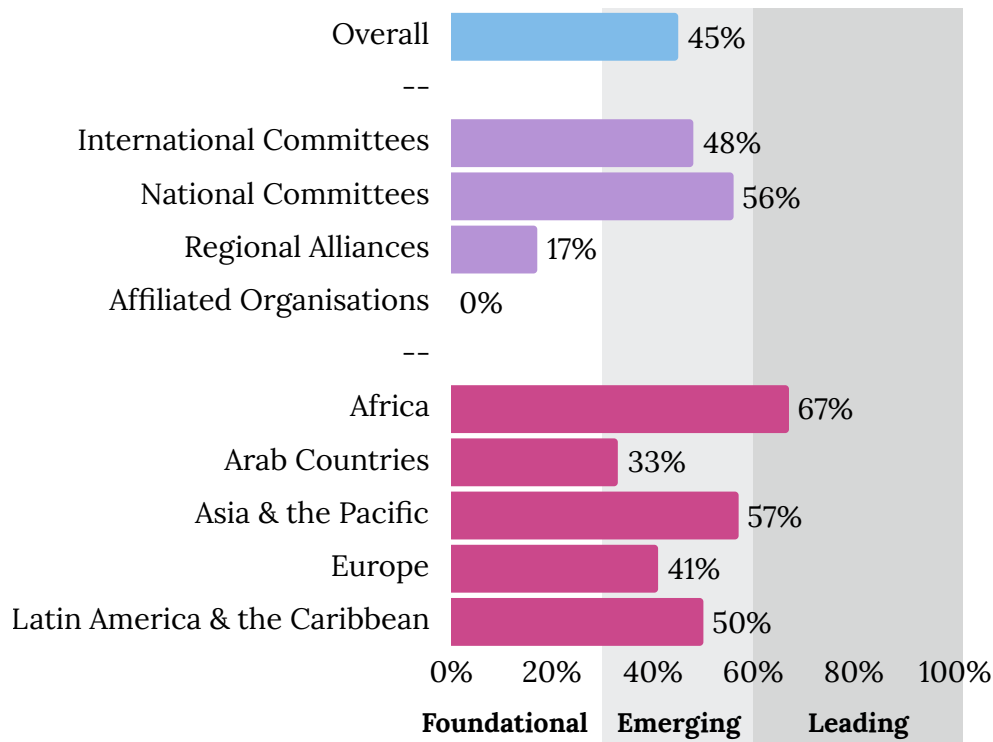
Survey question: *Are there any responsibilities or themes that are not addressed by any ICOM organs or bodies?*

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).

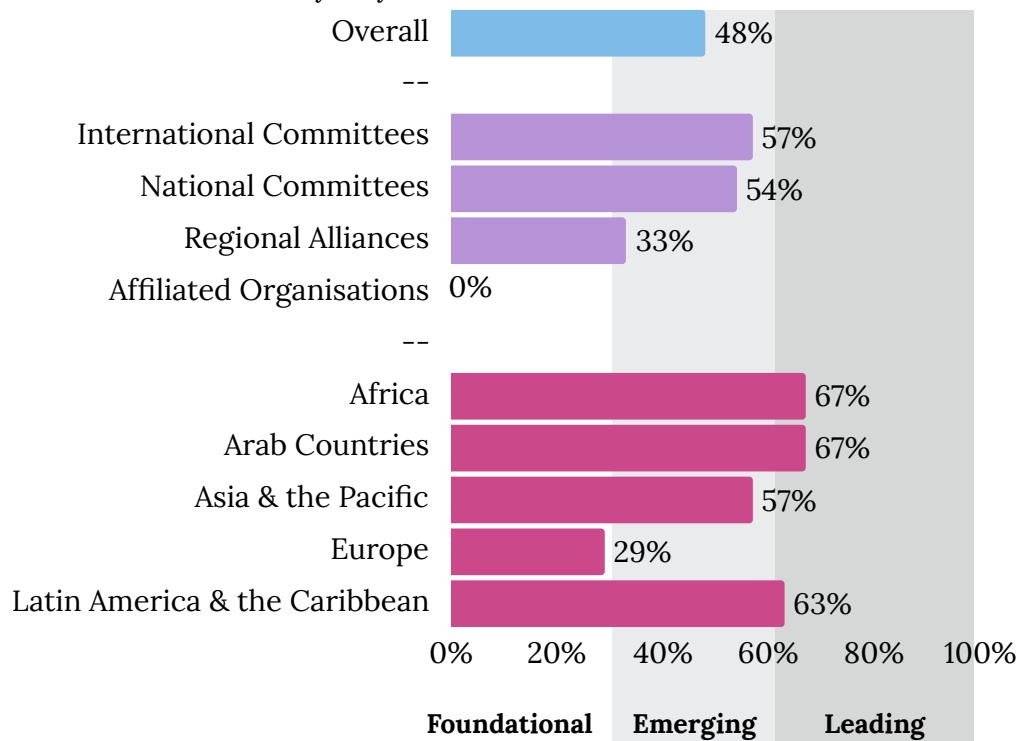
Survey question: What changes or improvements do you believe are necessary to enable more effective participation in the ICOM General Assembly, as defined in the ICOM Statutes?

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.

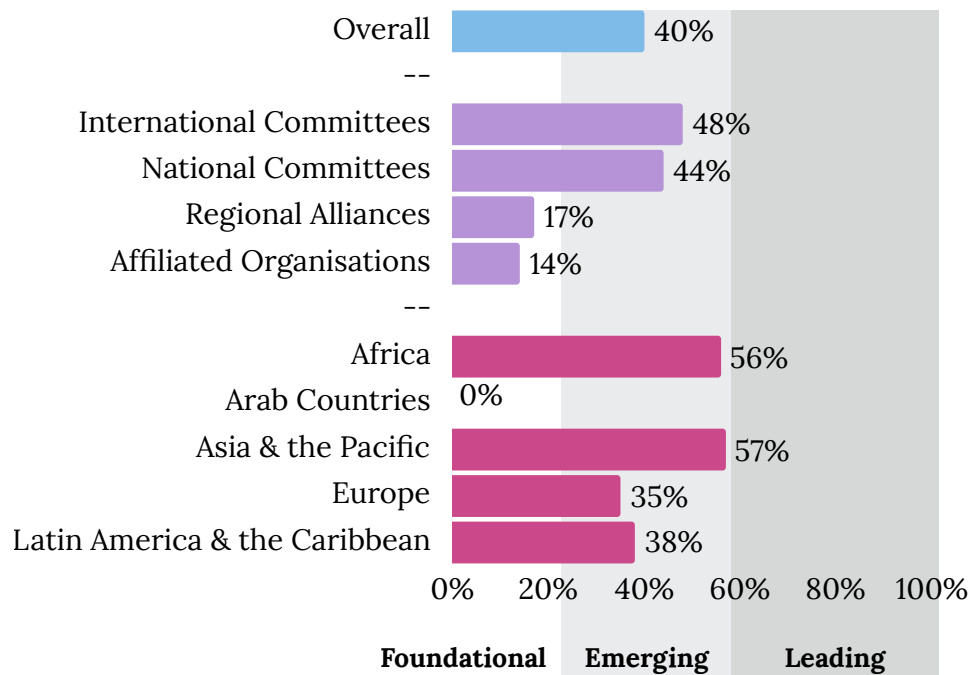
Survey question: What changes or improvements do you believe are necessary to enhance ICOM's structure and functioning, in order to better fulfill its mission as outlined in the Statutes and to more effectively support the needs of its members? You are welcome to include observations or suggestions related 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 II -- Participation and contribution in ICOM decision-making and advisory organs

Inclusiveness and representativity of ICOM decision-making and advisory organs

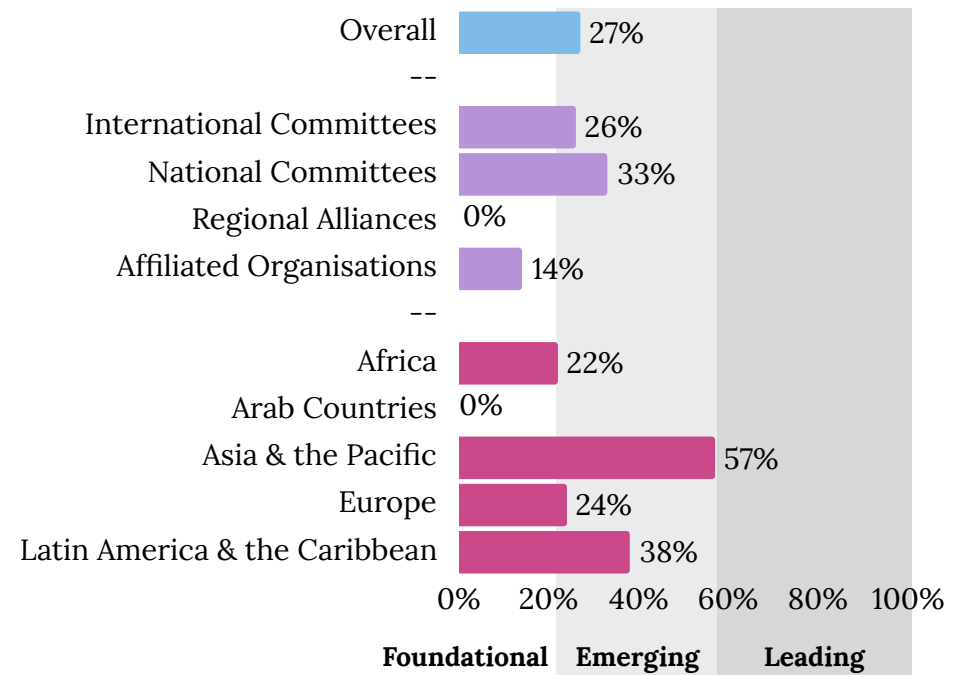
% Positive score shown from 1-5 rating scale. Scores by region shown only for regions with n=2 or more responses to maintain anonymity.



Survey question: How well does ICOM ensure that its ICOM decision-making and advisory organs are inclusive and representative?

Meeting the financial needs of Chairs to be able to participate in person in the General Assembly and Advisory Council meetings

% 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 well does ICOM meet the financial needs of Chairs to be able to participate in person in the General Assembly and Advisory Council meetings?

ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

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

Improving inclusiveness in the ICOM decision-making and advisory organs

Bodies were asked to suggest changes to enhance inclusivity in the ICOM decision-making and advisory organs. Feedback is grouped by theme, with the number of responses noted in parentheses.

Overarching Themes

Accessibility & Inclusion (14 responses)

- Funding & Resources - cover travel costs, provide grants & support for low-resource countries.
- Language & Translation - provide simultaneous interpretation, multilingual platforms.
- Digital/Technical Access - online platforms must allow speaking, voting, multilingual use.
- Accessibility of Processes - avoid “closed shop”, simplify participation, address time zones.

Communication & Transparency (12 responses)

- Flow of Information - broaden communication to all members, not just chairs.
- Clarity of Processes & Roles - define responsibilities, role instructions, processes of participation
- Use of Tools - improve Member Space/Agora, avoid niche software.

Diversity & Representation (9 responses)

- Youth Inclusion - provide advisory roles, inclusion for young professionals.
- Regional Equity - ensure stronger representation from all regions.
- Committee Balance - address disparities between NCs and ICs in terms of strength of voice

Capacity Building & Training (9 responses)

- Training & Education - provide training for governance skills and continuing learning opportunities
- Support for Under-resourced Committees - especially categories 4-5.
- Mentoring & Outreach - support smaller committees, conduct direct outreach to empower.

Format & Interaction (8 responses)

- Meeting Format - enhance both online vs. in-person formats, consider regional/smaller groups.
- Interactivity - ensure floor time and follow-up on interventions.
- Welcoming Culture - support and include new delegates.

Feedback & Consultation (7 responses)

- Feedback Loops - current model lacks sufficient input.
- Consultation - use polls, surveys, online forums, consultations.
- Inclusive Decision-Making - involve NCs/ICs and marginalized groups.

Ensure inclusivity without losing effectiveness (4 responses)

- Inclusivity vs. Efficiency - balance broad participation with efficiency.
- Effectiveness Standards - value participation by engagement

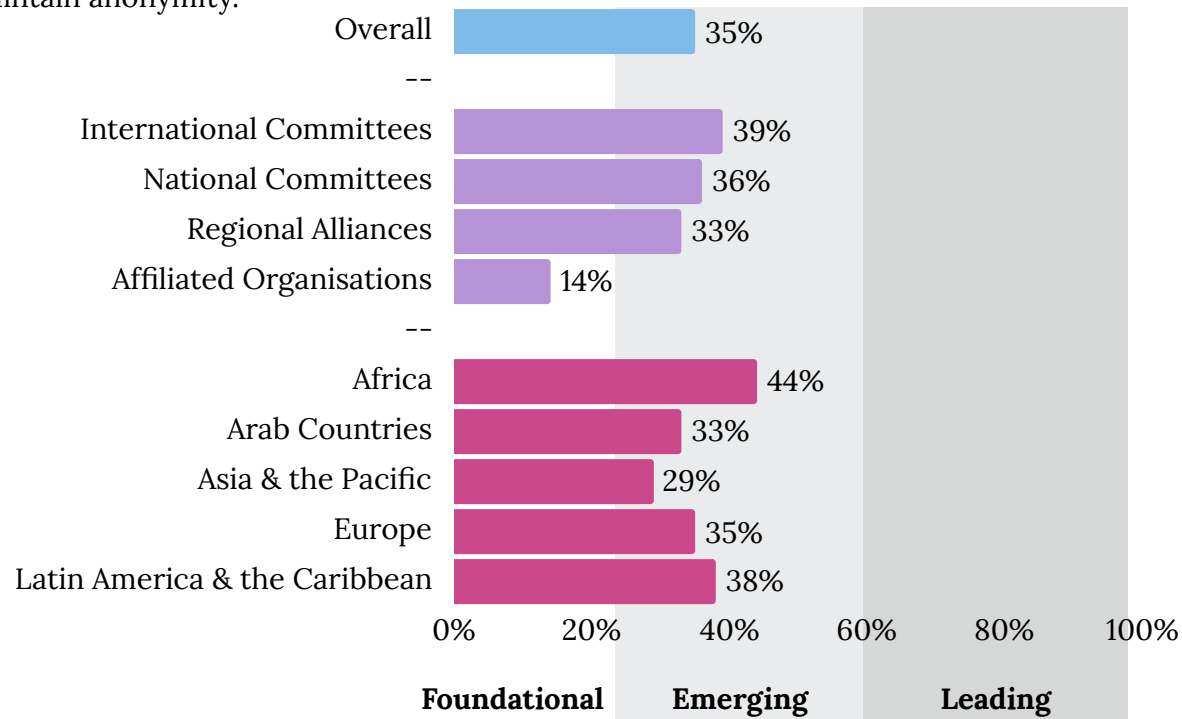
Survey question: What changes or improvements do you believe are necessary for a more INCLUSIVE participation in each of the decision-making and advisory organs?

IICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

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

Empowerment of members to assume representative roles (e.g., representing at the Advisory Council, Executive Board, or 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: To what extent does ICOM empower members in assuming representative roles (e.g., representing your Committee at the Advisory Council, Executive Board, or General Assembly)?

ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

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

Factors That Hinder Members to Take on Representative Roles

Bodies were asked to identify aspects of ICOM's structure or culture that hinder participation in representative or leadership roles. Feedback is grouped by theme, with the number of responses noted in parentheses.

Overarching Themes

Time, Workload & Volunteering (23 responses)

- High volunteer demands: Roles often involve significant unpaid time commitments.
- Limited institutional support: Many members face challenges obtaining time release from employers.
- Competing professional obligations: Balancing ICOM responsibilities with daily job duties is difficult for many.

Funding & Grants (19 responses)

- Inadequate financial support: Travel and participation costs are often not fully covered.
- Out-of-pocket expenses: Members frequently bear personal costs to attend meetings or events.
- Limited access to grants: Funding opportunities are seen as insufficient or difficult to navigate.

Governance & Processes (17 responses)

- Bureaucratic complexity: Processes for selection and participation are perceived as overly complex or unclear.
- Lack of role clarity: Members are unsure about expectations and responsibilities associated with representative positions.
- Slow or opaque selection processes: Concerns about transparency and fairness in appointments or elections.

Multilingualism & Translation (8 responses)

- Insufficient translation and interpretation: Limits participation in meetings, discussions, and documents.
- Language barriers: Non-native speakers often feel excluded or disadvantaged.

Equity, Representation, Mentoring & Youth (7 responses)

- Limited support for new or younger representatives: Lack of mentorship or pathways into roles.
- Regional disparities: Unequal access to opportunities and representation between regions.

Communication & Information (6 responses)

- Inconsistent updates and guidance: Members report unclear communication about opportunities and processes.
- Lack of feedback mechanisms: Limited opportunities for members to provide input or receive responses.

Survey question: Please describe aspects that currently hinder the encouraging / empowering members in adopting representative roles

ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

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

Factors That Encourage or Empower Members to Take on Representative Roles

Bodies were asked to identify aspects of ICOM's structure or culture that support participation in representative or leadership roles. Feedback is grouped by theme, with the number of responses noted in parentheses.

Overarching Themes

Governance & Processes (17 responses)

- Clear roles and procedures: Transparent Statutes and clearly defined responsibilities help members understand what is expected.
- Transparent nominations and elections: Predictable and open selection processes build trust and encourage participation.
- Onboarding support: Access to handbooks and basic orientation materials makes it easier for new representatives to step into roles with confidence.

Funding & Grants (16 responses)

- Travel and participation support: Financial assistance to attend meetings or events is a key enabler, especially for members from under-resourced regions.
- Project and meeting bursaries: Targeted funding for specific activities or initiatives increases engagement opportunities.
- Accessible funding information: Clear guidance on available resources and how to apply empowers wider participation.

Time, Workload & Volunteering (12 responses)

- Realistic time commitments: Members are more willing to participate when expectations are manageable.
- Institutional support: Backing from home institutions (e.g., time off, recognition) enables sustained engagement.
- Volunteer workload: Sharing responsibilities and managing expectations helps prevent burnout and encourages retention.

Communication & Information (10 responses)

- Practical guidance: Timely updates, briefings, and clear communications help members stay informed and engaged.
- Regular minutes or newsletters: Useful for clarifying roles, processes, and opportunities to get involved.
- Clear points of contact: Knowing who to reach out to for help or information reduces barriers to participation.

Digital, Online & Hybrid Access (7 responses)

- Hybrid/online formats: Virtual options allow broader participation regardless of location or travel constraints.
- Streaming and remote access: Enables real-time engagement or later review, enhancing transparency and inclusion.

Equity, Representation, Mentoring & Youth (4 responses)

- Mentorship and peer support: Experienced members guiding newcomers can build confidence and foster inclusion.
- Opportunities for first-time and younger representatives: Targeted efforts to engage new voices are appreciated.
- Regional balance: Ensuring diverse geographical representation is seen as important to legitimacy and fairness.

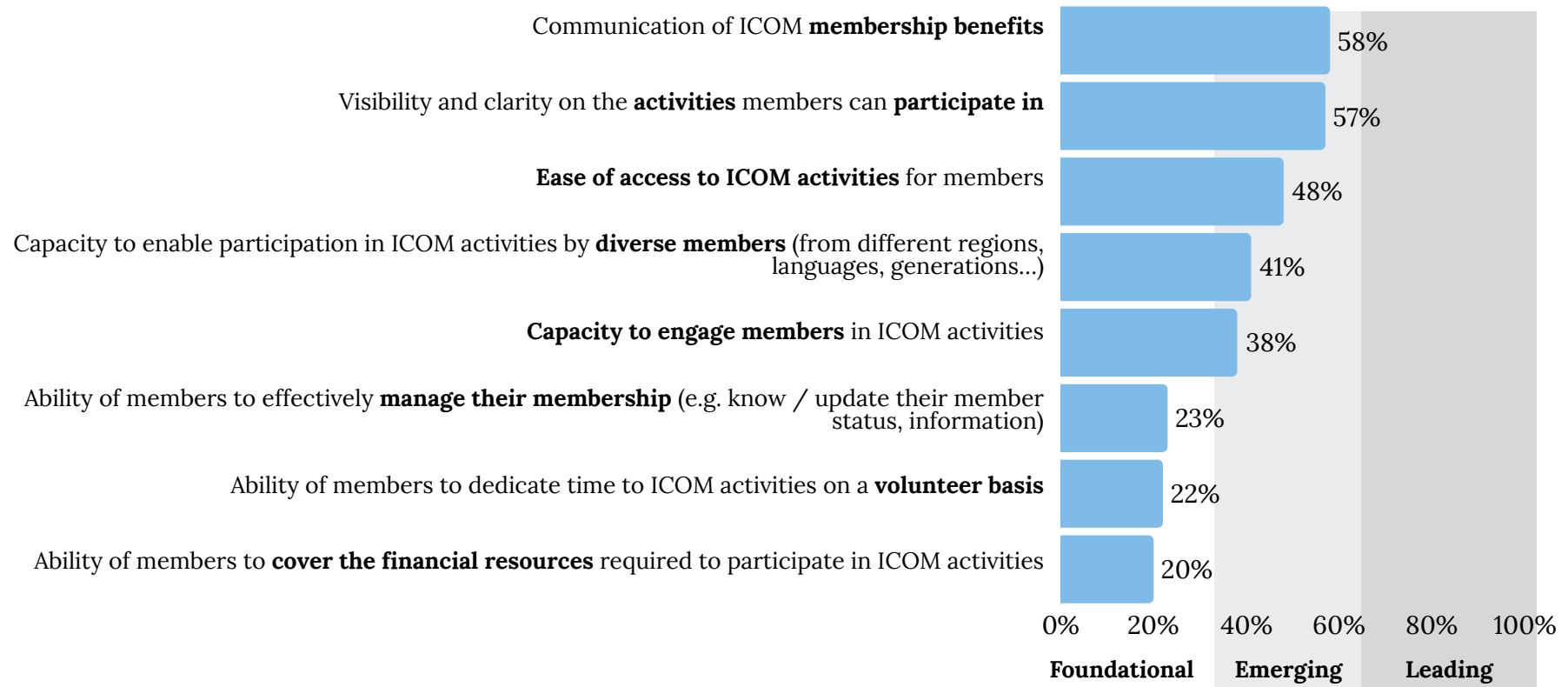
Survey question: Please describe aspects that currently help to encourage / empower members in adopting representative roles

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 III -- Membership & Participation

Improving the ability and interest of members to actively participate in ICOM activities

Bodies were asked to suggest changes to encourage members to actively participate in ICOM activities. Feedback is grouped by theme, with the number of responses noted in parentheses.

Overarching Themes

Funding & Grants (28 responses)

- More bursaries to support travel and participation in ICOM meetings and events.
- Small grants to support activity development and local initiatives.
- Greater clarity on funding criteria, timelines, and application processes.

Digital, Online & Hybrid Access (12 responses)

- Robust hybrid and online participation options to ensure broader access regardless of geography.
- Improved platforms and a more functional member portal to streamline communication and access to resources.

Time, Workload & Volunteering (10 responses)

- More realistic timelines for contributions and project involvement.
- Recognition of volunteer contributions and mechanisms to offset workload, particularly for those with demanding jobs or limited institutional support.

Governance & Processes (7 responses)

- Streamlined procedures to reduce bureaucracy and improve efficiency.
- Clearer pathways to involvement, including onboarding materials for new or potential participants.

Communication & Information (7 responses)

- Proactive outreach with clear timelines and calls for participation.
- Centralized access to “how-to” guides, event calendars, and opportunities for involvement.

Membership Fees & National Committee Resources (7 responses)

- Concerns about the balance between membership fees and levies, with suggestions to allocate more resources to National Committees.
- Need for baseline support to help NCs engage their members more actively.

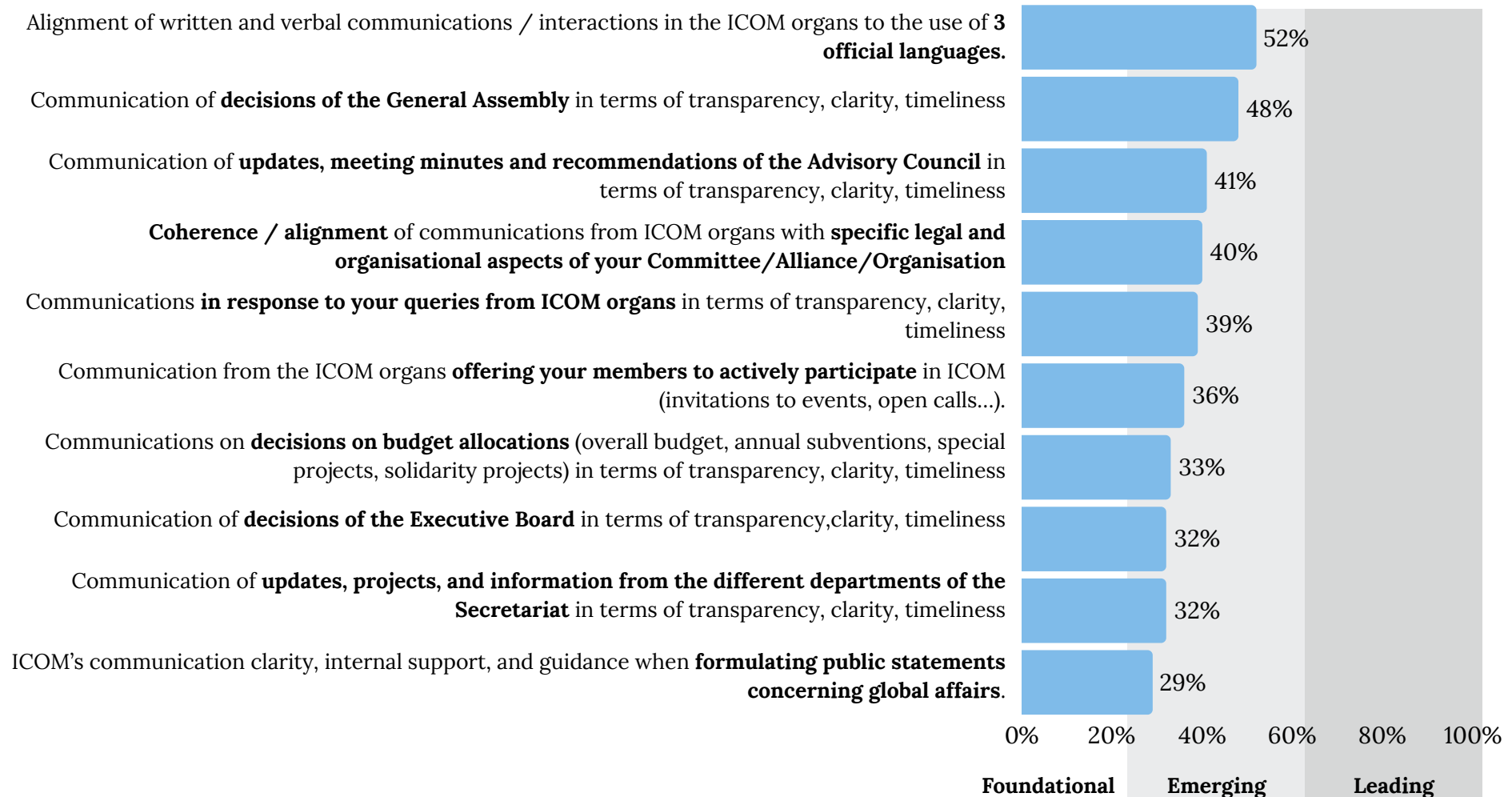
Survey question: What changes or improvements do you believe are necessary to increase the ability and interest of members to actively participate in ICOM activities?

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.



ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

Theme IV -- Transparency & Communication

Improving transparency and communication

Bodies were asked to suggest changes to improve transparency & communication. Feedback is grouped by theme, with the number of responses noted in parentheses.

Overarching Themes

Communication & Information (21 responses)

- **Timely and practical** updates, including meeting minutes and summaries.
- Clear communication of **next steps, key outcomes, and points of contact** of every organ and project/initiative
- Better use of communication channels, including the **website, email, and social media**, to reach diverse audiences effectively.

Multilingualism & Translation (17 responses)

- **Consistent translation and interpretation** across meetings, documents, and communications.
- Production of **outputs in multiple languages** to reflect the diversity of ICOM's membership and ensure equitable access to information.

Funding & Grants (9 responses)

- Greater **transparency** around **funding allocations, criteria, and decisions**.
- **Predictable funding calendars** to allow committees and members to plan and apply effectively.

Time, Workload & Volunteering (8 responses)

- More **realistic consultation deadlines**, particularly for complex feedback requests.
- Consideration of **time zones and workloads** when scheduling meetings or requiring input from members.

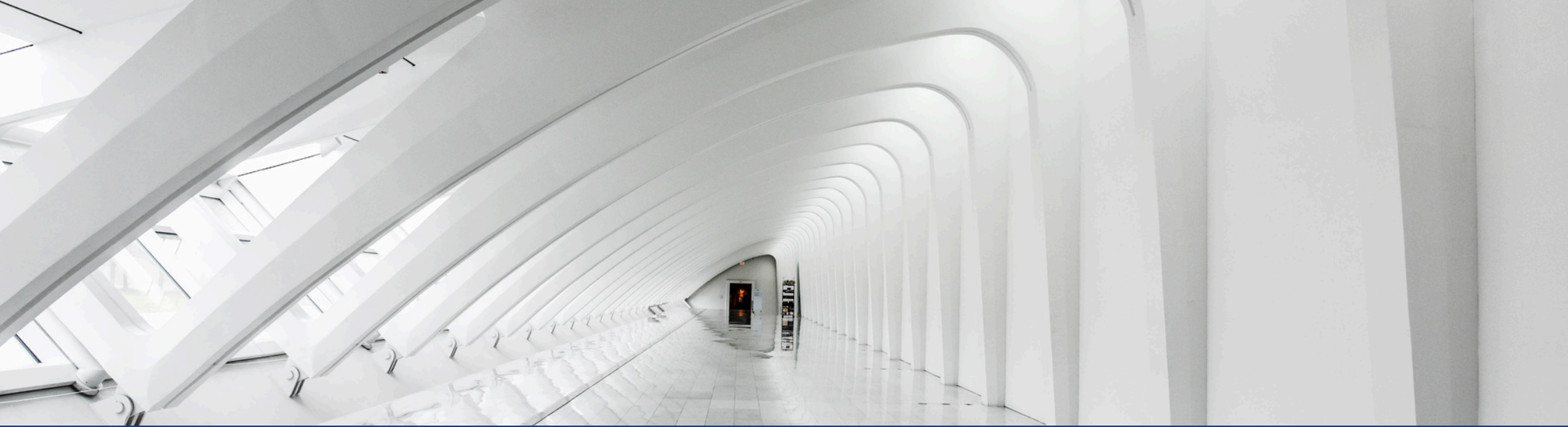
Transparency & Accountability (8 responses)

- Clear **rationale behind decisions** made by ICOM organs, especially at the Executive Board and Secretariat level.
- Greater **visibility into budgets, evaluations, and the outcomes of strategic initiatives**.

Digital, Online & Hybrid Access (6 responses)

- Improved user experience for portals, websites, and document repositories.
- Live streaming and recording of sessions to ensure wider access and archival availability.

Survey question: *What changes or improvements do you believe are necessary for any of these topics to increase the transparency and communication of the ICOM organs with you and your members?*



ICOM GOVERNANCE CONSULTATION 1
- FINAL REPORT OF RESULTS
COMPARATIVE ANALYSIS OF SIMILAR
ORGANISATIONS

ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

Comparative Analysis of Similar Organizations

Overview based on general structures and publicly accessible sources

This comparative proposes a selection of global organizations based on the following criteria:

- They operate on a global scale
- They belong to the cultural sector
- They are non-profit organizations (NPOs)
- They are membership-based, involving individuals and/or institutions
- They share a comparable governance structure, particularly a supreme body such as a General Assembly and elected executive and advisory organs
- They are preferably legally based in France

* This comparison is based solely on publicly available information provided by each institution and is intended for general reference purposes only.

+ Amnesty International: While not formally included in the comparison due to its different main goals as organisation (activism), sectorial belonging (human rights) and social base, it nonetheless offers relevant elements for analysis (e.g. forms of representation, proportionality, etc.).



ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

Governance Comparison Across Organizations

Organization	Nature	Membership	Committees / Councils	Key Principles
ICOM (International Council of Museums)	International NGO, founded in 1946, dedicated to museums and museum professionals.	Individual (museum professionals); Institutional (museums and networks); Supporting, student and honorary	National, International, Regional Alliances, Affiliated Organizations	Transparency, membership participation, federal and sectoral structure, regular financial control
ICOMOS (International Council on Monuments and Sites)	International NGO, founded in 1965, dedicated to the conservation of monuments and heritage sites.	Individual (heritage experts); Institutional (organizations); Honorary and associate	National, International Scientific, Advisory	Global participation, scientific specialization, advisory structure, financial transparency
ICA (International Council on Archives)	International NGO, founded in 1948, dedicated to the promotion and development of archives and records management worldwide.	Institutional (national, regional, municipal, private archives); Individual (archive professionals); Associates and honorary	Commissions, Sections, Regional Branches	Institutional and professional representation, thematic and regional structure, annual financial control
IFLA (International Federation of Library Associations and Institutions)	International NGO, founded in 1927, dedicated to libraries, librarianship, and information services worldwide. Official partner of UNESCO.	Institutional (national library associations, libraries, research and cultural institutions) and individual affiliates.	Professional Units (Sections, Special Interest Groups), Regional Divisions, Advisory Committees, Governing Board.	Freedom of access to information, intellectual freedom, cultural and linguistic diversity, global collaboration, advocacy for libraries and knowledge societies.
AI (Amnesty International)	Global NGO, founded in 1961, focused on human rights protection, campaigning, and advocacy.	Individual members (supporters and activists), national sections, and international networks.	International Board, Global Assembly (highest decision-making body), regional offices, thematic working groups.	Universality and indivisibility of human rights, independence and impartiality, evidence-based advocacy, solidarity, accountability

ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

Comparative Analysis of Similar Organizations

ICOMOS

ICOMOS (International Council on Monuments and Sites)

Nature: International NGO, founded in 1965, dedicated to the conservation of monuments and heritage sites.

Membership:

- Individual (heritage experts)
- Institutional (organizations)
- Honorary and associate members

Governing Bodies:

- General Assembly: Supreme body, brings together all members every three years. Elects the Board of Directors, approves policies, reports, and accounts, and may amend statutes.
- Board of Directors: 21 elected members and the President of the Advisory Committee, acts on behalf of the Assembly between sessions, oversees management, and represents general interests.
- President and Bureau: Elected by the General Assembly (president, five vice presidents, secretary general, and treasurer). The president leads and represents ICOMOS.

Committees:

- National Committees: Represent member countries.
- International Scientific Committees: Group experts by specific heritage disciplines.
- Advisory Committee: Advises on policies and programs, formed by the presidents of national and scientific committees.

Audit: Auditor appointed every six years to review accounts.

Key Principles: Global participation, scientific specialization, consultative structure, and financial transparency.

KEY INTEREST POINTS FOR ICOM

What ICOMOS has

- ICOMOS holds a triennial General Assembly and operates through a Board–Bureau–Advisory Committee chain with an elected, term-limited board.
- It builds scientific capacity through International Scientific Committees and undertakes World Heritage evaluation and monitoring.
- It scales GA votes by NC size (with caps) and ISCs apply a “one country, one vote” principle.
- It runs an Emerging Professionals Working Group to engage new generations in governance and policy advice.
- It allows associate membership in Scientific Committees, enabling younger professionals to join research and collaboration without voting rights.
- It maintains a Secretariat focused on statutory work and projects, managing communications for members and the public.

What might inspire ICOM

- ICOM could strengthen its scientific advice by producing concise, multilingual briefs for NCs/ICs.
- It could promote inclusion by reinforcing anti-dominance voting safeguards and by creating accessible membership tiers for emerging professionals.
- It could improve communications by distinguishing public from members-only updates and by setting predictable timelines.
- It could clarify role boundaries by defining who leads, consults, and decides, avoiding overlap and keeping Secretariat support focused.

ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

Comparative Analysis of Similar Organizations

ICA



ICA (International Council on Archives)

Nature: International NGO, founded in 1948, dedicated to the promotion and development of archival science and records management worldwide.

Membership:

- Institutional (national, regional, municipal, private archives)
- Individual (archive professionals)
- Associate and honorary members

Governing Bodies:

- General Assembly: Highest deliberative body, composed of all voting members. Meets annually, approves policies, reports, and accounts, and elects the Executive Council.
- Executive Council: Management and oversight body, elected by the General Assembly for four years. Oversees administration and implementation of decisions.
- President: Elected by the General Assembly, legally represents ICA and leads the Executive Council.

Committees:

- Commissions: Thematic or strategic working groups.
- Sections: Group members by type of archive or professional interest.
- Regional Branches: Coordinate activities in specific geographic areas.

Audit: Annual auditor appointed by the General Assembly to review accounts.

Key Principles: Institutional and professional representation, thematic and regional structure, and annual financial control.

KEY INTEREST POINTS FOR ICOM

What ICA has

- The Executive Council includes regional branch presidents and specialist chairs, ensuring built-in regional voice.
- The programme framework covers training, mentoring and support for new professionals (dedicated WG), regional programmes, small grants, and oversight to promote broad participation.
- An Evaluation Commission reviews projects and performance.
- Membership is centrally managed with weighted voting, and good-standing rules determine eligibility.
- A lean Secretariat coordinates statutory work and projects, with extended voluntary contributions.

What might inspire ICOM

- ICOM could adopt project-based Secretariat support for priority initiatives with clear role boundaries, exploring collaboration between the central Secretariat and other organs.
- It could strengthen the role of Regional Alliances at the centre (liaison or rotating/permanent seat) to channel regional input.
- It could introduce outcome-tied regional compacts and micro-budgets to seed delivery where NC capacity is limited.
- It could develop shared-services resources (templates, webinar tools, translation brokerage, searchable governance docs) to reduce friction and ambiguity.

ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

Comparative Analysis of Similar Organizations

IFLA



IFLA (International Federation of Library Associations and Institutions)

Nature: International NGO, founded in 1927, dedicated to libraries, librarianship, and information services worldwide. Official partner of UNESCO.

Membership:

- Institutional (library associations, national libraries, universities, cultural and research institutions), with individual affiliates.

Governing Bodies:

- Governing Bodies: General Assembly: highest authority, composed of all members.
- Supreme Body: General Assembly.
- Executive Body: Governing Board, elected by members.
- Presidency: President, supported by President-elect and Treasurer.

Committees and Departments:

- Committees / Councils: Professional Units (Sections, Special Interest Groups), Regional Divisions, Advisory Committees, Governing Board.

Audit: Annual.

Key Principles: Freedom of access to information, intellectual freedom, cultural and linguistic diversity, global collaboration, advocacy for libraries and knowledge societies.

KEY INTEREST POINTS FOR ICOM

What they have

- IFLA organises its governance through a Governing Board and a Professional Council, supported by Divisions, Sections, Regional strands, and volunteer-led units elected by members.
- It develops agile formats such as Special Interest Groups and task-and-finish teams that address emerging topics with flexibility.
- It grounds its activities in values of cultural and linguistic diversity, universal access to information, and intellectual freedom.
- It delivers outputs including guidelines, standards, and advocacy briefs, and hosts annual congresses and webinars, while increasingly focusing on outcomes and reuse.

What might inspire ICOM

- ICOM could make its values operational by using small checklists for calls, events, and grants, ensuring attention to language, accessibility, and open outputs.
- It could create short-cycle, SIG-style groups (6–12 months) with modest support, clear scope, and a requirement to produce reusable outputs such as toolkits or briefs.
- It could improve visibility of results by issuing one-page outcome cards for funded work and maintaining a simple open-access repository.
- It could broaden participation by establishing early-career pathways with light mentoring and recognition tracks to support succession.

ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

Comparative Analysis of Similar Organizations

Amnesty International

AMNESTY
INTERNATIONAL



AI (Amnesty International)

Note: ICOMOS, ICA and IFLA are professional associations. Amnesty International is an activist movement used here as a governance comparator.

Nature: Global NGO, founded in 1961, focused on human rights protection, campaigning, and advocacy

Membership:

- Individual members and supporters worldwide; organized in national sections, networks, and international members.

Governing Bodies:

- Global Assembly: highest decision-making body, composed of representatives of all sections.
- Supreme Body: Global Assembly.
- Executive Body: International Board.
- Presidency: Chair of the International Board.

Committees and Departments:

- Regional Offices, National Sections, Thematic Working Groups, International Secretariat.

Audit: Annual.

Key Principles: Universality and indivisibility of human rights, independence and impartiality, evidence-based advocacy, solidarity, accountability.

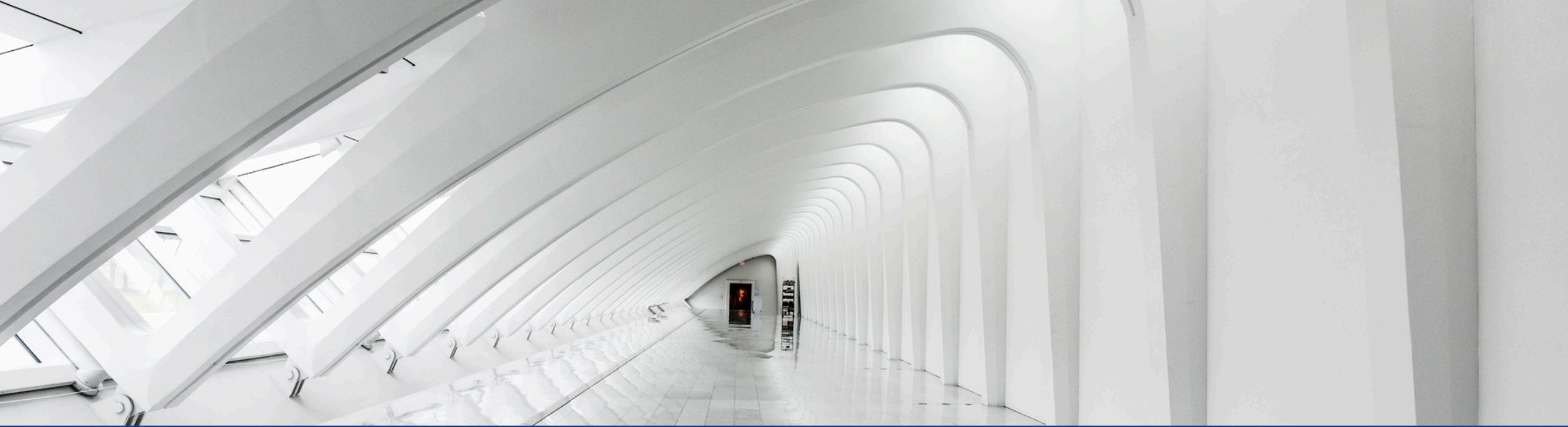
KEY INTEREST POINTS FOR ICOM

What they have

- Amnesty International governs its movement through a Global Assembly with a membership mandate, supported by an International Board, national sections, and resolution cycles.
- It conducts an advocacy workflow that begins with research standards, proceeds through internal consultation, and ends with approved publications that include rationale and follow-up.
- It implements rapid-response protocols with predefined roles, timelines, spokespersons, and risk or security checks.
- It ensures accountability and safeguarding by maintaining financial and decision transparency, integrity policies, and protected reporting channels.

What might inspire ICOM

- ICOM could create an advisory members' forum that gathers virtual, time-boxed input on cross-cutting themes without adding heavy structures.
- It could establish a standard statement pipeline with brief consultations, a published rationale and consultation log, and multilingual release timelines.
- It could adopt a rapid-response playbook for cultural emergencies, with pre-cleared steps, a spokesperson roster, and translation timeboxes.
- It could strengthen safeguarding and accountability by introducing confidential reporting channels and a public commitments tracker for major decisions.



ICOM GOVERNANCE CONSULTATION 1

APPENDIX

INTRODUCTION

Welcome to the *ICOM Governance and Structure Survey (Survey 1)* !

Our goal is to collect feedback from ICOM National and International Committees, Regional Alliances and Affiliated Organisations on their perceptions of ICOM governance and its impacts on their member's participation in ICOM, as well as on their future expectations in this area.

The response to the survey should be submitted by the Chair, compiling the inputs from their Board and members as needed. We encourage Chairs to share this survey broadly with their members to enable gathering deeper feedback that can inform the response. Only one form can be submitted by each National Committee, International Committee, Regional Alliance, Affiliated Organisation.

Please find the PDF version of the full survey here.

Please click "Next" below to start the survey.

Thank you in advance for your most valuable contributions,

Working Group on Statutes and Rules
Boiling Ideas (external research consulting team)

ICOM Body Category

S1. ICOM Body represented by this response:

Please note it's very important to mark this question correctly, as subsequent questions in the survey are adapted to the category of ICOM body represented.

1. National Committee
2. International Committee
3. Regional Alliance
4. Affiliated Organisation

ICOM Body Name

S2. Name of the [ANSWER FROM S1] to which the answers to the following form correspond (only one form can be submitted by each NC, IC, RA, AO)

—

Survey Preparation Information

S3. Please provide a **brief description of the methods** and activities developed by your [ANSWER FROM S1] to reach the results included in this form.

Please note that any questions about how you developed your survey response are for informational purposes only and will not affect the continuation of the main survey

—

S3b. Have you consulted with your members (other than Board members) in the process of elaborating the response to this survey?

Yes / No

[IF YES] S4. Please indicate the **number and percentage of your [ANSWER FROM S1] regular (not Board) members** involved in the process:

___ Number of members involved

___ Percentage of total members involved

1. Adequacy and effectiveness of ICOM organs and bodies

This survey relates to the structure and functioning of ICOM organs and bodies. An overview of ICOM organs and bodies is available [here](#).

1a. 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: 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.

Rate each of the following:

	Adequate: Not at all – Completely	Effective: Not at all – Completely
ICOM as a whole	★★★★★	★★★★★
ICOM General Assembly	★★★★★	★★★★★
ICOM Executive Board	★★★★★	★★★★★
ICOM Standing Committees	★★★★★	★★★★★
ICOM Working Groups	★★★★★	★★★★★
ICOM Advisory Council	★★★★★	★★★★★
ICOM Secretariat	★★★★★	★★★★★
ICOM National Committees	★★★★★	★★★★★
ICOM International Committees	★★★★★	★★★★★
ICOM Regional Alliances	★★★★★	★★★★★

1b. 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.

Open text ____ (max 1500 characters)

1c. Are there any areas where you perceive overlaps of activity or responsibility between ICOM organs that might cause confusion, conflict or waste of resources?

Open text ____ (max 500 characters)

1d. Are there any responsibilities or themes that are not addressed by any ICOM organs or bodies?

Open text ____ (max 500 characters)

2. Participation and contribution in ICOM decision-making and advisory organs

2a. How effectively is your [ANSWER FROM S1] able to participate and contribute in the **ICOM General Assembly**, as defined in the ICOM Statutes?

Please consider factors such as:

- Access to information and sufficient time to prepare for meetings
- Opportunities to express your Committee’s views
- Adequacy of time allocated for discussion of key topics

★ (Poor) ★★★★★ (Excellent)

2b. 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?

Feel free to include suggestions related to processes, communication, accessibility, or any other factors that would support more meaningful engagement.

Open text ____ (max 500 characters)

2c. How effectively is your [ANSWER FROM S1] able to participate and contribute in the **ICOM Advisory Council**?

Please consider factors such as:

- Access to timely and sufficient information for meeting preparation
- Opportunities to propose agenda topics
- Ability to express your Committee’s views
- Adequacy of time allocated for discussion of key issues

★ (Poor) ★★★★★ (Excellent)

2d. What changes or improvements do you believe are necessary to support more effective participation in the ICOM Advisory Council?

Feel free to address aspects such as meeting format, frequency, agenda-setting, communication, accessibility, or any other factors that would enhance your Committee's engagement.

Open text ____ (max 500 characters)

2e. How well does ICOM ensure that its ICOM decision-making and advisory organs are inclusive and representative?

**inclusive of the ICOMs diverse membership in terms of different needs (e.g. regions, generations, languages, professional background, etc.)*

★ (Poor) ★★★★★ (Excellent)

2f. What changes or improvements do you believe are necessary for a more INCLUSIVE participation in each of the decision-making and advisory organs?

Open text ____ (max 500 characters)

2g. How well does ICOM meet the financial needs of Chairs to be able to participate in person in the General Assembly and Advisory Council meetings?

★ (Poor) ★★★★★ (Excellent)

3. Awareness and Knowledge-Building

3a. To what extent does ICOM empower members in assuming representative roles (e.g., representing your [ANSWER FROM S1] at the Advisory Council, Executive Board, or General Assembly)?

★ (Not at all) ★★★★★ (Very much)

3b. Please describe aspects that currently help to encourage / empower members in adopting representative roles

Open text ____ (max 500 characters)

3c. Please describe aspects that currently hinder the encouraging / empowering members in adopting representative roles

Open text ____ (max 500 characters)

4. Membership & participation

The questions 4a and 4b are directed to National Committees, International Committees and Regional Alliances only. Please continue to 4c if responding for an Affiliated Organisation.

4a. Please evaluate the following **aspects** that impact your members' ability and interest to actively participate in ICOM activities:

	★ (Poor) ... ★★★★★ (Excellent)
Visibility and clarity on the activities of your [ANSWER FROM S1] that your members can participate in	★★★★★
Ease of access to ICOM activities of your [ANSWER FROM S1] for your members	★★★★★
Communication of ICOM membership benefits of your [ANSWER FROM S1]	★★★★★
Capacity of your [Answers from S1] to engage their members in ICOM activities	★★★★★
Capacity of your [Answers from S1] to enable participation in ICOM activities by diverse members (from different regions, languages, generations...)	★★★★★
Ability of members to effectively manage their membership (e.g. know / update their member status, information)	★★★★★
Ability of members to dedicate time to ICOM activities of your [ANSWER FROM S1] on a volunteer basis.	★★★★★
Ability of members to cover the financial resources required to participate in ICOM activities of your [ANSWER FROM S1].	★★★★★

4b. What changes or improvements do you believe are necessary to increase the ability and interest of members to actively participate in ICOM activities?

Open text ____ (max 1000 characters)

For the Affiliated Organizations (to whom this section does not apply and to whom these two open questions are addressed):

4c. In what ways is your Affiliated Organisation currently participating / collaborating with ICOM (besides contributing in ICOM organs like the General Assembly and Advisory Council)?

Open text _____

4d.. What other ways do you think your Affiliated Organisation and ICOM could collaborate in?

Open text _____

5. Transparency & communication

5a. Please evaluate the following **aspects** of transparency and communication by ICOM organs.

	★ (Poor) ... ★★★★★ (Excellent)
Communication of <u>decisions of the General Assembly</u> in terms of transparency, clarity, timeliness	★★★★★
Communication of <u>decisions of the Executive Board</u> in terms of transparency, clarity, timeliness	★★★★★
Communication of <u>updates, meeting minutes and recommendations of the Advisory Council</u> in terms of transparency, clarity, timeliness	★★★★★
Communication of <u>updates, projects, and information from the different departments of the Secretariat</u> in terms of transparency, clarity, timeliness	★★★★★
Communications <u>in response to your queries</u> from ICOM organs in terms of transparency, clarity, timeliness	★★★★★
Communications on <u>decisions on budget allocations</u> (overall budget, annual subventions, special projects, solidarity projects) in terms of transparency, clarity, timeliness	★★★★★
<u>Coherence / alignment</u> of communications from ICOM organs with specific <u>legal and organisational aspects of your [Answer for S1]</u>	★★★★★

ICOM's communication clarity, internal support, and guidance for your [Answer for S1] when formulating public statements concerning global affairs.	★★★★★
Communication from the ICOM organs offering your members to actively participate in ICOM (invitations to events, open calls...)	★★★★★
Alignment of written and verbal communications / interactions in the ICOM organs to the use of 3 official languages	★★★★★

5b. What changes or improvements do you believe are necessary for any of these topics to increase the transparency and communication of the ICOM organs with you and your members?

Open text ____ (max 1000 characters)