

SEPTEMBER 24th 2025

# ICOM GOVERNANCE CONSULTATION 2025-26 CONSULTATION 1 FINAL REPORT

**ICOM** international  
council  
of museums



Boiling  
**ideas**  
INNOVATION IN CULTURE

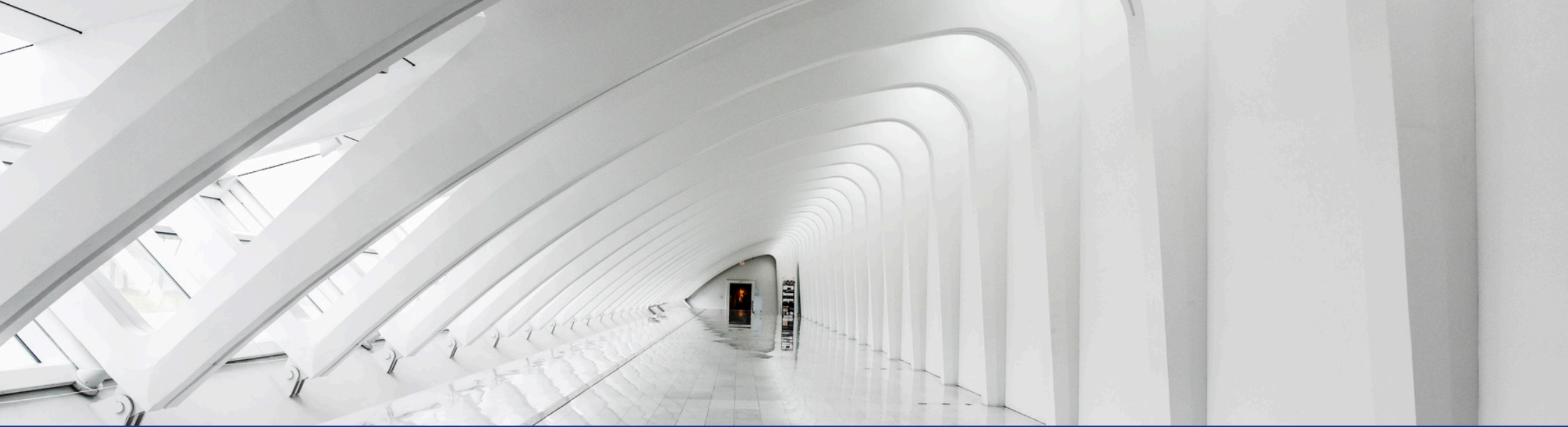
**Presented to**  
ICOM WGSR

**Presented by**  
Boiling Ideas Data Analysis

# ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

## Index

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



**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



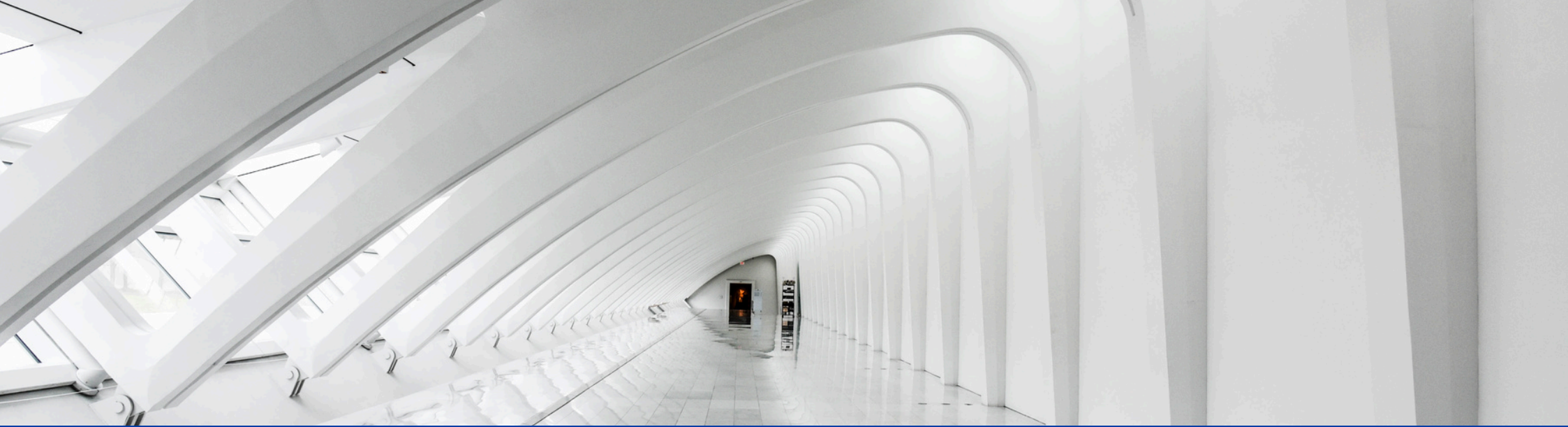
THE **REVISED STATUTES WERE ADOPTED** BY THE EGA ON 9 JUNE 2023, EMPHASISING THAT THIS REVISION WAS THE **FIRST STEP OF A BROADER REVIEW OF ICOM'S GOVERNANCE & STRUCTURE**



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

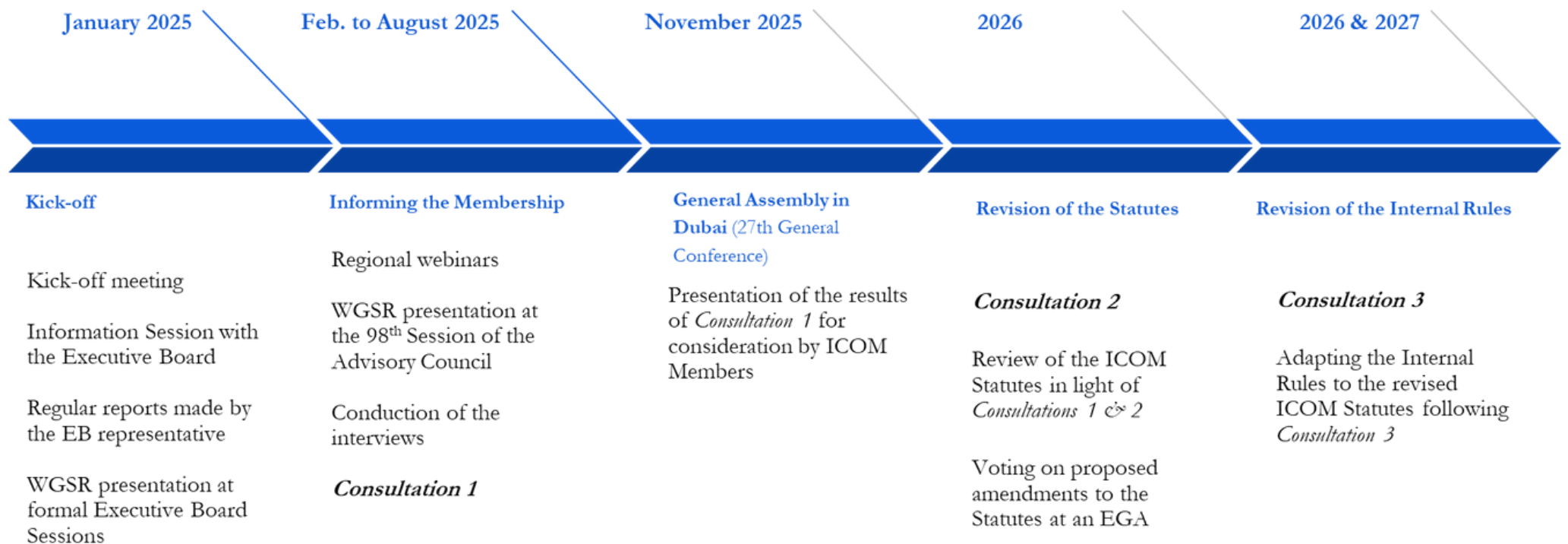
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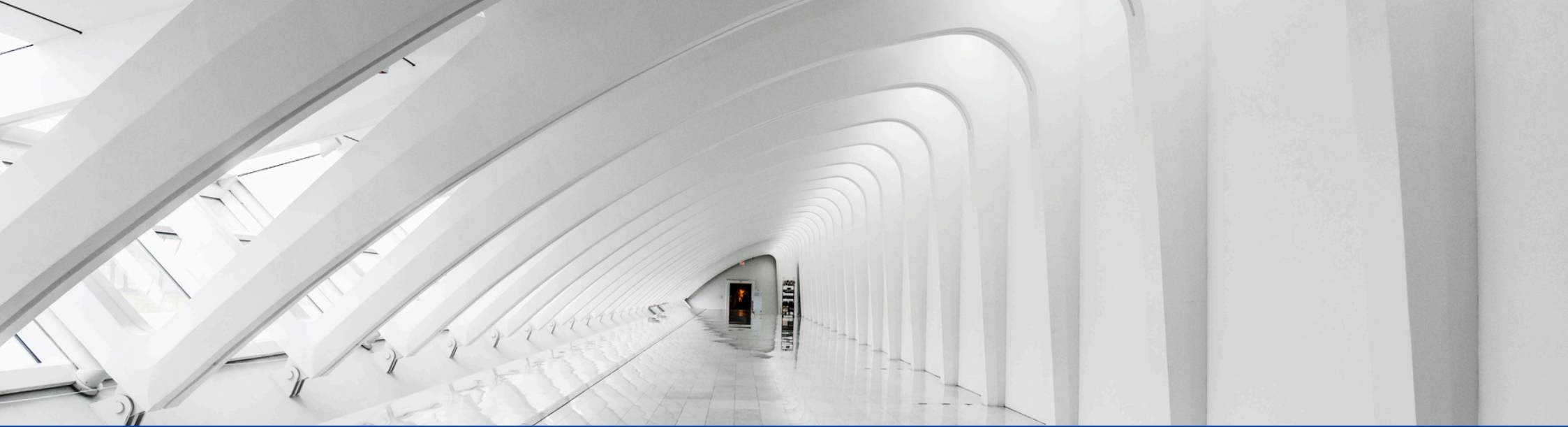
ICOM Membership consultation supported by an external consultant to conduct interviews, design the surveys, collect responses and analyse the data.

# 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

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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.

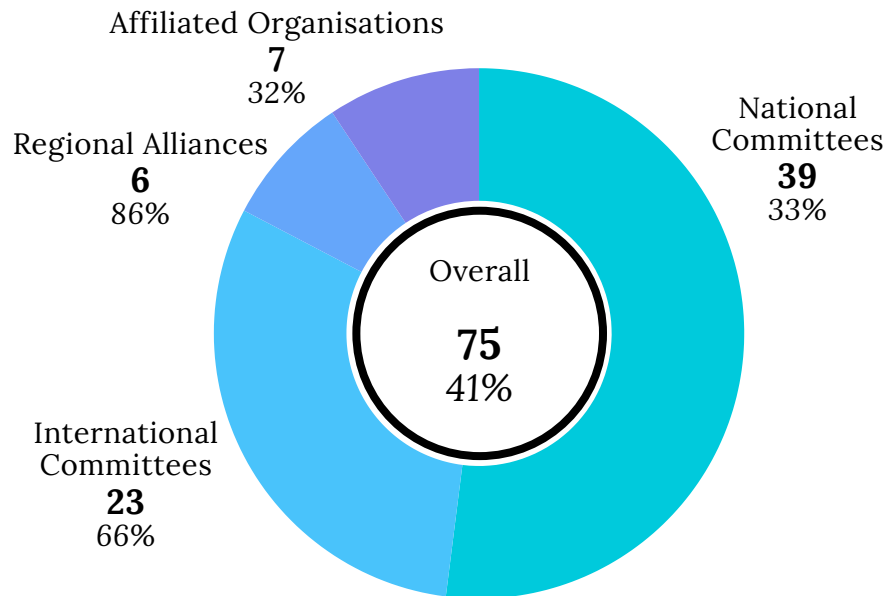
# ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

## 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**.

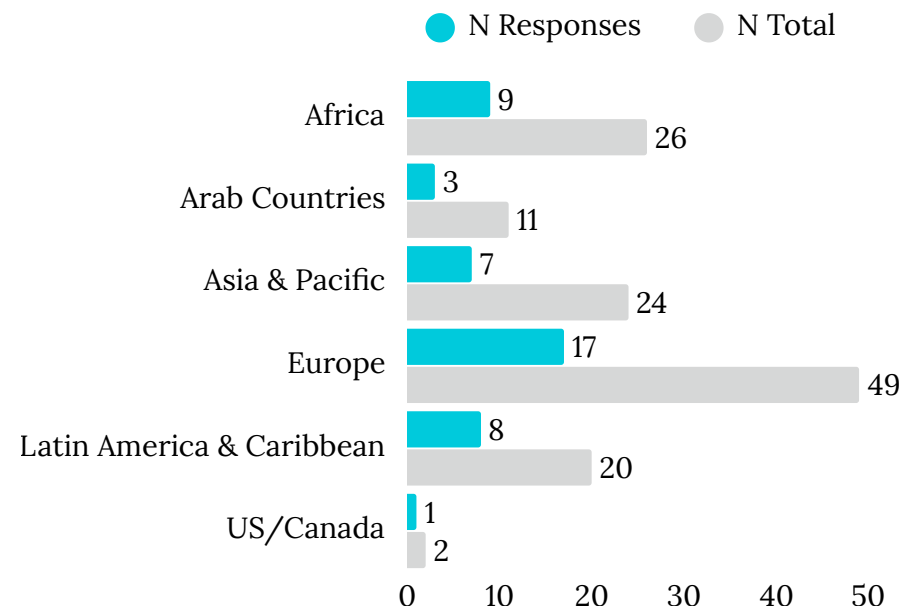
### Sample Composition

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

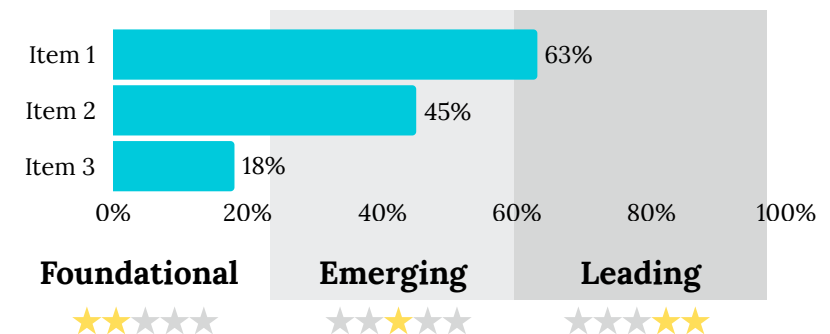
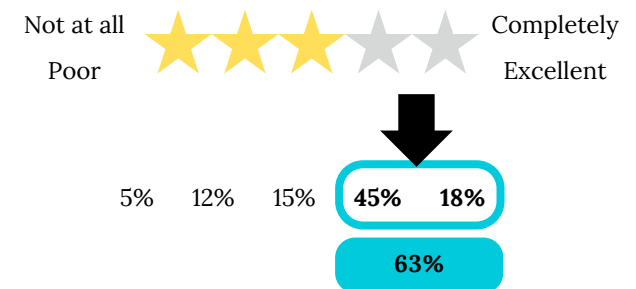
**Output Metrics & Benchmarks** **Metrics:** the different 1- 5 satisfaction scales (e.g. “poor--”excellent”) were translated into a unified **capability scale**, such that the results don’t just show *how people feel* about something, but also indicate the *level of development the organization has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

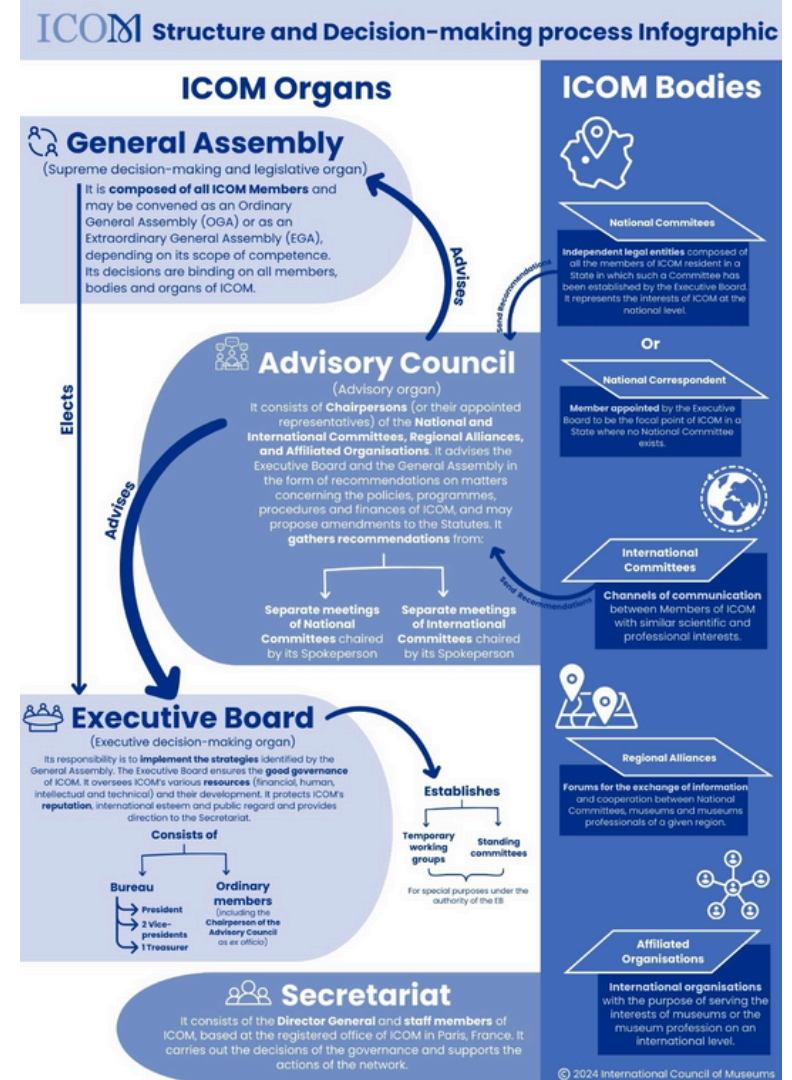
In the Consultation 1 Survey, some questions were asked specifically in relation to the different ICOM Organs and Bodies.

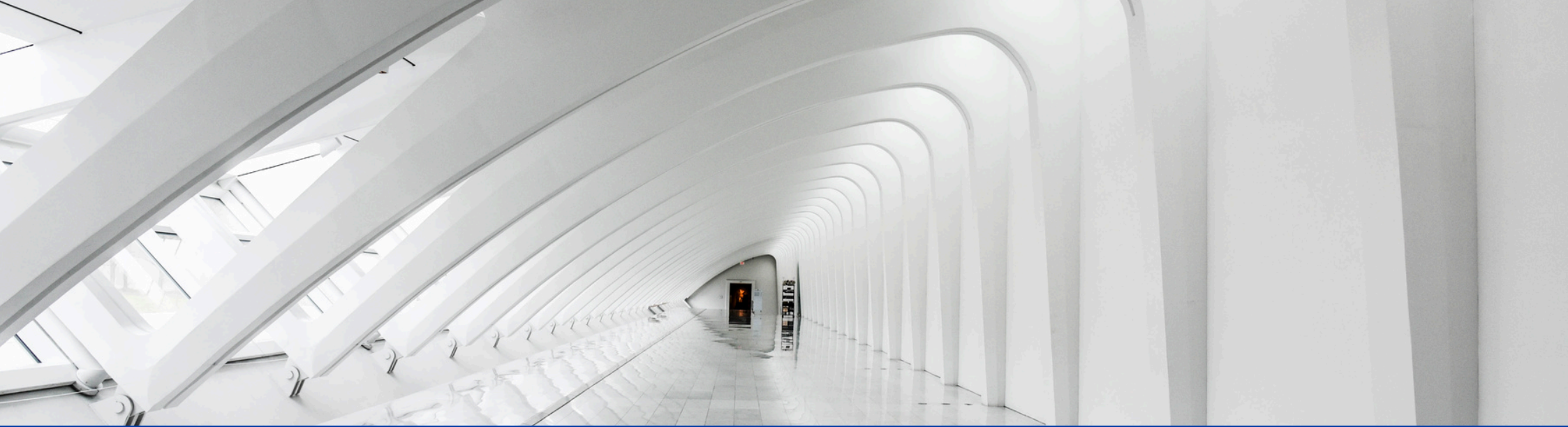
We include here the infographic produced by ICOM Secretariat that can help understanding what organs and bodies comprise ICOM global organisation while reading the results presented in this report.

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.

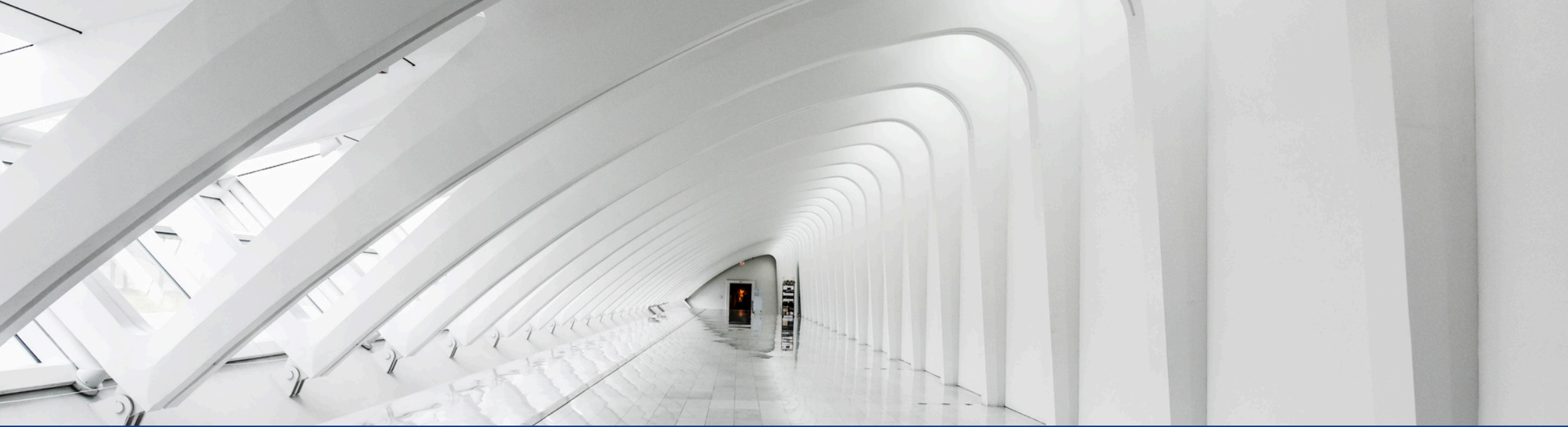
### Raise the Global Voice

- 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.

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### 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.

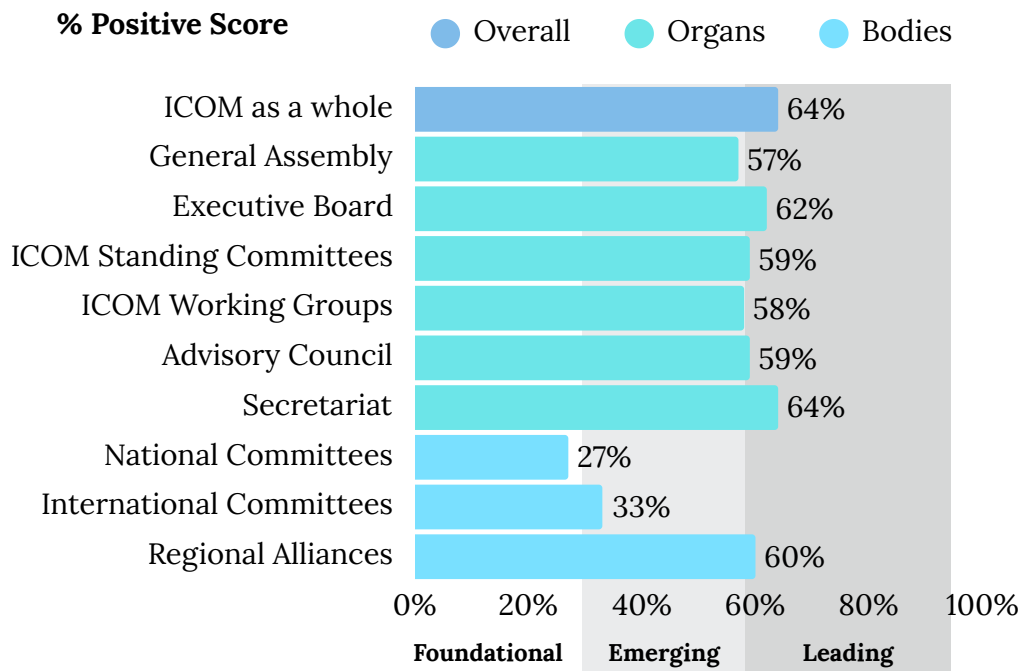


# ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT OF RESULTS MAIN RESULTS

# ICOM GOVERNANCE CONSULTATION 1 - FINAL REPORT

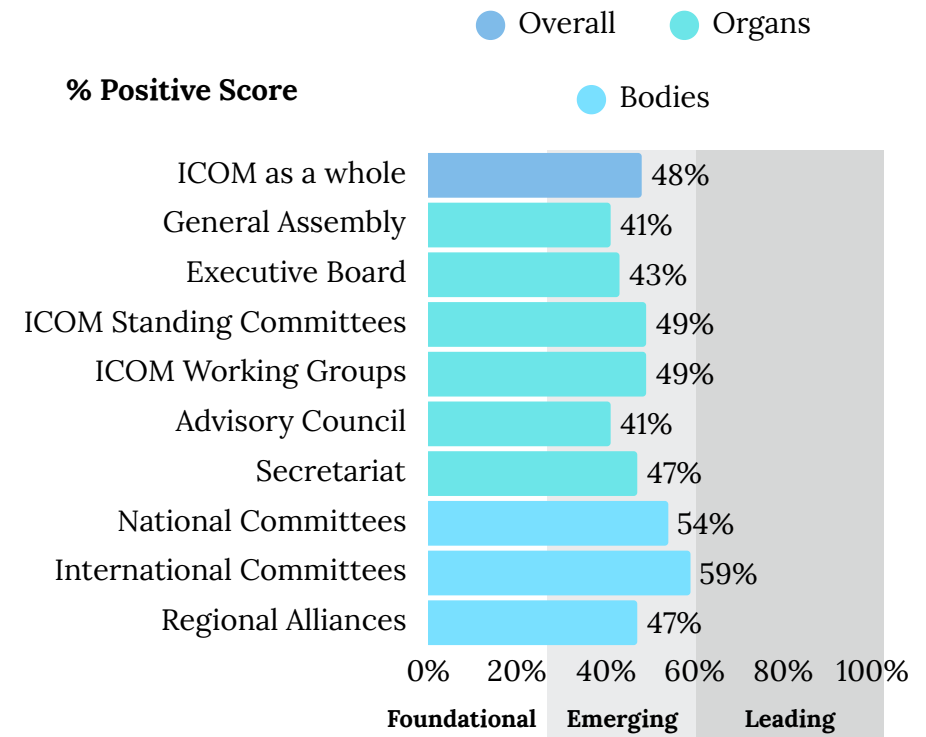
## Theme I -- Adequacy and effectiveness of ICOM organs and bodies

**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 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.*

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## 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.*

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## 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.

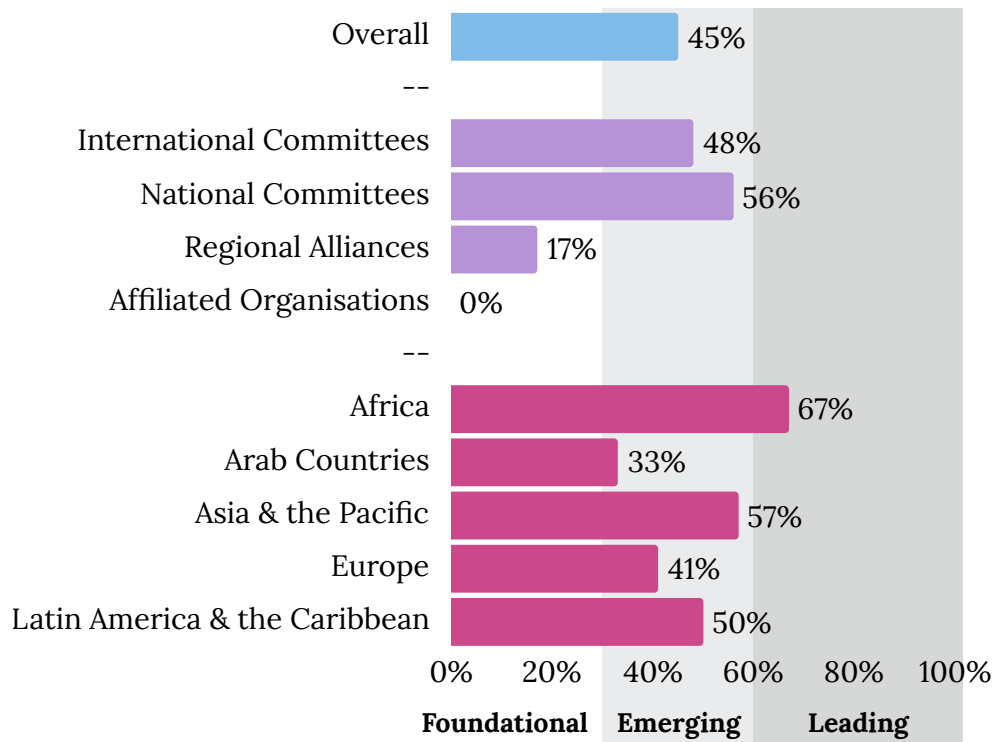
Survey question: *Are there any responsibilities or themes that are not addressed by any ICOM organs or bodies?*

# 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).

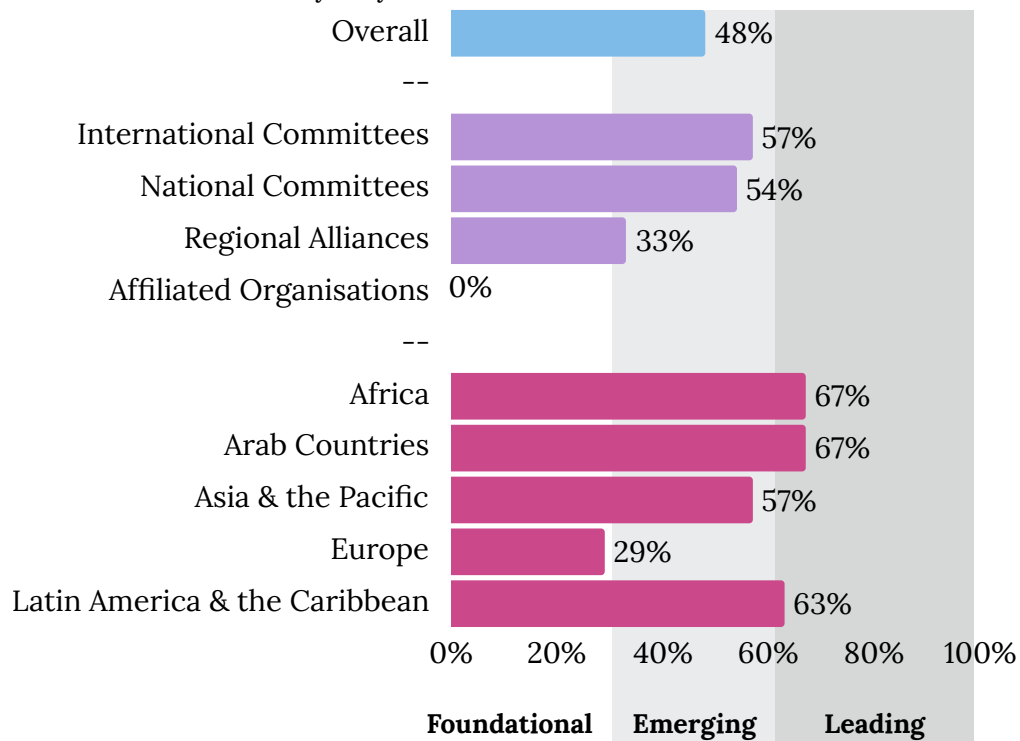
Survey question: What changes or improvements do you believe are necessary to enable more effective participation in the ICOM General Assembly, as defined in the ICOM Statutes?

# 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.

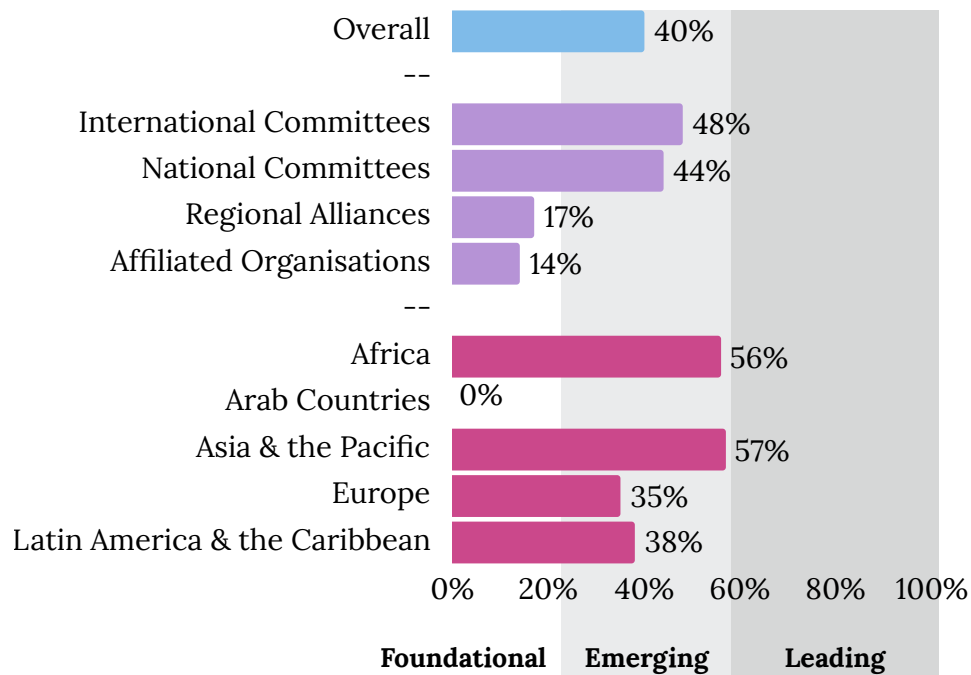
Survey question: What changes or improvements do you believe are necessary to enhance ICOM's structure and functioning, in order to better fulfill its mission as outlined in the Statutes and to more effectively support the needs of its members? You are welcome to include observations or suggestions related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

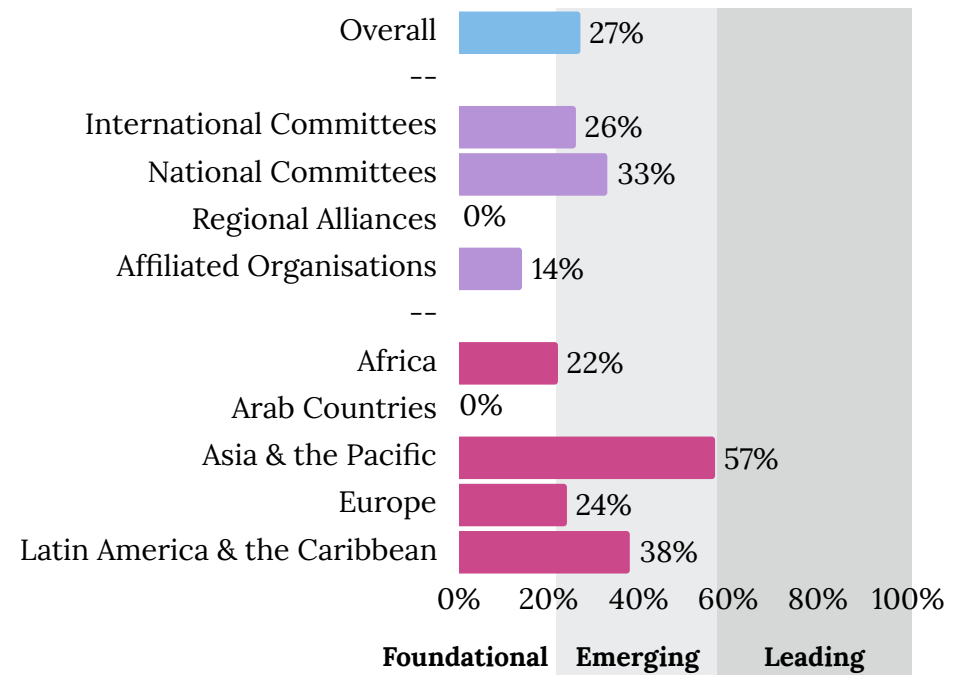
% Positive score shown from 1-5 rating scale. Scores by region shown only for regions with n=2 or more responses to maintain anonymity.



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

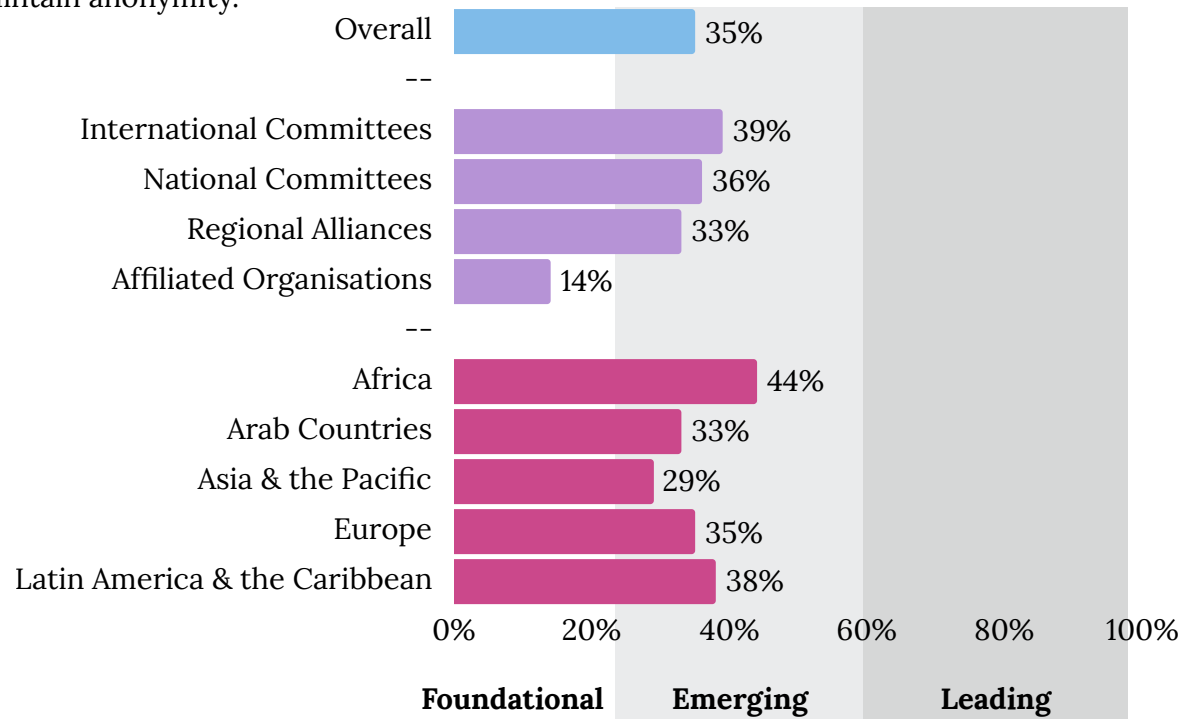
Survey question: What changes or improvements do you believe are necessary for a more INCLUSIVE participation in each of the decision-making and advisory organs?

# 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.

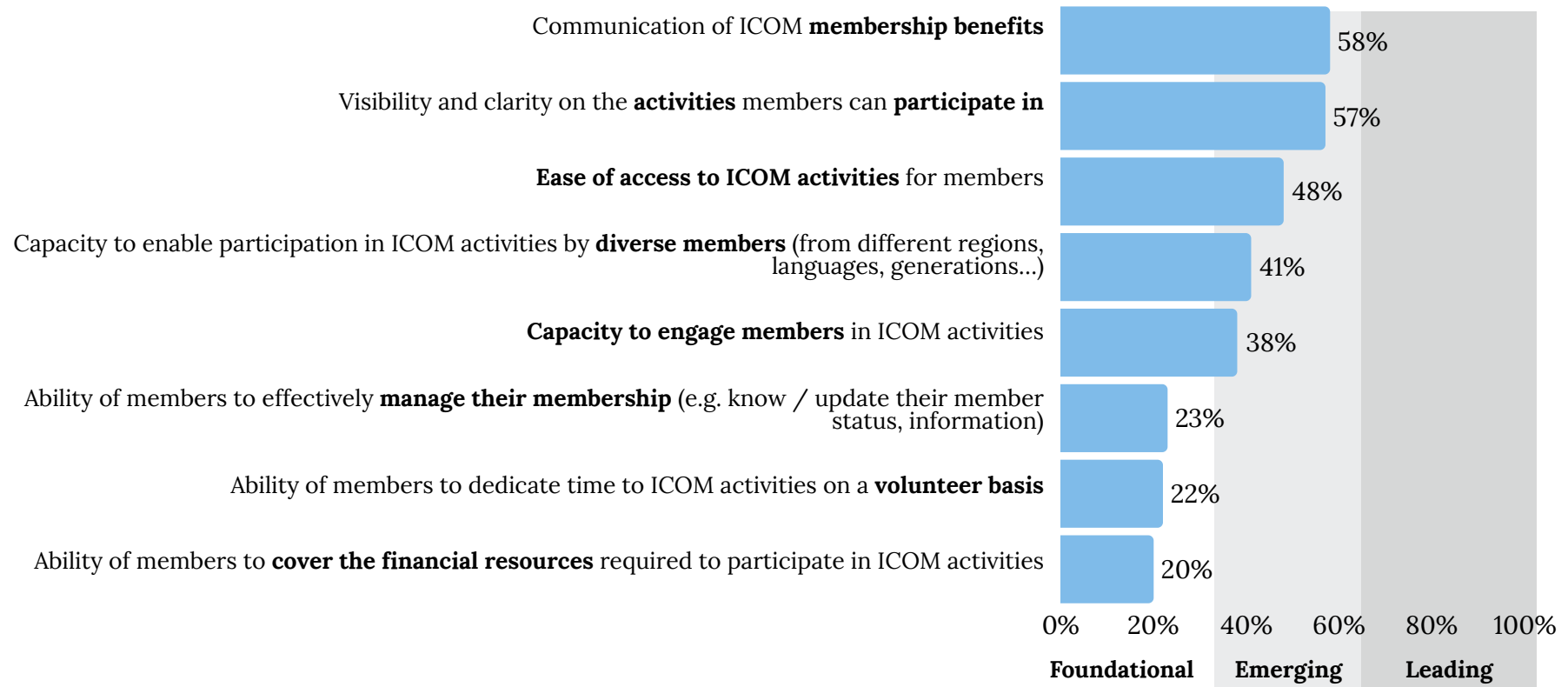
Survey question: Please describe aspects that currently help to encourage / empower members in adopting representative roles

# 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.

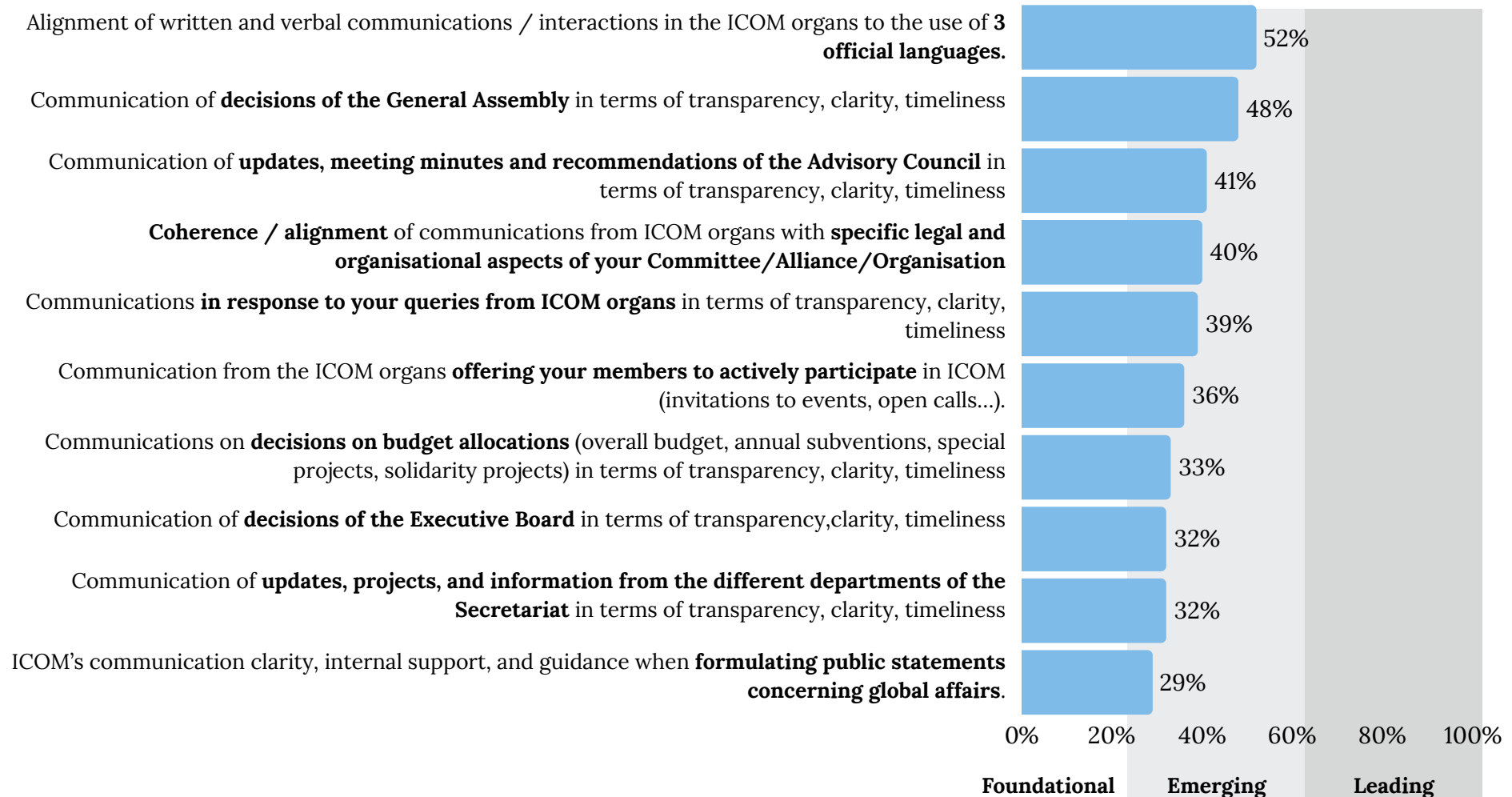
Survey question: What changes or improvements do you believe are necessary to increase the ability and interest of members to actively participate in ICOM activities?

# 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.

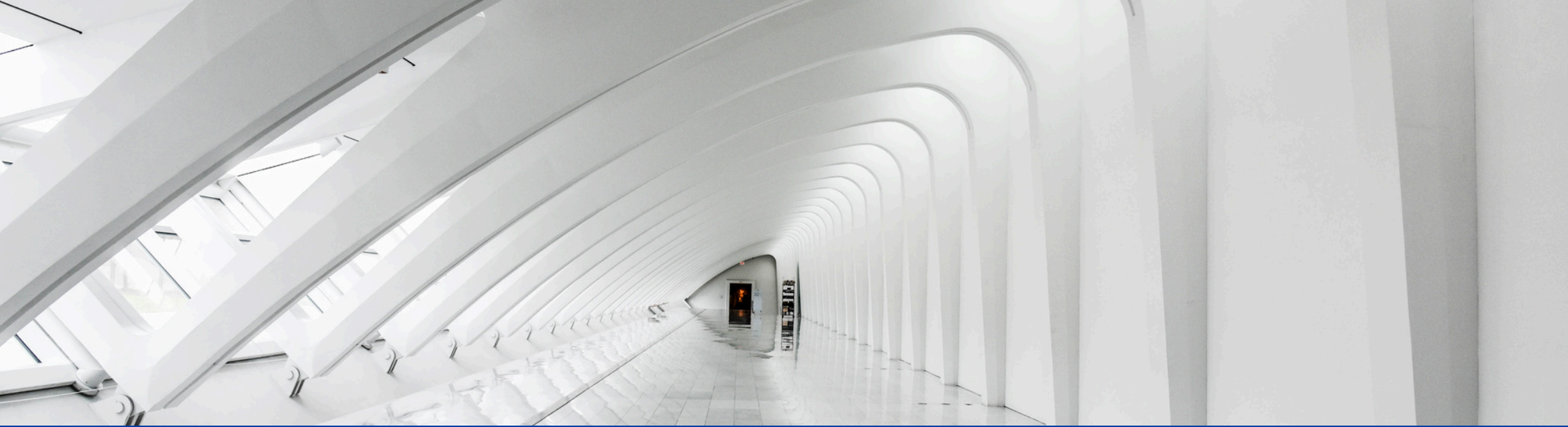
##### Transparency & Accountability (8 responses)

- 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.

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+ 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
<b>ICOM (International Council of Museums)</b>	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
<b>ICOMOS (International Council on Monuments and Sites)</b>	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
<b>ICA (International Council on Archives)</b>	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
<b>IFLA (International Federation of Library Associations and Institutions)</b>	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.
<b>AI (Amnesty International)</b>	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.

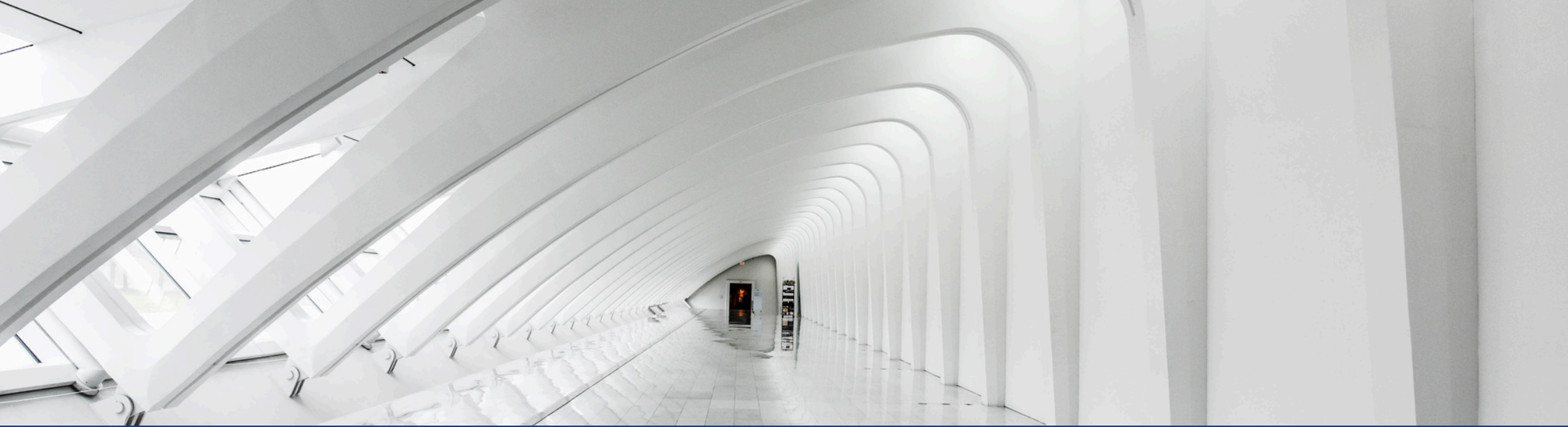
#### KEY INTEREST POINTS FOR ICOM

##### 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