



INTERNATIONAL COUNCIL OF MUSEUMS (ICOM)

Internal Rules

As amended by the ICOM Executive Board at its 183rd Session on 22 June 2026
(Paris, France)

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ARTICLE 1. PURPOSE AND GENERAL PROVISIONS

The purpose of these Internal Rules is to set out the rules governing the operations of ICOM and to define and complement the Statutes of ICOM.

These Internal Rules provide additional details to the Statutes, in particular where the Statutes expressly refer to the Internal Rules.

These Internal Rules are established and may be amended by the Executive Board.

In case of discrepancy between the present Internal Rules and the Statutes of ICOM, the Statutes of ICOM shall prevail. The French version shall prevail in case of a discrepancy or difficulty in interpreting the English or Spanish version of the present Internal Rules.

ARTICLE 2. MEMBERS

2.1. Institutional Members

2.1.1 Institutional Members definition

Institutional Members are defined as museums or other institutions that comply with the definition of a museum as outlined in Article 3 of the Statutes, as well as that which is defined in the following.

2.1.2 Institutions qualifying as museums

Aside from institutions designated as museums, the following institutions qualify as museums eligible to seek ICOM membership:

- i. Natural, archaeological and ethnographic monuments and sites, historical monuments and sites requiring the execution of museum-related activities including acquisition, conservation, and the collection of tangible and intangible evidence of peoples and their environment;
- ii. Institutions holding collections and displaying for educational purposes live specimens of plants and animals, such as botanical and zoological gardens, aquaria and vivaria;
- iii. Science centres and planetaria;
- iv. Not-for-profit art galleries, as well as exhibition galleries maintained by libraries and archive centres;
- v. Conservation institutes;
- vi. Nature reserves;
- vii. National, regional or local museum organisations as well as public agencies (ministries, departments or organisations) responsible for museums as defined in the present Article;
- viii. Not-for-profit institutions or organisations undertaking research in areas of conservation, education, training, documentation, as well as other activities relating to museums and museology;
- ix. Cultural centres and other institutions that facilitate the preservation, perpetuation and management of tangible and intangible heritage resources including living heritage and the creation of digital artefacts.

2.1.3 Definition of not-for-profit status

The expression “not-for-profit” describes an organisation whose primary goal is not to generate profit for its members, and whose surplus funds are used exclusively to promote its stated mission and purpose and to sustain its operations.

2.2. Individual Members

Museum professionals, as defined in Article 3 – Section 3 of the ICOM Statutes, still working or retired, or other persons as defined in Article 4 – Section 1 of the ICOM Statutes qualify for ICOM membership.

The tasks do not require a specific managerial or academic level. However, in the case of volunteers, time use and professionalism must correspond to a museum employee's.

2.3. Honorary Members

2.3.1 Definition

Honorary membership status is the highest honour that ICOM can grant its Members. This status is awarded to Individual Members who have rendered exceptional services to the international museum community or to ICOM, and to each former ICOM President.

2.3.2 Status and privileges

Honorary Member status is held for life. Honorary Members enjoy rights and privileges of membership (with the exception of the right to seek election and the right to vote) and are not required to pay membership fees. In addition to the former ICOM Presidents, there may be no more than twenty (20) Honorary Members. Honorary Members may be appointed by the President to hold office within ICOM.

2.3.3 Incompatibilities

Honorary Members may not hold elected office within ICOM.

Honorary Members shall not be entitled to exercise voting rights in any organ or body of ICOM.

2.3.4 Prerequisites for Honorary Member nomination

The Chair of a National Committee, the Chair of an International Committee, the Chair of a Regional Alliance or a Member of the Executive Board may nominate an ICOM Member for honorary membership. The nomination must be signed and dated. No one may nominate him or herself.

If a Member is awarded such status while holding an elected office, they shall attain honorary membership status only upon expiry of their term of office.

To be granted such status, the candidate is required to have made substantial contributions and/or achievements while being a Member of ICOM.

Their contributions and/or achievements must demonstrate the excellence of their qualifications and competencies, and they must be internationally renowned.

2.3.5 Procedure for Honorary Member nomination

All nominations must be submitted in writing and be accompanied by documents emphasising the nature of the candidate's work and the services that they have provided to the international museum community, being the basis for the candidate's nomination for honorary membership (e.g.: letters of recommendation from persons who are directly familiar with the candidate's work, a list of publications, awards and prizes from professional organisations, paid and volunteer work performed while acting in an expert consulting capacity to assist museums and related educational organisations).

The complete candidate nomination dossier must be submitted to the Director General no later than 1 November of the year preceding the General Assembly taking place at the General Conference (i.e. every three (3) years) in order to guarantee sufficient time for review of dossiers.

The Director General shall assess the admissibility of the candidate nomination dossier and shall give a ruling on its completeness and compliance with requirements, before they submit it to the ICOM President accompanied by an instructional memo acknowledging receipt of the nomination dossier and noting any irregularity.

The President shall review the candidate nomination dossier and shall choose a Member of the Executive Board to present the dossier to the other Members of the Executive Board.

The Member in charge of presenting the dossier must summarise all relevant information and be prepared to answer any questions pertaining to the candidate's eligibility.

Upon the proposal of a majority of the Executive Board, the General Assembly may grant honorary membership status at the General Assembly meeting which takes place at the General Conference (i.e. every three (3) years).

The admissions procedure must remain confidential until the General Assembly has taken a final decision.

If a candidate's nomination is refused by the General Assembly, it may be resubmitted at the next meeting of the General Assembly taking place at the next General Conference.

2.4. Membership application and approval

Applications for Individual, Institutional, Student, or Supporting membership shall be submitted to the National Committee of the applicant's country of residency, where such a Committee exists. Applications received by the Director General shall be redirected to the appropriate National Committee where one exists.

In case of doubt regarding the appropriate National Committee to which a membership application should be directed, the applicant or the concerned National Committee may seek advice from the Secretariat.

Applications may also be submitted directly to the Secretariat, particularly if no National Committee exists in the respective country or in the case of members of international organisations who comply with the definition stated within the scope of Article 4 – Section 3 of the Statutes.

The National Committee in question shall take all applications in consideration and decide on accepting or rejecting them as is appropriate, based on the criteria within the scope of Article 3 and free of discrimination of any kind in accordance with Article 4 – Section 1, Para. 3 of the ICOM Statutes.

The National Committees shall forward all accepted membership applications to the Secretariat.

In the event no National Committee has been established in the applicant's country of residency, the application shall be referred to the Executive Board for decision.

The Executive Board may have membership applications reviewed.

Upon acceptance of an application and receipt of the annual subscription fees specified by the respective National Committee (or the Executive Board as the case may be) the member shall obtain membership rights accordingly.

In the event of the National Committee accepting new Members, the name of the respective Member, together with a copy of the member's application form and the annual subscription fees for the current year shall be submitted to the Secretariat without undue delay.

If an ICOM membership application is rejected by the respective National Committee, the applicant may seek review of the decision by the Executive Board. Such requests shall be made in writing addressed to the Director General, who shall seek further information as deemed appropriate prior to submitting the matter to the Executive Board. Following any such review, the Executive Board's decision shall be deemed final and shall not be eligible to further appeal.

If an application for membership is accepted by the National Committee but challenged, the application will be reviewed and the final decision taken by the Executive Board.

Notice of refusal must be given within one (1) month following the National Committee's submission of application. Failure to respond by the stipulated deadline shall automatically constitute acceptance of the membership application.

In the event of ICOM membership application refusal, the relevant individual or institution may not become or remain a Member of the National Committee.

2.5. Expulsion Procedure

In the case where an action is asserted against a Member because of alleged infringement of the ICOM Code of Ethics for Museums, the Statutes and/or Internal Rules, or action(s) deemed incompatible with the objectives of ICOM, the Secretariat shall prepare a file containing all relevant elements. This file shall be addressed by the Bureau who shall contact the Member in question and hear their arguments, after which the Bureau shall deliberate and make a decision.

The Bureau's decision shall be delivered to the Member by registered mail or by email, entailing an acknowledgment of receipt. Their National Committee shall also be informed of this decision, as well as any International Committee associated with the Member.

The Member can present their arguments again before a final decision is taken by the Executive Board.

The motion for expulsion shall be confirmed by the Executive Board at its next meeting. If the motion is not confirmed, the expelled Member shall be reinstated without entitlement to indemnity of any kind. The decision of the Executive Board is not subject to appeal.

ARTICLE 3. GENERAL ASSEMBLY

3.1. Tasks of the General Assembly

3.1.1 Ordinary General Assembly

Items to be decided annually and/or as needed

The Ordinary General Assembly shall:

- adopt the strategy and orientation of ICOM,
- approve the annual accounts and management report of the previous financial year,
- approve the President's annual report,
- grant discharge to elected Members of ICOM from their organisational duties and responsibilities,
- determine the time and place of the next General Assembly,
- approve the membership fees amount as proposed by the Executive Board,
- make decisions on eventual items of importance proposed by the Executive Board, the Advisory Council, National and International Committees and Regional Alliances.

Items to be decided by the triennial General Assembly

Every three (3) years, at the General Conference, the Ordinary General Assembly shall:

- elect Members of the Executive Board,
- adopt the Resolutions,
- approve the venue (host city) of the next General Conference.

Items to be decided every six (6) years at a General Conference

Every six (6) years, at the General Conference, the Ordinary General Assembly shall:

- approve the Strategic Plan of the organisation.

3.1.2 Extraordinary General Assembly

The Extraordinary General Assembly shall:

- amend the Statutes,
- take a decision on whether to dissolve the Association.

3.2. Election to the Executive Board

3.2.1 The Nominations and Election Committee

The Nominations and Election Committee (NEC) is composed of five (5) to nine (9) ICOM Members who are not candidates for membership of the Executive Board. They are nominated by the Chairperson of the Advisory Council and appointed by the Advisory Council.

The Chair and Ordinary Members of the Nominations and Election Committee (NEC) can serve two (2) consecutive terms of office in each position, with a maximum consecutive serving time of four (4) terms of office. A term of office covers the time needed for one (1) complete nomination and election process, i.e. around one (1) year.

The Nominations and Election Committee (NEC) is presided over by its Chair, and reports to the Chairperson of the Advisory Council upon completion of the election process. The Director General may attend meetings but shall not participate in voting.

The Nominations and Election Committee (NEC) is assisted by the relevant professionals in the Secretariat.

The Nominations and Election Committee (NEC) shall ensure that the nomination and election process is carried out as described in the Statutes and the Internal Rules and shall validate the nomination of candidates and the results of the election to the Executive Board, and shall observe strict confidentiality regarding all matters related to the nomination and election process.

Upon expiry of the specified time limit to correct the candidacy application, the Nominations and Election Committee (NEC) authorises the Secretariat to publish a list of candidates for ordinary membership on the Executive Board and for each Bureau position.

During the nomination and election process, *ad hoc* situations and unforeseen circumstances may arise, requiring the Nominations and Election Committee (NEC) to determine the appropriate procedures and actions to be taken.

Within three (3) months after the end of each completed nomination and election process, the Chair of the NEC submits a report to the Chairperson of the Advisory Council. The NEC report shall be made available to Members. The report may include recommendations. The Nominations and Election Committee's recommendations and decisions must have been adopted by a simple majority of the Committee's members.

3.2.2 Candidacy and nomination forms

National Committees, International Committees, and Regional Alliances may nominate candidates for election as Members of the Executive Board.

A candidate can apply for a single position only, either as a Bureau member (President, Vice-President or Treasurer) or as an Ordinary Member.

The candidacy form – which must include a biographical profile of the candidate – shall be provided to the Secretariat in accordance with the electoral rules. It must be accompanied by

one (1) nomination form, duly completed and signed by the nominating National Committee, International Committee or Regional Alliance, using the template provided by the Secretariat.

Each nomination form must include the name of the Committee and/or Regional Alliance nominating the candidate, and it must be jointly signed by the Chair of the National and/or International Committee and/or Regional Alliance, and by another Member of the Committee's or Regional Alliance's Board.

3.2.3 Eligibilities and ineligibilities

National and International Committees and Regional Alliances may nominate any individual member in good standing for membership to the Executive Board. The nominated need not be a member of the nominating Committee or Regional Alliance.

The following individuals are ineligible for membership to the Executive Board:

- designated representatives of Institutional Members;
- employees of the Secretariat or bodies, as defined by the ICOM Statutes;
- former employees of the Secretariat or one (1) of its National Committees, who shall be ineligible for a period of two (2) years after the expiry or termination of their contract. This requirement shall be met on 31 December of the year preceding the Executive Board election.

“Employee” refers to each individual who carries out functions for ICOM or its National Committees under a contractual agreement and receives remuneration for these functions.

3.2.4 Candidacy application

Candidacy forms must be filed by the designated deadline, which is set by the Secretariat in accordance with an elections calendar adopted by the Executive Board. This calendar must be provided to the Committees and Regional Alliances within one (1) month of its adoption.

Candidacies must be addressed to the Secretariat. Once the Director General has examined the candidacy applications and have them completed where necessary, the applications are subsequently forwarded to the Nominations and Election Committee (NEC) which must validate the admissibility of candidacies within no more than three (3) months following the filing deadline.

In the case where a candidacy is deemed inadmissible by the Nominations and Election Committee (NEC), a decision to that effect must be communicated to the National or International Committee or Regional Alliance that put the candidacy forward, granting them the opportunity to correct the candidacy application within a specified time.

3.2.5 Presentation of candidates

A candidate presentation document is published in ICOM's three (3) official languages and communicated to ICOM's Members, no later than three (3) months prior to the date of commencement of the General Conference. This document shall contain a presentation of each candidate's name, biographical data and vision, as well as a description of the election process.

The candidates are free to promote their candidacy within ICOM through additional means.

The Secretariat shall remain strictly neutral throughout the nomination and election process and shall not promote, support, or endorse any candidate in any form.

3.2.6 Election of Members to the Executive Board

The election of Members to the Executive Board shall have taken place when the result of the voting is announced during the General Assembly meeting held during the General Conference. Voting rights are set forth in the Statutes (Article 7).

Each National and International Committee has the right to appoint up to five (5) Members to vote on its behalf. Each Regional Alliance has the right to appoint up to three (3) and each Affiliated Organisation has the right to appoint up to two (2) Members to vote on its behalf.

Voting Members who are unable to be present on the days of voting may choose to vote by proxy, whereby they may designate another voting Member to vote on their behalf.

Only proxy forms created by the Secretariat shall be accepted at the time of voting. Upon presentation of the proxy, the Voting Member shall receive the voting ballot of the Member they are representing.

For a vote to be valid, the ballot must allow the selection of up to a maximum of eleven (11) candidates for ordinary membership on the Executive Board. If this condition is not satisfied, the voting ballot shall be deemed invalid.

In addition, the voting ballot for each Bureau position must allow voting Members to select no more than one (1) candidate for the President and Treasurer positions, and no more than two (2) candidates for the Vice-president positions. If this condition is not met, the vote for the corresponding Bureau seat shall be deemed invalid.

Voting Members may cast their votes over a period of up to two (2) consecutive days.

Candidates to an Ordinary Member position within the Executive Board that obtain the highest number of votes shall be elected.

The same shall apply with regard to Members seeking a seat in the Bureau.

Electoral rules reiterating and specifying these guidelines shall be drawn up by the Director General and validated by the Nominations and Election Committee (NEC) for each election.

The vote may take the form of either a voting ballot system or any technical means enabling electronic or remote voting, as recommended by the Nominations and Election Committee (NEC) and the Secretariat. Both formats are considered acceptable.

The election of the Executive Board Members becomes effective following the conclusion of the General Assembly meeting in which the elections were held.

ARTICLE 4. ADVISORY COUNCIL

The Advisory Council is the advisory organ of ICOM. It consists of Chairpersons (or their appointed representatives) of National and International Committees, Regional Alliances and Affiliated Organisations.

4.1. Election of the Advisory Council Chairperson, Vice-Chairperson and Spokespersons for the National Committees and the International Committees

The Advisory Council election shall be held in conjunction with the ICOM General Conference.

The roles and responsibilities of the Chairperson, Vice-Chairperson and Spokespersons for the National Committees and the International Committees are defined in the ICOM Statutes.

4.1.1 Election of the Chairperson

The Chairperson of the Advisory Council shall be elected for a three (3) year term of office.

A person nominated by a National Committee, International Committee and/or Regional Alliance to this position must be an Individual Member of ICOM and must either currently serve or have previously served on the Advisory Council, specifically in the role of Chair of a National Committee, International Committee, Regional Alliance or Affiliated Organisation. Where the individual qualifies as a former or current Chair of an Affiliated Organisation, they must also be an Individual Member of ICOM.

At least five (5) months prior to the date of commencement of a General Conference, the Director General shall send a call for candidacies to the ICOM Members.

The Director General must receive candidacy nominations no later than three (3) months prior to the commencement of a General Conference.

A candidate presentation document is published in ICOM's three (3) official languages and communicated to the members of the Advisory Council, no later than three (3) months prior to the commencement of a General Conference. This document shall contain a presentation of each candidate's name, biographical data and vision.

The candidate for the Chairperson position having received the highest number of votes shall be declared the winning candidate, provided that they obtain more than fifty per cent (50%) of the votes in the first voting round.

In the event that no candidate receives more than fifty per cent (50%) of the votes cast, the candidate receiving the lowest number of votes shall be eliminated and a further vote taken for the remaining candidates, and so on until one (1) candidate receives more than fifty per cent (50%) of the votes cast, who shall then be declared elected.

4.1.2 Election of the Vice-Chairperson

The Vice-Chairperson of the Advisory Council shall be elected for a three (3) year term of office.

The Advisory Council shall elect a Vice-Chair from among its members. They must be an Individual Member of ICOM and must currently serve on the Advisory Council, specifically in the role of Chair of a National Committee, International Committee, Regional Alliance or Affiliated Organisation. Where the individual qualifies as a Chair of an Affiliated Organisation, they must also be a Member of ICOM.

The candidate for the Vice-Chairperson who receives the highest number of votes shall be declared the winning candidate.

4.1.3 Election of the Spokespersons for the National and the International Committees

Both the Separate Meeting of the National Committees and the Separate Meeting of the International Committees shall elect a spokesperson at the General Conference, for a three (3) year term of office. A spokesperson can be re-elected once.

Eligibility is restricted to Individual Members who are serving or have served as Chair of a National Committee or an International Committee, respectively.

The candidate who receives the highest number of votes shall be declared the winning candidate.

4.2. Extraordinary session of the Advisory Council

An extraordinary session of the Advisory Council may be held at the request of the Executive Board or the majority of the Advisory Council members.

The Advisory Council Chairperson must directly request participants to attend the meeting by a reasonable deadline.

The extraordinary session must be held within three (3) months after receipt of the request from the Executive Board or the majority of the Advisory Council members, with the request specifying the topic(s) to be discussed at the session.

ARTICLE 5. STANDING COMMITTEES AND WORKING GROUPS

5.1. Standing Committees

5.1.1 General rules for Standing Committees

The duration of a Standing Committee is indefinite.

Members of each Standing Committee shall be appointed by the President, in consultation with the Executive Board, in accordance with the Nomination Process for Standing Committees and Working Groups, which includes a call for candidacy.

The Chair and ordinary members are appointed for a three (3)-year term of office. They can serve two (2) consecutive terms of office in each position, with a maximum consecutive serving time of four (4) terms of office.

The three (3)-year term of office begins in the year following a General Conference and concludes in the year after the subsequent General Conference.

In addition to the Chair and ordinary members, the Committee includes, *ex officio*, the President. At least one (1) representative from the Executive Board shall be appointed in each Standing Committee. Their term of office shall terminate upon the election of a new Executive Board. The Director General can take part in the Committee meetings but shall not take part in voting. The Committee is assisted by the relevant staff members in the Secretariat.

Proposals made by the Committee are adopted by a simple majority of the Committee members.

The Standing Committee reports and operates under the authority of the Executive Board.

The Chair of the Committee shall submit an annual report to the Executive Board, as well as upon its request. Upon the request of the President, made in consultation with the Executive Board when convening the General Assembly, Standing Committees shall present to the General Assembly meeting held at the ICOM General Conference a report highlighting the main outcomes, results, and other tangible outputs of their work performed during the preceding triennium.

ICOM does not compensate the members of the Committee nor reimburse expenses incurred in fulfilling their function such as travel, hotel and other costs, unless decided otherwise by the Executive Board.

5.1.2 ICOM Ethics Committee

The Ethics Committee (hereinafter referred to as “**ETHCOM**”) is a Standing Committee of ICOM to advise the Executive Board and the Advisory Council of ICOM.

The purpose and mandate of ETHCOM is to provide expertise for the museum community on all matters relating to museum professional ethics.

ETHCOM assists ICOM in advancing and promoting knowledge, best practices and informed actions focusing on ethical issues for museums and museum professionals.

ETHCOM shall notably:

- monitor the application of the ICOM Code of Ethics for Museums, inform the Executive Board of serious violations of the Code of Ethics for Museums, and eventually request that certain recommendations be published by all means of ICOM’s communication channels;
- recommend to the Executive Board and the Advisory Council any changes or additions to the ICOM Code of Ethics for Museums that may be found necessary or appropriate;
- review on behalf of ICOM other Ethics Standards that may be developed by the subordinate bodies of ICOM in accordance with their specialised domains;
- maintain awareness and advise the Executive Board on evolving ethical issues affecting museums and their work within the cultural heritage sector;
- conduct, with the approval of the Executive Board, concerted reflections on identified issues of particular importance, and explore the possibility of working for the development of tools to serve the museum community.

5.1.3 ICOM Finance and Resources Committee

The Finance and Resources Committee (hereinafter referred to as “**FIREC**”) is a Standing Committee of ICOM to advise the Executive Board and the Advisory Council of ICOM.

The purpose and mandate of FIREC are:

- examine and advise the Executive Board (and thereby also the Advisory Council) on broad issues concerning ICOM’s oversight and development of its financial resources as a whole, taking a long-term view across a triennium rather than within single fiscal-year periods;

- examine and advise the Executive Board on the role and potential of the ICOM Foundation, as a body and instrument to assist ICOM financially in diverse ways;
- seek reports and advice from the ICOM bodies to assist the Executive Board's clear understanding of the bodies' functioning, giving attention to comparative issues of current concern or future potential in terms of finances and resources allocation;
- advise ICOM on ways of differentiating some of its funding allocations on a more prioritised basis, to assist new developments and increased capacities within the organisation as a whole, according to its mission, principal objectives, strategic development and evolving programmes.

5.1.4 ICOM Legal Affairs Committee

The Legal Affairs Committee (hereinafter referred to as “**LEAC**”) is a Standing Committee of ICOM to advise the Executive Board and the Advisory Council of ICOM.

The purpose and mandate of LEAC are to provide expertise on legal issues of interest to the museum community, such as but not limited to cultural heritage, intellectual property and information technology laws.

LEAC assists ICOM in advancing and promoting knowledge, best practices and informed action focusing on legal issues for museums and museum professionals. The Committee shall notably:

- advise the Executive Board and the Secretariat on legal issues topical, affecting museums, museum professionals, art and cultural heritage and more generally on legal issues in relation with ICOM stakes and challenges;
- provide *opinio juris* to ICOM and ICOM Members in order for them to act with due diligence with respect to legal matters;
- advocate on legal issues affecting the museum community;
- raise awareness on new legal issues interesting the museum community.

5.1.5 ICOM Strategic Allocation Review Committee

The Strategic Allocation Review Committee (hereinafter referred to as “**SAREC**”) is a Standing Committee of ICOM to advise the Executive Board and the Advisory Council of ICOM.

SAREC shall monitor the appropriate use of ICOM's financial resources set aside for the subventions, special projects and grant programmes.

SAREC defines the guidelines to be followed by all applicants. It annually evaluates applications for subventions, special projects and grants submitted by ICOM's bodies or Members.

Each International Committee and Regional Alliance receives an annual subvention from ICOM, provided that it complies with the terms and conditions set out by SAREC.

This evaluation rests on ICOM's Statutes, Internal Rules and Strategic Plan. SAREC reviews the quality and the scope of the proposals with regard to content, organisation and finances as well as their alignment with the Strategic Plan. On the basis of this evaluation, SAREC proposes the allocation of the annual subventions, special project subventions and grants.

SAREC's recommendations are transmitted to the Director General of ICOM, for the approval of the ICOM President in time to fall within the set budget voted every year by the Executive Board of ICOM.

Once a year, and with the assistance of the Secretariat, the Chair of SAREC submits a report to the Director General for the approval of the President of ICOM, to be presented to the Executive Board.

Once a year, the Chair of SAREC presents a report to the Advisory Council during its session convened and held in the framework of the annual meetings.

In carrying out its work, SAREC ensures that there are no conflicts of interest amongst its members and that the Committee retains its independence and impartiality when making its recommendations.

5.1.6 ICOM Strategic Plan Committee

The Strategic Plan Committee (hereinafter referred to as “**SPC**”) is a Standing Committee of ICOM mandated to support the implementation, monitoring, and evaluation of ICOM's Strategic Plan. SPC shall advise the Executive Board and the Advisory Council on matters related to the execution of the Strategic Plan.

The definition of strategic priorities and the oversight drafting and development of ICOM's Strategic Plan falls under the responsibility of the Executive Board, acting under the authority of the President.

Once adopted by the General Assembly, SPC is mandated to support the implementation of the Strategic Plan by assisting ICOM's organs and bodies in aligning their activities, programmes, and initiatives with its strategic priorities. SPC shall monitor progress towards the objectives of the Strategic Plan and identify risks, gaps, and opportunities related to its implementation.

Under the guidance of the ICOM President and the Executive Board, SPC shall ensure that the implementation of the Strategic Plan is consistent with ICOM's Statutes, Internal Rules, and Code of Ethics for Museums.

The Committee shall report regularly to the President and the Executive Board on the level of achievement of the Strategic Plan and shall prepare a comprehensive report on its implementation to be presented to the General Assembly at each ICOM General Conference. As part of its mandate, SPC shall take into consideration the Resolutions adopted by the General Assembly at each ICOM General Conference, insofar as they relate to the Strategic Plan. SPC shall support the organs and bodies concerned in working towards the implementation of such Resolutions within the timeframe determined by the competent organs.

SPC may submit recommendations, observations, and lessons learned to the Executive Board to inform future strategic planning processes, without prejudice to the Executive Board's responsibility for the drafting and elaboration of the Strategic Plan.

5.1.7 ICOM Standing Committee on Decolonisation

The Standing Committee on Decolonisation (hereinafter referred to as “**SCD**”) is a Standing Committee of ICOM to advise the Executive Board and the Advisory Council of ICOM.

The SCD assists ICOM in advancing and promoting knowledge, good practices and informed action on decolonisation, cultural rights and inclusion within museums and the global museum community.

The SCD shall notably:

- advise the Executive Board and contribute to the development and implementation of ICOM’s policies, strategies and position relating to decolonisation, including cultural rights and inclusion;
- provide advice and guidance to ICOM in addressing decolonisation within its own institutional practices and governance, and assist ICOM’s bodies, to align their activities with decolonisation-related objectives;
- advise ICOM on methodologies and support the development of tools to promote cross-regional dialogue and the exchange of knowledge and good practices on decolonisation within the global museum community, taking into account diverse historical, cultural and regional contexts; and
- increase awareness of evolving issues and debates related to decolonisation affecting museums and museum professionals and inform the Executive Board accordingly.

5.2. Working Groups

Working Groups may be established by the President for specific purposes, subject to the approval of the Executive Board. In doing so, the President shall take into account the needs of the organisation and the existing expertise within ICOM’s International Committees, in order to avoid any overlap of mandates.

Working Groups are temporary, task-oriented bodies established by the Executive Board to address specific issues, projects, or emerging topics within the museum sector. Mandated by the Executive Board according to identified needs, these groups operate with defined objectives and timeframes. They may undertake research, develop recommendations, or carry out specialised tasks as required. Through their focused contributions, Working Groups support the implementation of ICOM’s Strategic Plan and enhance the organisation’s ability to respond to the evolving challenges and opportunities of the global museum community.

The President, together with the Executive Board, shall determine and approve the mandate and duration of each Working Group, as well as the terms of office of its members.

The Working Group reports to and operates under the authority and supervision of the Executive Board.

Members of each Working Group shall be appointed by the President, in consultation with the Executive Board, in accordance with the Nomination Process for Standing Committees and Working Groups, which includes a call for candidacy.

In addition to the Chair and ordinary members, the Working Group includes, *ex officio*, the President. At least one (1) representative from the Executive Board shall be appointed in each

Working Group. Their term of office shall terminate upon the election of a new Executive Board. The Director General can take part in the meetings but shall not take part in voting. The Working Group is assisted by the relevant staff members in the Secretariat.

Proposals made by the Working Group are adopted by a simple majority of the members.

The Chair of the Working Group shall submit an annual report to the Executive Board, as well as upon its request and at the end of the mandate.

ICOM does not compensate the members of the Working Groups nor reimburse expenses incurred in fulfilling their function such as travel, hotel and other costs, unless decided otherwise by the Executive Board.

ARTICLE 6. RULES FOR NATIONAL COMMITTEES

6.1. Role and responsibilities

A National Committee shall ensure the management of ICOM's interests within its State of establishment, represent the interests of its members within ICOM, including matters of a professional nature with which the National Committee is concerned, and contribute to the realisation of ICOM's mission and purposes, in line with the ICOM Strategic Plan.

A National Committee shall be a primary channel of communication between the Members and the Secretariat, and shall in particular be responsible for:

- promoting membership of ICOM among museums and museum professionals in that State;
- fostering the participation of its members to ICOM activities and structures at the national, regional and international levels;
- providing advice to the Advisory Council and the Director General on any matter relevant to ICOM and its mission and purposes;
- providing advice to the Executive Board and the General Assembly in the form of recommendations on matters of interest to the National Committees to be submitted to the vote of the Advisory Council before being sent to the Executive Board for consideration;
- appointing voting members for the purposes of electing the Executive Board and for voting at General Assemblies;
- participating in the election of the Chairperson and Vice-Chairperson of the Advisory Council;
- electing the Spokesperson of the National Committees;
- deciding on applications for Individual, Institutional and Supporting membership of ICOM and their prompt communication to the Secretariat;
- submitting reports on its activities and/or challenges for the previous calendar year, or a specified period, to the Executive Board upon its request and within a reasonable time;
- collecting the annual membership fees on behalf of ICOM and transmitting the fees before the deadline set in the call for dues, to the Secretariat, together with the paid-up members list. Failure to comply may result in the suspension of the Committee's voting rights at ICOM Statutory Meetings upon decision of the Executive Board.

Each National Committee is represented at the Separate Meeting of the National Committees by its Chair or its designated representative.

Each National Committee is represented at the Advisory Council by its Chair or designated representative.

Each National Committee is represented at the ICOM General Assembly as determined by the ICOM Statutes.

6.2. Membership

A National Committee shall be composed of all the members of ICOM resident or registered in a State in which such a Committee has been established by the Executive Board. Each National Committee shall adopt its own Statutes in compliance with the ICOM Statutes, the present Internal Rules and the ICOM Code of Ethics for Museums.

If there is no National Committee in a State, an Individual Member resident in that State may, with the agreement of the National Committee of another State, and with the approval of the Executive Board, affiliate with that National Committee and participate in its affairs as if a resident of that other State. Such affiliation will cease automatically should a National Committee be established in the State of residence.

If there is no National Committee in the applicant's country of residency, the applicant can directly apply to the ICOM Secretariat who will forward their request to the Executive Board for consideration and decision.

6.3. Establishing a National Committee

A National Committee may be established in any State, as defined in Article 3 - Section 5 of the ICOM Statutes, by the Executive Board, upon receipt of a written request addressed to the Director General.

This request must be signed by at least eight (8) Individual or Institutional Members of ICOM residing in the concerned State.

Upon receipt of such a request, the Director General shall inform all members of ICOM residing in the State concerned of the proposal. The request shall then be transmitted to the Executive Board for consideration and decision.

If the Executive Board decides to formally authorise the establishment of a National Committee, the Director General shall notify all the ICOM Members residing in the concerned State and shall designate one (1) of the members to arrange and chair the first meeting of the Committee at which election of the Chair and members of the board shall take place and the Statutes be adopted.

Once these initial requirements have been fulfilled, the Committee shall submit the following documentation to the Executive Board, so that the latter may formally assess and acknowledge whether the Committee is ready to operate as a National Committee:

- i) official documentation confirming the entity's status as a separate legal entity in its country of establishment;
- ii) a copy of the entity's Statutes, which must be consistent with the ICOM Statutes, Internal Rules and Code of Ethics for Museums;

- iii) the composition of its elected board, including the full names and addresses of all board members, including the Chair; and
- iv) the banking details of an account opened in the name of, or on behalf of, the Committee.

National Committee with host-country registration

In exceptional and duly justified circumstances where the legal establishment and registration of a National Committee within the territory of the State it represents is not feasible due to external constraints and highly complex local conditions, the Executive Board may, by way of exception and on a case-by-case basis, authorise the establishment and registration of a National Committee in a host country. Its membership must be composed primarily of individuals residing in or professionally engaged with the country it represents.

This provision may apply only when at least two (2) of the following circumstances occur:

- armed conflict, occupation, or civil unrest;
- severe political repression or persecution, particularly targeting the cultural or academic sectors;
- collapse of institutional and/or legal frameworks;
- prolonged inaccessibility of national administrative services due to crisis;
- any other extraordinary situation formally recognised by international organisations (notably within the United Nations system or relevant regional bodies) as severely hindering civil society and the cultural sector.

This mechanism may not be invoked for reasons of convenience, administrative delay, general inefficiency, or other circumstances falling short of the above criteria.

Authorisation to operate with host-country registration may only be granted following a first decision of the Executive Board authorising the establishment of the National Committee.

This provision may only be applied in the absence of an existing National Committee in the concerned territory. Where a National Committee is already established, legally registered and operating within the State it represents, no authorisation for establishing a National Committee in a host country can be granted.

The requesting entity must submit a written request to the Director General for further submission to the Executive Board, including the following:

- a detailed report evidencing the exceptional circumstances, with supporting documentation;
- a legal registration plan in the proposed host country;
- a proposed duration of the authorisation;
- a timeline and feasibility plan for relocating the legal entity to the country it represents once conditions permit.

In order to be authorised for establishment in a host country, the entity must meet the following cumulative conditions:

- it must be legally constituted and registered as a not-for-profit organisation in a host country other than the one it represents;

- it must provide its statutes, board composition, and proof of registration in the host country;
- its activities must remain focused on the country it represents and must not duplicate or interfere with any existing National Committee in the host country;
- it must demonstrate a sustained and active connection to the museum and cultural heritage sector of the country it represents.

Recognition as a National Committee with host-country registration shall be granted for a limited period, determined by the Executive Board on a case-by-case basis, and may be renewed or revoked based on periodic review. The Committee shall submit to the Executive Board an annual report, which must include:

- an update on the status of the exceptional circumstances;
- a report of the activities carried out in relation to the country it represents;
- a status report on efforts toward national registration or eventual relocation.

A National Committee established in a host country shall enjoy the same rights and obligations as all other National Committees. It must ensure that its operations remain representative of and responsive to the museum community of the country it represents and aligned with ICOM's mission and purposes, Statutes, Internal Rules, and Code of Ethics for Museums.

Where no National Committee already exists in a State, an association representing museums and museum professionals at the national level in that State may, upon making application in writing to the Director General, receive from the Executive Board authorisation to constitute itself as a National Committee of ICOM in that State. Such authorisation will be given only where it has been demonstrated that the association in question has a substantial proportion of its members who are also members of ICOM and that the statutes of the association are not inconsistent with the ICOM Statutes and Internal Rules of ICOM. Furthermore, the association shall provide (i) a valid documentation of the association's status as a separate legal entity in its country of establishment, (ii) the association's Statutes (which shall be consistent with the ICOM Statutes and Internal Rules), (iii) the composition of its elected board (including the names, surnames, and addresses of all board members), and (iv) the banking information for the account opened and held for or on behalf of the association.

In accordance with Article 15 of the ICOM Statutes, should no National Committee exist in a State, a National Correspondent may be appointed by the Executive Board for a specific duration, as determined by the latter, and dismissed if a National Committee is subsequently established.

Individual Members in a State without National Committee shall be encouraged to work together and eventually be able to form a National Committee.

6.4. Elections of the Board

Each National Committee shall elect its own Chair and a board of not less than four (4) persons (including the Chair).

Members of the board shall be elected for a three (3)-year term of office and may be re-elected once in the same position.

No Member of the board shall serve in the same position for more than six (6) consecutive years.

No Member of the board shall remain in office for more than twelve (12) consecutive years.

Only ICOM Members in good standing who are members of the Committee are eligible to stand for election. A candidate may apply for a single function only.

Elections shall be held every third year. A call for candidates shall be sent to all Members of the Committee at least three (3) months in advance.

The Chair of a National Committee shall not at the same time serve as Chair of an International Committee or a Regional Alliance or an Affiliated Organisation, or as a member of the Executive Board.

6.5. Operations

Each National Committee shall hold a meeting of its General Assembly at least once a year at which the board shall present to the members an annual report on its activities and its financial statements for approval, as well as the Committee's programme, which shall be reviewed and endorsed by its General Assembly. A copy of the Committee's annual report for the preceding year shall be transmitted to the members of the Committee and the Secretariat.

In line with Article 7 of the ICOM Statutes, the board shall be responsible for the appointment of up to five (5) of its members to vote on behalf of the Committee on any matter brought before the ICOM General Assembly and in the elections of the Executive Board.

Each National Committee shall, whenever possible establish relations with the association or associations representing the museum profession and heritage profession and all relevant institutions at the national level of its State of establishment.

6.6. Suspension of the National Committee

The Executive Board may decide to suspend a National Committee established under the ICOM Statutes and these Internal Rules if, following consultation with the said National Committee, there is evidence that the Committee is no longer functioning effectively, as follows:

- there is strong evidence that the Committee in question has acted in violation of the ICOM Statutes and/or Internal Rules (including but not limited to: the failure to transfer the membership dues to the Secretariat by the set deadline) and/or Code of Ethics for Museums, and failed to comply with such norms despite formal written notice from the Executive Board;
- there is strong evidence that the National Committee is acting against the interests, values and missions of ICOM;
- the number of members of the Committee falls below the minimum (i.e. eight (8) members).

The suspension will lead to the withholding of the National Committee's and its members' rights within ICOM until the suspension decision is revoked.

If the Executive Board decides to suspend a National Committee, the Director General shall notify the board of the suspended National Committee and all its members of this decision.

The suspended National Committee shall also notify its members of the suspension decision through its own channels of communication and undertake all possible measures to rectify the situation to ensure that the suspension decision is revoked.

The suspension decision may be revoked upon decision by the Executive Board once the National Committee concerned has remedied the situation and submitted satisfactory evidence demonstrating compliance.

ARTICLE 7. RULES FOR INTERNATIONAL COMMITTEES

7.1. Role and responsibilities

International Committees are principal instruments for the work of ICOM and for the realisation of its mission and purpose, in line with the ICOM Strategic Plan.

They are channels of communication between ICOM Members with similar professional interests, and form the scientific core of the organisation.

International Committees are jointly responsible for the development and implementation of ICOM's programmes and of activities related to each Committee's specific mandate.

Furthermore, the International Committees provide valuable advice to the ICOM network, as well as the Executive Board (in the form of recommendations voted by the Advisory Council) on matters relevant to ICOM's mission and purpose.

7.2. Status and framework

International Committees are bodies of ICOM, operating in accordance with the ICOM Statutes, Internal Rules, Code of Ethics for Museums and decisions of the General Assembly and the Executive Board.

International Committees are not legally independent entities from the organisation and are therefore considered to be based in France and governed by French law. They are not entitled to operate as separate legal entities.

Each International Committee shall develop and adopt its own By-laws, in compliance with the ICOM Statutes, Internal Rules, and Code of Ethics for Museums, and provided that they meet the minimum requirements set out in these governing documents.

International Committees must operate within the framework of the organisation with respect to the Committee's specific mandate, and the ICOM Statutes, Internal Rules and Code of Ethics for Museums.

7.3. Membership

International Committee membership is open to all ICOM Members in good standing when becoming an ICOM member and/or upon request. An ICOM member shall join one (1) International Committee as a voting member and may take part in the activities of up to two

(2) International Committees (which shall be referred to as their International Committees of interest).

Each International Committee is composed of those ICOM Members that have chosen to be a voting member of this (one) (1) Committee and must maintain a membership of at least fifty (50).

International Committees membership lists are maintained by the Secretariat on behalf of the Committees and for their purposes. The data of the Members shall be processed in accordance with the General Data Protection Regulation (GDPR) and any other applicable data protection laws, ensuring the privacy and security of personal information, as further described in Article 11 of the Internal Rules.

7.4. Establishing an International Committee

1. A request for the establishment of a new International Committee shall be sent to the Director General and must be signed by a minimum of fifty (50) ICOM Members, drawn from at least ten (10) different countries and from more than one (1) continent.

2. The mandate of a proposed new International Committee must be professionally oriented, of global and long-lasting interest, compatible with ICOM's mission and purpose, and shall not overlap the mandate of an existing International Committee. In cases where there is uncertainty or potential overlap, existing International Committees with similar or related thematic scopes - even if only slightly - shall be consulted, and their feedback shall be included in the application submitted to the Executive Board.

3. The establishment of a new International Committee shall be submitted to the Executive Board for consideration and decision.

4. If the Executive Board decides to establish an International Committee, the Director General shall appoint one (1) of the members to arrange and chair the first meeting of the Committee at which election of the Chair and members of the Board shall take place and By-laws be adopted. The term of office for the first elected Chair and board of the International Committee shall last until the next ICOM General Conference, where elections shall be held.

5. The Chair elected at the first meeting shall convey the minutes of the meeting to the Director General together with copy of their By-laws, and the names and addresses of members of the Board.

6. The By-laws shall be compliant with the ICOM Statutes, Internal Rules and Code of Ethics for Museums. The International Committees shall refer to the template By-laws provided by ICOM and ensure that certain key provisions are included in their governance documents. Before their formal adoption, these By-laws shall be reviewed by the Secretariat to ensure compliance with ICOM's organisational standards and regulations.

7. A new International Committee is subject to a three (3)-year probationary period. At the end of this period, the International Committee must submit a detailed report on its activities to the Executive Board. The Executive Board will review the report, assess the Committee's performance and contributions, and decide whether to grant final acceptance to the International Committee.

7.5. Elections of the board

Each International Committee shall elect its own Chair and not less than four (4) persons (including a Vice-Chair, a treasurer, and a secretary).

Members of the board shall be elected for a three (3)-year term of office and may be re-elected once in the same position. No member of the board shall serve in the same position for more than six (6) consecutive years. No member of the board shall remain in office for more than twelve (12) consecutive years.

Only ICOM Members in good standing who are voting members of the Committee are eligible to stand for election. A candidate may apply for a single function only.

Elections shall be held every third year. A call for candidates shall be sent to all members of the Committee at least three (3) months in advance

The Chair of an International Committee shall not at the same time serve as Chair of a National Committee or a Regional Alliance or an Affiliated Organisation, or as a member of the Executive Board.

7.6. Meetings and operations

Each International Committee is represented at the Advisory Council by its Chair or designated representative and is represented at the General Assembly as determined by the ICOM Statutes and Internal Rules.

Each International Committee shall hold a plenary meeting with its members at least once per year, and, whenever possible, during the General Conference. During this meeting, the board shall present an annual report on the International Committee's activities and financial position. The Committee's programme shall also be reviewed and endorsed by its members. A copy of the approved annual report for the preceding year shall be transmitted to the Secretariat.

General information shall be distributed to members on a regular basis as a membership service.

The International Committee may, at its own discretion, include other ICOM Members and non-ICOM Members in its communication network and allow them to participate in its conferences in order to promote membership.

Each International Committee may initiate discussions and negotiations with legal entities in the host country of its meeting for the purpose of establishing a cooperation agreement. Potential partners may include, but are not limited to, museums, universities, foundations, National Committees, or other similar public-oriented institutions. However, as an International Committee is not a separate legal entity, any such agreement must first be reviewed by the Secretariat. Its formal conclusion is subject to the prior granting of a delegation of authority by the ICOM President to the Chair of the concerned International Committee.

The Committee shall inform the National Committee of the country in which a meeting or event is organised.

The Committee may create working groups for specific purposes and depending on the needs of the programme or on request by members.

The Chair of the International Committee shall ensure that the Committee's activities do not compromise ICOM reputationally, financially, or professionally.

7.7. Financial resources

The board shall ensure that the International Committee's financial management does not compromise ICOM.

Each International Committee shall comply fully with the ICOM Financial Regulation and ensure that all financial activities, including budgeting, expenditure, reporting, and use of funds, are conducted in accordance with these rules. It is the responsibility of the Chair and Treasurer to ensure that the Committee's financial management aligns with ICOM's principles of transparency, accountability, and good governance.

Upon election, both the Chair and the Treasurer shall sign a compliance certificate confirming their commitment to adhere to the ICOM Financial Regulation throughout their term of office.

The Treasurer is responsible for overseeing the Committee's financial management in full compliance with the ICOM Financial Regulation. Working closely with the Chair and the board, the Treasurer prepares the annual budget, monitors expenditures, maintains accurate financial records, and ensures timely reporting to both the Committee's members and the Secretariat.

All expenditures shall be made in strict accordance with (i) the aims and objectives of the International Committee, and (ii) ICOM's purposes and mission as set forth in Article 2 of the Statutes. Every expense must be supported by the appropriate supporting documentation (e.g. invoices, receipts, debit notes). A clear and demonstrable link between each expenditure and the Committee's aims and objectives must be maintained to ensure that funds are used solely in the Committee's and ICOM's interest and that the Committee's activities do not expose ICOM to financial or professional risk.

The International Committee shall submit an annual report of activities and an annual financial report to ICOM. Upon the submission of these reports, the International Committee is eligible to receive a subvention from ICOM. ICOM may withhold the subvention if the annual report is not delivered or incomplete.

The International Committee may accept sponsorship and apply for subventions, grants or other support for activities and projects. It may request fees for services rendered.

The International Committee shall ensure the proper financial management of all funds associated with the meetings and/or events it organises, ensure the proper audit of accounts and verify final distribution of residual funds.

International Committees are not allowed to establish employment contracts under any circumstances.

7.8. Suspension or dissolution

The majority of the voting members of an International Committee or the Executive Board may decide that the International Committee may be suspended if the Committee is no longer functioning effectively or has acted in violation of the ICOM Statutes or Internal Rules or the Code of Ethics for Museums, and failed to comply with such norms despite formal notice from the Executive Board.

The Executive Board may decide to dissolve an International Committee, following consultation with the Committee, if it determines that the Committee's mission and purpose have been fulfilled and are no longer relevant to the organisation, or if the Committee has been inactive for more than twelve (12) consecutive months, as evidenced by the absence or incompleteness of an annual report. The Executive Board may also take such a decision if the Committee has failed to maintain the minimum required number of members, as defined in the present rules, over a period of three (3) consecutive years.

ARTICLE 8. RULES FOR REGIONAL ALLIANCES

8.1. Role and responsibilities

A Regional Alliance is composed of National Committees in a region. They are designed to promote dialogue and the sharing of information between the National Committees, museums and the museum professionals of a given region.

The responsibilities of the Regional Alliance are to foster cooperation, mutual assistance and the exchange of information among its participants and in particular to:

- provide a forum for exchange of information between National Committees;
- contribute to the realisation of ICOM's Strategic Plan;
- communicate and promote ICOM interests within the region;
- arrange such meetings and produce such publications as it deems necessary, provided all associated costs are met by the organisation;
- serve the interests of the National Committees in the region, but not as a representative of those Committees.

8.2. Status and framework

Regional Alliances are bodies of ICOM, operating in accordance with the ICOM Statutes, Internal Rules, Code of Ethics for Museums and decisions of the General Assembly and the Executive Board.

A Regional Alliance shall consist of five (5) or more National Committees within a region defined by political, geographical, linguistic, or cultural criteria, and be accepted by the Executive Board.

A Regional Alliance shall be identified by the name of the region approved by the Executive Board.

Regional Alliances are not legally independent entities from the organisation and are therefore considered to be based in France and governed by French law.

They are not entitled to operate as separate legal entities.

Each Regional Alliance shall develop and adopt its own By-laws, in compliance with the ICOM Statutes, Internal Rules, and the ICOM Code of Ethics for Museums, and provided that they meet the minimum requirements set out in these governing documents.

The By-laws shall be compliant with the ICOM Statutes, Internal Rules and Code of Ethics for Museums. The Regional Alliances shall refer to the template By-laws provided by ICOM and ensure that certain key provisions are included in their governance documents. Before their formal adoption, these By-laws shall be reviewed by the Secretariat to ensure compliance with ICOM's organisational standards and regulations.

Regional Alliances must operate within the framework of the organisation with respect to the Regional Alliance's specific mandate, and the ICOM Statutes, Internal Rules and Code of Ethics for Museums.

8.3. Regional participation

A National Committee within the region may join the Regional Alliance and, upon approval, participate fully in its activities. All requests to join must be submitted in writing to the Chair of the Regional Alliance. After consulting the existing member National Committees, the Regional Alliance shall formally notify the Director General in writing of the inclusion of the new National Committee(s).

8.4. Elections of the board

Each Regional Alliance shall elect its own Chair and a board of not less than four (4) board members (including a Vice-Chair, a treasurer, and a secretary). The Chair and the members of the board of the Regional Alliance shall be nominated and elected by the National Committees composing the Regional Alliance. Each National Committee shall be entitled to one (1) vote.

National Committees that are members of the Regional Alliance may nominate candidates for election to the positions of Chair and/or other board members. Each candidate may apply for only one position, either as a Bureau member (President, Vice-President, or Treasurer) or as an ordinary board member. Nominations must be submitted using the official form provided by the Secretariat.

Members of the board shall be elected for a three (3) year term of office and may be re-elected once in the same position. No member of the board shall serve in the same position for more than six (6) consecutive years. No member of the board shall remain in office for more than twelve (12) consecutive years.

No more than one (1) person from any National Committee may be on the board at any one time.

The Chair shall be an Individual Member in good standing who is member of one (1) of the National Committees forming the Regional Alliance. The board members shall be Individual Members, or designated representatives of Institutional Members of the National Committees forming the Regional Alliance.

Elections shall be held every third year. A call for candidates shall be sent to all members of the Regional Alliance at least two (2) months in advance.

The Chair and board members shall be elected at a plenary meeting of the Regional Alliance preferably held during the General Conference of ICOM.

The position of Chair shall not come from the same National Committee for more than six (6) consecutive years.

The Chair of a Regional Alliance shall not at the same time serve as Chair of a National Committee or an International Committee or an Affiliated Organisation or as a member of the Executive Board.

8.5. Meetings and operations

Each Regional Alliance is represented at the Advisory Council by its Chair or designated representative and is represented at the General Assembly as determined by the ICOM Statutes and Internal Rules.

Each Regional Alliance shall hold a plenary meeting with all National Committees forming the Regional Alliance at least once per year, and, whenever possible, during the General Conference. During this meeting, the board shall present an annual report on the Regional Alliance's activities and financial position. The Alliance's programme shall also be reviewed and endorsed. A copy of the approved annual report for the preceding year shall be transmitted to the Secretariat.

National Committees attending the Regional Alliance meeting shall be entitled to one (1) vote on any matter before the Regional Alliance.

Each Regional Alliance may initiate discussions and negotiations with legal entities in the host country of its meeting for the purpose of establishing a cooperation agreement. Potential partners may include, but are not limited to, museums, universities, foundations, National Committees, or other similar public-oriented institutions. However, as a Regional Alliance is not a separate legal entity, any such agreement must first be reviewed by the Secretariat. Its formal conclusion is subject to the prior granting of a delegation of authority by the ICOM President to the Chair of the concerned Regional Alliance.

The Regional Alliance shall inform the National Committee of the country in which a meeting or event is organised.

The Chair of a Regional Alliance shall ensure that the Alliance's activities do not compromise ICOM reputationally, financially, or professionally.

8.6. Financial resources

The board shall ensure that the Regional Alliance's financial management does not compromise ICOM.

Each Regional Alliance shall comply fully with the ICOM Financial Regulation and ensure that all financial activities, including budgeting, expenditure, reporting, and use of funds, are conducted in accordance with these rules. It is the responsibility of the Chair and Treasurer to

ensure that the Alliance's financial management aligns with ICOM's principles of transparency, accountability, and good governance.

Upon election, both the Chair and the Treasurer shall sign a compliance certificate confirming their commitment to adhere to the ICOM Financial Regulation throughout their term of office. The Treasurer is responsible for overseeing the Alliance's financial management in full compliance with the ICOM Financial Regulation. Working closely with the Chair and the board, the Treasurer prepares the annual budget, monitors expenditures, maintains accurate financial records, and ensures timely reporting to both the Alliance's members and the Secretariat.

All expenditures shall be made in strict accordance with (i) the aims and objectives of the Regional Alliance, and (ii) ICOM's purposes and mission as set forth in Article 2 of the Statutes. Every expense must be supported by the appropriate supporting documentation (e.g. invoices, receipts, debit notes). A clear and demonstrable link between each expenditure and the Alliance's aims and objectives must be maintained to ensure that funds are used solely in the Alliance's and ICOM's interest and that the Alliance's activities do not expose ICOM to financial or professional risk.

The Regional Alliance shall submit an annual report of activities and an annual financial report to ICOM. Upon the submission of these reports the Regional Alliance is eligible to receive a subvention from ICOM. ICOM may withhold the subvention if the annual report is not delivered or incomplete.

The Regional Alliance may accept sponsorship and apply for subventions, grants or other support for activities and projects. It may request fees for services rendered.

The Regional Alliance shall ensure the proper financial management of all funds associated with the meetings and/or events it organises, ensure the proper audit of accounts and verify final distribution of residual funds.

Regional Alliances are not allowed to establish employment contracts under any circumstances.

8.7. Suspension or dissolution

The Executive Board may decide to suspend a Regional Alliance if:

- evidence indicates that the Regional Alliance is no longer functioning effectively, or
- there is strong evidence that the Regional Alliance in question has acted in flagrant violation of the ICOM Statutes, Internal Rules or Code of Ethics for Museums, and failed to comply with the rules contained therein despite having received formal notice from the Executive Board thereof,
- if the regional participation falls below the minimum of five (5) National Committees.

The Regional Alliance may be dissolved by the Executive Board, following consultation with the Regional Alliance, if it determines that the Regional Alliance has been inactive for more than twelve (12) consecutive months, as evidenced by the absence or incompleteness of an annual report.

ARTICLE 9. RULES FOR AFFILIATED ORGANISATIONS

An Affiliated Organisation is an entity separate from ICOM, governed by its own constitution and rules, which shall not conflict with the mission and purpose of ICOM, and the ICOM Statutes, Internal Rules and Code of Ethics for Museums.

It is an international organisation with a mission and purpose of interest for museums and/or museum professionals.

Applications for affiliation to ICOM shall be made in writing, addressed to the Director General and accompanied by a copy of the constitution and rules of the organisation. The application shall set out the reasons why the organisation wishes to affiliate with ICOM. The Director General shall submit the application to the Executive Board for consideration and decision.

The Executive Board may decide to terminate the affiliation of an international organisation for any of the following reasons: lack of relevance to museums or the museum profession; insufficient or non-existent activity; or actions that seriously violate the ICOM Statutes, Internal Rules, or Code of Ethics for Museums.

An international organisation whose affiliation has been terminated may re-apply for affiliation if the matters that resulted in termination of its affiliation have been resolved.

ARTICLE 10. DIRECTOR GENERAL

The Director General is responsible for the day-to-day management and operations of the Secretariat, in accordance with the decisions taken by the President, the Executive Board, and the General Assembly.

The Director General shall manage the Secretariat's human resources, including recruitment and the implementation of the salary policy.

In cooperation with the President, the Director General shall prepare the annual operational plan and the corresponding financial plan or pertinent budget(s) for the approved activities and operations of the organisation.

The Director General shall ensure the follow-up of these plans and report regularly to the Advisory Council and the General Assembly, including when specifically requested.

The Director General may incur expenses within the scope of the budget, as approved by the Executive Board.

For any expense in excess of the approved budget, the President's prior written consent is required. This threshold does not apply to mandatory expenses, including but not limited to: wages and salaries, social security charges, taxes, rents, and payments resulting from duly signed successive performance contracts, etc.

The Director General is entitled to process payments that have been incurred in due and proper form, in accordance with the thresholds agreed upon for each ICOM body.

The Director General shall also perform the tasks delegated by the President, in accordance with Article 10 – Section 7 of the ICOM Statutes.

ARTICLE 11. PERSONAL DATA PROTECTION

11.1. General principle

In accordance with the provisions of Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data (hereinafter referred to as the “**GDPR**”), as well as any other applicable national data protection laws, ICOM reaffirms its commitment to ensure the protection, confidentiality, integrity, and security of personal data processed in the context of its activities, regardless of the medium, location, or technical means used.

It is essential for ICOM that its Members actively promote a culture of data protection and demonstrate the highest level of diligence when handling personal data in the course of their functions.

ICOM therefore relies on the individual and collective responsibility of its Members to safeguard personal data and to uphold the fundamental rights and privacy of all data subjects.

11.2. Scope

The data protection principles defined in the Internal Rules apply to all Members of ICOM, regardless of their adhering body(ies) (National Committee, International Committee, Regional Alliance, or Affiliated Organisation) or status (including Chair, board members, employees or any other individual acting on behalf of ICOM Members, organs, and bodies). These principles apply insofar as they access, collect, handle, transfer, or otherwise process personal data in the performance of their duties, functions, or mandates.

11.3. Definition and nature of personal data processed

“Personal data” means any information relating to an identified or identifiable natural person, directly or indirectly, including by reference to a name, identification number, location data, online identifier, or to one or more elements specific to their physical, physiological, genetic, mental, economic, cultural, or social identity.

The personal data likely to be processed by ICOM and its Members may include, but is not limited to, identification data, contact details, membership status, participation in activities, fee payments, or additional data strictly necessary for the performance of ICOM’s missions and purpose.

11.4. Essential data protection principles

All personal data processing processed in relation with ICOM missions and purpose and/or within ICOM’s organs, and/or bodies (as defined in Article 8 of the ICOM Statutes) shall be handled with care, confidentiality, and in compliance with applicable data protection regulations.

In particular, the following principles are essential to the ICOM’s data protection policy:

- **Lawfulness, fairness and transparency:** processing must be based on a valid legal ground and be carried out transparently with respect to the data subject.

- **Purpose limitation:** data must only be collected for specified, explicit, and legitimate purposes, and not further processed in a manner incompatible with those purposes.
- **Data minimisation:** only data strictly necessary for the intended purpose shall be collected and processed.
- **Accuracy:** all reasonable steps shall be taken to ensure that personal data is accurate and kept up to date.
- **Storage limitation:** data shall not be retained for longer than is necessary for the purposes for which it is processed, unless otherwise required by law.
- **Integrity and confidentiality:** appropriate security measures must be implemented to protect personal data from unauthorised access, alteration, loss, or disclosure.

11.5. Obligations of ICOM Members and Committees

It is essential for ICOM that its Members promote data protection and are diligent in handling the personal data they process.

In particular, ICOM Members are expressly reminded of the following obligations:

- process personal data strictly within the scope of their authorised responsibilities and in accordance with ICOM mission and purposes,
- comply fully with internal rules and procedures relating to data protection,
- maintain the confidentiality of all personal data accessed, including after the termination of their activity or relationship with ICOM,
- personal data must not be transmitted, shared, or otherwise disclosed through unsecured or inappropriate channels (e.g., personal email accounts, unencrypted attachments, public file-sharing services, or messaging apps not approved by ICOM),
- transfers of personal data to third parties, whether internal or external, must be limited to what is strictly necessary and must always be carried out in a secure and traceable manner,
- refrain from disclosing or transferring personal data to third parties or to others countries outside the European Economic Area without express prior authorisation and/or the implementation of appropriate safeguards, in accordance with GDPR (e.g. Standard Contractual Clauses, adequacy decisions etc.),
- apply all necessary technical and organisational security measures (e.g. strong authentication, passwords, encryption, secure storage, cautious email communications, etc.),
- immediately report any incident or suspected breach of personal data to the designated point of contact.

11.6. Personal data processing and publication by ICOM

Members' are informed that personal data of individuals are collected and processed by ICOM. As the data controller, ICOM only collects and uses the necessary personal data necessary for the functioning of the ICOM network and its activities. In particular, Members acknowledge and hereby authorised ICOM to publish the names, first names, email addresses, and titles of individuals affiliated with its network, particularly those ICOM Members who have been elected or appointed to positions (including but not limited to: Chair, board members, or any other function) within the organs and/or bodies of ICOM as described in Article 8 of the ICOM Statutes, as well as in Working Groups, Standing Committees, and/or similar entities.

This publication may occur across various platforms and supports, including but not limited to the ICOM website, newsletters, email communications, and presentation materials used during statutory meetings.

The processing of Members' personal data shall be strictly aligned with the operational needs of the ICOM network and the requirements of institutional communication. ICOM commits to ensuring that all personal data is handled in compliance with applicable data protection laws and regulations, including appropriate measures to protect the privacy and confidentiality of data subjects.

For more information about ICOM's privacy practices, Members are invited to read the ICOM's Privacy Policy.

11.7. Consequences of ICOM's data protection principles breach

Failure to respect the principles described in the present Internal Rules regarding personal data processing rules may expose ICOM and/or its Members to serious legal and reputational risks.

Therefore, each ICOM's Member has a duty to remain vigilant and to seek guidance whenever there is uncertainty about the appropriate handling or transfer of personal data.

Any breach of the obligations set out in this clause shall constitute a violation of ICOM's Internal Rules and may result in disciplinary or statutory sanctions, depending on the nature and seriousness of the breach. This is without prejudice to any civil or criminal liability that may arise in the event of serious infringement of applicable data protection regulations.

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