

# Strategic Plan

2022-2028

ICOM international  
council  
of museums



# What is this Plan about ?

This Plan is about change – the changes that museums are facing, and the changes that will equip ICOM to support its network in the future.

## ABOUT ICOM

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**Established in 1946**, the International Council of Museums (ICOM) is an independent, non-governmental museum membership association with a global remit.

As an international body, ICOM currently has **44 686 individual members in 138 countries** who participate through:

**118 National Committees,  
6 Regional Alliances,  
32 International Committees and  
22 Affiliated Organisations.**

## OUR VISION

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**By 2028,**  
**we will be a more**  
**transparent, agile, collaborative**  
**and democratic organisation,**  
**supporting our network**  
**to meet the demands of a**  
**rapidly changing world.**

## OUR MISSION

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**We connect** and represent museum professionals across the world and provide a network for sharing **knowledge and practice.**

**We advocate** at an international level for the vital role that museums play in supporting **peaceful, healthy and sustainable communities.**

## OUR COMMITMENT

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We are committed to **supporting our members** in the stewardship of museums, in the custodianship of collections and in the service of heritage and the public.

We face **contemporary challenges together**.

We work for the protection of **cultural and natural heritage**.

We foster **diversity, inclusion and equity**.

We address **decolonisation and climate change** and work for the sustainability of our sector in a post-Covid world.

## OUR VALUES

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We are

***international***  
**in outlook.**

We are

***professional***  
**in focus.**

We are

***collaborative***  
**in practice.**

## OUR PRIORITIES

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ICOM strengthens its position as the **global voice** for the international museum community.

ICOM implements best practice in **governance and management**.

ICOM leads a global museum network **engaging with change**.

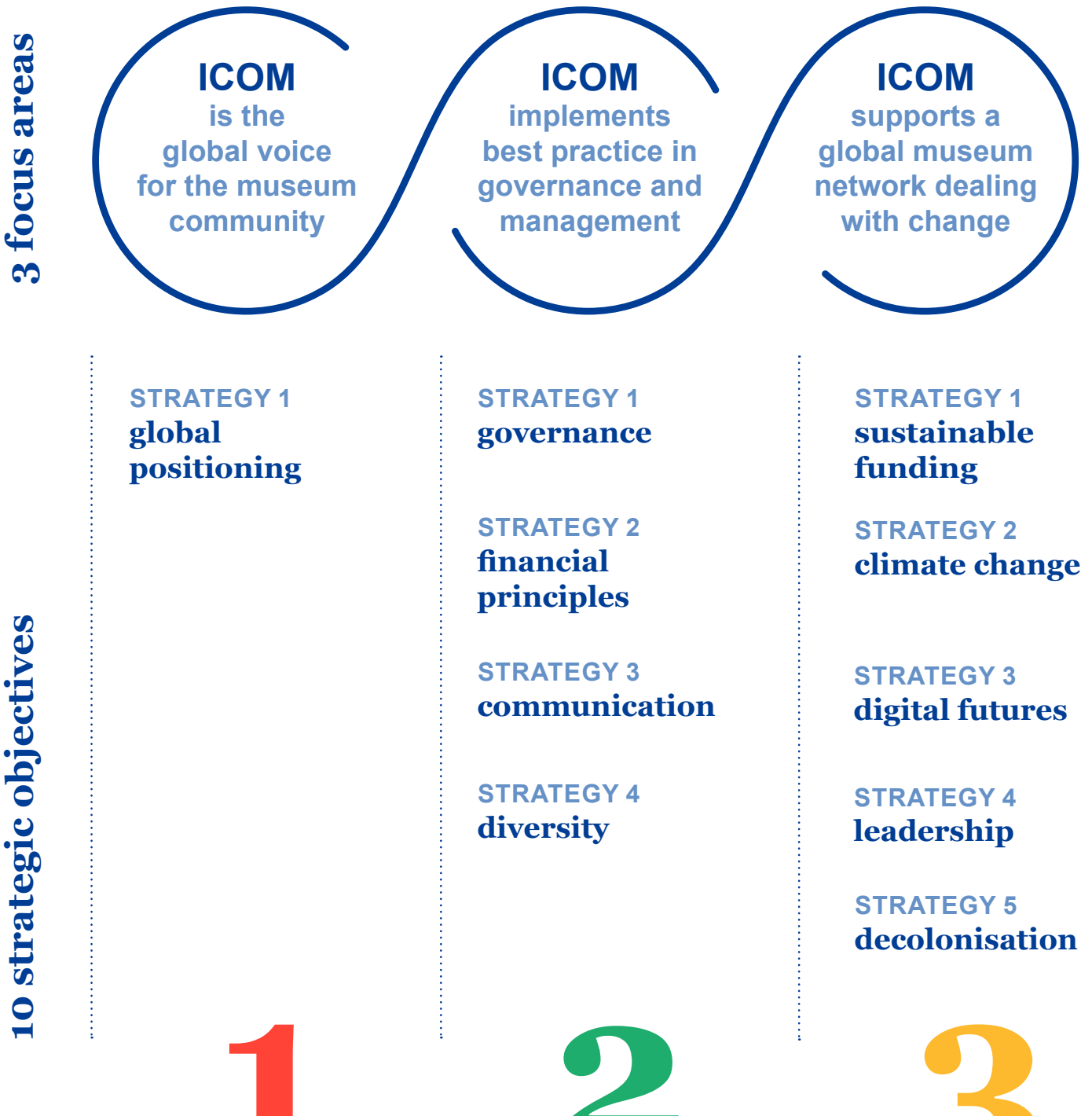
# IMPLEMENTING THE PLAN

This Plan has evolved from a detailed consultative process. Each part of the Association has been involved in its development and every part will have a role to play in its implementation.

After adoption by the General Assembly during the ICOM Triennial Conference in Prague (August 2022), the Strategic Planning Committee will work with the International and National Committees, Regional Alliances, Standing Committees, Working Groups, the Secretariat and the Executive Board to develop specific implementation plans based on a selection of those objectives most relevant to the work which they do.

In a spirit of collaboration and resource sharing, this Plan will encourage National Committees, International Committees, Regional Alliances and partners to work with the Secretariat and the Executive Board to fulfil specific strategic objectives.

## THE STRUCTURE OF THE PLAN



# Global positioning

## WHAT WE WANT TO ACHIEVE

ICOM is recognized as the trusted, objective voice for the global museum sector.

## WHY THIS IS IMPORTANT

ICOM offers an international perspective from which to communicate the role of museums to the public and to promote a deeper understanding of their contribution to societies.

### What will this look like

ICOM promotes museums in international forums and leads the sector in addressing issues of global significance to museums.

### How will we get there

#### BRANDING

**Build** on the 2014 branding study to position ICOM on the basis of its values, its professional benefits and its impact in areas of significance to the museum sector.

#### CAMPAIGNS

**Build** on ICOM's role as a leader in Heritage Protection by increasing its engagement with intergovernmental and non-governmental bodies to raise awareness for enhanced museum security and emergency response planning to deal with increasing military conflict and environmental events.

#### PARTNERSHIPS AND ALLIANCES

**Reactivate** ICOM's participation in UN Committees..

**Review** existing partnerships to ensure they are current ,relevant and impactful.

**Identify** relevant like-minded organisations with which to form new partnerships or influential networks.

### Implementation

Communications Department and the Executive Board

Heritage Protection  
Relevant partners

Executive Board and Director General, relevant partners

### Monitoring progress

Membership increases especially among young adults.

Increased number of initiatives that address museum security and risk management training are reported.

ICOM is a visible presence on UN Committees/ Existing partnerships are reviewed and the results reported/New partners are identified.



# Governance

## WHAT WE WANT TO ACHIEVE

Best practice standards in governance and management.

## WHY THIS IS IMPORTANT

To build membership confidence in ICOM's elected bodies and the decisions they take and to implement ICOM's 2019 Resolution on Sustainability in relation to Sustainable Goal 16 (Peace, Justice and Strong Institutions).

What will this look like	How will we get there	Implementation	Monitoring progress
ICOM builds membership confidence and trust through implementing the recommendations of the 2022 External Governance Review.	<b>ESTABLISH</b> a Working Group on Governance Reform (WGGR) as recommended by the External Review.	Executive Board, Advisory Council	Working Group established.
	<b>DEVELOP</b> A Governance Reform action plan.	Working Group on Governance Reform (WGGR)	Action Plan endorsed. Progress reported.
	<b>CLARIFY</b> the roles and relationships between (a) President and Director-General (b) President, Director General and Executive Board (c) the Executive Board, Committees and Working Groups (d) the mandates, time commitment and skills required to participate on Standing Committees, Working Groups and the Executive Board.	Executive Board, Director-General, Advisory Council spokespeople, WGGR	Roles and responsibilities clarified and changes to Statutes & Rules recommended.
	<b>DEVELOP</b> transparent processes for appointing the Director-General and <b>ESTABLISH</b> effective annual review processes.	Executive Board, Legal Department	Procedures approved by the Executive Board.
	<b>REVISE</b> Statutes and Internal Rules in line with governance reform.	Working Group on Statutes and Rules, Legal Department	Changes to Statutes and Rules adopted by the General Assembly in Dubai 2025
ICOM achieves Association unity through implementing the Strategic Plan.	<b>IMPLEMENT</b> the Strategic Plan across the Association by working with Committees, Working Groups, Regional Alliances, the Secretariat and Executive Board to develop implementation plans.	Strategic Plan Committee, Executive Board, Secretariat, Committees and Working Groups	Workplans developed. Annual reports identify progress against the Strategic Plan
	<b>MONITOR</b> the progress and implementation of the Strategic Plan after 3 years.	Strategic Plan Committee, Executive Board, Secretariat	Strategic Plan is re-assessed in 2025.



# Financial principles

## WHAT WE WANT TO ACHIEVE

Financial transparency, fiscal clarity and strategic use of resources ensure the sustainability of the Association.

## WHY THIS IS IMPORTANT

Members feel confident that funds are used effectively and efficiently in the best interests of the Association.

What will this look like	How will we get there	Implementation	Monitoring progress
Financial transparency and clarity increase trust and confidence across the membership.	<b>CONSULT</b> the Advisory Council in the development of the annual budget and provide sufficient background information to build confidence and understanding in the process.	Executive Board Treasurer, FIREC, Advisory Council	The draft budget is presented annually to the AC November meeting
	<b>DEVELOP</b> a transparent risk assessment procedure to evaluate the issues associated with major project expenditure.	Executive Board, FIREC, Treasurer, Secretariat	Risk assessment process adopted and implemented.
	<b>COLLABORATE</b> with National Committees to ensure that fees and member details are received in a timely manner to allow for budget management.	Membership, Finance Department, National Committees	More timely receipt of fees and members' details.
	<b>IMPLEMENT</b> a system to monitor the impact of ICOM's growth and development against available resources to ensure adequate provision, informed selection of activities and reasonable expectations.	President, Director-General, Treasurer, FIREC	System is developed and implemented.  On-going monitoring of resources vis-a-vis growth is monitored and reported.



# Communication

## WHAT WE WANT TO ACHIEVE

ICOM's membership are confident that they are well informed about and can engage with ICOM's activities and decisions.

## WHY THIS IS IMPORTANT

Transparent, accessible communication is key to the effective functioning of the Association.

### What will this look like

ICOM is confident that its internal communications are impactful.

### How will we get there

**CONDUCT** an internal audit of communication channels within the Secretariat.

**APPOINT** an Internal Communications Co-ordinator to (a) liaise with the National Committees and (b) work with all Committees to develop an Internal Communication Plan which provides an accessible flow of information in two directions.

**ESTABLISH** regular open forums for the President and Director General to answer questions on specific topics raised by the membership and committees.

**CONTINUE** to build the website Member Space, to ensure that critical institutional memory remains accessible as leadership changes within ICOM.

**ENGAGE** the NCs and ICs to identify areas for database improvement.

### Implementation

Communications and Heads of Department

Internal Communications Co-ordinator, NCs, ICs, RAs, SCs and WGS

Internal Communications Co-ordinator, President, Director General

Communications Department

Membership Department, National and International Committees

### Monitoring progress

Audit completed and reported to the Executive Board.

Plan adopted and implemented.

Open forums conducted. Fewer questions about lack of information.

More page views; longer dwell time; fewer requests for existing information

Database fully functional by 2024. Committees report improved communication with their members.





# Diversity

## WHAT WE WANT TO ACHIEVE

ICOM's global diversity is represented across all components of the Association.

## WHY THIS IS IMPORTANT

Museums serve diverse publics. In accordance with UN Sustainable Development Goal 10 (to reduce inequality within and among countries) ICOM and the museums it represents must reflect and serve diversity in governance, operations and engagement.

What will this look like	How will we get there	Implementation	Monitoring progress
ICOM actively seeks greater diversity in the Executive Board, Secretariat, Committees and Working Groups.	<b>DEVELOP</b> a policy that supports diversity in the membership of the Executive Board, Committees, Working Groups and the Secretariat.	Executive Board, Director-General, ETHCOM	Increased global diversity in membership of EB, Standing Committee, WG and Secretariat.
ICOM seeks to diversify its membership.	<b>SUPPORT</b> National Committees in underrepresented regions to increase their membership.	Membership Department, National Committees	Increased membership from the global south.
	<b>EXPLORE</b> the feasibility of developing a 5th category of membership for poorest countries.	Membership Department	Feasibility study reported and decision taken.
ICOM supports its network to implement policies and practices which promote internal diversity and social inclusion.	<b>SUPPORT</b> museums through capacity building programs that develop inclusive practices for diversity and social inclusion across governance, staff, programming and audience engagement.	Capacity Building Department	Attendance at capacity building programs and feedback from attendees.
	<b>CUSTOMISE</b> capacity building programs to reflect regional realities.	Capacity Building Department	Feedback from Regional Alliances, National Committees.



# Sustainable funding

## WHAT WE WANT TO ACHIEVE

The value of museums to society is recognized through sustainable government investment.

## WHY THIS IS IMPORTANT

Museums are active contributors to the social cohesion of communities, the well-being of individuals and an informed and active citizenry. Adequate levels of public funding are necessary for them to sustain and develop this role.

What will this look like	How will we get there	Implementation	Monitoring progress
ICOM makes the case for sustainable government funding for museums.	<b>DEVELOP</b> an international campaign for sustainable public investment in museums through promoting the value and social contribution of museums to societies.	Executive Board, Communications, National Committees	The campaign is used by NCs to advocate with governments at a national level.
	<b>RESEARCH</b> global patterns of public funding for museums, identify impacts and examine emerging business models.	Executive Board and other relevant partners	Research findings received by Dec 2023.
Museums confidently advocate for sustainable government funding at a national level and are aware of emerging business models.	<b>SUPPORT</b> the advocacy work of National Committees to make the case for sustainable government funding through publishing the Advocacy Training Manual and providing associated training.	Executive Board, Director-General, Communications, Capacity Building, relevant Committees	Advocacy Manual is published. Training for National Committees is developed and provided. NCs report impact on public funding for museums.
	<b>BUILD</b> capacity through programmes that facilitate the sharing of information on sustainable business models.	Capacity Building Department	Capacity building programmes on advocacy and business models are established.



# Climate Change

## WHAT WE WANT TO ACHIEVE

ICOM fulfils its commitment to the 2030 Agenda and the Sustainable Development Goals (SDGs) with specific reference to Goal 13 (Climate Action).

## WHY THIS IS IMPORTANT

Museums are recognised as trusted sources of knowledge and valuable resources for engaging communities to imagine and create sustainable futures for our planet (ICOM’s Resolution on Sustainability, Kyoto 2019).

What will this look like	How will we get there	Implementation	Monitoring progress
ICOM works proactively to address the role that museums can play in tackling climate change.	<b>DEVELOP AND IMPLEMENT</b> a 2030 Action Plan to fulfil ICOM’S commitment to the 2030 Agenda and the Sustainable Development Goals (SDGs).	Working Group on Sustainability, Museums and Society Department	Action Plan is produced, adopted and actioned.
	<b>ADOPT</b> a policy: that will see ICOM become a carbon neutral organisation by 2028.	Executive Board, Secretariat	Policy is established, adopted and actioned.
ICOM supports museums to implement policies and programs which address climate change.	<b>DEVELOP and IMPLEMENT</b> capacity building programs for museums to address climate change in their operations (to become carbon neutral by 2028), in public engagement and in advocacy with stakeholders.	Capacity Building Department, Museums and Society Department	Programs launched and promoted.
	<b>PUBLISH</b> a special issue of Museum International on climate change and sustainability.	Publications Department	Edition published.



# Digital futures

## WHAT WE WANT TO ACHIEVE

A forward-thinking museum sector that can use digital to connect in new ways with their communities, better manage their collections, and provide unprecedented access to the publics they serve.

## WHY THIS IS IMPORTANT

Digital is changing. ICOM needs to support the museum sector to embrace the next generation of digital technology.

What will this look like	How will we get there	Implementation	Monitoring progress
ICOM models digital best practice in its operations.	<b>CREATE</b> an Expert Advisory Group to keep ICOM abreast of new developments in the digital field to address.	Executive Board, external experts	Expert Group reports to EB and Secretariat on a regular basis.
	<b>MODEL</b> best practice by using digital in innovative ways to communicate with and engage the ICOM network.	Communications Department	Digital enhances communication across the network.
	<b>EXPLORE</b> the feasibility of a digital ICOM membership card.	Membership Department	Report on feasibility by Dubai 2025.
Museums confidently plan for and participate in a digital future.	<b>ACTIVATE</b> the network to share solutions and best practice examples of using digital customised to regional realities.	Capacity Building Department, National and International Committees	Digital, capacity building programs reflect regional differences.
	<b>COMMISSION</b> new ways of employing digital using a program of webinars, workshops and podcasts.	Capacity Building Department, National and International Committees	New ways of using digital are tested and trialed.



# Leadership

## WHAT WE WANT TO ACHIEVE

A leadership culture which is inspired, innovative and progressive in the face of change.

## WHY THIS IS IMPORTANT

Effective leadership is a key factor in the health of the Association and the sustainability of the museum sector.

What will this look like	How will we get there	Implementation	Monitoring progress
ICOM recognises the importance of effective leadership. It works to enhance the leadership of the Association.	<b>DEVELOP</b> and implement an orientation program for new Executive Board members covering International corporate governance, <b>ICOM</b> structure, roles and responsibilities.	Executive Board	Orientation program developed and implemented.
	<b>REVIEW</b> the Executive Board Code of Conduct at the beginning of each new Executive Board term.	Executive Board	Code of Conduct reviewed.
	<b>ESTABLISH</b> an Executive Board Communication Plan.	Executive Board, Internal Communications Co-ordinator	Executive Board Communication Plan produced.
ICOM supports capacity building for emerging and existing leaders.	<b>SUPPORT</b> current museum leaders to implement the Sustainable Development Goals and the 2015 UNESCO Recommendation through a professional development program.	Working Group on Sustainability, Capacity Building, Museums and Society	Webinars developed, promoted and attended.
	<b>PROMOTE</b> the Advocacy Manual and Training to leaders throughout the network.	Communications and Capacity Building	Feedback from museum leaders.
	<b>CONDUCT</b> a 2nd study of museum leaders to acquire a longitudinal picture of global leadership trends	Relevant International Committees	2nd global study of museum leadership conducted and published.



# Decolonisation

## WHAT WE WANT TO ACHIEVE

ICOM leads a global forum to clarify the issues and identify best practice on decolonising museums.

## WHY THIS IS IMPORTANT

ICOM recognises the role that museums have played in the colonising process and actively upholds international normative instruments, including the 2015 Recommendation on Museums, the 2001 Declaration on Cultural Diversity and the UN Declaration on the Rights of Indigenous Peoples.

What will this look like	How will we get there	Implementation	Monitoring progress
ICOM proactively addresses decolonisation and the role that museums have played in the colonising process.	<b>ADOPT</b> a policy on decolonisation that highlights the ethical issues underlying the decolonisation process and <b>ESTABLISH</b> an action plan.	Executive Board, Museums and Society	Policy developed and adopted. Action Plan developed and implemented.
	<b>CREATE</b> an Expert Group on Decolonisation to advise on policy, practice and program development.	Executive Board, External experts	Expert group is established and reports to Executive Board and Secretariat on a regular basis.
	<b>LEAD</b> a global conversation to clarify what is encompassed within the concept and practice of Decolonisation in museums.	Museum & Society, Executive Board, Expert Group, Heritage Protection	Decolonisation is the subject of a program of events and training
	<b>UPDATE</b> the Code of Ethics to reflect ICOM's policy on Decolonisation.	Executive Board, ETHCOM	Amended Code of Ethics adopted in Dubai 2025
ICOM supports museums to engage with communities and find solutions to the legacy of colonialism.	<b>ESTABLISH</b> a series of open forums to discuss museums, decolonisation and solutions to the legacy of colonialism.	Capacity Building, Museums and Society	Open forums held.
	<b>PUBLISH</b> an issue of Museum International dedicated to museums and decolonisation	Publications Department	Edition published.



# STRATEGIC PLAN COMMITTEE 2020-2022

## CHAIR

Ole WINTHER (Denmark)

## MEMBERS

Ani AVAGYAN (Armenia)  
John BARNES (UK)  
Ech-Cherki DAHMALI (Morocco)  
Robin HIRST (Australia)  
Jane LEGGET (New Zealand)  
Claudia PORTO (Brazil)  
Luis RAPOSO (Portugal)  
Antonio RODRIGUEZ (USA)  
Joana SOUSA MONTEIRO (Portugal).

## EXECUTIVE BOARD REPRESENTATIVES

Laishun AN (China)  
Carol SCOTT (UK)

## SECRETARIAT

Francesca POLLICINI

## COMMUNICATIONS WORKING GROUP

John BARNES (Convenor)  
Ani AVAGYAN  
Claudia PORTO  
Alexandra FERNANDEZ  
Francesca POLLICINI

## SURVEY WORKING GROUP

Robin HIRST  
Jane LEGGET  
Antonio RODRIGUEZ  
Carol SCOTT  
Ole WINTHER

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## GLOSSARY

### STANDING COMMITTEES

DRMC /Disaster Risk Management Committee  
ETHCOM /Ethics Committee  
FIREC /Finance and Resources Committee  
ICOM Define /Museum Definition  
LEAC /Legal Affairs Committee  
SAREC /Strategic Allocation Review Committee  
SPC /Strategic Plan Committee

### WORKING GROUPS

NCWG /Working Group National Committees  
WGSR /Working Group Statutes and Rules  
WGS /Working Group Sustainability  
ICWG /Working Group International Committees

### REGIONAL ALLIANCES

ICOM ARAB /Arab countries  
ICOM ASPAC /Asia-Pacific countries  
ICOM EUROPE /Europe countries  
ICOM LAC /Latin America & Caribbean countries  
ICOM NORD /Northern European countries  
ICOM SEE /South-East Europe countries  
CIMAO /West Africa countries

### PARTNERS

ITC /International Training Centre  
ICOM-IMREC /International Museum  
Research and Education Centre

### INTERNATIONAL COMMITTEES

COSTUME/ Museums and Collections of Costume, Fashion and Textiles  
ICAMT/Architecture and Museum Techniques  
AVICOM /Audiovisual, New Technologies and Social Media  
COMCOL /Collecting  
ICOM-CC /Conservation  
CIDOC /Documentation  
CECA-Education and Cultural Action  
CIPEG-Museums and Collections of Egyptology  
ICEE /Exhibition Exchange  
DEMHIIST /Historic House Museums  
ICLCM /Literary and Composers' Museums  
ICFA /Museums and Collections of Fine Arts  
GLASS /Museums and Collections of Glass  
NATHIST /Museums and Collections of Natural History  
CAMOC /Collections and Activities of Museums of Cities  
ICEthics /Ethical Dilemmas  
MPR /Marketing and Public Relations  
ICMEMO /Memorial Museums in Remembrance of the Victims of Public Crimes  
ICOMON /Money and Banking Museums  
ICOFOM /Museology  
INTERCOM /Museum Management  
ICMS /Museum Security  
ICMAH /Museums and Collections of Archaeology and History  
ICOMAM /Museums and Collections of Arms and Military History  
ICDAD /Museums and Collections of Decorative Arts and Design  
ICME /Museums and Collections of Ethnography  
CIMCIM /Museums and Collections of Instruments and Music  
CIMUSET /Museums and Collections of Science and Technology  
ICR /Regional Museums  
ICTOP /Training of Personnel  
UMAC /University Museums and Collections  
DRMC (IC) /Disaster Resilient Museums

# Strategic Plan

2022-2028

ICOM international  
council  
of museums

## OUR VISION

By 2028 ICOM will be a be a more **transparent, agile, collaborative and democratic organisation**, supporting our network to meet demands of a rapidly changing world.

## OUR COMMITMENT

We support our members in the stewardship of museums, in the custodianship of collections and in the service of heritage and the public. We face challenges together, fostering **diversity, inclusion and equity** and addressing **decolonisation, climate change and sustainability**.

## OUR VALUES

We are **international** in outlook

We are **professional** in focus

We are **collaborative** in practice

## FOCUS AREAS

The **global voice** for museums

**Best practice** in governance and management

Leading a global museum network **engaging with change**

## IMPLEMENTATION

This is **your** Plan (<https://agora.icom.museum/>). After adoption at the General Assembly, reach out to the Strategic Plan Committee ([ole@kum.dk](mailto:ole@kum.dk)). They will work with you to develop your own implementation Plan based on a selection of the strategies most relevant to the work you do.

## OUR MISSION

We connect and represent museum professionals across the world & provide a network for sharing knowledge and practice. We advocate at an international level for the vital role that museums play in supporting **peaceful, healthy and sustainable communities**.

## OUR PRIORITIES

ICOM strengthens its position as the global voice for the museum community

ICOM implements best practice in governance and management

ICOM leads a global museum network engaging with change



## Principles

- **Consultation:** involving the ICOM membership, Committees, Regional Alliances, Secretariat and Executive Board in the development of the plan.
- **Ownership:** the Strategic Plan must be 'owned' and implemented across the ICOM community.

## Process - what the SPC has done

2021

### STAGE 1

CONSULTATION WITH CHAIRS OF RAS, SPOKESPEOPLE FOR NCS AND ICS, COMMITTEE AND WORKING GROUP CHAIRS, EB AND SECRETARIAT

*Responses guide survey development.*

### STAGE 2

SURVEY SENT TO ICOM MEMBERSHIP (AUGUST-SEPTEMBER 2021)

*1628 responses*

*Report to Advisory Council November 2021*

*Report to EB December 2021*

2022

### STAGE 3

RESULTS OF MEMBERSHIP SURVEY GUIDE DRAFT OF STRATEGIC PLAN.

*Draft plan sent to Chairs of Committees, Working Groups and Regional Alliances, Secretariat and Executive Board for comment.*

*Interviews with Director- General and Secretariat Heads of Departments.*

*Meetings with EB.*

### STAGE 4

RESPONSES TO DRAFT STRATEGIC PLAN ANALYSED.

*Revised plan goes to EB for approval at June meetings.*

*Approved plan goes to General Assembly in Prague for adoption.*

## < Product - a vision for change >

*By 2028, ICOM will be a more transparent, agile, collaborative and democratic organisation, supporting our network as it faces the demands of a rapidly changing world.*

**The global voice for the museum community**



**Global Positioning**

**Governance  
Communication  
Financial Principles  
Diversity**



**Best practice in governance and management**

**Supporting a Network  
Dealing with Change**



**Sustainable Funding  
Climate Change  
Digital Futures  
Leadership  
Decolonisation**

## What people said about the plan

Great in the sense that 'it does not look like a copy and paste from the past'. Really a new one. Ambitious looking towards the future.

Making the SP a guide for the Committees as well; Useful that partners outside Sec and EB are identified.

The main focus areas have been well defined and how they will be achieved and measured.

The values are very well phrased

It is clear and well structured. The process has been inclusive. The output is professional.

Very focused – an improvement on the last plan; More workable from the perspective of the Secretariat; General previous plan less easy to develop workable objectives from

ICOM will commit to transparent governance and strategic management. It addresses current issues such as inclusion, diversity and climate change.

Broad, three focus areas are useful...Overall address the topics that are important to the membership. Useful instrument to get feedback from the membership about what is important and the overall direction of the Association

More specific, concrete and clear. Current challenges are taken into account.

Provides a clear path for the next years

It is written briefly, clearly and precisely. The goals, responsibilities etc. are well clarified

The plan is clear and concise and addresses many of the issues brought forward by membership.

# Next steps

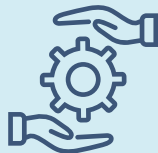
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## ICOM Triennial

When we meet in Prague at the ICOM Triennial Conference in August 2022, the General Assembly will be asked to adopt the new Strategic Plan and set the directions for the Association until 2028.

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## Your role

This is your plan. Upon adoption by the General Assembly during the ICOM Triennial in Prague (August 2022), the Strategic Planning Committee will work with the International and National Committees, Regional Alliances, Standing Committees and Working Groups to develop implementation plans based on a selection of those strategies which are most relevant to the work you do.

03



## ICOM's role

Strategic plans are always important but this is a momentous time as museums progressively reopen post-Covid, count the cost of closures during the pandemic and reimagine the future in a changing world. Leading the global museum community through this period of transition is ICOM's role and we have an opportunity to plan how the Association can best fulfill this role in the next decade.