



ICOMOS

Annual Report

2009

Volume 2



Guidelines for representation at meetings and events

Adopted by the Executive Committee in February 2009 and amended in October 2010

Objectives¹

- 1 The Guidelines aim to:
 - Help the secretariat to process the invitations efficiently;
 - Inform (potential) ICOMOS representatives;
 - Facilitate assignment of funding for representation at events when available.

ICOMOS Calendar

- 2 The Secretariat shall identify the major meetings and events for the year ahead - such as those organised by the National and International Committees or partner organisations and those that ICOMOS attends on a regular basis - and include them in the ICOMOS calendar².

Criteria for assessing the importance of invitations

- 3 ICOMOS shall use the following criteria to assess the importance of meetings and events³:
 - 1 Was the invitation received (well) in advance or at the last minute?
 - 2 Is the event/meeting recurrent? Was ICOMOS invited previously? Did ICOMOS attend previously? What were the benefits of attending?
 - 3 How can the meeting be classified? Political (PRES, VP)? Representational (VP, TG, SG, NC)? Professional (ISC, NC)?
 - 4 What is ICOMOS' role at the event? (Keynote) speech – contribution – participant?
 - 5 What is the importance of the organiser in terms of type of organisation, global/regional reach, traditional partner of ICOMOS or not?
 - 6 How important is the event in terms of scope, visibility, and impact? What can ICOMOS accomplish? Will ICOMOS benefit from participation?
 - 7 How much work is involved: for the secretariat? for the ICOMOS representative?
 - 8 How much does it cost? Are participation costs covered? Is any reciprocity expected in the future?

Processing of invitations

- 4 Executive Committee members shall provide the Secretariat with a copy of the invitations they receive in that capacity, indicating whether they will attend the meeting/event or not, as well as provide a recommendation on whether an ICOMOS representation is required or desired based on the criteria listed above.
- 5 In order to facilitate their processing, any correspondence with the Secretariat related to events, meetings and invitations shall clearly indicate in the subject "calendar" or "invitation" as appropriate.
- 6 The Secretariat shall steer the process whilst copying the messages for information to the SG and to the persons to whom the invitation has been initially addressed. At all times, the Secretariat shall fully inform the National Committee of invitations to meetings and events that take place in its country. Correspondence to National or International Committees will be systematically addressed to the President and the secretariat of that committee.

Level of representation

- 7 The President shall make every effort to represent ICOMOS at all meetings and events that are considered of the highest importance in application of the above mentioned criteria.
- 8 If the President cannot attend, a regional Vice-President ~~will~~ shall be invited to represent ICOMOS.

¹ See decision EXCOMBUR 2010/06 4-3-2

² See decision EXCOM 2009/02 5-1-2

³ See decision EXCOMBUR 2010/06 4-3-1

- 9 The Vice-Presidents shall make every effort to represent ICOMOS at meetings and events of regional importance:
 - Africa: Andrew Hall
 - Americas: Alfredo Conti
 - Europe: Wilfried Lipp
 - Asia Pacific: Kristal Buckley & Guo Zhan
 - North Africa and Middle East: Andrew Hall.
- 10 The Secretary General and Treasurer General shall represent ICOMOS at meetings and events related to their portfolio and any other meetings and events when the President or the Vice-Presidents are not available.
- 11 The Secretariat shall represent ICOMOS at meetings and events related to its own duties and other meetings and events as requested by the Bureau, with support of one or more Bureau members, as appropriate.
- 12 If a Bureau member cannot attend a regional meeting or event, other Executive Committee members of the region shall be invited to represent ICOMOS.
- 13 If no Executive Committee member can attend a regional meeting or any other meeting or event he/she was invited to, the President(s) of the relevant National Committee(s) shall be invited to represent ICOMOS.
- 14 If the topic of a meeting falls within the scope of an International Committee, the President of the relevant Committee or his/her representative shall be invited to represent ICOMOS. In finding the most appropriate representative, the International Committee shall make every effort to send a member from the region.

Duties of ICOMOS representatives

- 15 Any representative of ICOMOS is required to:
 - Present the ICOMOS official position and in any case clearly establish the distinction between official positions and personal opinions;
 - Check the ICOMOS position before agreeing to represent ICOMOS; a briefing will be provided by the Secretariat;
 - Send a brief report to the Secretariat within 15 days of the event, so that ICOMOS can ensure follow-up and continuity.

Participation in costs

- 16 The ICOMOS budget will not, for the time being, cover travelling costs to attend meetings and events. However, in the future support for travelling could be envisaged once the requirements of other budgetary priorities are met (e.g. staff).

Revision of the Guidelines

- 17 The Guidelines shall be reviewed after three years of implementation

Dubrovnik - Valletta Principles for the ICOMOS National Committees

**version adopted by the Advisory Committee and
recommended for adoption to the Executive Committee,
Valletta, Malta, 9 October 2009, and adopted by the Executive Committee in February 2010**

Introduction

For some time ICOMOS has grappled with the issue of what to do with regard to its National Committees. While the number of genuinely dysfunctional Committees is not numerous, they are a dilemma that affects the credibility of the organization in a multitude of ways. ICOMOS is first and foremost a body the purpose of which is to fulfil a need amongst professionals in our sector of activity and as a result it wishes to guarantee that colleagues can benefit from the opportunities and networks that an efficiently run National Committee can provide.

A process of developing the methods to enhance the capabilities and functioning of the National Committees began at a meeting of the Advisory Committee in Edinburgh in 2006. At that meeting, it was resolved to create four Advisory Committee task teams to examine selected areas in which the functioning of National Committees could be enhanced and to make recommendations for that purpose. The teams were asked to focus on National Committee membership and statutes, regional cooperation among National Committees, their cooperation with International Scientific Committees, and their involvement in World Heritage work. The task teams were further asked to make appropriate recommendations to the ICOMOS Executive Committee. Later, a fifth task team was established to examine openness and transparency.

At the meetings of the Advisory Committee in Pretoria 2007, and in Quebec 2008, the National Committee Presidents and their representatives who participated in the discussion reached several decisions that promoted the consideration of a new model for the National Committees.

These Principles are meant to guide the individual activities of all ICOMOS National Committees, as well as the cooperative work among them, and their relations with all ICOMOS bodies and activities. One primary responsibility of each National Committee is to ensure the sharing and dissemination of knowledge and information among its members and with all ICOMOS bodies.

The National Committees are established and operate according to the Statutes of ICOMOS, consequently, their organization, structure and proceedings may be required to evolve if and when such Statutes are amended.

It is expected that in the very near future the first round of evaluations will take place and this will begin to establish an ongoing process that determines that at national level ICOMOS becomes a far more consistently active organization than has perhaps been the case in certain countries in the past. We therefore appeal to National Committees to, in their own interests, co-operate with its implementation and in so doing make our organization more credible, effective and better able to serve the interests and needs of its members, in the pursuit of the conservation of the monuments and sites of the world's cultural heritage.

**Gideon Koren
Advisory Committee Coordinator of the 5 Task Teams**

Dubrovnik-Valletta Principles

Valletta, Malta, 9 October 2009

version adopted by the Advisory Committee and
recommended for adoption to the Executive Committee,
Valletta, Malta, 9 October 2009

These principles, recommended at the meetings of the National Committee Presidents and the Advisory Committee and approved by the Executive Committee (Note: Executive Committee approval still pending), are for use in determining levels of activity of, service delivery by, and general effectiveness of the National Committees of ICOMOS.

Their primary purpose is to guide the work of all ICOMOS National Committees and where necessary help the organization to assist National Committees to recommence effective operations in the service of heritage professionals in their countries and in the interests of the heritage of humankind.

The implementation and revision of these Principles shall be the responsibility of the Advisory Committee, and will first take place in 2011.

I Members

A General principles

- 1 The credibility of ICOMOS depends on a minimum standard applying to all its international membership, while other issues can remain within the discretion of the individual National Committees, reflecting the cultural diversity of the Organization in accordance with Article 13. of the International Statutes.
- 2 It is the intention of ICOMOS that its National Committees continually gather a membership that will include recognized experts in their field of specialization, be representative of all of the world regions or pertinent regions, and recruit young professionals seeking such specialization; and that all be given ample opportunities and stimulus to become actively engaged in the work of the Committee.
- 3 All members shall be familiar with the Statement of Ethical Commitment adopted by ICOMOS in Madrid in 2002, and abide by it at all times. Failure to behave accordingly may result in dismissal.
- 4 Appeal against refusal of an application for membership or dismissal, shall be available to the ICOMOS Advisory Committee and to the ICOMOS Executive Committee.

B Membership categories

- 1 The 4 membership categories for Membership shall be as defined in Article 6. of the ICOMOS Statutes.
- 2 The list of professions and occupations in Article 6. (a) (1) should not be taken to exclude any other professions, occupations or trades engaged in the conservation of monuments and sites.
- 3 National Committees may wish to have a class of Associate members. Associate membership can only include members of the National Committees, and shall have no voting rights. It is intended as a means of encouraging new individual members and for providing additional income to the National Committees.
- 4 Young Professional membership shall be a sub-category of Individual membership and subject to the same membership criteria as Individual members. Young Professional members should continue to be encouraged by means of discounted dues. The discount should continue to be a centrally set fixed percentage (currently 50%) of the regular dues. The discount shall apply to new members under the age of 30, or within the first 5 years of their professional career in conservation.
- 5 Student membership shall be a sub-category of Associate membership and subject to the same membership criteria as Associate members. Student members should continue to be encouraged by means of discounted dues, as applied to Young Professional membership.

C Membership dues

- 1 In general, membership privileges, including membership cards and voting rights at General Assemblies, should be granted only after the payment of dues.
- 2 The Executive Committee may, in special circumstances of genuine need, wish to grant a reduction in dues without loss of privileges.
- 3 It is desirable for National Committees to set dues at a higher level than the dues payable to ICOMOS International, so that some of this money is available for the work of the National Committees.

II National Committee Cooperation

- 1 Regional co-operation within ICOMOS has long been a declared goal. The National Committees are the vehicles through which ICOMOS brings together, develops and serves its worldwide goals. ICOMOS expects the National Committees to be at the heart of scientific inquiry and exchange in their domains and to share knowledge among them to foster a multi-disciplinary approach to heritage protection and management, in fulfilment of the ICOMOS goals to “Gather, study and disseminate information concerning principles, techniques and policies” related to heritage protection. ICOMOS will support its National Committees to actively pursue regional co-operation, in order to promote greater understanding in the heritage field and to guarantee the generational renewal of all heritage professions within and outside of ICOMOS.
- 2 The National Committee regions are to continue to meet annually in the regional division as adopted by UNESCO.
- 3 ICOMOS wishes to encourage regional co-operation, and especially have wealthier and more active National Committees encourage and support new or struggling National Committees in the same region, subject to appropriate protocols to ensure independence. An international database will provide better opportunities for professional co-operation between members and National Committees.
- 4 The National Committees are to encourage bilateral or trilateral activities between National Committees, based not only on geographical convenience, but also on other common nominators and mutual interests such as linguistic efficiency or common heritage. Examples for cooperation between different regions are OAS – Organization of American States, Organization of IBERO – American States, MERCOSUR, CARICOM, Council of Europe, etc.
- 5 Given the vehicles for efficient regional cooperation, ICOMOS as a trans-national organization maintaining ideological, political and religious neutrality, may provide effective post-disaster/post-conflict response in afflicted regions and be used for bridge building between cultures.
- 6 Mapping of inter-governmental and inter-academic organizations worldwide to assist in the network of cooperation.
- 7 A meeting of National Committee Presidents, or their designated representatives, may take place as and when need arises and to discuss matters of mutual interest and concern.

III International Scientific Committee & National Committee Cooperation

- 1 The National Committees regard the work performed by the International Scientific Committees as an important pillar in ICOMOS' ability to accomplish its goals. As such, the National Committees see great significance in having full cooperation between the National Committees and the International Scientific Committees.
- 2 All National Committees should encourage membership in all International Scientific Committees, under the terms of the Eger-Xian Principles, and in mirrored National Scientific Committees, wherever available.

- 3 National Committees shall encourage the establishment of National Scientific Committees, to operate in the same fields as the existing International Scientific Committees. The purpose of the National Scientific Committees is to act as the combining link between the scientific work performed at the national level and the scientific work performed at the international level. The International Scientific Committees should report to the National Scientific Committees and vice versa, and as such, there shall be integration of all the knowledge and expertise amongst the members of the National Scientific Committees and the International Scientific Committees leading to further advancement of the ICOMOS goals.
- 4 In order to guarantee the interaction between the National Scientific Committees and the International Scientific Committees, the chairperson of the National Scientific Committee, wherever available, shall be appointed as the voting member in the International Scientific Committee, and that person shall be in charge of the sharing of information between the two. In the case of National Committees that have not formed National Scientific Committees, the chairperson of the National Committee shall be in charge of communication with the International Scientific Committee and shall act to create adequate representation of Expert members of the National Committee in the International Scientific Committees.
- 5 The Minutes and Protocols of all International Scientific Committee meetings shall be published on the ICOMOS website in as many languages as possible, in order to guarantee openness and accessibility. If such publication is not available, copies shall be sent to the National Committee chairpersons.
- 6 National Scientific Committee Presidents shall be encouraged to exchange information with other National Scientific Committees working in the same field and in interdisciplinary intersections between the fields.
- 7 The National Committees shall be encouraged to be involved in the preparation of the International Scientific Committees' doctrinal papers in order to guarantee full cooperation between the National Committees and the International Scientific Committees, and to further ICOMOS' goals.

IV Involvement of National Committees in the World Heritage Work of ICOMOS

- 1 One of ICOMOS' most important roles is the evaluation of World Heritage as outlined in the World Heritage Convention and the current Operational Guidelines. It is the State Party's role to identify and to nominate World Heritage Sites and this may usefully be with the support of National Committees.
- 2 National Committees are encouraged to develop working relationships with the National Commission for UNESCO in their states.
- 3 There are varying degrees of involvement of the National Committees in the process of compiling the Tentative List and in selecting sites to be nominated for inscription in the World Heritage List. National Committees are encouraged to contribute to the selection of sites for inclusion in Tentative Lists or preparation of nominations for inscription.
- 4 National Committees are encouraged to respond to requests from the ICOMOS World Heritage Unit for opinion on nominations, and that such opinions are confidential between ICOMOS and the National Committee.
- 5 A dialogue should be established between the ICOMOS World Heritage Unit and National Committees over the identification of appropriate experts to undertake missions or to write desk reviews for evaluations.
- 6 Once a site has been inscribed as a World Heritage site by the World Heritage Committee, the State Parties and ICOMOS should urge the National Committees to support the protection, conservation and management of inscribed sites, including preventive monitoring, wherever possible.
- 7 National Committees are encouraged to participate in visits for expert evaluations or monitoring missions to their countries, as invited by the ICOMOS World Heritage Unit.
- 8 With the exception of the work of the ICOMOS World Heritage Panel, the ICOMOS Bureau, as well as the Executive Committee and International Secretariat, National Committees shall not take a resolution, provide opinion, or issue a statement relating to heritage issues in any active National Committee's country, before a draft is sent in due time to the relevant National Committee for its review and comments. At times when such consultation is not available within the time constraints of the ICOMOS World Heritage Unit, wherever possible, consultation should be undertaken.

- 9 In order to facilitate greater dialogue and transparency, the ICOMOS World Heritage Unit should keep the National Committees informed of all key World Heritage issues in their country.

V National Committee Management and Statutes

A Elections

- 1 Each National Committee must conduct elections for its Bureau or Executive Committee at least once every three years. The Bureau or Executive Committee shall comprise at least three officers, of whom one shall be the National Committee President.
- 2 Each National Committee shall decide whether the President shall be elected from the members of the National Committee, or if the National Committee shall first elect the Bureau or Executive Committee and it shall elect the President from within.
- 3 A President shall not serve more than three consecutive three-year terms in office.
- 4 Subject to the provisions of national laws, and after reasonable consultation, if the National Committee does not conduct elections in accordance with these Principles, the Executive Committee of ICOMOS may facilitate elections being held among all ICOMOS members of that country, including members recognised by ICOMOS International.

B Compliance

- 1 The statutes of all ICOMOS National Committees shall comply with these Principles and with the Statutes of ICOMOS.
- 2 All existing National Committees are encouraged to revise their statutes and to bring them into compliance with these Principles.
- 3 Each National Committee shall hand in an Annual Report to the Advisory Committee and the International Secretariat. In the report the National Committee must describe its compliance with the following criteria:
 - Non-Complying with these Principles, or with ICOMOS Statutes.
 - The National Committee does not pay its dues to ICOMOS.
 - The National Committee does not submit its Annual report.
 - Operating against the aims and objectives of ICOMOS.
 - Acting in breach of decisions of the Advisory Committee, the ICOMOS Executive Committee or the General Assembly.
 - The National Committee did not hold elections.
- 4 The Advisory Committee shall review the activities of the National Committees. Where it finds that a National Committee is out of compliance with the provisions of these principles, it may provide advice and guidance to the National Committee to assist the National Committee to come into compliance.
- 5 Where a National Committee remains out of compliance, the Advisory Committee shall refer the matter to the Executive Committee with recommendations for corrective action.
- 6 In exceptional cases, the non complying National Committee shall not be allowed to participate in the Advisory Committee meetings or to vote in the ICOMOS General Assembly.

Malta Guidelines for the ICOMOS International Scientific Committees⁴

Adopted by the Scientific Council in October 2009

Foreword

Since its foundation, ICOMOS has recognized the importance of its International Scientific Committees as a cornerstone for international cooperation in the creation and sharing of specialized knowledge and the development of activities that will support the conservation and protection of the cultural heritage in all the world regions. Given their importance, ICOMOS has grappled with the issue of what to do about its non-contributing International Scientific Committees, that is, those Committees that, for a variety of reasons, are inactive or are not functioning according to the broad policy and Statutes of the organisation and the Eger-Xi'an Principles. Whilst these Committees are not numerous, they are a dilemma that affects the credibility of the organisation in a multitude of ways.

Whilst the ICOMOS statutes do not exclude the evaluation and guidance of International Scientific Committees, nor intervening on behalf of those that are not operating effectively, they provide no effective system for doing so. In part, this has been the reason why Committees that are idle have not had sufficient assistance to get back on track.

Several years ago, ICOMOS grappled with similar issues when it came to the National Committees and consequently adopted the Dubrovnik Guidelines (October 2001). This document is an adaptation of the Dubrovnik Guidelines to suit the nature of the International Scientific Committees in accordance with the Eger-Xi'an Principles.

It is expected that in 2009 the first round of reviews will take place and this will begin to establish a tradition that determines that at an international scientific level ICOMOS becomes a far more consistently active organisation than has perhaps been the case in certain areas in the past. The system will take some effort to implement and we hence appeal to International Scientific Committees to, in their own interests, co-operate with its implementation, and in so doing make our organisation more credible, effective and better able to serve the interests and needs of its members.

Introduction

ICOMOS is first and foremost a body, the purpose of which is to fulfil a need amongst professionals in our sector for active professional engagement and to ensure that our colleagues benefit from the opportunities and network that an efficiently run International Scientific Committee provides.

At the outset, it is important to understand that this document is no more than a guideline that proposes a system for assessment at the most basic level of activity of the operation of our International Scientific Committees. If an International Scientific Committee is found to be inactive or in difficulties, these guidelines provide for actions by the Scientific Council to assist in understanding and resolving the issues that are causing the problem.

The implementation of these guidelines will help the SC evaluate the success of each ISC and to recruit, as appropriate, other bodies of ICOMOS to assist it in publicizing and sharing the results of ISC work. Conversely, this reporting can also act as an early warning system that will show problems before they become detrimental, or cause the disbanding of a Committee.

The work of the International Scientific Committees is highly valued as a fount of collaboration, cooperation and production of work that sustains heritage preservation. It is important to note that these guidelines are flexible. They commit the Scientific Council to accept variations in culture of governance, volunteer professional activity and application of resources, which determine that in different scientific fields, International Scientific Committees may operate in different ways and at levels of activity that are relative to the resources available.

With the objective of quality performance of all International Scientific Committees, the annual report of each Committee will be reviewed in light of that Committees' current triennial plan and these guidelines. It is expected that for the majority of Committees, the annual report will be a vehicle for informing the whole of ICOMOS of the vital work being carried out as well as an opportunity for ICOMOS to support these efforts of professional collaboration and cooperation.

If the annual reporting indicates a deficiency in organization and/or performance, the Scientific Council will ask the Executive Committee to intervene to support full Committee function. Steps will be taken to re-activate a Committee, or terminate one that in reality no longer exists, as appropriate.

⁴ These guidelines are based on the Dubrovnik Guidelines for the evaluation of National Committees.

Activity Guidelines for ISCs

These guidelines are for use in documenting activities, performance, and general effectiveness of the International Scientific Committees of ICOMOS. They serve the multiple purposes of summarizing the work of each ISC, informing the broader ICOMOS community of these initiatives, and fostering inter-Committee collaborations. In addition, they bring notice and aid to Committees who are not functioning effectively, assisting in distinguishing between those that are active and inactive. The SC and other ICOMOS bodies will assist International Scientific Committees to foster effective operations in the service of heritage professionals in the interests of the heritage of humankind, a mainstay of the work of ICOMOS.

Annual Reports

Each International Scientific Committee will submit an annual report to the ICOMOS Secretariat, which will be reviewed by the Scientific Council. The information contained in these reports will then be integrated into the ICOMOS Annual Report to capture the full range of this important work, will be website posted, and will be celebrated by the SC at its annual meeting.

This report should include the current activities of the ISC, where each initiative stands, and what remains to complete each initiative. The report should indicate how each activity fits into their triennial work plan. The format for the report and the details provided by the Committee will facilitate review for compliance with these Malta Guidelines (October 2009). The report will refer to following criteria of performance.

Performance Criteria for Administration

In addition to the annual reports, International Scientific Committees will be reviewed by the Scientific Council on a triennial basis in order to assure that each ISC is following a common criteria:

ISC Compliance with Eger-Xi'an Principles

Although it is acknowledged that some exceptions may apply to Hybrid Committees, the following performance criteria are necessary under the Eger-Xi'an Principles:

- 1 Adoption of Statutes that conform to the Eger-Xi'an Principles (or in the process of revising them within a time-frame acceptable to the Scientific Council).
- 2 Adoption of new membership criteria.
- 3 Submission of an annual report.
- 4 Triennial elections and rotation of office-bearers.
- 5 Annual Committee meetings in person or electronic with one meeting coincident with the triennial ICOMOS General Assembly.
- 6 Annual submission to the Secretariat of reliable contact details (e.g.: postal address, fax, or e-mail).
- 7 Subscription, of more than one Bureau Member to the Scientific Council's listserv.
- 8 Compliance with the Ethical Commitment Statement adopted in Madrid in November 2002.

ISC Administration and Membership

- 1 Evidence of representation at Scientific Council meetings, Advisory Committee meetings and General Assembly.
- 2 Response to circulars and appeals by the Scientific Council and the Secretariat.
- 3 Response to appeals made by members of the Committee, members of ICOMOS and the general public.
- 4 Dissemination of information to members.
- 5 List of members including membership category, NC and voting designation (NC-designated voting member or not).
- 6 Numerical growth in all membership categories by region.
- 7 Process for identifying and inviting highly recognized individual experts in the field to join the ISC.
- 8 Record of outreach to National Committees requesting the identification of individual members who should be invited/nominated to the ISC.

ISC Professional Activities

In general, the development of a triennial work plan that meets at least one of the agreed priorities of ICOMOS and the Scientific Council is an expected goal to improve knowledge in an ISC's specific area of cultural heritage. Professional contributions, based on that plan and on the goals adopted by each ISC, should address the following:

- 1 Implementation and achievement of triennial work plan in general and of the agreed priorities of ICOMOS and the Scientific Council in particular.
- 2 Collaboration with other ISCs.
- 3 Contribution to regional meetings.
- 4 Dissemination of information regarding new professional initiatives to all ISCs.
- 5 Membership and mentoring young professionals.
- 6 Contribution to ICOMOS' World Heritage activities.

- 7 Conferences or regional workshops organized by the ISC, with identification of attendance by region.
- 8 Dissemination of proceedings of conferences. (This can be web-based or in digital format.)
- 9 Other activities/publications.
- 10 Dissemination of information regarding activities/publications to the general membership of ICOMOS.
- 11 Dissemination of publications to the ICOMOS Documentation Centre.
- 12 List of affinity institutions with whom partnerships or cooperation is ongoing or envisioned as a potential.

Performance Review Procedures

Although, in practice, the SC will review annual reports in the process of preparing a summary report for the Scientific Council, Advisory Committee and the Executive Committee, thus providing the opportunity to distinguish active from inactive Committees in a more timely fashion, the activities and performance of each of the International Scientific Committees shall be formally reviewed triennially based on their annual reports in the activity of the above-listed performance criteria and as it applies to each Committee's triennial work plan.

The Scientific Council shall appoint three Officers or three of its members to conduct the evaluation. The reviewers will be elected for a three-year term. The reviewers will not assess the work of their respective Committees and will be replaced in such cases by an Officer of the Scientific Council.

The reviewers can request additional data or interim reports from an ISC to carry out their review effectively. The opportunity for each ISC to make recommendations for assistance in achieving basic or enhanced performance will be included in their annual report. Conversely, the reviewers will note areas where ICOMOS could help, improve and/or increase ISC performance in general or specifically. The reviewers will take into consideration the special conditions of hybrid ISCs as well as their own triennial work plans.

The reviewers will submit a triennial report to the Officers of the Scientific Council three months before the meeting of the SC, coincident with the year before the General Assembly. The review report will be presented at the SC's meeting. It is anticipated that in most cases, this review process will inform ICOMOS, the global heritage community, and the public at large of the excellent and effective work of the professionals who contribute to the heritage of global culture through the ISCs.

The SC will seek ways to guide all ISCs to come into compliance and provide assistance to ISCs wherever required. Based on the reviewers' report, the Scientific Council will submit recommendations to the Executive Committee of ICOMOS, when necessary.

ICOMOS Model Statutes for National Committees

Amended and commented version as adopted by
the Executive Committee, October 2009

Introductory comment

The moderate revision of the National Committees model statutes aims to clear up – as far as possible – ambiguities in the current model statutes, without departing from the ICOMOS statutes. It also contains a revision of provisions which have a somewhat insecure foundation in the same statutes. In addition, it is a purely editorial review with an ensuing change of enumeration of the articles.

There is a comment to each proposed change in an article regarding its relation to the ICOMOS statutes, and explaining the motive for the change. **Proposed changes and deletions are marked out in italics.**

It is obvious that any model for statutes for ICOMOS National Committees (NC) will have to adhere faithfully to the ICOMOS statutes. It is probable that NCs in many cases will find a need for supplementary provisions in order to make their statutes better adapted to the legal environment of each country or for a smooth running of their affairs. **ICOMOS statutes and NC statutes have legal value in front of third parties and therefore should contain all essential elements.** The aim of the model statutes is to recommend a minimum standard compatible with the ICOMOS statutes. In some cases, however, the comments contain suggestions which NCs may find helpful.

ICOMOS basically is not a federative organisation, made up by other organisations; its members are individuals and institutions. The NCs are groupings of individuals and institutions from the same country.

National Committees as such have no direct role in the running of ICOMOS. Their competence is limited to assigning the National Committee voting rights at the ICOMOS General Assembly (GA), but this does not mean that it can tell the vote-carriers how to use their votes. Neither is the fact that National Committee Chairpersons have a seat on the Advisory Committee an expression of federalism.

There is one major issue which has not been regulated in the ICOMOS statutes but which will have to be addressed by some National Committees. These National Committees have members outside of the four membership categories specified in the ICOMOS statutes. Theoretically, this implies that there are two parallel associations, only one of which could claim to be a National Committee under ICOMOS. In practice, few problems arise and the two associations can be administered as one. Good order, however, demands that National Committee members who do not qualify as ICOMOS members should be excluded from influencing the National Committee in matters pertaining to ICOMOS, such as the assignment of votes at the General Assembly.

Suggested Model for Drafting of ICOMOS National Committee Statutes

Revised by the Executive Committee of ICOMOS, October 2009
(language proofing under way)

I Name and address

Article 1

An association is hereby established under the name of "National Committee of the International Council on Monuments and Sites (ICOMOS) in [name of country]", or "ICOMOS [name of country]" by abbreviation, hereinafter referred to as "The Committee". *The full name and its abbreviation can be used indifferently.*
In conformity with the ICOMOS statutes, the ICOMOS Executive Committee accredits the National Committees and is the sole holder of the ICOMOS name and logo.

Comment: In countries where national jurisdictions set up certain requirements for the incorporation of an NC or for the recognition of its legal personality, details needed for such recognition could be inserted here.

Article 2

The official address of the Committee shall be: *The address can be modified by decision of [the General Assembly].*

II Aims and activities

Article 3

The aim of the Committee shall be to further the conservation, protection, rehabilitation and enhancement of *historical* monuments, groups of buildings and sites, at the national and international levels *and in accordance with definitions given in Article 3 of the ICOMOS statutes.*

Comment: To provide further clarification, a NC may, of course, repeat the definitions in its statutes.

Article 4

At the national level, the Committee shall establish and carry out its own programme of activities, in accordance with the aims and activities of ICOMOS. It shall implement the decisions of the ICOMOS General Assembly and the programmes proposed by the Advisory and Executive Committees of *ICOMOS the Council*. Generally, it shall serve as a forum for discussion and for the exchange of information, nationally and internationally, on matters of principle and of technical, legal and administrative practice, affecting the conservation, restoration, rehabilitation and enhancement of monuments, groups of buildings and sites.

Comment: This article implements Articles 13(c), (d) and (e) of the ICOMOS statutes.

III Membership

Article 5

The Committee shall comprise all members of ICOMOS *residing* within [name of country], including Individual, Institutional, Sustaining and Honorary Members. ICOMOS membership shall be *granted* to any duly qualified individual or institution, in accordance with Article 6 (a) of the ICOMOS statutes, *who requests it.*

Comment: This article implements Articles 6 and 13 (a) and (b) of the ICOMOS statutes. Under ICOMOS Articles 13 (a), cf. 10 (b), the ICOMOS Executive Committee is empowered to regulate the number of Individual Members of NCs and to approve the composition of a NC.

A distinction should be made between sustaining members and donors.

If a NC aspires to include members who do not fall in any of the four recognised membership categories of ICOMOS, this should be provided for here, and also how their influence on ICOMOS issues will be restricted.

Article 6

Any individual or institution wishing to become a member of ICOMOS shall complete an application form and *submit it to [the General Assembly] [Executive Board]* for approval. Upon notification *from the Chairman* of acceptance of his application, he shall pay membership dues, the annual amount of which shall be set in accordance with Article 10 below.

Comment: If a NC finds it suitable to have the approval powers devolved to one person or to the Executive Board, there is no obstacle to this in the ICOMOS statutes. There should, however, be a clear provision to this effect in the NC statutes.

Some NCs may want to elaborate further what the application form should contain, such as a resume of the applicant's merits for membership. This could, of course, be done within this article or in the Rules of Procedure. The conditions required to become a member of ICOMOS should adhere faithfully to the ICOMOS statutes.

Each member shall pay his annual dues. In exchange ~~for the payment of his dues~~, each member shall receive an ICOMOS membership card, ICOMOS periodical publications and such other advantages as the Executive Committee of ICOMOS shall from time to time decide.

Comment: This implements Article 6 (e) of the ICOMOS statutes. It must be understood that the application is not valid for persons whose membership lies outside of the four ICOMOS categories

Article 7

Institutional Members shall designate a duly qualified individual to represent them on the Committee.

Comment: Under Article 13 (f) of the ICOMOS statutes representatives of Institutional Members shall have been duly designated by the relevant bodies, understood the institutions.

Article 8

A member of ICOMOS shall cease to be a member:

- a If he should resign at the end of a calendar year, after having given *his* National Committee written notice to that effect three months in advance, and after having paid his dues for the current year;
- b If he should be formally struck off the register by the General Assembly or Executive Committee of ICOMOS, for non-payment of dues or any other valid cause;
- c If he should be formally struck off the register by the *[General Assembly]* *[Executive Board]* of the Committee, for non-payment of dues or for any other valid cause.

IV Finances

Article 9

The income of the Committee shall derive from:

- membership dues,
- gifts and bequests,
- subventions,
- contracts for research and provision of services,
- other sources of income approved by the Executive Board of the Committee.

Comment: Corresponds in essence to Article 17 of the ICOMOS statutes.

Article 10

The rate of membership dues *[or subventions]* for each category of members shall be set by *[the General Assembly of]* the Committee, having a regard for the rates set by the Executive Committee of ICOMOS and for the financial requirements of the National Committee itself.

The Committee will send to the International Secretariat in Paris, no later than *the agreed date set by the Executive Committee of ICOMOS*, the fraction of the membership fees due to the International Secretariat for the current year.

Comment: Implements Articles 6 (e) and 17 of the ICOMOS statutes. From ICOMOS Articles 11(d), 13 (g) and 14 (c) may be inferred that ICOMOS' fiscal year coincides with the calendar year and that NCs and International Committees shall provide an annual report. That the annual report of NCs should include a financial report is not mentioned. Nor is regulated if and how a financial report should be audited. It is here assumed that NCs will find it in their own interest to have finances reported annually and also audited. It is then suitable to include specific provisions under this title.

V Administrative structure

Article 11

The administrative structure of the Committee shall consist of the:

- A General Assembly,
- b Executive Board,
- c ...

Comment: *In some countries, it is common practice or even compulsory to have three levels (General Assembly, Board, Executive Committee) instead of two, the main issue being that the body in charge of day-to-day operations is the « Executive ». Many NC's will probably find it suitable as well to have auditors elected by the association. Another useful body could be a nominations committee, preparing the election of officers.*

Article 12

The General Assembly *shall be the sovereign body of the Committee*. It shall consist of all the members of the Committee, Individual, Institutional, Sustaining and Honorary.

The General Assembly shall:

- a adopt its own rules of procedure;
- b elect the Chairman of the Committee and the members of the Executive Board;
- c approve the annual report and the accounts of the Committee;
- d set the rate of membership dues;
- e assign the right to vote at the ICOMOS General Assembly, within the numerical limits laid down in Article 6 (b) of the ICOMOS statutes;
- f propose candidates for Honorary Membership of ICOMOS;

- g ratify decisions of the Executive Board; and
- h oversee the execution of the Committee's programme.
- i Comment: If there are NC members who are not ICOMOS members and therefore should not influence NC issues with regard to ICOMOS, a provision to this effect should be included in the statutes.

Former Article 15

~~The quorum at the General Assembly of the Committee shall be % of the members with voting rights, present or represented by proxy. Should this quorum not be reached, the Assembly shall be convened again, at the same place, immediately or later as précised in the statutes; its discussions shall then be valid whatever the number of members present)~~

Article 13

The *General Assembly* shall be convened in ordinary session at least each year by the Chairman ~~or the Executive Board~~ or in extra-ordinary session at the request of at least members of the Committee. *The summons shall be communicated in writing at least three weeks in advance.*

Comment: In the event that the national law on associations contains quorum requirements for the General Assembly of members, then a solution along that line must be chosen. A summons communicated in writing includes e-mail.

Article 14

Between meetings of the *General Assembly*, the Executive Board shall be empowered to act on its behalf. It shall be responsible for:

- a the day to day operations of the Committee,
- b the preparation and execution of the Committee's programme of activities,
- c the collection and transfer to ICOMOS of membership dues,
- d recruitment of members,
- e

Comment: The NC Statutes need to clearly indicate what body is entrusted with the executive powers and day-to-day operations. In the case that the Administrative Structure provides for a (non-executive) Board and an Executive Committee, several articles need amendments and new articles on the mandate and composition of the Executive Committee are required. See related comment under title V.

Article 15

The Executive Board shall consist of ~~not more than 18 members between ... and ... members~~ elected from among the Individual and Institutional Members of the Committee. ~~It is assumed that the members of the Executive Board and the voting members at the ICOMOS General Assembly shall be the same.~~

Comment: Articles 15 and 22 will be further examined by the Executive Committee in 2010. A majority of the members of the Executive Board shall be Individual Members. The Chairman [Secretary and Treasurer] of the Committee shall be ex-officio members of the Executive Board. ~~The appointment of officers other than the Chairman should be determined according to the size of the Committee. In certain cases, it may also be thought desirable to appoint a Vice-Chairman or other officers.~~ The Executive Board shall meettimes per year.

Article 16

The members of the Executive Board shall be elected for a term of years, and shall be eligible for re-election for further terms of years. A retiring member of the Executive Board may not be re-elected before the expiration of a year term. Should a seat fall vacant, the Executive Board shall elect, ~~for the balance of the term of office of the previous occupant~~ a successor from among the members of the Committee, *who will serve till the next General Assembly.*

Comment: This corresponds to Article 10 (d) of the ICOMOS statutes. Since the GA is to meet at least once a year, a vacant seat could be filled then.

Article 17

The decisions of the Executive Board shall be taken by a majority vote of members present or represented by proxy. The quorum of the Executive Board shall be members. Members of the Executive Board may give their proxies to *other Board members. No Board member may hold more than ... proxies.*

Comment: There seems to be little need for voting by proxy on the Executive Board. If, however, this should be the case it seems reasonable that proxies be given only to other elected members and to a limited extent.

Article 18

The Executive Board may by written instruction delegate its powers to one or several members of the Board.

Comment: For practical reasons most Executive Boards will need to delegate to single officers or Executive Board members their powers to run day to day operations, such as negotiating and entering of agreements, authorisation of payments etc. Good order – and to an extent legal requirements – will demand that the delegation is formulated in writing.

VI Chairman and other officers

Comment: The Chairman of the NC has a mandatory role under inter alia Articles 12 (a) and 13 (g) of the ICOMOS statutes. The proposed addition to the title reflects that most NCs will find it necessary to elect e.g. a Secretary and a Treasurer.

Article 19

The Chairman of the Committee shall convene and preside over the meetings of the General Assembly and of the Executive Board, and shall draw up their agenda. The Chairman is an ex-officio member of the ICOMOS Advisory Committee. ~~He shall represent the Committee vis-à-vis third parties.~~ He shall be responsible for liaison between the Committee and the governing bodies of ICOMOS.

Comment: Under Article 14 it is the Executive Board that has the power to act on behalf of the General Assembly, inclusive of the power to represent the NC vis-à-vis third parties. It is, of course, natural that the Chairman performs this function, but he cannot be exclusively competent to do so. The problem of representation can be taken care of under the delegation powers proposed under Article 18. If the Chairman is to have the authority to accept or refuse new members, cf. Article 6, this should be stated here.

Article 20

The Secretary shall be responsible for the recording of meetings of the General Assembly and the Executive Board and decisions taken at such meetings. Furthermore....

Article 21

The Treasurer shall be responsible for the accounts of the Committee and an annual financial report of the accounts. He is also empowered to authorise payments on behalf of the Committee and, on his own responsibility, to delegate this function to other persons. Furthermore...

Comment: The power to authorise payments is parallel to the Executive Board's proposed general power to delegate functions. For clarity it could be useful to provide for a sub-delegation of this function.

VI. ICOMOS General Assembly

Article 22

All members shall have the right to attend the General Assembly of ICOMOS. However, the number of members entitled to vote at the General Assembly shall be limited to 18 members of the Executive Board, see Article 15. [The names of those members entitled to vote shall be communicated to the ICOMOS Secretariat not less than one month before the General Assembly. Any voting member may give a proxy to another member of his National Committee; however, no members shall have more than 5 votes in addition to his or her own. A majority of the voting members of the Committee shall be Individual members.]

[Voting privileges at the ICOMOS General Assembly should in the first place be assigned to members of the Executive Board. The General Assembly may delegate to the Executive Board to make further assignments within the limits laid down in Articles 6 (b) and 13 (f) of ICOMOS statutes; proposal by ICLAFI]

Comment: The bulk of the current model statutes article 22 corresponds to Articles 6 (b) and 13 (f) second sentence of the ICOMOS statutes. It is not mandatory to repeat these provisions in the NC statutes. The intention that the members of the NC Executive Board should also be voting members of the ICOMOS General Assembly will be further examined by the Executive Committee in 2010 (see also article 15).

VIII Working groups and sub-committees

Article 23

For the study of specific problems of a technical, scientific or professional nature, specialised working-groups or sub-committees may be appointed, on the proposal of the Executive Board, from among the members of the Committee. Their operations shall be approved by the Executive Board, ~~and they shall submit an annual report on their activities to the General Assembly of the Committee.~~ On occasion, non-members of the Committee with relevant qualifications may be invited to take part in the work of such *working groups* or sub-committees.

Comment: NC wishing to have the possibility to set up working groups or sub-committees, can provide for that possibility in this article and explain how it would work.

IX Amendments

Article 24

The General Assembly of the Committee alone shall be empowered to amend the present statutes, by a majority of ... of votes cast. *The proposed amendment shall have been communicated to the members at least three weeks in advance.* Any amendment shall be subject to ratification by the Executive Committee of ICOMOS.

Comment: Under Article 19 of the ICOMOS statutes, a proposed amendment to these statutes should have been communicated to all members at least four months in advance. A similar provision, albeit containing a shorter notice, is more than reasonable at the national level.

X Dissolution

Article 25

The decision to dissolve the Committee may be taken only by the General Assembly of the Committee, by a majority of ... % of votes cast, and shall be subject to ratification by the Executive Committee of ICOMOS.

Article 26

In the event of dissolution of the Committee, its assets shall be transferred to ... an appropriate cultural organisation, within a period of months, subject to the previous approval by the Executive Committee of ICOMOS.