<table>
<thead>
<tr>
<th>No.</th>
<th>Topic</th>
<th>21st ICOMOS General Assembly</th>
<th>Reference</th>
<th>Deadline</th>
<th>Progress</th>
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<tr>
<td>21st</td>
<td>Friday, 25 August 2023 Technical Opening of the General Assembly Online meeting 20:00 – 22:00 (Sydney time, AEST) / 12:00 – 14:00 (Paris time, CEST)</td>
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<td>Arrival of participants</td>
<td>Online participants join the meeting via Zoom. Gaia Jungeblodt, Director of the ICOMOS International Secretariat, makes a technical announcement. Gaia Jungeblodt hands over to Toshiyuki Kono, member of the Elections Committee. He explains the voting mechanism for both in-session and online voting. Agenda items 2-1 to 2-5 and 2-10 will be voted by show of hands in person or in Zoom chat for online participants, counting only votes against and abstentions. Agenda items 4-5 and 5 will be voted by secret ballot on Euro-Vote secure voting platforms.</td>
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<tr>
<td>1</td>
<td>Official Opening of the 2023 General Assembly</td>
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<tr>
<td>1-1</td>
<td>Welcome by the President of ICOMOS</td>
<td>Teresa Patricio, President of ICOMOS, officially opens the 21st ICOMOS General Assembly and welcomes participants. She recalls that this is a technical online opening, and that the General Assembly will then proceed from Sydney, Australia from 31 August to 8 September, 2023. She reiterates her thanks to the participants, and to all those who have worked tirelessly to make these meetings a success.</td>
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<td>2</td>
<td>Organisation of the sessions</td>
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<td>2-1</td>
<td>Confirmation of the members of the Elections Committee (Resolution 21GA 2023/1 Adoption of the Report of the Credentials Committee – voted during session)</td>
<td>The 21st General Assembly of ICOMOS, Noting that the Elections Committee has already been working with the International Secretariat prior to the General Assembly to verify online voting platforms and procedures; Taking into account the decision by the 2022 ICOMOS General Assembly, at its October 2022 meeting, on a proposal by the ICOMOS Board, to appoint Mona O’Rourke (ICOMOS Ireland/President of ICLAFI) and Lucille Karen Isberto (ICOMOS Philippines/ICLAFI) as Joint Head Tellers for the 21st General Assembly, so as to allow these preparations; Noting the need for an additional Teller, present in Sydney, to support the Joint Head Tellers;</td>
<td>RoP art 42 &amp; 46</td>
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Confirms the appointment of the members of the Elections Committee as follows:

- Joint Head Tellers: Mona O’Rourke (ICOMOS Ireland/ICLAFI) and Lucille Karen Isberto (ICOMOS Philippines/ICLAFI)
- Assistant tellers: Toshiyuki Kono (ICOMOS Japan/ICLAFI), Jean-Paul Lawson (Benin), Verónica Heras (Ecuador) and Gai Jorayev (ICOMOS UK).

The 21st General Assembly adopts the resolution by simple majority and the appointees are invited to take up their positions.

2-2 Attendance and quorum: presentation of the report of the Credentials Committee

(Resolution 21GA 2023/2 Adoption of the Report of the Credentials Committee – voted during session)

Teresa Patricio presents the report of the Credentials Committee on behalf of its members:
- Ulrike Herbig (Austria) – chairman
- Alice Biada (Cameroon)
- Luis Enrique Flores Bravo (Peru)
- Yeo Kang Shua (Singapore)
- Pamela Jerome (ex-officio, ICOMOS Treasurer)

Some special cases of National Committees concerning the payment of dues and the subsequent ability to vote for their members are mentioned: ICOMOS Belgium, ICOMOS Colombia, ICOMOS Costa Rica, ICOMOS Estonia, ICOMOS Greece, ICOMOS Malaysia, ICOMOS Pakistan, ICOMOS Russia, ICOMOS Thailand, ICOMOS Tunisia and ICOMOS Ukraine have experienced delays in the payment of dues but have regularized the situation and will therefore be able to vote. ICOMOS Cyprus was not allowed to vote after several reminders went unanswered. See full report in the working documents of the 21st General Assembly.

Teresa Patricio recalls the recommendations of the Credentials Committee, which urges National Committees to meet their financial obligations on time in order to guarantee the integrity of the voting process. Regional Vice-Presidents are urged to contact the Committees in their region to ensure that National Committees send in their voting lists and pay dues on time.

The 21st General Assembly of ICOMOS,

Noting that Article 9-c of the ICOMOS Statutes requires that General Assembly decisions should be taken by a majority of the voting members present or represented from at least one third of the National Committees – i.e. 35;

Having regard to the report of the Credentials Committee;

Takes note that:

Statutes art 9a & c, RoP art 36 & 37
- As of 31 December 2022, there were 1,160 voting members from 104 National Committees and 66 individual members from countries or territories with no National Committees; that is a total of 1,226;
- This 25 August, there are 943 designated voting members representing 66 National Committees up to date with their dues and having sent their list of voting members and proxies; and 56 individual members from countries without a National Committee; that is a total of 999;
- The Credentials Committee’s decision to add 10 backup e-mails to cover errors in voting to the above; bringing the overall figure of possible voting members to 1,009;

Adopts the report of the Credentials Committee and notes that the requirements of Article 9-c of the Statutes for the validity of decisions at this General Assembly have been met.

No objections or abstentions were raised. The 21st General Assembly adopts the resolution by a simple majority.

2-3 Adoption of the minutes of the 2022 Extraordinary and Annual General Assemblies

(Resolution 21GA 2023/3 Adoption of the minutes of the 2022 EGA and GA – voted during session)

The 21st General Assembly of ICOMOS adopts the minutes of the 2022 Extraordinary and Annual General Assembly held in October 2022 by simple majority. RoP art 35

2-4 Presentation of the report of the Candidatures Committee

(Resolution 21GA 2023/4 Adoption of the report of the Candidatures Committee – voted during session)

Teresa Patricio invites Mario Santana Quintero, Chair of the Candidatures Committee, to present the Candidatures Committee’s report. See full report in the working documents of the 21st General Assembly.

The 21st General Assembly of ICOMOS adopts the report of the Candidatures Committee, according to which the following candidates shall be eligible by the General Assembly for the offices indicated:

For the position of President:
Teresa Patricio (Belgium)

For the position of Secretary General:
Faïka Béjaoui (Tunisia)
Jurn Buisman (Netherlands)

For the position of Treasurer:
Cyrill von Planta (Austria) RoP art 45
### 21st General Assembly of ICOMOS

#### Draft Minutes

**Ver. 4 27/11/2023**

### 25 August, 4 & 8 September 2023

Sydney, Australia and online

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<table>
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<tr>
<th>2-5</th>
<th>Election of the President, Vice-Presidents and the Rapporteurs of the 21st General Assembly</th>
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<td><em>(Resolution 21GA 2023/5 Election of the President, Vice-Presidents and the Rapporteurs of the 21st General Assembly – voted during session)</em></td>
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- **For the position of Vice President:**
  - Riin Alatalu (Estonia)
  - Leonardo Castriota (Brazil)
  - Chilangwa Chaiwa (Zambia)
  - HRH Dana Firas (Jordan)
  - Zeynep Gül Ünal (Türkiye)
  - Bo Jiang (China)
  - Susan McIntyre-Tamwoy (Australia)

- **For the Board:**
  - Olufemi Adetunji (Nigeria)
  - Saul Alcántara Onofre (Mexico)
  - Antoine Bruguerolle (France)
  - Adriana Careaga (Uruguay)
  - Doo-Won Cho (Republic of Korea)
  - Andreas Georgopoulos (Greece)
  - Siame Ishac (Lebanon)
  - Marianne Knutsen (Norway)
  - Celia Martínez Yañez (Spain)
  - Eran Mordohovich (Israel)
  - Takeyuki Okubo (Japan)
  - Mariana Pereira (Portugal)
  - Nupur Prothi (India)
  - Monica Rhodes (U.S.A.)
  - Grainne Shaffrey (Ireland)

  No objections or abstentions were raised. The 21st General Assembly adopts the resolution by a simple majority.

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<th>2-6</th>
<th>Presentation of the candidates for the Election of the 20 Board members for the mandate 2023-2026</th>
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<td></td>
<td>Teresa Patricio hands over to Tracy Ireland, President of the 21st ICOMOS General Assembly.</td>
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**Statutes art 9b**
Tracy Ireland invites Mario Santana Quintero to lead the presentation session, as Chairman of the Nominations Committee. He reminds candidates not to exceed the time limit, and participants that their subtitled videos are available on the ICOMOS website. During the session, each candidate briefly presented their experience, skills and vision for the future of the organization. For candidates who were unable to attend the session, their pre-recorded video presentation was broadcast.

Mario Santana Quintero thanks the candidates for their presentations and reminds them that voting platform 1 will be open for 24 hours from 29 August at noon to 30 August at noon, Sydney time (AEST). The first round of voting concerns the election of the 20 members of the Board (candidates with the highest number of votes are elected). The results will be announced on the evening of August 30 via the “Info to members” newsletter and at the plenary session on 8 September (agenda item 6-1).

Adjournment of the online Technical opening of the General Assembly
Tracy Ireland thanks members for attending, looks forward to seeing them in Sydney and online, then adjourns the meeting until Monday 4 September.

Monday, 4 September 2023
Plenary Session 1 of the General Assembly
Sydney, Australia and online
9:00 – 12:30 (Sydney time, AEST) / 1:00 – 4:30 (Paris time, CEST)

1 Official Opening of the General Assembly
Gaia Jungeblodt, Director of the ICOMOS International Secretariat, makes a technical announcement.

Gaia Jungeblodt hands over to Mona O'Rourke, Chair of the Elections Committee. She explains the voting mechanism for both in-session and online voting.

Agenda item 2-10 will be voted by show of hands in person or in Zoom chat for online participants, counting only votes against and abstentions.

Agenda items 4-5 and 5 will be voted by secret ballot on Euro-Vote secure voting platforms.

Tracy Ireland takes over as President of the 21st ICOMOS General Assembly.

1-2 Welcome address by the President of ICOMOS
Tracy Ireland introduces Teresa Patricio, President of ICOMOS. Teresa Patricio addresses the General Assembly and welcomes participants present in person and online.

1-3 Address by the Chairman of the 20th General Assembly
Tracy Ireland introduces Toshiyuki Kono, Chairman of the 20th General Assembly of ICOMOS. Toshiyuki Kono addresses the General Assembly.

1-4 In memoriam – Remembrances
Tracy Ireland asks the 21st General Assembly of ICOMOS to recognize the significant contribution to the work of ICOMOS and the cultural heritage field of the following members and heritage defenders who passed away since the Annual General Assembly of 2022; and to express
condolences to their families, colleagues and National and International Scientific Committees by observing a minute of silence:

- Giovanni CARBONARA (Italy)
- Maija KAIRAMO (Finland)
- Giorgio MACCHI (Italy)
- Sebastian PANIZA PAREDES (Panama)
- TONG Mingkang (China)

## 2 Organisation of the sessions

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| 2-10 | Adoption of the Agenda  
(Resolution 21GA 2023/6 Adoption of the Agenda – voted during session) |
|   | The 2023 General Assembly adopts its Agenda by simple majority. |
|   | Statutes art 9d  
RoP art 32 |

## 3 Official addresses

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<tr>
<td>3-1</td>
<td>Governor of New South Wales – Her Excellency the Honourable Margaret Beazley AC KC</td>
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</table>
|   | Tracy Ireland introduces Her Excellency the Honourable Margaret Beazley AC KC, Governor of New South Wales.  
Her Excellency the Honourable Margaret Beazley AC KC addresses the 21st General Assembly with an official statement. |
|   | Statutes art 9d1 |
| 3-2 | President of Australia ICOMOS – Ms Tracy Ireland |
|   | Tracy Ireland addresses the 21st General Assembly, as President of Australia ICOMOS, with an official statement. |
|   | Statutes art 9d2 |
| 3-3 | General Assembly 2023 Convenor – Richard Mackay AM |
|   | Tracy Ireland introduces Richard Mackay AM, General Assembly 2023 Convenor.  
Richard Mackay AM addresses the 21st General Assembly with an official statement. |
| 3-4 | Chief Executive of Placemaking New South Wales – Ms Anita Mitchell |
|   | Tracy Ireland introduces Ms Anita Mitchell, Chief Executive of Placemaking New South Wales.  
Ms Anita Mitchell addresses the 21st General Assembly with an official statement. |

## 4 Reports on the triennium 2020 – 2023 and adoption of annual accounts  
(all resolutions under item 4 will be voted on the online voting platform Eurovote)
| 4-1 | Report by the President of ICOMOS | Tracy Ireland introduces Teresa Patricio, President of ICOMOS. Teresa Patricio presents the ICOMOS Board’s objectives and work, and she thanks them for their commitment and dedication. She thanks the Director General and the International Secretariat for the extraordinary results achieved and support given to all Committees. She thanks the ICOMOS World Heritage Units and the members of the ICOMOS World Heritage Panel for their exceptional work.  
See full in report the working documents of the 21st General Assembly.  
The 21st General Assembly takes note of the report of the President of ICOMOS. |
| 4-2 | Report by the Secretary General of ICOMOS on the implementation of the resolutions of the 20th General Assembly | Tracy Ireland introduces Mario Santana Quintero, Secretary General of ICOMOS. Mario Santana Quintero provides an update on:  
- the implementation of the adopted resolutions of the 2022 Extraordinary General Assembly and Annual General assembly (Bangkok);  
- the ongoing or implemented Board decisions for the past year;  
- an overview of the Secretary General’s activities for the past three year.  
See full report in the working documents of the 21st General Assembly.  
The 21st General Assembly takes note of the report of the Secretary General of ICOMOS. |
| 4-3 | Report by the Treasurer of ICOMOS | Tracy Ireland introduces Pamela Jerome, Treasurer of ICOMOS. Pamela Jerome reports on her last three years in office (2020-2023). She presents the annual accounts, the auditor’s report and the provisional budget for the triennium 2023-2026.  
The 2022 financial year ended with a surplus of 146,128 €, compared with a deficit of 28,398 € in 2021. After two years impacted by the pandemic, which led to a general slowdown in business, 2022 was a year of recovery, with parallel growth in income and expenditure.  
For 2023, inflation around the world, and particularly in France where ICOMOS is based, is one of the key factors in financial terms. It is mainly through the development of international projects and consulting activities that ICOMOS will be able to cope with higher operating costs.  
In view of current uncertainties, only the draft 2024 budget is presented in its detailed form. It will be refined before being presented to the ICOMOS Board.  
See full report in the working documents of the 21st General Assembly.  
The 21st General Assembly takes note of the report of the Treasurer of ICOMOS. |
4-4 Question & Answer Session on Statutory Reports

Patricia O’Donnell, President of the International Scientific Committee on Cultural Landscapes (ICOMOS-IFLA ISCCL), takes the floor.

In 2014, she asked about establishing an endowment to secure ICOMOS’ long-term future. She explains that the response at the time resulted in the creation of the Raymond Lemaire Fund and the Giving Day fundraising campaign, which Pamela Jerome’s report addressed. But the results have remained somewhat on the edge of ICOMOS’ financial goals, fluctuating between slightly below and above its targets. Nine years later, it seems to her that ICOMOS remains in the same situation and is asking the same question: where is the endowment that ICOMOS envisioned? She mentions that the challenges of setting up endowments in France were evident then, highlighting a disparity in philanthropic traditions compared to the United States. But new opportunities emerge for ICOMOS members, with a supportive community capable of improving the organization’s long-term financial stability.

Pamela Jerome, Treasurer of ICOMOS, explains that the motivations behind philanthropy and monetary contributions differ significantly outside the United States, where substantial tax incentives and perks accompany charitable giving. She agrees that establishing an endowment, albeit complex under French legal constraints, should be a collective effort to secure the future of ICOMOS, with each contributing to the best of their ability.

Marie-Laure Lavenir, Director General of ICOMOS, adds that it’s not solely about tax incentives but the psychology and mindset of individuals. She gave the example of the organization ICOM who established an endowment fund only to realize, after a few years, that they had not achieved the anticipated fundraising goals. Operational expenses of managing a fund, including auditor fees and administrative costs, can exceed the financial returns generated by the fund. This highlights the complexities of determining where to establish the fund, how to manage it and to ensure that it receives contributions large enough to justify its existence.

Gabriel Caballero, focal point of the ICOMOS International Working Group on Sustainable Development Goals (SDGWG), takes the floor.

He mentions the need for continuity in the commitment of ICOMOS members who have retired from certain positions within ICOMOS bodies. For example, if we consider the former Board, how many are still contributing time and to activities, how can they sustainably support emerging professionals? There should be a process of growth, like a two-way flow between old and new to make it sustainable. Then, regarding funding, he asks whether institutional memberships have been considered as a viable source of sustainable income to avoid over-reliance on membership fees from individuals. Perhaps the role and characteristics of an institutional member should be defined. Finally, he asks whether ICOMOS’ existing membership fee categories for different countries are sufficient, and if there should be a fair compensation system for experts.

Pamela Jerome clarifies that French regulations for non-governmental organizations stipulate that all incoming funds must be expended. Additionally, they prohibit any remuneration for Board members. Since the International Secretariat is based in France, it is bound by these regulations.
Mario Santana Quintero, Secretary general of ICOMOS, emphasizes that membership fees constitute a crucial component of the organization’s revenue. Consequently, National Committees must strive to enhance the value of membership by stressing the benefits of the network, the professional and academic opportunities it offers, and the potential for contributions.

Bjorn Stenvers, president of ICOMOS Netherlands, takes the floor to follow up on Marie-Laure Lavenir’s remark regarding ICOM’s endowment. As a former director of the ICOM endowment funds, he was responsible for initiating and subsequently discontinuing the endowment due to the strict regulatory environment in France. Efforts were made to explore other options in the Netherlands and Switzerland but ICOM is located in France and the French legal framework remained a significant constraint. The current strategy is to fundraise in each respective country and retain the funds there.

Ishanlosen Odiaua, president of the ICOMOS Advisory Committee, takes the floor. She informs that the ICOMOS Board recently approved a Carbon Reduction Strategy for ICOMOS, and efforts are underway to ensure the development of a corresponding toolkit that will help National Committees in effectively implementing this strategy over time. She mentions that the question of financial sustainability was also raised during the Advisory Committee meeting. The objective is to find a sustainable model that not only maintains the organization’s viability but also makes it appealing for heritage professionals.

Pamela Jerome emphasizes the deliberate choice of ICOMOS to remain an NGO when it could have easily adopted the structure of an intergovernmental organization. She adds that while it would be desirable for ICOMOS to provide compensation or funding to its members, such considerations are not part of the organization’s mandate. Its mandate is rooted in being a volunteer organization of professionals that remains free from external governmental influence, and this principle is fundamental to its identity. She thinks it’s noteworthy that almost 11,000 individuals volunteer to support its mission, adding that for some—including Board members—this commitment comes at a significant personal cost.

Kenneth Tua, vice-president of ICOMOS Philippines, takes the floor. He mentions the operational model of ICOMOS Philippines, which has an incentive policy for volunteers aimed at boosting participation, with a target of engaging 50% of their membership in active contributions. As part of this initiative, members who actively participate receive discounts from the initial fee structure, making it a mutually beneficial arrangement.

Pamela Jerome mentions the idea of creating a fund to provide financial assistance to National Committees facing economic difficulties in paying their fees, but emphasizes that such an endeavor would necessitate the collective support of all National Committees. Mario Santana Quintero points out the absence of a budget proposal: it is challenging to engage in fundraising without a comprehensive budget plan to facilitate the establishment of such a fund.
### 4-5 Approval of the 2022 accounts and discharge of the Board and Treasurer from liabilities

*Resolution 21GA 2023/7 Approval of the 2022 accounts and discharge of the Board and Treasurer from liabilities – voted online*

**The 21st General Assembly of ICOMOS.**

**Approves** the reports by the President, Secretary General and Treasurer;
**Further approves** the accounts of 2022 and discharges the Board and the Treasurer.

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<th>Statutes art</th>
<th>9d2</th>
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### 5 Resolutions

(all resolutions under item 5 will be voted on the online voting platform Eurovote)

<table>
<thead>
<tr>
<th>5-1 Report of the Resolutions Committee</th>
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<td>Tracy Ireland introduces Grainne Shaffrey, Chair of the Resolutions Committee.</td>
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Grainne Shaffrey presents the report of the Resolutions Committee. She relates the call for draft resolutions, details the draft resolutions submitted (9 draft resolutions were received from the membership and ICOMOS bodies), explains the process of consultations with the membership and lists some recommendations to help improve the functioning of future Resolutions Committees.

*See full report in the working documents of the 21st General Assembly.*

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<th>RoP art 44</th>
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### 5-2 Question & Answer on Resolutions submitted for vote on the online voting platform Eurovote (for clarifications only)

Anne Mie Draye, member of ICOMOS Belgium, takes the floor. She reports the unaddressed comments of ICOMOS Belgium on the proposed amendments to the Rules of Procedure, saying however that this is not a major issue. She highlights the need for sharing comments from other National Committees for comparison. She also questions the effectiveness of resolutions for amending the Rules of Procedure, suggesting more interactive discussions during plenary sessions.

Grainne Shaffrey, Chair of the Resolutions Committee, reminds the audience that two online information sessions were held as part of the online approach for addressing resolutions, and to serve as a platform for questions and discussions, replacing the traditional in-person plenary sessions. Proponents of the resolutions were also present to address questions. The participation in these sessions was not as extensive as desired – she encourages active participation in the process, by appointing a representative to attend for example.

Julian Smith, member of ICOMOS Canada, takes the floor. He explains that discussions on resolutions can offer valuable opportunities for young professionals and suggests that the Board should contemplate implementing an intermediate process for discussing these resolutions.

Grainne Shaffrey agrees but stresses the tight timeframe due to statutory deadlines. She recommends that discussions take place during the resolution preparation phase, as resolutions...
represent a substantial commitment, and once they are adopted, there is a collective responsibility to implement them.

Mona O’Rourke, Chair of the Elections Committee, emphasizes the significant effort invested in crafting resolutions and, particularly when addressing changes to the Rules of Procedure, she acknowledges the substantial work required to update such a document.

Teresa Patricio, president of ICOMOS, appreciates the feedback and acknowledges that this General Assembly is the organization's first experience with a hybrid format and presents certain complexities. She assures that comments have been duly recognized, and efforts will be made to enhance the process in future instances as part of their continuous improvement efforts.

Nupur Prothi, Board member, takes the floor. She states that the resolutions have a direct impact on emerging professionals, as they will be responsible for implementing the implications of these resolutions. She suggests involving emerging professionals of the National Committees proposing resolutions in the preparation and discussion phases.

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<tr>
<th>5-3</th>
<th>Resolutions on Statutory Matters</th>
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| 5-3-1 | General programme and budgetary guidelines for 2024-2026  
(Resolution 21GA 2023/8 Approval of the general programme and budgetary guidelines for 2024-2026 – voted online) |
| | The 21st General Assembly of ICOMOS,  
Recalling that Article 9-d-5 of the Statutes requires the General Assembly to vote the General Programme for the next triennium, and Article 10-d-12 requires the Board to propose the draft General Programme;  
Also recalling the ICOMOS General Programme 2021-2023 approved by the 20th ICOMOS General Assembly (Resolution 20GA 2020/8);  
Underlining that the draft General Programme 2024-2026 is in line with the General Programme 2021-2023, to ensure connectivity and continuity in the work developed and to be developed by the Board;  
Acknowledging that the General Programme has been proposed by the Board;  
Adopts the following ICOMOS General Programme for the next triennium. |
| | ICOMOS General Programme 2024 - 2026  
Mission 1: Act and be recognised as leaders in cultural heritage conservation  
Objective: To continue reaffirming the role of ICOMOS as a leading and respected organization, advocate and think-tank for the conservation of cultural heritage worldwide  
Strategies: |

Statutes art 9d5
• Continue to actively promote the theme of “Cultural Heritage and Climate Action” as the core topic of the Triennial Scientific Plan 2021-2024.
   Outcome: Develop and identify climate heritage change actions, research and documentation throughout the ICOMOS network and make it accessible through the normal channels. Re-focus proposed ICOMOS meetings and Scientific Symposia 2021-24 on climate change impacts on specific heritage places and issues. Inclusion of cultural heritage issues and approaches in core scientific work and policies on climate change at the national and international level.
   Monitoring strategy: The Advisory Committee President and appointed Board member liaison to the Advisory Committee to report annually to the Board.

• Actively promote the theme of “Safeguarding Heritage: Preparedness, Response and Recovery” as the core topic of the Triennial Scientific Plan 2024-2027.
   Outcome: Develop and identify actions, research and documentation throughout the ICOMOS network on Risk Preparedness, Response and Recovery and make it accessible. Re-focus proposed ICOMOS meetings and Scientific Symposia 2021-24 and 2024-27 on Risk Preparedness, Response and Recovery for specific heritage places and issues. Inclusion of risk preparedness on national and international agendas.
   Monitoring strategy: The Advisory Committee President and appointed Board member liaison to the Advisory Committee to report annually to the Board.

• Develop and engage reflections about today’s global challenges to build a more robust and resilient cultural sector.
   Outcome: Development of cultural heritage issues and approaches fully anchored in public policies, community needs and sustainable development perspectives.
   Monitoring strategy: The Advisory Committee President and appointed Board member liaison to the Advisory Committee review the plans/activities of the ICOMOS network (National Committees, International Scientific Committees and Working Groups) addressing these issues and report biennially to the Board.

• Promote and advocate cultural pluralism using intercultural dialogue that is aware of inclusion and inequalities.
   Outcome: Preparation of papers, seminars and expert meetings on the intersection of current issues with cultural heritage conservation aimed at strengthening policies promoting cultural pluralism, protection of cultural diversity, cultural rights, social justice and peace as overarching aspirations of cultural policies for the future.
   Monitoring strategy: The Vice Presidents coordinate with the appointed Board member liaison to the Advisory Committee to review the outputs and activities of the ICOMOS network (National Committees, International Scientific Committees and Working Groups) that reflect these issues.

• Continue to monitor crisis impacts on cultural heritage places and those who care for them, and develop ways of responding to the challenges faced by heritage and our National Committees.
Outcome: Regular surveys and reports on the impacts of the various crises throughout the world, development of new ICOMOS guidance for response and new training programmes for conservation professionals.

Monitoring strategy: The Coordinator and Board liaison member to the Crisis and Conflict Monitoring Unit report biennially to the Board.

- Widely disseminate the work and outputs of ICOMOS at the international and national level through its websites, open archive, publications and conferences.

Outcome: Every ICOMOS platform should contain up-to-date information on recent scientific work produced by the ICOMOS network (National Committees, International Scientific Committees and Working Groups).

Monitoring strategy: The Secretary General and the appointed Board member liaison to the Advisory Committee, in collaboration with the International Secretariat, report to the Board biennially.

Mission 2: Develop and strengthen the ICOMOS professional network

Objective: Involve all of our members and committees in the professional work of ICOMOS at the local and international level

Strategies:

- Ensure the good governance of all National Committees, International Scientific Committees and Working Groups by effectively monitoring their inclusiveness, diversity, and activities, and promoting equality, diversity and inclusion in ICOMOS’ work.

Outcome: the bodies of the ICOMOS network should actively involve interested members in their work, admit new members, encourage diversity of membership, regularly refresh their leadership and submit annual reports on their activities.

Monitoring strategy: The Secretary General, in collaboration with the Advisory Committee President, reviews the reports submitted to assess the effectiveness of this strategy.

- Involve emerging professionals in all ICOMOS activities including training, mentorship, public advocacy and the dissemination of knowledge.

Outcome: All National and International Scientific Committees and Working Groups have at least one emerging professional member.

Monitoring strategy: The Vice Presidents, appointed Board member and Advisory Committee President, in collaboration with the International Secretariat, review annual reports submitted to assess the effectiveness of this strategy and report annually to the Board.

- Promote transdisciplinary/collaborative/shared meetings and scientific symposia on common issues and interlinkages between existing work programmes.

Outcome: An increased number of scientific meetings involving more than one International Scientific Committee or Working Group.

Monitoring strategy: The Secretary General, in collaboration with the appointed
| Board member liaison to the Advisory Committee and the support of the International Secretariat, reports biennially about the progress of this strategy. |

- Promote regional and sub-regional cooperation, exchanges and projects among National Committees on matters of common interest.  
  **Outcome:** An increased number of regional and sub-regional meetings should be implemented.  
  **Monitoring strategy:** The Vice Presidents report biennially to the Board.  

- Continue to promote multilingualism and professional exchanges between members from different cultures.  
  **Outcome:** An increased number of ICOMOS guidance texts and publications available in multiple languages and international meetings at which simultaneous interpretation is offered, into both working languages and other international and national languages.  
  **Monitoring strategy:** The Vice Presidents, in collaboration with the appointed Board member, report annually to the Board about the availability of these publications/events.  

- Increase targeted and effective communication about ICOMOS activities.  
  **Outcome:** Increased use of the ICOMOS calendar to publicise national and international activities and publication of regular news about ICOMOS activities all over the world.  
  **Monitoring strategy:** The International Secretariat provide statistics on number and downloads of newsletters, social media posts, likes and followers, and other promotion activities that have been conducted.  

- Share best practice documents freely among ICOMOS members  
  **Outcome:** An increased number of National and International Scientific Committees publish toolkits of good practice for the use of the cultural heritage community.  
  **Monitoring strategy:** The Advisory Committee President and appointed Board member review annual reports to assess the effectiveness of the dissemination of these tools and, in collaboration with the International Secretariat, verify progress of such documentation on the Open Archive, and report to the Board annually.  

**Mission 3: Reach out to other institutions, the private sector, authorities and communities**  
**Objective:** Use the ICOMOS networks to establish and build on fruitful partnerships at the international, national and local levels with external bodies, contributing the cultural heritage knowledge and skills of members while seeking out and benefitting from the knowledge and skills of others.  
**Strategies:**  
- Encourage National Committees to involve local people, communities, universities, institutions and authorities in local ICOMOS activities.
<table>
<thead>
<tr>
<th>Mission 4: Nurture and sustain the ICOMOS organisation</th>
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| **Outcome:** An increased number of National Committees use international events (such as the International Day for Monuments and Sites - 18 April) and national events to connect with local communities and promote the mandate of ICOMOS by using its name, logo, and technical information. Vice Presidents encourage the engagement of academic institutions in the activities of the ICOMOS University Forum.  
**Monitoring strategy:** The Vice Presidents report annually to the Board about the implementation of this strategy in their respective regions. |
| • Build on existing partnerships with other international institutions, and develop new partnerships, to extend the reach and influence of ICOMOS within international and regional organisations in the broader spheres of conservation and culture.  
**Outcome:** An increased number of agreements, advisory roles and joint work plans are developed with partners that provide opportunities for the involvement of members.  
**Monitoring strategy:** The Treasurer General, in coordination with the Director General, reports biennially to the Board on the number of agreements and activities organized in the framework of these partnerships. |
| • Promote the use of ICOMOS best practice documents at the national and local level.  
**Outcome:** An increased number of national and local governments that have adopted documents prepared by ICOMOS as standards of best conservation practice for cultural heritage.  
**Monitoring strategy:** The Secretary General reports annually to the Board on outcomes. |
| • Enhance the role of ICOMOS in public education about cultural heritage conservation.  
**Outcome:** Develop a programme of webinars that can present the works and concepts of ICOMOS to a broader general audience.  
**Monitoring strategy:** The Secretary General, together with the Vice Presidents, and in coordination with the International Secretariat reports biennially to the Board about the implementation of these webinars in their respective regions. |
| • Continue to strengthen and promote ICOMOS open access resources available to the public such as the ICOMOS Open Archive and ICOMOS publications, such as toolkits and guidelines.  
**Outcome:** Inclusion of easily located links to good practice guidelines on our website; continued development of the social media strategy to promote the mission of ICOMOS on these issues.  
**Monitoring strategy:** The Secretary General, in collaboration with the International Secretariat, reports about the inclusion of these resources on the ICOMOS website and social media biennially. |
<table>
<thead>
<tr>
<th><strong>Objective:</strong> Maintain and improve the viability of ICOMOS as a financially stable organisation with a genuinely globally representative membership and an environmentally sustainable operation</th>
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<tr>
<td><strong>Strategies:</strong></td>
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</table>
| • Enhance the visibility of ICOMOS as an organization by promoting the benefits of working together.  
  *Outcome:* ICOMOS as a platform for cooperation and exchange of experience and knowledge; a repository of knowledge; a heritage monitoring network; and a universal authority on heritage conservation.  
  *Monitoring strategy:* The Secretary General reports biennially to the Board on the progress of this strategy. |
| • Advocate for committed and ethical work, guided by inclusive dialogue.  
  *Outcome:* Recognition of ICOMOS’ expertise, as a democratic, responsible and enlightened organisation, with irreproachable ethics.  
  *Monitoring strategy:* The Secretary General reports biennially to the Board on the progress of this strategy. |
| • Promote the benefits of international membership and encourage all National Committees to increase their numbers of international members.  
  *Outcome:* Membership numbers at the international level increase each year.  
  *Monitoring strategy:* The Secretary General, in collaboration with the International Secretariat, reports biennially on the number of new international memberships and actions taken to increase the numbers. |
| • Support the formation of new National and Transnational Committees to connect local members with one another, especially in regions where there are few.  
  *Outcome:* An increased number of National Committees in Africa, the Arab States and the Asia-Pacific regions.  
  *Monitoring strategy:* The Secretary General, in collaboration with the International Secretariat, reports regularly to the Board on the number and on the actions taken for the formation of new National and Transnational Committees. |
| • Develop, promote and implement an ICOMOS Sustainability Policy to assist all parts of the organisation to reduce their carbon footprint and adverse impact on the environment  
  *Outcome:* Adopt, promote and implement a Sustainability Policy.  
  *Monitoring strategy:* The Secretary General and the appointed Board member liaison to the Advisory Committee, in collaboration with the International Secretariat, report annually on the progress of this strategy. |
| • Continue to improve use of platforms for statutory international meetings that promote more equitable participation, voting and funding among all members.  
  *Outcome:* A majority of statutory meetings and elections are conducted virtually using electronic platforms available to all members, sharing the costs equitably among the |
<table>
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<tr>
<th>5-3-2</th>
<th>Approval of the 2024 budget</th>
<th>The 21st General Assembly of ICOMOS approves the budget for 2024 as presented in the working documents.</th>
<th>Statutes art 9d3</th>
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<tbody>
<tr>
<td>(Resolution 21GA 2023/9 Approval of the 2024 budget – voted online)</td>
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<tr>
<th>5-3-3</th>
<th>Appointment of the Credentials Committee of the 2024 Annual General Assembly</th>
<th>The 21st General Assembly of ICOMOS appoints the following members to serve on the Credentials Committee for the 2024 Annual General Assembly:</th>
<th>RoP art 42</th>
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<tbody>
<tr>
<td>(Resolution 21GA 2023/10 Appointment of the Credentials Committee of the 2024 Annual General Assembly – voted online)</td>
<td>• Mario Santana Quintero (ICOMOS Canada) – Chair</td>
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<td></td>
<td>• Nato Tsintsabadze (ICOMOS Georgia)</td>
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<td></td>
<td>• Rima Hooja (ICOMOS India)</td>
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<td></td>
<td>• Lassana Cissé (ICOMOS Mali)</td>
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<td>• Shireen Allan (ICOMOS Palestine)</td>
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<td></td>
<td>• Cyrill von Planta (ICOMOS Austria) – ICOMOS Treasurer ex officio</td>
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allowing the ICOMOS Board to make any necessary adjustments if need be in the course of 2024 – should any of those appointed above have to step down.

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<tr>
<th>5-3-4</th>
<th>Appointment of the Head Tellers of the 2024 Annual General Assembly</th>
<th>The 21st General Assembly of ICOMOS appoints the following members to serve as Head Tellers for the 2024 Annual General Assembly:</th>
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<tbody>
<tr>
<td>(Resolution 21GA 2023/11 Appointment of the Head Tellers of the 2024 Annual General Assembly – voted online)</td>
<td>• Mona O’Rourke (ICOMOS Ireland/ICLAFI)</td>
<td></td>
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<td></td>
<td>• Toshiyuki Kono (ICOMOS Japan/ICLAFI)</td>
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allowing the ICOMOS Board to make any necessary adjustments if need be – should any of those appointed above have to step down.

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<thead>
<tr>
<th>5-3-5</th>
<th>Amendments to the Rules of Procedure</th>
<th>The 21st General Assembly of ICOMOS, Recalling Extraordinary General Assembly resolution EGA 2017/6 and Annual General Assembly resolution AGA 2019/10;</th>
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<tbody>
<tr>
<td>(Resolution 21GA 2023/12 Amendments to the Rules of Procedure – voted online)</td>
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</table>
| 5-3-6 | Amendments to Article 121 of the Rules of Procedure  
(*Resolution 21GA 2023/13 Amendments to Article 121 of the Rules of Procedure – voted online*) |
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<tbody>
<tr>
<td><strong>Noting</strong> that the proposed amendments to the Rules of Procedure have been prepared by the Board in accordance with Article 10-d-10 of the ICOMOS Statutes and revised following consultation with members,</td>
<td></td>
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<tr>
<td><strong>Having examined</strong> the proposed amendments to the Rules of Procedure, as well as the Background report prepared by the Board;</td>
<td></td>
</tr>
<tr>
<td><strong>Adopts</strong> by a simple statutory majority the Rules of Procedure dated May 2023 and attached, with the exception of Article 121-4.</td>
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| 5-3-7 | Renewal of the External Auditors  
(*Resolution 21GA 2023/14 Renewal of the External Auditors – voted online*) |
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<tr>
<td><strong>The 21st General Assembly of ICOMOS,</strong></td>
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<tr>
<td><strong>Recalling</strong> Extraordinary General Assembly resolution EGA 2017/6 and Annual General Assembly resolution AGA 2019/10;</td>
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<tr>
<td><strong>Further recalling</strong> Article 13-a of the ICOMOS Statutes which states that “National Committees shall comprise all members of ICOMOS within a country”;</td>
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<tr>
<td><strong>Noting</strong> that the proposed amendment to Article 121 of the Rules of Procedure has been prepared by the Board in accordance with Article 10-d-10 of the ICOMOS Statutes and revised following consultation with members;</td>
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</tr>
<tr>
<td><strong>Having examined</strong> the proposed addition to the Rules of Procedure of Article 121-4 concerning the naming of National Committees, as well as the Background report prepared by the Board;</td>
<td></td>
</tr>
<tr>
<td><strong>Adopts</strong> by a simple statutory majority the amendment to Article 121 of the Rules of Procedure by inserting the following as Article 121-4:</td>
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<tr>
<td>4. The name of the National Committee, including any ‘doing business as’ name, shall contain only the full name “International Council on Monuments and Sites” or the acronym “ICOMOS” and the name (or appropriate abbreviation of the name) of the country of the National Committee. The same requirement applies to the web site address of the National Committee, its email addresses and its social media presence.</td>
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| 5-3-7 | Renewal of the External Auditors  
(*Resolution 21GA 2023/14 Renewal of the External Auditors – voted online*) |
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<tr>
<td><strong>The 21st General Assembly of ICOMOS,</strong></td>
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<tr>
<td><strong>Recalling</strong> Resolution 19GA 2017/08 by which the 19th General Assembly of ICOMOS, nominated the company Commissaireauxcomptes.fr, represented by Ms Isabelle Marquis, as external auditor for six financial years, starting with the year 2017;</td>
<td></td>
</tr>
<tr>
<td><strong>Noting</strong> that this term has expired and that the company Commissaireauxcomptes.fr accomplished its task to the satisfaction of the ICOMOS Board and General Assembly during its first mandate;</td>
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<tr>
<td><strong>Taking into account</strong> the need for continuity considering the scheduled retirement of the accountant at the International Secretariat in 2025;</td>
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<tr>
<td>5-4</td>
<td>Resolutions on other heritage issues</td>
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### 5-4-1 Climate Change and Indigenous Heritage

*(Resolution 21GA 2023/15 Climate Change and Indigenous Heritage – voted online)*

**The 21st General Assembly of ICOMOS,**

**Acknowledging** the rights of Indigenous Peoples as established under the *United Nations Declaration on the Rights of Indigenous Peoples* (UNDRIP 2007);

**Acknowledging** that ICOMOS has a leadership role in recognising and incorporating Indigenous heritage action in the face of widespread climate change, which includes working, where appropriate and feasible, with Indigenous communities to anticipate, assess and help manage worsening and future climate impacts on their heritage;

**Conscious of** the ongoing and projected increase of direct and indirect impacts, and loss and damage to Indigenous heritage worldwide, including tangible and intangible cultural, natural and combined heritage, as catalogued in *Climate Change 2022: Impacts, Adaptation and Vulnerability* (IPCC 2022); *The Future of Our Pasts: Engaging cultural heritage in climate action* (ICOMOS 2019); and *Global Research and Action Agenda on Culture, Heritage and Climate Change* (ICSM CHC 2023);

**Acknowledging** the importance of heritage to its Indigenous owners and custodians as critical to the maintenance of their land, lifeways and religious, social and cultural life, and to Indigenous wellbeing, as noted in UNDRIP 2007; IPCC 2022; and the United Nations *Sustainable Development Goals* (2030 Global Agenda 2015);

**Recognising** the cultural and governance structures of Indigenous Peoples who can, when given tangible and material opportunities, shape the terms, appropriate actions and framing of climate change mitigation and adaptation on their own lands and oceans as noted in the *Global Assessment Report on Biodiversity and Ecosystem Services* (IPBES 2019); ICSM CHC 2023; and the 2010 *Mandaluyong Declaration*;

**Resolves** that ICOMOS, through its Board, Advisory Committee and Scientific Council, builds on previous initiatives and collaboratively responds to threats of climate change and global impacts on Indigenous heritage by:

1. Partnering with allied organizations and Indigenous communities to
   a. raise international attention and awareness of the importance and value of Indigenous heritage to Indigenous Peoples, our shared planet and humanity consistent with the *ICOMOS Triennial Scientific Plan 2021-2024 Objective 1*; and in alignment with the *Warsaw...*
Loss and Damage Mechanism (UNFCCC), Anchorage Declaration (2009), and the Kioa Climate Emergency Declaration (2022);

b. encourage the preparation of climate risk assessments, adaptation and disaster risk management plans, based on diverse and appropriate knowledge systems, internationally through appropriate bodies in partnership;

c. urge the international community and national governments to recognise, study and act in agreement and collaboration to ethically co-develop and enact climate work plans;

d. recognise Indigenous sovereignty and control over their land and knowledge when seeking to use Indigenous Knowledge as part of effective climate responses and initiatives;

e. promote the need for culturally-appropriate Intellectual Property protective clauses when engaging with and sharing Indigenous Knowledge;

2. Requesting the ICOMOS Indigenous Heritage Working Group to take the lead in formulating advice to ICOMOS on appropriate action within ICOMOS and when ICOMOS acts in partnership with other organisations, with regard to Indigenous Peoples, their heritage and climate impacts and to effectively monitor this;

3. Encouraging members, Committees and Working Groups in their work to offer all possible assistance to ensure that the appropriate representation, consultation, participation and active involvement of Indigenous Peoples is implemented in culturally-appropriate ways when considering potential impacts of climate change and Indigenous heritage and proposing appropriate mitigation measures;

4. Facilitating the implementation of these objectives through promoting the outcomes of successful collaborations through the ICOMOS Climate Change Resource Portal as proposed in the ICOMOS Triennial Scientific Plan 2021-2024; ensuring collaborations and outcomes shared through the Portal have informed consent or IP Provisions as developed through templates and procedures; showcasing ICOMOS leadership in respectful ICOMOS discourse with Indigenous Peoples about climate change issues, particularly in relation to scholarly publications.

5-4-2 Cultural Dimensions of the SDGs
(Resolution 21GA 2023/16 Cultural Dimensions of the SDGs – voted online)

The 21st General Assembly of ICOMOS, Recalling the resolution 18GA 2014/37 which urges governments and National Committees of ICOMOS to firmly acknowledge the prominent role of culture and heritage in sustainable development and urgently support the United Nations 2030 Agenda for Sustainable Development (UN Agenda 2030);

Noting that culture remains unrecognised in the UN Agenda 2030, and that economic growth is a key indicator of development which has the potential to exacerbate the exploitation (privatization, commercialization and monetization) of nature and culture globally;

Conscious of the need for heritage and development actors to identify the significance and transformative potential of culture in sustainable development beyond the designated SDG Target 11.4: “strengthen efforts to protect and safeguard the world’s cultural and natural heritage”, which
is only measured through the total per capita expenditure on the preservation, protection and conservation of heritage at national, regional, and local levels;

**Acknowledging** the need to go beyond the current discourse of ‘sustainability’ and apply a systems approach supporting generative and restorative economic activities that strengthen integrated social, cultural and environmental systems that can be sustained and enhanced;

**Recognising** the 2022 UNESCO Mondiacult Declaration which affirms culture as a global public good and moreover a shared resource (commons) with an intrinsic value that could enable and drive sustainable development through appropriate governance and collaborative stewardship;

**Taking into account** the need for a strategic and inclusive approach, through multisectoral and interdisciplinary partnerships and collaboration within and outside the cultural sector;

**Considering** the role of UN-Habitat and the New Urban Agenda in addressing urban sustainability, localisation of the SDGs, and the contribution of urban culture thereof;

**Affirms** the continuous efforts of the ICOMOS Sustainable Development Goals Working Group in raising awareness on the transversal linkages between culture, heritage and sustainable development relevant to practice and policy, built on theoretical and applied (including situated and traditional) knowledge and contributing to global knowledge commons;

**Urges** ICOMOS members to assist the ICOMOS Sustainable Development Goals Working Group by gathering relevant research, quantitative and qualitative data informing how culture and heritage can support sustainable development;

**Requests** ICOMOS National Committees and International Scientific Committees to engage with the UN 2030 Agenda by supporting national and local governments in producing and communicating relevant data for Voluntary National Reviews, Voluntary Local Reviews and other documents as part of SDG reporting;

**Further requests** ICOMOS National Committees and International Scientific Committees to consolidate data for the National, Provincial and Local Indicator Framework that is specific to culture;

**Calls upon** awareness and critical discussions among ICOMOS members in addressing challenges within the current development paradigm and identify leverage points for systems change where culture and heritage are fully recognised for regenerative sustainability of people and the planet;

**Requests** that ICOMOS supports UNESCO and the Culture 2030 Goal Campaign to identify relevant targets and indicators that support the pivotal role of culture and heritage as integral enablers of sustainable development and the UN development agenda in this Decade of Action and post 2030.
| 5-4-3 | Implementation of a Human Rights Based Approach in Cultural Heritage Management  
(Resolution 21GA 2023/17 Implementation of a Human Rights Based Approach in Cultural Heritage Management – voted online) | The 21st General Assembly of ICOMOS,  
Recalling the Buenos Aires Declaration marking the 70th anniversary of the Universal Declaration of Human Rights, issued by the ICOMOS General Assembly 2018, which embraced the principle of free, prior and informed consent of source communities before adopting measures concerning their specific cultural heritage;  
Reflecting on the UN reform ‘Human Rights Based Approach to Development Cooperation and Programming’, May 2003, which recommended the development of capacities of ‘duty-bearers’ to meet their obligations towards rights-holders;  
Considering the duties of State Parties as defined in the 1972 UNESCO World Heritage Convention, which imply that the State Party or the representatives of the State Parties are the World Heritage duty-bearers;  
Acknowledging that the ‘Operational Guidelines to implement the World Heritage Convention’ (2021) in its paragraph 12 encourage States Parties to the Convention to adopt a “human rights-based approach, and ensure gender-balanced participation of a wide variety of stakeholders and rights-holders”;  
Recalling Decision 43 COM 12 of the World Heritage Committee, Baku 2019, regarding the reform of the nomination process, which decided to endorse the principle of a two-phase nominations process, as a key measure for restoring the balance and the credibility of the World Heritage List;  
Supporting the ICOMOS initiative to review rights issues in the World Heritage nomination dossiers, during the ICOMOS evaluation process;  
Requests that ICOMOS supports and contributes to a Human Rights-Based Approach through systematic screening of rights issues in Heritage management, as well as stewardship and development of cultural heritage. |  |  |
|---|---|---|---|---|
| 5-4-4 | Recognizing Indigenous Peoples’ Values and Interconnections between Culture and Nature in the Outstanding Universal Value of World Heritage Sites  
(Resolution 21GA 2023/18 Recognizing Indigenous Peoples’ Values and Interconnections between Culture and Nature in the Outstanding Universal Value of World Heritage Sites – voted online) | The 21st General Assembly of ICOMOS,  
Recalling resolutions 18GA 2014/46 “Connecting Practice: supporting integrated approaches to nature and culture” adopted by the 18th General Assembly of ICOMOS (Florence, 2014), 19GA 2017/25 “incorporating the interconnectedness of nature and culture into heritage conservation” adopted by the 19th General Assembly (New Delhi, 2017), and 19GA 2017/27 “Indigenous Heritage” (New Delhi, 2017);  
Acknowledging the rights of Indigenous Peoples to maintain, control, protect, and develop their cultural heritage and to define and implement the best methods to conserve heritage of significance to their culture; |  |  |
Recognizing that for Indigenous Peoples, cultural and natural values are inseparably interwoven and should be managed and protected in a holistic manner;

Considering that heritage policies, programmes and activities affecting Indigenous Peoples should be based on full recognition of the inseparability of natural and cultural heritage, and the deep-seated interconnectedness of intangible cultural heritage and tangible cultural and natural heritage;

Recognizing that adverse outcomes can occur when heritage processes do not adequately reflect the interrelated character of nature and culture, and that these can intersect with sustainability objectives as well as rights concerns, especially for Indigenous Peoples;

Recognizing that many World Heritage sites are fully or partially located in the traditional lands and territories of Indigenous Peoples;

Acknowledging that for many of those World Heritage sites, the Outstanding Universal Value was defined without the meaningful participation of the Indigenous Peoples concerned and may not reflect their perspectives, their cultural context, their relationship to the land, and the interconnectedness of nature and culture; and that this continues to have significant negative impacts on some Indigenous Peoples’ rights, practices, traditions, livelihoods, and cultural heritage;

Acknowledging that the World Heritage Convention provides a context where new practices supporting integrated approaches to nature and culture can be forged, given that it provides an international instrument for both natural and cultural heritage;

Noting that ICOMOS has worked together with both the International Union for the Conservation of Nature (IUCN) and the International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM) to develop more integrated approaches and practices to natural and cultural heritage in the context of their work as Advisory Bodies to the World Heritage Committee;

Requests the ICOMOS Board to:

1. Advocate for positive changes to World Heritage processes, including to the criteria for the assessment of Outstanding Universal Value that would consider cultural and natural values within individual criteria, in order to facilitate the recognition of interconnections between culture and nature on the World Heritage List in particular with regard to indigenous people’s values.

2. Collaborate with the other Advisory Bodies to the World Heritage Committee (IUCN and ICCROM) and the International Indigenous Peoples’ Forum on World Heritage (IIPFWH) in order to develop options for changes to the criteria that would address this issue, for the consideration of the World Heritage Committee.

3. Advocate for a comprehensive review of sites inscribed on the World Heritage List to identify sites where the values of Indigenous Peoples may have not been recognized when the
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<tr>
<th>5-5</th>
<th>Resolutions on organisational matter</th>
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### 5-5-1 Proposal to Review the Current Membership Fee Structures to Provide an Equitable and Sustainable System

**(Resolution 21GA 2023/19 Proposal to Review the Current Membership Fee Structures to Provide an Equitable and Sustainable System – voted online)**

**The 21st General Assembly of ICOMOS,**

**Considering** that Article 6.f.3 of the ICOMOS Ethical Principles states that ICOMOS members must not put the financial standing of ICOMOS and its Committees at risk;

**Conscious** that the economic circumstances of the more than 100 National Committees in the world is complex and the present membership fee structures do not adequately respond to such complexity;

**Taking into account:**
1. The varying approaches to charging membership fees across National Committees reflecting the ability of members to pay fees as well as access to alternative funding streams for National Committees and the inequalities arising from this;
2. The need to take into consideration economic metrics on differences in standards of living – such as real GDP at purchasing power parity – in establishing a fairer membership fee structure;
3. The variable means and abilities which exist at the national level, to secure funding for National Committees;
4. That the types/categories of membership within National Committees are limited and uneven;
5. The variability and potential inequity in membership structures;
6. The lack of sufficient understanding and information on the different membership fee categories, levels and approaches of National Committees;
7. Concern that the current membership fee structure is an inhibiting factor in retaining existing and attracting new members;
8. Increasingly regular cycles of global economic crises which affect ICOMOS internationally and nationally;
| 5-5-2 | Gender Diversity in ICOMOS  
**Resolution 21GA 2023/20 Gender Diversity in ICOMOS – voted online** |
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<td>9.</td>
<td>The increases in costs, the increase in workload of ICOMOS and the ever-expanding demands on and expectations of the International Secretariat which require appropriate funding, and</td>
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<tr>
<td>10.</td>
<td>The increase in ICOMOS membership fees adopted by the 2022 General Assembly in Bangkok and due to come into effect in 2024;</td>
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<tr>
<td><strong>Requests</strong></td>
<td>the establishment by the incoming Board, in collaboration with the Advisory Committee, of a Working Group to examine the structure, levels and distribution of membership fees and make recommendations for the improvement of a fairer membership fee structure which also secures the financial sustainability of the ICOMOS International Secretariat, with a target date for completion and for presentation for adoption at the General Assembly in 2024.</td>
</tr>
<tr>
<td><strong>The 21st General Assembly of ICOMOS,</strong></td>
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<tr>
<td><strong>Considering</strong></td>
<td>the United Nations (UN) Declaration of Human Rights, which recognises that all human beings are born free and equal in dignity and rights;</td>
</tr>
<tr>
<td><strong>Considering</strong></td>
<td>the UN 2030 Agenda and the Sustainable Development Goals (SDGs) and in particular Goal 5 - Achieve gender equality and empower all women and girls;</td>
</tr>
<tr>
<td><strong>Recalling</strong></td>
<td>the 2021 ICOMOS document <em>Heritage and the Sustainable Development Goals: Policy Guidance for Heritage and Development Actors</em>, which advocates to harness the potential of heritage to achieve gender equality, eradicate bias and violence based on sexual orientation, and empower all genders, recognising that heritage is constantly changing and evolving;</td>
</tr>
<tr>
<td><strong>Acknowledging</strong></td>
<td>the preliminary findings on gender data within ICOMOS and in relation to heritage practices presented by the Heritage and Gender Task Team on Gender Equality, a joint initiative of the ICOMOS Sustainable Development Goals Working Group and the Our Common Dignity - Rights-Based Approaches Working Group;</td>
</tr>
<tr>
<td><strong>Recalling</strong></td>
<td>the positive impact of gender diversity on the functioning of organisations and likewise the beneficial impact on well-being and on heritage preservation when gender dimensions are considered in heritage practices;</td>
</tr>
<tr>
<td><strong>Noting</strong></td>
<td>the proposal by the Board to make a reference to gender balance in article 45-4-b of the ICOMOS Rules of Procedure;</td>
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<tr>
<td><strong>Decides</strong></td>
<td>to include gender diversity and empowerment as an important component of the ICOMOS Triennial Action Plan, with a specific focus on gender equity in membership and leadership positions and on research related to heritage practices and management systems;</td>
</tr>
<tr>
<td><strong>Invites</strong></td>
<td>the National Committees, the International Scientific Committees, the Working Groups and all ICOMOS bodies to take measures to improve gender balance in their membership and activities by 2026;</td>
</tr>
</tbody>
</table>
Also invites the National Committees, the International Scientific Committees, the Working Groups and all ICOMOS bodies to take gender dimensions into account as part of their work and decision-making processes;

Calls upon the ICOMOS membership to submit more gender diverse nominations for ICOMOS Honorary Membership and the Gazzola Prize;

Requests the Heritage and Gender Joint Task Team to present an updated report on gender equality and diversity in ICOMOS and on gender dimensions in heritage practices to the 22nd General Assembly in 2026 and encourages it to provide all necessary support to the National Committees, International Scientific Committees and Working Groups as appropriate.

| 5-5-3 | Indigenous Inclusion throughout ICOMOS  
(Resolution 21GA 2023/21 Indigenous Inclusion throughout ICOMOS – voted online) |
|-------|------------------------------------------------------------------------------------------------------------------|
|       | The 21st General Assembly of ICOMOS,  
Recognising the inherent authority of Indigenous Peoples over their culture and heritage, that existed before and is empowered by their governance, and continues to be exercised regardless of constructs external to them shaped by others;  
Recognising that there are both extrinsic and intrinsic rights and responsibilities for Indigenous Peoples to speak and act for their own custodial rights for places;  
Recalling that the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP) was adopted by the United Nations in the spirit of partnership and mutual respect in 2007 by 144 state parties, and later endorsed by Australia (2009), Canada (2021), New Zealand (2010) and the USA (2010);  
Recognising in particular that the earth’s diverse Indigenous Peoples have “the right to self-determination” (Article 3 of UNDRIP) as well as “the right to maintain, protect and develop the past, present, and future manifestations of their cultures, such as archaeological and historical sites, artefacts, designs, ceremonies, sacred places and sites, technologies and visual and performing arts and literature” (Article 11 of UNDRIP), and the related right to identify and acknowledge the characteristics and elements that make heritage sites, landscapes and narratives of Indigenous value;  
Acknowledging that ICOMOS can be aided in its work by the inclusion of Indigenous representation to identify and integrate Indigenous values;  
Affirming, in the spirit of UNDRIP, that ICOMOS should also give effect to the principle enshrined in its Article 41 that “Ways and means of ensuring participation of Indigenous peoples on issues affecting them shall be established”.  
Asserting that Indigenous communities have the rights to Indigenous knowledge and practices as expressions of their intellectual property, with reference to Article 31 of UNDRIP which states that |
“Indigenous peoples have the right to maintain, control, protect and develop their cultural heritage, traditional knowledge and traditional cultural expressions”;

**Recalling** that ICOMOS is an associate partner of UNESCO, which is subject to Article 41 of UNDRIP, and that ICOMOS is an international non-governmental organisation concerned with furthering the conservation of cultural heritage, as well as an Advisory Body of the World Heritage Committee for the implementation of the 1972 UNESCO World Heritage Convention, both of which may have effects on Indigenous heritage.

**Recognising**, in the spirit of UNDRIP, that Indigenous People must be part of decision-making processes that affect them, including identifying emerging Indigenous directives, concerns and perspectives on the protection and development of their heritage, including climate change, biodiversity loss, and issues relating to water quality;

**Recognising** the Kunming-Montreal Global Biodiversity Framework including Target 22 and the Joint Programme of Work on the Links between Biological and Cultural Diversity, [the latter of which ICOMOS is invited to, and which includes the commitment to strengthening the links between biological and cultural diversity with the full and effective participation of Indigenous peoples.]

**Recognising** the ICOMOS Indigenous Heritage Working Group, the Australia ICOMOS Indigenous Heritage Reference Group, Tautaki the Māori Committee of ICOMOS New Zealand, the Indigenous Perspectives and Knowledge Working Group of the ICOMOS-IFLA International Scientific Committee on Cultural Landscapes, the Caring for Country Committee of Australia ICOMOS, and other representation of Indigenous peoples in ICOMOS;

**Resolves** that ICOMOS encourage and support its National Committees to increase Indigenous membership, including through ICOMOS Mentoring programmes and contact with educational institutions, to encourage student and emerging members, where there is an Indigenous presence in that country;

**Resolves** that ICOMOS encourage and support the participation of Indigenous members within ICOMOS so that they provide an Indigenous voice throughout the decision-making levels and activities of ICOMOS;

**Resolves** that ICOMOS activities ensure that the significance and values of Indigenous tangible and intangible heritage, including cultural landscapes, and biodiversity are incorporated in practice and activities;

**Resolves** that the role of the ICOMOS Indigenous Heritage Working Group (IHWG) be encouraged and supported so that the diversity of Indigenous voices is broadly acknowledged within ICOMOS.

---

**Adjournment of Plenary Session 1 of the General Assembly**

Tracy Ireland thanks members for attending, then adjourns the meeting until Friday 8 September.
|   |   |   | Friday, 8 September 2023  
Plenary Session 2 of the General Assembly  
Sydney, Australia and online  
9:00 – 12:30 (Sydney time, AEST) / 1:00 – 4:30 (Paris time, CEST) |
|---|---|---|---|
| 6 | Elections: Election of the 20 members of the Board for the mandate 2023-2026  
Voted on the online platform Eurovote | Tracy Ireland invites Mona O’Rourke, Chair of the Elections Committee, to announce the results of the elections of the ICOMOS Board for the term 2023-2026. See Appendix A and Appendix B.  
Statutes art 9d, RoP art 65 & 66 |   |
| 6-1 | Announcement of results: the 20 members of the Board | The 21st General Assembly of ICOMOS,  
**Election**  
Olufemi Adetunji (Nigeria)  
Riin Alatalu (Estonia)  
Jurn Buisman (Netherlands)  
Adriana Careaga (Uruguay)  
Leonardo Castriciota (Brazil)  
Chilangwa Chaiwa (Zambia)  
Doo-Won Cho (Republic of Korea)  
HRH Dana Firas (Jordan)  
Andreas Georgopoulos (Greece)  
Zeynep Gül Ünal (Türkiye)  
Marianne Knutsen (Norway)  
Celia Martínez Yáñez (Spain)  
Susan McIntyre-Tamwoy (Australia)  
Takeyuki Okubo (Japan)  
Teresa Patricio (Belgium)  
Mariana Pereira (Portugal)  
Cyrill Von Planta (Austria)  
Nupur Prothi (India)  
Monica Rhodes (United States)  
Gráinne Shaffrey (Ireland)  
As Members of the ICOMOS Board. |   |
| 6-2 | Announcement of results: the five Vice-Presidents | The 21st General Assembly of ICOMOS,  
**Election**  
Riin Alatalu (Estonia)  
Leonardo Castriciota (Brazil)  
Chilangwa Chaiwa (Zambia)  
HRH Dana Firas (Jordan) |   |
### 6-3 Announcement of results: the President, Secretary General and Treasurer

**The 21st General Assembly of ICOMOS,**

**ELECTS** Teresa Patricio (Belgium) as ICOMOS President;

**ELECTS** Jurn Buisman (Netherlands) as ICOMOS Secretary General; and

**ELECTS** Cyrill Von Planta (Austria) as ICOMOS Treasurer.

### 6-4 Report of the Elections Committee on the election results

*Resolution 21GA 2023/22 Report of the Elections Committee on the election results – voted by acclamation*

Mona O’Rourke shares the Tellers’ recommendations following the election process.

Some technical issues arose in relation to the voting window, in the course of the election. This concerned difficulties for voting members who were travelling to the General Assembly.

- The Tellers recommend to the incoming Board that due regard and consideration be given to this issue when the schedule for voting is being established.

A number of ICOMOS members, who work in Public Service in their countries, found that they could not access their professional e-mails to access their voting code as they were travelling to this General Assembly.

- The Tellers recommend to the incoming Board that the technical steps to be addressed where this problem might occur should be highlighted much more strongly in advance, so as to enable measures to be put in place to remedy the potential issue well in advance of the vote taking place.

The tellers have been made aware of one further technical issue. It is concerned with one vote only, which was improperly cast.

- The Tellers’ recommendation was that the fairest response to this was to deduct one vote from each candidate, so no unfairness can be attributed to any of the candidates.

The Statutes of ICOMOS combined with the Rules of Procedure demonstrate an inherent intention to achieve representation globally within ICOMOS’ Structures of Governance.

- Accordingly, the Tellers recommend that those members with voting rights, in all elections, give careful consideration as to how this representation might be optimally achieved.

### 7 Report by the Resolutions Committee on the adopted resolutions

Tracy Ireland gives the floor to Grainne Shaffrey, Chair of the Resolutions Committee.

Grainne Shaffrey presents the results: all of the resolutions presented at the 21st General Assembly are adopted. See full report in Appendix C.
| 3-5 | Address by the Chair of the Heritage Council of NSW – Frank Howarth AM | Tracy Ireland introduces Frank Howarth AM, Chair of the Heritage Council of New South Wales. Frank Howarth AM addresses the 21st General Assembly with an official statement. |
| 3-6 | Presentation of video by Art of Multimedia | Tracy Ireland presents a video from an official partner of the General Assembly 2023, Art of Multimedia. |
| 8   | Gazzola Prize Award Ceremony | Tracy Ireland introduces Toshiyuki Kono, Chair of the Selection Jury. Toshiyuki Kono is pleased to present the report on behalf of the selection Jury composed of: – Toshiyuki Kono (Honorary President of ICOMOS, Japan), Chair – Amund Sinding Larsen (Norway) – Lassana Cisse (Mali) – Alfredo Conti (Argentina) – Patricia O’Donnell (U.S.A) The Piero Gazzola Prize was created in 1979 in memory of the founding president of ICOMOS and is the highest distinction awarded by ICOMOS. The prize is awarded every three years at the triennial General Assembly to an individual member of ICOMOS or to a group of members who have contributed with great distinction to the aims and objectives of ICOMOS. In 2023, as in years past, the Jury found its work challenging due to the exceptional quality and merit of those proposed. The Jury is pleased to announce that after careful evaluation, the 2023 Gazzola Laureate selected by the Jury is Dr Támas Fejérdy of Hungary. Dr Tamás Fejérdy has a specialist educational background in architecture and monument protection and a truly international practice. Throughout his service at ICOMOS since 1983, Dr Fejérdy has contributed with distinction to the aims and objectives of ICOMOS particularly as President of the International Committee on Historic Towns and Villages (CIVVIH), Honorary President of ICOMOS Hungary. Dr Fejérdy was appointed ICOMOS Honorary member in 2008. He has played a decisive role in countless local, national, regional, international and global monument protection and heritage management projects, notably in Hungary. The jury was impressed by the extensive impact Tamas’s work has had over time, both nationally and internationally, on behalf of ICOMOS and at the service of heritage. Toshiyuki Kono invites Dr Tamás Fejérdy on stage to speak. He sincerely thanks his ICOMOS colleagues from all around the world. Toshiyuki Kono invites the audience to join in a round of applause to congratulate the winner. |
| 9   | Conferring of Honorary Membership | Honorary Membership of ICOMOS is conferred by the General Assembly, at the proposal of a National Committee, upon individuals who have rendered distinguished service in the fields of Statutes art 5a4 and 9d8 RoP art 23 |
(Resolution 21GA 2023/23 Conferring of Honorary Membership – voted by applause)

conservation, restoration and presentation/interpretation of cultural heritage. Often these proposals are accompanied by further letters of support from ICOMOS members, Scientific Committees or other National Committees in regions where members have made significant contributions.

On behalf of the Selection Jury, Toshiyuki Kono is pleased to announce that eleven members were made honorary members of ICOMOS for their distinguished service in favor of the preservation of monuments and sites:

Dora Monteiro e Silva de Alcântara (Brazil)
Salvador Díaz Berrio posthumously (Mexico)
Zhang Jie (China)
Gideon Koren (Israel)
William Logan (Australia)
Richard Mackay (Australia)
Bente Mathisen (Norway)
Yukio Nishimura (Japan)
Leonid Prybeha (Ukraine)
Grellan Rourke (Ireland)
Yolanda Santaella Lopez (Mexico)

Toshiyuki Kono invites the audience to join in a round of applause to congratulate the Honorary members.

Presentations

Presentation of artwork by DD.DD to ICOMOS

Tracy Ireland invites Marie-Laure Lavenir, Director General of ICOMOS, and Dakota Dickson (DD.DD), artist.

DD.DD expresses gratitude to all those who contributed to the creation of this artwork, elaborating that she invited the delegates to imprint their hand on the Australian Aboriginal flag. Marie-Laure Lavenir is honored to accept the artwork offered by DD.DD. It will serve as a cherished reminder of the collective exploration of Aboriginal culture in Australia and will be prominently displayed at the International Secretariat for visiting guests to appreciate.

Presentation of World Heritage Commemorative Coin by the Royal Australian Mint to ICOMOS

Tracy Ireland invites Richard Mackay AM to introduce Adonis Cox, representative of the Royal Australian Mint.

The Commemorative Coin represents the 20 Australian World Heritage sites, which has been produced by the Royal Australian Mint in collaboration with Australia ICOMOS to mark the visit of the ICOMOS delegates for the 21st General Assembly.

Adonis Cox presents a Commemorative Coin to Teresa Patricio.

10 Closing
<p>| | | |</p>
<table>
<thead>
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<tr>
<td><strong>10-1</strong></td>
<td><strong>Address by the newly elected ICOMOS President and vote of thanks to the outgoing Board members</strong></td>
<td>Teresa Patricio, President of ICOMOS, thanks all members for re-electing her to this position of great responsibility. She is well aware of the task ahead, and will strive to work in a spirit of collaboration with the newly elected Board.</td>
</tr>
<tr>
<td><strong>10-2</strong></td>
<td><strong>Annual General Assembly 2024 and invitation to the 22nd General Assembly 2026 in Malaysia</strong></td>
<td>Tracy Ireland gives the floor to Ar. Tiong Kian Boon, President of ICOMOS Malaysia. Ar. Tiong Kian Boon invites all ICOMOS members to the 22nd General Assembly in Malaysia in 2026. A video prepared by ICOMOS Malaysia is played and is available <a href="#">here</a>. Tracy Ireland gives the floor to Teresa Patricio. She informs that ICOMOS Mexico’s bid to host the Annual General Assembly in 2024 has been formally withdrawn due to security concerns within the country. The ICOMOS Board reached out to various National Committees in the region, and two have stepped up: ICOMOS Brazil and ICOMOS USA. Both National Committees will work on refining their proposals for submission to the Board by the end of 2023. She also points out that a comparable situation may arise in 2025, concerning the Annual General Assembly being hosted in Kenya, where there is no existing National Committee, or by ICOMOS Jordan. A final decision on this matter will be conveyed to members at the outset of 2024. Teresa extends her gratitude to the members for their understanding in these circumstances.</td>
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<td></td>
<td><strong>Presentation by EarthCheck – Stuart Moore</strong></td>
<td>Tracy Ireland invites Stuart Moore from EarthCheck on stage. Stuart Moore explains that ICOMOS worked with EarthCheck to help measure, manage and offset the key environmental impacts associated with the GA2023 and set up a sustainability framework for the event. The EventCheck process includes data collection and carbon footprinting and is aligned to the International Standard ISO 2021 “event Sustainability Management System”. Stuart Moore mentions key partners: the ICC Sydney which is a silver certified EarthCheck Convention Centre, and ReForest which is a habitat restoration program.</td>
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<tr>
<td></td>
<td><strong>How the GA2023 was delivered</strong></td>
<td>Tracy Ireland gives the floor to Richard Mackay AM. Richard Mackay AM highlights that Sydney, while a splendid destination, presents challenges as an event venue due to its high travel costs, carbon footprint, and overall expense. In 2016, Australia ICOMOS made a strategic decision to collaborate with both National and State governments, necessitating the event to be elevated in scale and elegance beyond its basic requirements in order to attract attention and make a lasting impression. He thanks all those who made the event possible and a success: the hundreds of Australia ICOMOS volunteers, the Sydney Harbour Federation Trust, the City of Sydney, Placemaking NSW, the National Parks and Wildlife Service, Museums of History of NSW, Luna Park, the ICC Sydney and Arinex, among others.</td>
</tr>
</tbody>
</table>
Vote of thanks to GA organisers, officers, and participants

The 21st General Assembly of ICOMOS,

Thanks

All those who contributed and gave their time to making this General Assembly of ICOMOS a success;

- The General Assembly Committees and officers
  - President of the General Assembly:
    Prof. Tracy Ireland (President of Australia ICOMOS)
  - Vice Presidents of the General Assembly:
    Ar Tiong Kian Boon (ICOMOS Malaysia)
    Luna Rajab (ICOMOS Syria)
    Bély Hermann Niangao (ICOMOS Burkina Faso)
  - Secretary General of the General Assembly:
    Mario Santana Quintero (ICOMOS Canada)
  - Rapporteurs of the General Assembly:
    Marianne Lehtimäki (ICOMOS Finland)
    Délie Ronsin-Quéchon (ICOMOS International Secretariat);

- The Credentials Committee
  - Ulrike Herbig (ICOMOS Austria) – Chair
  - Alice Biada (ICOMOS Cameroon)
  - Luis Enrique Flores Bravo (ICOMOS Peru)
  - Yeo Kang Shua (ICOMOS Singapore)
  - Pamela Jerome (ICOMOS Treasurer – ex officio);

- The Elections Committee
  - Joint Head Tellers: Mona O’Rourke (ICOMOS Ireland/ICLAFI) and Lucille Karen Isberto (ICOMOS Philippines/ICLAFI)
  - Assistant Tellers: Toshiyuki Kono (ICOMOS Japan/ICLAFI), Jean-Paul Lawson (Benin), Verónica Heras (Ecuador) and Gai Jorayev (ICOMOS UK);

- The Resolutions Committee
  - Gráinne Shaffrey (ICOMOS Ireland) – Chair
  - Ohnmar Myo (Myanmar)
<table>
<thead>
<tr>
<th>Committee</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The Candidates Committee</strong></td>
<td>Marcela Clot (ICOMOS Argentina)</td>
</tr>
<tr>
<td></td>
<td>Adnan Abbas Adas (ICOMOS Saudi Arabia)</td>
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<td></td>
<td>Aliyu Abdu Lass (ICOMOS Nigeria)</td>
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<td></td>
<td>Eve Wertheimer (ICOMOS Canada)</td>
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<td></td>
<td>Yoloxochitl Lucio (ICOMOS Mexico, EPWG);</td>
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<tr>
<td><strong>The Grants Committee</strong></td>
<td>Mario Santana Quintero (ICOMOS Canada) – Chair</td>
</tr>
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<td></td>
<td>Kirsti Kovanen (ICOMOS Finland)</td>
</tr>
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<td></td>
<td>Silvia Arroyo Duarte (ICOMOS Panama)</td>
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<td></td>
<td>Lassinan Traore (ICOMOS Cote d'Ivoire)</td>
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<td></td>
<td>Fauzia Qureshi (ICOMOS Pakistan)</td>
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<td></td>
<td>Hessam Mahdi (CIAV)</td>
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<td></td>
<td>Nader Al-Nouri (EPWG)</td>
</tr>
<tr>
<td><strong>The Gazzola Prize and Honorary Members Jury</strong></td>
<td>Toshiyuki Kono (ICOMOS Japan) – Chair</td>
</tr>
<tr>
<td></td>
<td>Amund Sinding Larsen (ICOMOS Norway)</td>
</tr>
<tr>
<td></td>
<td>Lassana Cisse (ICOMOS Mali)</td>
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<td></td>
<td>Alfredo Conti (ICOMOS Argentina)</td>
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<td></td>
<td>Patricia O'Donnell (ICOMOS-USA, IFLA);</td>
</tr>
<tr>
<td><strong>ICOMOS GA2023 Strategic Partners including:</strong></td>
<td>The Government of the Commonwealth of Australia</td>
</tr>
<tr>
<td></td>
<td>The NSW State Government</td>
</tr>
<tr>
<td></td>
<td>The City of Sydney</td>
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<tr>
<td></td>
<td>Metropolitan Local Aboriginal Land Council</td>
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<tr>
<td></td>
<td>Sydney Opera House</td>
</tr>
<tr>
<td></td>
<td>Sydney Harbour Federation Trust</td>
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<tr>
<td></td>
<td>The NSW Parks Service</td>
</tr>
<tr>
<td></td>
<td>Placemaking NSW</td>
</tr>
</tbody>
</table>
Transport for NSW
Luna Park Sydney
Sydney Water
ICC Sydney
Arinex – the conference organisers;

- ICOMOS GA2023 Corporate Patrons including:
  - Art of Multimedia
  - EarthCheck
  - Extent Heritage
  - GML Heritage
  - Lovell Chen

And many other corporate patrons whose support has made the GA2023 possible;

- Australia ICOMOS for their hard work and support in organising this General Assembly – in particular President Tracy Ireland, GA2023 Convenor Richard Mackay, Deputy Convenor Duncan Marshall, Organising Committee Chair Helen Lardner, Youth Forum Convenor Michelle Bashta, ICOMOS Board members Peter Phillips, and the Scientific Symposium co-convenors Steve Brown and Ona Vileikis, as well as the numerous ICOMOS members throughout Australia and overseas who have contributed on committees and panels, hosted events and assisted with the delivery of the GA2023;

- The company Euro-Vote for their reliable and diligent accompaniment of our voting processes;

- The ICOMOS International Secretariat – Gaia Jungeblodt, Jessica Khan and Gabriel Losada, Marie-Laure Lavenir, Yuna Mathan, Délie Ronsin-Quechon for their hard work in organising this General Assembly;

- All ICOMOS members who participated in person in Sydney, as well as online in the voting process and hybrid sessions – to ensure the statutory continuity of our organisation.

Adjournment of the Plenary Session 2 of the General Assembly

Tracy Ireland declares the last Plenary Session closed. The 21st General Assembly is closed.
Appendix A – Election of the President, Secretary General and Treasurer

Voting Platform 2 was open 24h from Thursday 31 August at 12:00pm Sydney (AEST) / 04:00am Paris (CEST) to Friday 1 September at 12:00pm Sydney (AEST) / 04:00am Paris (CEST).

593 votes out of 999 possible votes were cast, that is an 58.77 % participation – with the following result. Each of the candidates who has received a majority of the votes cast for their position are elected to serve as President, Secretary General and Treasurer of ICOMOS for the mandate 2023-2026.

<table>
<thead>
<tr>
<th>Election of the ICOMOS President</th>
<th>Number of votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>PATRICIO, Teresa (Belgium)</td>
<td>542</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Election of the ICOMOS Secretary General</th>
<th>Number of votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUISMAN, Jurn (The Netherlands)</td>
<td>485</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Election of the ICOMOS Treasurer</th>
<th>Number of votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>VON PLANTA, Cyrill (Austria)</td>
<td>535</td>
</tr>
</tbody>
</table>

Appendix B – Election of the five Vice-Presidents

Voting Platform 4 was open 24h from Tuesday 5 September at 12:00 Sydney (AEST) / 04:00 Paris (CEST) to Wednesday 6 September at 12:00 Sydney (AEST) / 04:00 Paris (CEST).

631 votes out of 999 possible votes were cast, that is an 62.54 % participation – with the following result. The five candidates with the highest number of votes are elected to serve as Vice-Presidents of ICOMOS for the mandate 2023-2026:

<table>
<thead>
<tr>
<th>Election of the ICOMOS Vice-Presidents</th>
<th>Number of votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>ALATALU, Riin (Estonia)</td>
<td>410</td>
</tr>
<tr>
<td>CASTRIOTA, Leonardo (Brazil)</td>
<td>412</td>
</tr>
<tr>
<td>CHAIWA, Chilangwa (Zambia)</td>
<td>387</td>
</tr>
<tr>
<td>FIRAS, HRH Dana (Jordan)</td>
<td>367</td>
</tr>
<tr>
<td>GÜL UNAL, Zeynep (Türkiye)</td>
<td>333</td>
</tr>
<tr>
<td>MNINTYRE-TAMWOY, Susan (Australia)</td>
<td>354</td>
</tr>
</tbody>
</table>
The final composition of the new Board of ICOMOS is therefore:

**President**
Teresa Patricio (Belgium)

**Secretary General**
Jurn Buisman (Netherlands)

**Treasurer**
Cyrill Von Planta (Austria)

**Vice-Presidents**
Riin Alatalu (Estonia)
Leonardo Castriota (Brazil)
Chilangwa Chaiwa (Zambia)
HRH Dana Firas (Jordan)
Susan McIntyre-Tamwoy (Australia)

**Board members**
Olufemi Adetunji (Nigeria)
Adriana Careaga (Uruguay)
Doo-Won Cho (Republic of Korea)
Andreas Georgopoulos (Greece)
Zeynep Gül Ünal (Türkiye)
Marianne Knutsen (Norway)
Celia Martínez Yáñez (Spain)
Takeyuki Okubo (Japan)
Mariana Pereira (Portugal)
Nupur Prothi (India)
Monica Rhodes (United States of America)
Grainne Shaffrey (Ireland)
Appendix C – Report by the Resolutions Committee on the adopted resolutions

631 votes out of 999 possible votes were cast, that is a 62.54% participation – with the following result – the accounts and the budget have been approved and all the Resolutions adopted.

<table>
<thead>
<tr>
<th>Vote on the Resolutions of the 21st General Assembly / Vote sur les résolutions de la 21e Assemblée générale</th>
<th>For / Pour</th>
<th>Against / Contre</th>
<th>Abstention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resolution 21GA 2023/7 – Approval of the 2022 accounts and discharge of the Board and Treasurer from liabilities</td>
<td>549</td>
<td>4</td>
<td>78</td>
</tr>
<tr>
<td>Résolution 21GA 2023/7 – Approbation des comptes 2022 et décharge de responsabilités du Conseil d’administration et de la Trésorière</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resolution 21GA 2023/8 – General programme and budgetary guidelines for 2024-2026</td>
<td>543</td>
<td>9</td>
<td>79</td>
</tr>
<tr>
<td>Résolution 21GA 2023/8 – Plan d’action et orientations budgétaires pour 2024-2026</td>
<td></td>
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<td></td>
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<tr>
<td>Resolution 21GA 2023/9 – Approval of the 2024 budget</td>
<td>532</td>
<td>4</td>
<td>95</td>
</tr>
<tr>
<td>Resolution 21GA 2023/9 – Approbation du budget 2024</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resolution 21GA 2023/10 – Appointment of the Credentials Committee of the 2024 Annual General Assembly</td>
<td>558</td>
<td>4</td>
<td>69</td>
</tr>
<tr>
<td>Résolution 21GA 2023/10 – Nomination du Comité de vérification des pouvoirs de l’Assemblée générale annuelle 2024</td>
<td></td>
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</tr>
<tr>
<td>Vote on the Resolutions of the 21st General Assembly / Vote sur les résolutions de la 21e Assemblée générale</td>
<td>For / Pour</td>
<td>Against / Contre</td>
<td>Abstention</td>
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<tr>
<td>Resolution 21GA 2023/11 – Appointment of the Head Tellers of the 2024 Annual General Assembly</td>
<td>553</td>
<td>3</td>
<td>75</td>
</tr>
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1 Indigenous is the name used by UNDRIP. Other terms such as Original Peoples (pueblos originarios in Spanish), Autochthonous Peoples (French), are also adopted in UNDRIP translations.

2 Adopted by the Conference of Parties of the Convention on Biological Diversity at its Fifteenth meeting (Montreal, Canada, 18 December 2022). **Target 22**: Ensure the full, equitable, inclusive, effective and gender-responsive representation and participation in decision-making, and access to justice and information related to biodiversity by Indigenous peoples and local communities, respecting their cultures and their rights over lands, territories, resources, and traditional knowledge, as well as by women and girls, children and youth, and persons with disabilities and ensure the full protection of environmental human rights defenders.

3 The Conference of Parties renewed its commitment to the Joint Programme of Work on the Links between Biological and Cultural Diversity at its Fifteenth meeting (Montreal, Canada, 18 December 2022).