2026 General Assembly of ICOMOS
7, 19, 22 October 2026
Kuching, Malaysia / Hybrid

Draft Resolutions of the 22nd General Assembly

(Layout to be finalized)

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22GA Agenda item 2
Organisation of the sessions

Agenda item 2-1
Resolution 22GA 2026/1 – Confirmation of the members of the Election Committee

Voted during session

The 22nd 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;

Noting the decision by the 2025 ICOMOS General Assembly to appoint Mona O'Rourke (ICLAFI, ICOMOS Ireland) and Yasemin Sarikaya Levent (ICLAFI, ICOMOS Türkiye) so that they could work with International Secretariat in run up to GA2026.

Noting that among the candidates there is a candidate from Ireland and that Tellers should not be from the same country as a candidate; and the decision in September 2026 of the Board to substitute Mona O'Rourke with Jack Tsen-Ta Lee (ICLAFI, ICOMOS Singapore);

Confirms the appointment of the members of the Elections Committee as follows:

- Joint Head Tellers: Jack Tsen-Ta Lee (ICLAFI, ICOMOS Singapore) and Yasemin Sarikaya Levent (ICLAFI, ICOMOS Türkiye)
- Assistant Tellers: Gloria Martellino and Clara Maysonnave (ICOMOS International Secretariat)

Agenda item 2-2
Resolution 22GA 2026/2 – Adoption of the Report of the Credentials Committee

Voted during session

The 22nd 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. xxx;

Takes note that:
As of 31 December 2025, there were xxx voting members from xxx National Committees and xxx individual members from countries or territories with no National Committees; that is a total of xxx

This 9 September, there are xxx designated voting members representing xxx National Committees up to date with their dues and having sent their list of voting members and proxies; and xxx individual members from countries without a National Committee; that is a total of xxx;

The Credentials Committee's decision to add xxx backup e-mails to cover errors in voting to the above; bringing the overall figure of possible voting members to xxx;

(These figures will be completed following confirmation by the Credential Committee);

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.

Agenda item 2-3
Resolution 22GA 2026/3 – Adoption of the minutes of the 2025 AGA
Voted during session

The 22nd General Assembly of ICOMOS,

Adopts the minutes of the 2025 Annual General Assembly held in October 2025.

Agenda item 2-4
Resolution 22GA 2026/4 – Adoption of the report of the Candidatures Committee
Voted during session

The 22nd 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:
Susan McIntyre-Tamwoy (Australia)
Nupur Prothi (India)
Grainne Shaffrey (Ireland)

For the position of Secretary General:
Mariana Pereira (Portugal)

For the position of Treasurer:
Ulrike Herbig (Indonesia)
Cyrill Von Planta (Austria)

For the position of Vice President:
Faisal Abd Rahman (Malaysia)
Jurn Buismann (Netherlands)
Chilangwa Chaiwa (Zambia)
HRH Dana Firas (Jordan)
Marianne Knutsen (Norway)
Monica Rhodes (U.S.A.)

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Diego Sberna (Argentina)

For the Board:
Olufemi Adetunji (Nigeria)
Liubov Apostolova-Sossa (Ukraine)
Antoine Bruguerolle (France)
Gabriel Victor Caballero (Philippines)
Marcela Clot (Argentina)
Andreas Georgopoulos (Greece)
Xiaofan Huang (China)
Jana Jakobsone (Latvia)
Celia Martínez Yañez (Spain)
Fauzia Qureshi (Pakistan)
Navin Pipani (India)
Eva Roels (Belgium)
Hee Kweon Shinn (Republic of Korea)
Kenneth Javier Tua (Philippines)
Yamana Yoshiyuki (Japan)
Yoloxochitl Lucio Origaza (Mexico)
Nancy Pollock-Ellwand (Canada)

Subject to final confirmation of the Candidatures and Credentials Committee

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Agenda item 2-5
Resolution 22GA 2026/5 – Election of the President, Vice-Presidents and the Rapporteurs of the 22nd General Assembly

Voted during session

The 22st General Assembly of ICOMOS

Elects the following members to serve as:

- **Presidents:** Teresa Patricio (President of ICOMOS) and Faisal Abd Rahman (President of ICOMOS Malaysia)
- **Vice Presidents:** Germaine Joseph (ICOMOS Transnational Caribbean Committee) and Usman Sami (ICOMOS Pakistan)
- **Secretary General:** Doo-Won Cho (ICOMOS Board member/ICOMOS Korea)
- **Rapporteurs:** Amanda Rivera Vidal (ISC Earthen Architecture), Gloria Martellino (ICOMOS International Secretariat)

for the 22nd General Assembly held in Kuching, Malaysia

Agenda item 2-9
In Memoriam - Remembrances

By minute of silence

The 22nd General Assembly of ICOMOS,

Recognizes 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 2025

Expresses condolences to their families, colleagues and National and International Scientific Committees:

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Agenda item 2-10
Resolution 22GA 2026/6 – Adoption of the Agenda
Voted during session

The 22nd General Assembly of ICOMOS, adopts its Agenda.

22GA Agenda item 4
Reports on the triennium 2023 – 2026 and adoption of annual accounts

Agenda item 4-5
Resolution 22GA 2026/7 – Approval of the 2025 accounts and discharge of the Board and Treasurer from liabilities
Voted online

The 22nd General Assembly of ICOMOS,

Approves the reports by the President, Secretary General and Treasurer;

Further approves the accounts of 2025 and discharges the Board and the Treasurer;

Approves the appropriation of the 2025 net surplus of € 230,419.65, as proposed by the ICOMOS Board, as follows :

- € 60,000 to a designated reserve for digital transformation;
- € 55,000 to a designated reserve for the staffing transition ahead of the scheduled 2028 retirement at the International Secretariat;
- the balance of € 115,419.65 carried forward to retained earnings, to strengthen ICOMOS' general reservers (own funds).

22GA Agenda item 5
Resolutions

Agenda item 5-3
Resolutions on Statutory Matters

Agenda item 5-3-1
Resolution 22GA 2026/8 – Approval of the general programme and budgetary guidelines for 2027-2029
Voted online

The 22nd 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;

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Reaffirming that the General Programme is ICOMOS annual governance framework that outlines the core actions, priorities, and thematic areas the incoming Board must address throughout 2027-2029. It provides strategic direction broad enough for the incoming Board to interpret, adapt, and operationalise according to evolving circumstances and the outcomes ICOMOS seeks to achieve. Rather than prescribing detailed actions, it establishes the essential governance pillars that guide decision-making, oversight, and long-term planning.

Also recalling the ICOMOS General Programme 2024-2026 approved by the 21st ICOMOS General Assembly (Resolution 21GA 2023/8);

Underlining that the General Programme 2027-2029 is in line with the General Programme 2024-2026, to ensure connectivity and continuity in the work developed and to be developed by the Board;

Acknowledging that the General Programme is proposed by the Board and the results of work presented at the General Assembly by the President and the Secretary General ;

Adopts the following ICOMOS General Programme for the next triennium.

ICOMOS General Programme 2027 – 2029

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Mission 1: Take action and be acknowledged as leaders in the field of cultural heritage conservation,

Objective: To continue reaffirming the role of ICOMOS as a leading and respected organisation, as an advocate and as a think-tank for the conservation of cultural heritage worldwide;

Strategy 1.1. Continue actively promoting the theme "Disaster and Conflict Resilient Heritage" as developed in the Triennial Scientific Plan (TSP) 2024-2027, that includes actions for 'preparedness to risk' (actions in 2025), 'response to emergencies' (actions in 2026), and 'recovery from disasters and crises, and transition to the next TSP' (actions for 2027).

Outcomes:

- An organisation that can develop disaster and conflict resilient heritage actions and that is known as a valued source of accessible and pertinent research and documentation throughout the ICOMOS network.
- ICOMOS meetings and Scientific Symposia 2026-27 are focused on response to emergencies and recovery from disasters and crises.
- Core scientific work and policies on disaster and conflict heritage resilience at the national and international level are routinely inclusive of cultural heritage issues and effective responses.

Monitoring mechanism: *The Advisory Committee president and appointed Board member liaison to the Advisory Committee report annually to the Board.*

Strategy 1.2. Actively promote the theme of Heritage in Motion: Movement (Mobility), Change and Connection as the core topic of the Triennial Scientific Plan 2027-2030, acknowledging and integrating the 2030 endpoint as an opportunity to connect the TSP with major international frameworks, including the Sustainable Development Goals and climate targets, and extending to Beyond 2030 initiatives, and to consider more broadly how heritage knowledge and conservation practice can contribute to societies navigating profound environmental, technological and social change.

Outcomes*:*

- Effective actions, research and documentation are identified and developed throughout the ICOMOS network on more dynamic understanding of cultural heritage expanding upon the site-based conservation models.
- ICOMOS meetings and Scientific Symposia 2027-28 and 2029-30 are focused on the outcomes of the TSP 2024-2027 transitioning to the first sub-theme of the 2027-2030 TSP, which addresses cultural mobility, routes and movement of traditions in 2028. The second and third year are to focus on the sub-themes of 'Change', dealing with issues such as risk, crisis and rapid adaptation, and 'Connection', encapsulating the focus on rights-based approaches, such as memory, dissonancy, inclusivity and global networks in 2029-30.
- The concept of 'Heritage in Motion' is increasingly incorporated into national and international heritage agendas recognising movement (mobility), change and connection as key dimensions of heritage conservation and practice.

Monitoring mechanism*: The Advisory Committee president and appointed Board member liaison to the Advisory Committee report annually to the Board.*

Strategy 1.3. In the face of Climate Overshoot and in accordance with ICOMOS Resolution on Cultural Heritage and Climate Emergency GA2020/12 - 6, to ensure continuing promotion and consideration of the Climate Action as part of the new TSP 2027-2030, actively promoting the theme "Cultural Heritage and Climate Action" as developed in the TSP 2019-2021 and TSP 2021-2024, with the aim of ICOMOS being among leading actors in a sustainable global climate heritage movement empowering the cultural heritage communities to take confident, informed climate action.

Outcomes:

- Drawing on its diverse expertise, ICOMOS delivers accessible foundational training as well as research and capacity building across regions and heritage typologies, engaging both professionals and wider heritage communities.
- Policy development and advocacy for cultural heritage based climate action in collaboration with heritage-centric partnerships and coalitions; aligning all actions with core principles of climate justice and equity.
- Empowering heritage communities to take confident, informed climate action in cultural heritage, including climate risk assessments, climate adaptation plans; and showcasing cultural heritage and traditional knowledge based climate solutions, in accordance with relevant ICOMOS documents and UNFCCC, UNESCO, regional and national climate policies.

Monitoring mechanism: *Vice Presidents coordinate with the appointed Board member liaison to the Advisory Committee to review the ICOMOS Network (National Committees, ScientificCommittees and Working Groups) outputs and activities that reflect these issues.*

Strategy 1.4 : Continue actively developing and engaging reflections about today's global challenges in order to continuously build a robust and resilient cultural sector through the work of our International Scientific Committees and the development of the University Forum as an incubator of ideas, future themes and strategic responses to emerging issues. To do this while fostering the capacity of the organisation and the wider heritage community to understand, anticipate and shape responses to the major societal, geopolitical, environmental and technological transformations that will define the future context of heritage conservation and management.

Outcomes:

- Emerging and current cultural heritage issues are identified and robustly explored through research and debate.
- Approaches to address or prepare for emerging issues are fully anchored in public policies, community needs and sustainable development perspectives.
- A nimble organisation that is equipped to respond to the heritage conservation needs of a world in a state of constant change.

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Monitoring mechanism*: The Advisory Committee president and appointed Board member liaison to Advisory Committee in collaboration with vice-presidents, as well as collaborating with "A Spot on the Horizon" will collect data on these activities through National Committees, International Scientific Committees, Working Groups, annual reports and other channels, review the plans addressing these issues and report biennially to the Board.*

Strategy 1.5. Promote and advocate rights-based approaches and cultural pluralism using intercultural dialogue based on principles of inclusion and equality.
Outcomes:
- Preparation and dissemination of papers, seminars and expert meetings on the intersection of current issues with cultural heritage conservation for strengthening policies promoting cultural pluralism, protection of cultural diversity, cultural rights, social justice and peace.
- The recognition and inclusion of Indigenous Peoples' values, knowledge and representation across ICOMOS bodies and World Heritage processes are systematically advanced.
- The organisation is recognised as a leader in promoting cultural and gender-based equality in its work practices.
- Clear guidelines and case studies outlining methodologies for achieving Free Prior and Informed Consent are widely understood and integrated into ICOMOS World Heritage assessment processes.
- Relevant resolutions from General Assemblies relating to these matters are actioned and their implementation across the organisation are monitored.

Monitoring mechanism*: Vice Presidents coordinate with the appointed Board member liaison to the Advisory Committee to review the ICOMOS Network (National Committees, Scientific Committees and Working Groups) outputs and activities that reflect these issues. The chair of the ICOMOS World Heritage panel together with the World Heritage Evaluation and Advisory and Monitoring Units ensure that FPIC is appropriately considered. Appointed Board member report to the Board quarterly on the actions and progress towards implementing General Assembly resolutions.*

Strategy 1.6. "Living Heritage" is promoted by creating methodologies for identifying, documenting and safeguarding living cultural practices, cultural landscapes, sacred sites and traditional knowledge.
Outcomes:
- Preparation of papers, seminars and expert meetings on the intersection of current issues with cultural heritage conservation for strengthening policies promoting the protection of living heritage, cultural rights, social justice and peace needs to form part of overarching aspirations of cultural policies for the future.

Monitoring mechanism: *Vice Presidents coordinate with the appointed Board member liaison to the Advisory Committee to review the ICOMOS Network (National Committees, Scientific Committees and Working Groups) outputs and activities that reflect these issues.*

Strategy 1.7. Continue crisis monitoring impacts on cultural heritage places and those who care for them, and continue to develop ways of responding to the challenges for heritage and for our National Committees.
Outcomes:
- Regular surveys and reports on the impact of the various crises throughout the world.
- Development of training programmes for conservation professionals.
- ICOMOS remains proactive on crisis situations as they arise, supporting heritage protection and National Committees where affected;

Monitoring mechanism*: Vice Presidents coordinate with the appointed Board liaison member to the ICORP Crisis Monitoring and Response Working Group*

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reports biannually to the Board.

Strategy 1.8. Disseminate the work and results of ICOMOS at the international and national level through ICOMOS websites, PUBLICOMOS, publications and conferences.
Outcomes:
- Every ICOMOS platform should contain up-to-date information on recent scientific work presented by the ICOMOS Network (National Committees, Scientific Committees and Working Groups).
- ICOMOS digital infrastructure, including the new ICOMOS website (April 2025), the PUBLICOMOS documentation platform and the development of the HISTORICA institutional archive are recognised as key resources for cultural heritage information.

Monitoring mechanism: *The Secretary General and the appointed Board member liaison to the Advisory Committee in collaboration with the Secretariat report to the Board biannually.*

Mission 2: Update and revise the framework of ICOMOS reference texts

Objective: Update and revise the framework of ICOMOS reference texts, to use consistent terminology and streamline adoption processes and ensure that such texts incorporate relevant perspectives from Africa, Indigenous Peoples, Small Island Developing States and other underrepresented regions, including concepts of collective custodianship, living heritage and community-based authenticity;

Strategy 2.1. Consolidation of doctrinal texts into Charters, Guidelines and Declarations, the review of their terminology and the streamlining of their adoption process.
Outcomes:
- A revised and clarified framework for ICOMOS reference texts is adopted at the Triennial General Assembly in 2026, supporting the timely development of new Charters and Guidelines (including those on Earthen Architectural Heritage, Fire Protection, Heritage Structures and the revised Charter on Interpretation and Presentation).
- Any proposed doctrinal text over the next triennium should conform to the approved framework.
- ICOMOS reference texts and guidance documents are enriched by diverse knowledge systems and heritage traditions, strengthening their relevance, legitimacy and applicability across different cultural contexts while promoting equitable representation in international heritage discourse and practice.

Monitoring mechanism*: The Secretary General together with the Advisory Committee president, will report annually to the Board on the progress of the framework review and on the development of associated reference texts.*

Strategy 2.2. Develop review procedures to ensure such texts incorporate perspectives from regional groups including Africa, Indigenous Peoples, Small Island Developing States and other underrepresented regions, including concepts of collective custodianship, living heritage and community-based authenticity.
Outcome:
- Approved doctrinal texts are inclusive of relevant perspectives across the organisation.

Monitoring mechanism: *The Secretary General together with the Advisory Committee president, will report annually to the Board on the progress of the framework review and on the development of associated reference texts.*

Mission 3: Strengthen and expand the ICOMOS network

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

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Strategy 3.1. Ensure the good governance of all National Committees, Scientific Committees and International Working Groups by effectively monitoring their inclusiveness, diversity, solidarity and activities, as well as promoting equality, diversity and inclusion in ICOMOS work.
Outcome:

- All bodies of ICOMOS, including National Committees, International Scientific Committees and Working Groups 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 in accordance with the requirements defined by our Statutes and Rules of Procedure,

Monitoring mechanism: *Appointed Board members in collaboration with the Advisory Committee president review the reports submitted to assess effectiveness of this strategy.*

Strategy 3.2. Reinforce National Committees with clear capacity-building pathways for their members with special attention to intergenerational cooperation and mentoring,
Outcomes:

- The capacity of the ICOMOS Network is strengthened by sharing ICOMOS best practices and knowledge, in order to effectively address current challenges for heritage preservation and promote sustainable development.
- All National and Scientific Committees and Working Groups have at least one emerging professional member. The renewed EPWG structure (a Coordination Team and an open Emerging Professionals Forum), the strengthened mentoring and induction programme and a dedicated funding mechanism for emerging professionals' participation are progressively rolled out.
- The organisation is strengthened and continuity safeguarded through intergenerational participation.

Monitoring mechanism: *Vice Presidents, appointed Board member and Advisory Committee president, in collaboration with the Secretariat review annual reports submitted to assess effectiveness of this strategy and report annually to the Board. The board liaison with the EPWG will monitor the involvement of emerging professionals in all ICOMOS activities including training, mentorship, public advocacy and the dissemination of knowledge and report annually to the board or as issues arise.*

Strategy 3.3. Foster cooperation between International Scientific Committees and International Working Groups, including shared research agendas and cross-committee task forces.
Outcome:

- Development of transversal research and an increased number of scientific meetings involving more than one International Scientific Committee or working group.

Monitoring mechanism: *The Secretary General, in collaboration with the appointed Board member liaison to AdCom, and in collaboration with the Secretariat will report biannually about the progress of this strategy.*

Strategy 3.4. Promote regional and inter-regional cooperation, exchanges and projects among National and Transnational Committees on matters of common interest.
Outcomes:

- An increased number of regional and interregional meetings will be implemented.
- National and Transnational Committees engage with the University Forum initiative through building research collaborations between universities, National, Transnational Committees and relevant ISCs.

Monitoring mechanism: *Vice Presidents and where relevant the Board members of the University Forum Task Force report annually to the Board.*

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Strategy 3.5. Continue to promote multilingualism and to facilitate better understanding between members from different cultures.

Outcomes:

- An increased number of ICOMOS guidance texts and publications are available in multiple languages.
- An increased number of international meetings provide simultaneous interpretation in both working languages and other international and national languages.

Monitoring mechanism: *Vice Presidents to develop a co-operative mechanism in their regions to collate data regarding such publications and meetings via questions in the annual report survey. Vice-Presidents in collaboration will report annually to the Board about the availability of these publications.*

Strategy 3.6. Increase targeted and effective communication and advocacy about ICOMOS activities, mission, value, expertise and organisation.

Outcomes:

- Increased use of the ICOMOS calendar to publicise national and international activities and publishing regular news about ICOMOS activities across the world.
- ICOMOS news is promoted beyond social media to other mainstream news channels.
- All ICOMOS websites and activities (NC, ISC, WG etc.) are clearly communicating the ICOMOS-logo digital and on all physical communication material.

Monitoring mechanism: *The Secretariat will provide number of downloads of newsletters, social media posts -likes and followers-, and other promotional activities that have been conducted. The secretariat will collate and share ICOMOS-related news items from external media sources.*

Strategy 3.7. Encourage best practice in cultural heritage conservation by disseminating best practice documents freely amongst ICOMOS members.

Outcomes:

- National Committees are equipped to promote, adopt and adapt cultural heritage best practices to their national context.
- Gaps in best practices guidelines and tools are identified and filled through the work of International Scientific Committees and National Committees resulting in new and refined documents.
- An increased number of National and International Scientific Committees publish toolkits of good practice for the use of members.

Monitoring mechanism: *Advisory Committee President and appointed Board member will review annual reports to assess the effectiveness of the dissemination of these tools and in collaboration with the Secretariat verify their inclusion in PUBLICOMOS, and report to the board annually.*

Strategy 3.8*.* Strengthen direct engagement between the international organisation and its members through digital transformation, multilingual communication and integrated knowledge-sharing.

Outcome:

- Development of a more connected and accessible global ICOMOS community through direct communication with members, expanded multilingual services, enhanced digital participation, improved access to professional knowledge and activities, and the progressive integration of digital tools that support transparency, collaboration and knowledge exchange across the entire ICOMOS network.

Monitoring mechanism: *The appointed Board member will work closely with the Secretariat and report annually.*

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Strategy 3.9. Develop complementary transnational membership that enhances participation, inclusiveness and engagement within the global ICOMOS community.
Outcome:
- Exploration of models for supporting International Members and transnational professional communities, including pilot initiatives building on existing Transnational Committee structures.

Monitoring mechanism: *The appointed Board member working closely with the Secretariat, will report annually.*

Mission 4: Engage with other institutions, the private sector, authorities and communities

Objective: Use the ICOMOS network to establish and build on fruitful partnerships at the international, national and local levels with external bodies, contributing to cultural heritage knowledge and skills of members while seeking out and benefitting from the knowledge and skills of others.

Strategy 4.1. Encourage National Committees to involve local people, communities, universities, institutions and authorities in local ICOMOS activities.
Outcome:
- An increased number of National Committees use international events (such as 18 April) and national events to connect with local communities and promote the mandate of ICOMOS by using its name, logo, and technical information.

Monitoring mechanism: *The Vice Presidents report annually to the Board about the implementation of this strategy in their respective regions. Also, Vice Presidents should encourage the engagement of academic institutions on the activities of the ICOMOS University Forum.*

Strategy 4.2 Build on existing partnerships with regional and 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 mechanism: *The Treasurer General in coordination with the Director General will report biannually to the Board on the number of agreements and activities organized in the framework of these partnerships.*

Strategy 4.3. Promote the use of ICOMOS best practice documents at the national and local level.
Outcomes:
- A Board member is assigned to develop a mechanism to gather and collate this data.
- An increased number of national and local governments have adopted documents prepared by ICOMOS as standards of best conservation practice for cultural heritage.

Monitoring mechanism: *The appointed Board member report annually to the Board on outcomes.*

Strategy 4.4. Enhance the role of ICOMOS in public awareness and education about cultural heritage conservation.
Outcome:
- Develop a programme of webinars that presents the works and concepts of ICOMOS to a broader general audience.

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Monitoring mechanism: *The appointed Board member together with the Vice Presidents in coordination with the Secretariat should report biannually to the Board about the implementation of these webinars in their respective regions.*

Strategy 4.5. Continuing strengthening and promoting ICOMOS open access resources available to the public such as PUBLICOMOS and ICOMOS publications such as toolkits and guidelines.
Outcome:
- Inclusion of easily located links in our website to good practice guidelines, also continuing to develop the social media strategy to promote the mission of ICOMOS in these issues.

Monitoring mechanism: *The appointed Board member in collaboration with the Secretariat should provide a report about the inclusion of these resources on the ICOMOS website and social media biennially.*

Strategy 4.6. Strengthen ICOMOS' institutional resilience by reinforcing its capacity to anticipate, absorb and recover from a wide range of risks — financial, operational, reputational, geopolitical, cyber and human — so that ICOMOS remains a stable and trusted partner for UNESCO, States Parties and the heritage community.
Outcome:
- Development and adoption of an integrated and proportionate risk management approach, including business continuity planning for critical functions (such as the World Heritage evaluation cycle and SOC reporting), a cybersecurity posture protecting institutional data and digital assets, operating reserves and diversified resources providing financial resilience, and succession planning for critical roles within the Secretariat and elected bodies.

Monitoring mechanism: *The appointed Board member together with the Director General reports annually to the Board on the implementation of the risk management framework and on the evolution of institutional resilience indicators.*

Strategy 4.7. Develop strategic partnerships beyond the traditional heritage sector, including science, technology, education, environmental and innovation communities.
Outcome:
- Increased collaboration with organisations and experts whose knowledge and expertise can contribute to addressing emerging challenges and opportunities affecting cultural heritage and its conservation.

Monitoring mechanism: *The appointed Board member, working closely with the Secretariat reports annually.*

Strategy 4.8. Promote heritage as a platform for dialogue, community engagement and cooperation across cultural, social and institutional boundaries.
Outcomes:
- Increase involvement of heritage communities, educational institutions, public authorities, private-sector actors and civil-society organisations in collaborative heritage initiatives that strengthen mutual understanding, participation and shared stewardship of cultural heritage.
- Demonstrate new initiatives with public authorities, private-sector actors and civil-society organisations
- Utilise the University Forum effectively.

Monitoring mechanism: *The appointed Board member working closely with the Secretariat and University Forum Task Team reports annually.*

Mission 5: Nurture and sustain the ICOMOS organisation

Objective: Maintain and improve the viability of ICOMOS as a financially stable organisation with a genuinely globally representative membership and an environmentally sustainable operation;

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Strategy 5.1 Enhance the visibility of ICOMOS as an organization by promoting the benefits of working together.

Outcomes:

- ICOMOS is recognised as a platform for cooperation and exchange of experience and knowledge; a repository of knowledge and a heritage monitoring network.
- ICOMOS is recognised as; a universal authority on heritage conservation.
- Data on PUBLICOMOS downloads reflects increasing use of the archive.
- Number of University Forum events and symposia reflect this co-operation and exchange of knowledge.

Monitoring mechanism: *The appointed Board member should report biannually to the Board on the progress of this strategy.*

Strategy 5.2. Advocate for committed and ethical work, guided by inclusive dialogue.

Outcomes:

- Recognition of expertise of ICOMOS as a responsible, enlightened, democratic and ethical organisation.
- General Assembly resolutions about inclusivity of Indigenous peoples in ICOMOS and the World Heritage process and gender equality are implemented.
- Breaches of ethical principles are monitored and reported., investigated, resolved and used for institutional learning

Monitoring mechanism: *The appointed Board member will report annually to the Board on the progress of this strategy.*

Strategy 5.3. Promote the benefits of international membership and encourage all National Committees to increase their numbers of international members.

Outcome:

- The current fee structure is updated and implemented, alongside complementary institutional membership categories and a clarified membership process with the goal of being more fair, attractive, and sustainable for ICOMOS and National Committees.
- Membership numbers at the international level increase each year.

Monitoring mechanism: *The appointed Board member in collaboration with the Secretariat report annually on the number of new international memberships and actions taken to increase the numbers.*

Strategy 5.4. Support the formation of new National and Transnational Committees to connect local members with one another, especially although not solely in under-represented regions.

Outcome:

- An increased number of National and Transnational Committees in Africa, the Arab States and the Asia-Pacific regions.

Monitoring mechanism: *The Vice Presidents in collaboration with the the appointed Board member and the Secretariat report regularly to the Board on the number and on the actions taken for the formation of new National and Transnational Committees.*

Strategy 5.5. Promote and implement the ICOMOS Responsible Practice Guide and Toolkit and the ICOMOS Sustainability Policy to assist all parts of the organisation to reduce their carbon footprint and their adverse impact on the environment. Additionally, encourage integration of indigenous and traditional knowledge into the organisations' sustainability practices.

Outcomes:

- An ICOMOS Sustainability Policy has been developed that includes input from the Indigenous Heritage Working Group and other relevant parts of the organisation.

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- ICOMOS Sustainability Policy is Implemented across the organisation.

Monitoring mechanism: *The appointed Board member liaison to Advisory Committee in collaboration with the Secretariat should report annually on the progress and implementation of this strategy.*

Strategy 5.6. Continue to improve the platforms for statutory international meetings that promote more equitable, transparent and meaningful participation, Board working with ADCOM and Scientific Council to encourage and foster robust discussion, voting procedures and funding for membership participation.

Outcomes:

- A majority of statutory meetings and elections have an option for virtual participation, using electronic platforms available to all members, sharing the costs equitably among the participants.
- The organisation has a transparent process of iterative improvement through feedback from NCs and ISCs on the success and effectiveness of statutory meetings and this data is collected and analysed and considered in subsequent statutory meetings.
- Members have the opportunity to bring forward and contribute to discussion on resolutions and matters of importance before the organisation.

Monitoring mechanism: *The appointed Board member in collaboration with the Secretariat should report annually on the progress of this strategy.*

Strategy 5.7. Seek sustainable, diversified and resilient financial and human resources to achieve ICOMOS' goals, develop partnerships with multilateral development banks, philanthropic foundations and private donors aligned with ICOMOS values, to support ICOMOS solidarity funds and increase the capacity of the Secretariat.

Outcomes:

- An increased proportion of ICOMOS income is derived from stable recurrent sources, such as international institutional membership.
- Operating reserves equivalent to 12 months of HQ functioning are progressively built up and reached by the end of 2029.

Monitoring mechanism: *The Treasurer General in collaboration with the Director General should report annually in the progress of this strategy.*

Strategy 5.8. Develop long-term financial resilience through diversified revenue streams, strategic fundraising and the establishment of permanent financial assets.

Outcomes:

- Reduced dependence on individual income sources.
- Increased financial stability through a balanced mix of membership income, institutional support, project revenue, philanthropy income; the latter by exploration of the potential of endowment and legacy funding mechanisms capable of supporting the long-term mission of ICOMOS ensuring all sources of funding adhere to ICOMOS values and ethical principles.

Monitoring mechanism: *The Treasurer General working closely with the Secretariat should report annually.*

Strategy 5.9. Develop a detailed proposal for Board discussion and approval outlining initiatives to strengthen the sustainability, accessibility and resilience of ICOMOS leadership, governance and volunteer structures

Outcomes:

- An implementable proposal is developed and approved by the Board.
- Once approved the organisation has improved support mechanisms for elected officers, committee leaders and volunteers resulting in broader participation in leadership roles and reduced barriers to international engagement.
- There is a more sustainable balance between voluntary contributions and organisational responsibilities.

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Monitoring mechanism: *The Secretary General together with the appointed Board member develops a proposal and reports annually on progress.*

Mission 6: Strengthen Stakeholder Engagement

Objective: To Strengthen the ICOMOS ability to influence public policy, mobilize communities, and shape public opinion on priority issues aligned with its mission. Strengthening stakeholder engagement because its impact depends on trust, collaboration, and shared ownership of solutions. ICOMOS operates in complex environments where beneficiaries, donors, partners, public institutions, and volunteers all influence the success of ICOMOS projects and its legitimacy;

Strategy 6.1. Mapping stakeholders to help the organization to understand who is affected by our work, who can support it, and who might influence outcomes.

Outcomes:

- The organization has clarity that enables it to tailor its communication, to anticipate risks, and build relationships that make its interventions more effective.
- Stakeholder mapping is informed by the institutionalisation of a recurring members' consultation, building on the Spot on the Horizon exercise, to capture members' perspectives on ICOMOS' strategic direction.
- Stakeholder mapping includes relevant Indigenous people, traditional leaders, local communities, youth groups, womens' organisations and heritage practitioners outside formal institutions.

Monitoring mechanism: *The appointed Board member in collaboration with the Director General should report annually to the Board on the progress of the strategy.*

Strategy 6.2. Co-creating solutions with National committees, scientific committees and local communities to ensure that programs and projects of ICOMOS respond to real needs rather than assumptions.

Outcomes:

- ICOMOS programs and projects, and interventions are sustainable and culturally appropriate.
- Members and project partners participate in defining problems and designing solutions, and are committed to the results.

Monitoring mechanism: *Vice Presidents in collaboration with Secretary General, Director General and the ICOMOS International projects unit, report annually to the Board*

Strategy 6.3. Building partnerships with local institutions, companies, and other NGOs to expand ICOMOS's reach and resources.

Outcomes:

- Collaboration between ICOMOS and external project partners is strengthened.
- Advocacy by ICOMOS is shared and its impact increased.
- ICOMOS capacity to create positive, long-term, systemic change for cultural heritage is increased.

Monitoring mechanism: *The appointed Board member in collaboration with the Director General should report annually to the Board on the progress of the strategy.*

Strategy 6.4. Promote ICOMOS as a trusted international convenor and partner in addressing sustainable global challenges affecting cultural heritage in its widest sense.

Outcomes:

- The organisation has stronger engagement with international organisations, scientific networks, civil society actors and professional communities.
- The visibility, influence and credibility of ICOMOS as a leading voice for

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cultural heritage worldwide is ensured.
Monitoring mechanism: *The appointed Board member working closely with the Secretariat reports annually on relevant initiatives*.

Strategy 6.5. Strengthen engagement with individual ICOMOS members as key stakeholders in the development, implementation and evaluation of the organisation's activities and policies.
Outcomes:
- The organization demonstrated strong member participation in consultations, initiatives and democratic decision-making processes.
- The organization is strong coherent and members' express a strong sense of ownership and this is reflected in the number of NCs and ISCs that submit annual reports.

Monitoring mechanism: *Advisory Committee President and appointed Board member will monitor and report on the number of National Committees and International Scientific Committees that submit annual reports. A member engagement and satisfaction question will be included in the annual reporting questionnaire.*

Agenda item 5-3-2
Resolution 22GA 2026/9 – Approval of the 2027 budget
Voted online

The 22nd General Assembly of ICOMOS,

Approves the budget for 2027 as presented in the working documents.

Agenda item 5-3-3
Resolution 22GA 2026/10 – Appointment of the Credentials Committee of the 2027 Annual General Assembly
Voted online

The 22nd General Assembly of ICOMOS,

Appoints the following members to serve on the Credentials Committee for the 2027 Annual General Assembly:
- Kagosi Mwamulowe (ICOMOS Zambia) - Chair
- Silvia Rossana Rey Méndez (ICOMOS Paraguay)
- Shirley Cefai (ICOMOS Malta)
- Ramil B. Tibayan (ICOMOS Philippines)
- Lina Abu Salem (ICOMOS Jordan)
- ICOMOS Board member – ex officio (to be appointed by the new Board)

allowing the ICOMOS Board to make any necessary adjustments if need be in the course of 2027 – should any of those appointed above have to step down.

Agenda item 5-3-4
Resolution 22GA 2026/11 – Appointment of the Head Tellers of the 2027 Annual General Assembly
Voted online

The 22nd General Assembly of ICOMOS,

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Appoints the following to serve as Tellers for the 2027 Annual General Assembly:

Head Tellers: Mona O'Rourke (ICLAFI, ICOMOS Ireland) and Yasemin Sarikaya Levent (ICLAFI, ICOMOS Türkiye)
Assistant Tellers: Gloria Martellino and Clara Maysonnave (ICOMOS International Secretariat)

allowing the ICOMOS Board to make any necessary adjustments if need be – should any of those appointed above have to step down.

Agenda item 5-3-5
Amendments to the Rules of Procedure

Agenda item 5-3-5-1
Resolution 22GA 2026/12 – Review of adoption process for doctrinal texts : proposed changes to Rules of Procedure

Voted online – proposed by the current ICOMOS Board

The 22nd General Assembly of ICOMOS,

Taking into account the mandate of the Board to review the adoption process for doctrinal texts;

Considering the robust review process undertaken, which has included presentations to the 2024 and 2025 Advisory Committee and General Assembly meetings ; consultation with members and committees of ICOMOS including survey/questionnaire in 2025 and a special Advisory Committee thematic workshop in 2025 ; ongoing reporting to the Board during the review process (2022 to 2026), and, the approval of the Board in March 2026 of the proposed amendments to Articles 8, 9, 10 and 57 of the Rules of Procedure presented in this Resolution;

Noting that the proposed amendments to the Rules of Procedure submitted by the Board were formally transmitted to the international membership on 19 June 2026 as part of the General Assembly Working Documents, in accordance with statutory notice requirements, wherein **all proposed modifications to the statutory text are indicated in yellow underline;**

Considering the benefits of the proposed amendments which will :

- provide a new definition of a doctrinal text ;
- set out clearly three types doctrinal text with new, clear and appropriate definitions foeach;
- provide an enhanced process for adoption which allows the annual adoption of doctrinal texts while ensuring the process is rigorous and consultative;

Notes that these amendments only relate to future doctrinal texts to be adopted after any approved changes to the Statutes and Rules of Procedure are adopted and therefore do not affect existing doctrinal texts or any which will be adopted at this General Assembly;

Adopts the proposed changes to Articles 8, 9, 10 and 57 and Rules of Procedure as indicated in yellow underline in the correspondent General Assembly Working Document.

Agenda item 5-3-5-2
Resolution 22GA 2026/13 – Amendments to the Rules of Procedure and Model Statutes relating to National Committees and integration of the Dubrovnik-Valetta Principles within these proposed amendments.

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Voted online – proposed by the current ICOMOS Board

The 22nd General Assembly,

Taking into account the background and justification provided by the appointed Board Task Team, which proposes statutory modifications to update the Model Statutes and National Committee Guiding Principles, to ensure alignment with other ICOMOS statutory provisions as well as enhancing clarity, efficiency, and transparency in National Committee operations, functions, and compliance mechanisms;

Having considered, the reviews carried out by the Board appointed Task Team, and the International Scientific Committee on Legal, Administrative and Financial Issues (ICLAFI) with the assistance of a specialist research assistant welcoming the recommendations of the Board Task Team as formally approved by the Board at its Extraordinary Meeting in May 2026;

Noting that the proposed amendments to the Rules of Procedure submitted by the Board were formally transmitted to the international membership on 19 June 2026 as part of the General Assembly Working Documents, in accordance with statutory notice requirements, wherein **all proposed modifications to the statutory text are indicated in blue underline**

Decides to :

- **Integrate** the National Committee Dubrovnik-Valetta Principles within the proposed amendments to Articles 81, 82 and 121 of the Rules of Procedure and the Board approved Model Statutes for National Committees;

- **Archive** the original text of the National Committees Dubrovnik-Valetta Principles, ensuring they remain available on PUBLICOMOS with an explanatory note referencing their replacement and integration within the amended Rules of Procedure proposed for adoption of at the 2026 Triennial General Assembly in Kuching, and the Model Statutes for NCs approved by the Board in May 2026;

- **Note and implement** the amended Model Statutes for National Committees, approved by the Board at it's Extraordinary Board meeting of May 2026, circulated for noting alongside the General Assembly Working Documents.

Adopt and implement the proposed amendments to Articles 81, 82 and 121 of the Rules of Procedure, indicated in the General Assembly Working Document in blue underline;

Agenda item 5-3-5-3

Resolution 22GA 2026/14 – Amendments to Rules of Procedure and International Scientific Committee Guidelines and By-Laws Template relating to International Scientific Committees and integration of Eger Xi'an Principles and Malta Guidelines in the proposed amendments

Voted online – proposed by the current ICOMOS Board

The 22nd General Assembly,

Taking into account the background and justification provided by the appointed Board Task Team, which proposes statutory modifications to update the ICOMOS Guiding Principles for International Scientific Committees, to ensure alignment with other ICOMOS statutory provisions as well as enhancing clarity, efficiency, and transparency in ISC operations, functions, and compliance mechanisms;

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Having considered, the reviews carried out by the Board appointed Task Team, and the International Scientific Committee on Legal, Administrative and Financial Issues (ICLAFI) with the assistance of a specialist research assistant welcomingthe recommendations of the Board Task Team as formally approved by the Board at its Extraordinary Meeting in May 2026;

Noting that the proposed amendments to the Rules of Procedure submitted by the Board were formally transmitted to the international membership on 19 June 2026 as part of the General Assembly Working Documents, in accordance with statutory notice requirements, wherein **all proposed modifications to the statutory text are indicated in green underline;**

Decides to :

- **Integrate** the ISC Eger Xi'an Principles and Malta Guidelines within the proposed amendments to Articles 83, 116, 117 and 120 of the Rules of Procedure, as well as the the Board approved ISC Guidelines and By-Laws Template;

- **Archive** the original text of the ISC Eger Xi'an Principles and Malta Guidelines , ensuring they remain available on PUBLICOMOS with an explanatory note referencing their replacement and integration within the amended Rules of Procedure proposed for adoption of at the 2026 Triennial General Assembly in Kuching, and the ISC Guidelines and By-Laws Template approved by the Board in May 2026;

- **Note and implement** the updated ISC Guidelines and By-Laws Template, approved by the Board at its Extraordinary Board meeting of May 2026, circulated for noting alongside the General Assembly Working Documents.

Adopt and implement the proposed amendments to Articles 83, 116, 117 and 120 ofthe Rules of Procedure, indicated in the General Assembly Working Document in green underline;

Agenda item 5-4
Adoption of doctrinal texts

Agenda item 5-4-1
Resolution 22GA 2026/15 – Adoption of the ICOMOS International Charter for the Conservation of Earthen Architectural Heritage

Voted online – proposed by the ISCEAH Taskforce, composed of members of the ICOMOS International Scientific Committee on Earthen Architecture Heritage (ISCEAH)

The 22nd General Assembly of ICOMOS,

Thanking the International Scientific Committee on Earthen Architecture Heritage for its work and commitment in drafing the text and conducting the consultation process;

Considering the conclusion of the consultation process and final approval by the ICOMOS Board in June 2026, as well as distribution of the final draft to all members four months before this General Assembly (Art. 10 (11) of the ICOMOS Rules of Procedure);

Adopts the ICOMOS International Charter for the Conservation of Earthen Architectural Heritage as an ICOMOS doctrinal text.

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Agenda item 5-4-2

Resolution 22GA 2026/16 – Adoption of the ICOMOS Charter on Preparedness for Emergency Response to Cultural Heritage

Voted online – proposed by the Triennial Scientific Plan Taskforce, composed of members of the ICOMOS International Committee on Risk Preparedness (ICORP), in collaboration with the President and Former Vice President of the ICOMOS Advisory Committee.

The 22nd General Assembly of ICOMOS,

Thanking the Triennial Scientific Plan Taskforce for tits work and commitment in drafting the text and conducting the consultation process;

Considering the conclusion of the consultation process and final approval by the ICOMOS Board in June 2026, as well as distribution of the final draft to all members four months before this General Assembly (Art. 10 (11) of the ICOMOS Rules of Procedure);

Adopts the ICOMOS Charter on Preparedness for Emergency Response to Cultural Heritage as an ICOMOS doctrinal text.

Agenda item 5-4-3

Resolution 22GA 2026/17 – Adoption of the ICOMOS Principles for Cultural Heritage Documentation

Voted online - proposed by the ICOMOS International Scientific Committee on Heritage Documentation (CIPA)

The 22nd General Assembly of ICOMOS,

Thanking the International Scientific Committee on Heritage Documentation (CIPA) for its work and commitment in drafting the text and conducting the consultation process;

Considering the conclusion of the consultation process and final approval by the ICOMOS Board in June 2026, as well as distribution of the final draft to all members four months before this General Assembly (Art. 10 (11) of the ICOMOS Rules of Procedure);

Adopts the Principles for Cultural Heritage Documentation as an ICOMOS doctrinal text.

Agenda item 5-4-4

Resolution 22GA 2026/18 – Adoption of the ICOMOS Guidelines for Protecting Cultural Heritage from Damage and Loss Caused by Fire

Voted online - proposed by by the ICOMOS International Scientific Committees for Cultural Landscapes, Risk Preparedness, Sites of Religion and Ritual, and Wood.

The 22nd General Assembly of ICOMOS,

Thanking the International Scientific Committees for Cultural Landscapes, Risk Preparedness, Sites of Religion and Ritual, and Wood;

Considering the conclusion of the consultation process and final approval by the ICOMOS Board in June 2026, as well as distribution of the final draft to all members four months before this General Assembly (Art. 10 (11) of the ICOMOS Rules of Procedure);

Adopts the ICOMOS Guiding Principles for the Protection of Cultural Heritage from Damage and Loss Caused By Fire

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Agenda item 5-4-5
Resolution 22GA 2026/19 – ICOMOS Charter on Historic Gardens (The Florence Charter 1982; formally adopted 2026

Voted online - proposed by ISCCL (International Scientific Committee on Cultural Landscapes)

The 22nd General Assembly of ICOMOS,

Taking into account that the Florence (Historic Gardens) Charter was drafted in 1981, reviewed by a number of National Committees and individual members of ICOMOS in 1982, and adopted by the Executive Committee of ICOMOS on 12 December 1982;

Noting that the Florence Charter was not submitted for formal adoption by vote of the ICOMOS General Assembly at the VIIth General Assembly in Rostock (1984); the VIIIth General Assembly in Washington DC (1987); or any subsequent General Assemblies;

Considering that, since 1982 the Florence Charter has been consistently recognised, used and presented by ICOMOS as one of its doctrinal texts;

Resolves, in the year marking the 45th anniversary of its drafting, to formally adopt the ICOMOS Charter on Historic Gardens (The Florence Charter 1982), with the following amended preamble, thereby regularising its formal status within the ICOMOS doctrinal framework: ICOMOS Charter on Historic Gardens (The Florence Charter 1982; formally adopted 2026);

The ICOMOS-IFLA International Committee for Historic Gardens, meeting in Florence on 21 May 1981, decided to *draw up a charter on the preservation of historic gardens which would bear the name of that town. The present Florence Charter was drafted by the Committee and "adopted" by the ICOMOS Executive Committee on 12 December 1982 as a "contribution to the doctrine of ICOMOS in a specialized sector, in direct reference to the Venice Charter." Since that time, it has been consistently recognised, used and presented by ICOMOS as one of its doctrinal texts. As the Charter had not, however, been submitted to the ICOMOS General Assembly for formal adoption at the time, the General Assembly formally adopted The ICOMOS Charter on Historic Gardens (Florence Charter 1982) on [xx 2026], , thereby regularising its formal status within the ICOMOS doctrinal framework;*

Further notes that the International Scientific Committee on Cultural Landscapes (ISCCL), known as the International Specialized Committee of Historic Gardens when the Charter was drafted, plans the establishment of an ISCCL Working Group to review the ICOMOS Charter on Historic Gardens (Florence Charter 1982) in light of current practice in the documentation and conservation of historic gardens and contemporary challenges, including the impacts of climate change, and to make recommendations to the ICOMOS Board and Advisory Committee as to whether the existing Charter should be amended or a new doctrinal text developed, in accordance with the ICOMOS Rules of Procedure.

Agenda item 5-5
Resolutions on other heritage issues

Agenda item 5-5-1
Resolution 22GA 2026/20 – Our Common Dignity : Mutual understanding, Resilence, War and Armed Conflict

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Voted online – proposed by Our Common Dignity - Rights-Based Approaches International Working Group

The 22nd General Assembly of ICOMOS,

Reiterates the ICOMOS Ethical Principles and previous ICOMOS Statements on war, armed conflict, occupation and other prolonged crisis

Concerned by the increasing number and impact of wars, occupations, and all forms of conflict worldwide on individuals, communities, peoples, countries, and their cultural heritage;

Recognizes the fundamental importance of respect for international human rights and humanitarian law;

Recalls the obligations set out in the 1954 Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict and its Protocols;

Recalls also the 1972 Convention Concerning the Protection of the World Cultural and Natural Heritage and the 2003 Convention for the Safeguarding of Intangible Cultural Heritage;

Reaffirms the United Nations 2030 Agenda for Sustainable Development, emphasizing the interdependence of peace, human rights, and sustainable development, with heritage safeguarding serving as a key driver across all three;

Resolves, within the scope of ICOMOS's mission and expertise, to contribute to the building of mutual understanding and resilience, by :

a. Promoting independent documentation and state-of-the-art professional oversight in emergency interventions, rescue operations, and post-conflict recovery programmes to prevent further loss, alteration, concealment, or removal of material evidence of damage and destruction before adequate recording, assessment, and accountability processes are completed.
b. Assisting heritage custodians, communities, rights-holders, and other stakeholders in exercising their rights and supporting their capacity to preserve and protect their cultural heritage during and following war and armed conflict.
c. Contributing to a more peaceful, resilient and sustainable future by recognizing cultural rights and by empowering local custodians, stakeholders and communities, facilitating meaningful consultation, participation and involvement in decision-making and the management of cultural heritage.
d. Supporting local heritage professionals, scholars and ICOMOS colleagues affected by war and armed conflict, including through solidarity, professional cooperation, and information-sharing

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Agenda item 5-5-2
Resolution 22GA 2026/21 – Safeguarding Intangible Cultural and Spiritual Heritage and Cultural Continuity when Communities are Separated from Heritage Places

Voted online - proposed by ICOMOS Armenia

The 22nd General Assembly of ICOMOS,

Considering that continuing armed conflicts, forced displacement of communities, changes in territorial control, destruction of heritage sites, denial of access, and related circumstances may disconnect communities from their cultural heritage places and cultural landscapes, in

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particular sacred places, thereby endangering tangible cultural heritage and associated traditions, practices, memories, identities, and cultural continuity;

Deeply concerned that the destruction, alteration, abandonment, or inaccessibility of cultural heritage places, in particular sacred places, may lead to the disruption or loss of living practices, rituals, pilgrimages, oral traditions, commemorative practices, identity, community knowledge and collective memory historically associated with them;

Recognizing that the significance of cultural heritage places, in particular sacred places, is inextricably linked to their associated intangible heritage, and that the disruption of this relationship poses a serious threat to the integrity and preservation of cultural heritage and its intergenerational transmission;

Noting with concern that existing international mechanisms do not always adequately address situations in which the historic relationship between tangible heritage and associated intangible heritage has been disrupted or severed;

Emphasizing the importance, in such circumstances, of documentation, monitoring, independent expert assessment, and the active involvement of heritage-bearing communities in safeguarding their heritage and cultural continuity;

Reaffirming that safeguarding the relationship between tangible and intangible heritage contributes to cultural diversity, respect for the rights of communities, dialogue, reconciliation, and peace;

Recalling the ICOMOS Statutes and the organization's fundamental mission to preserve, protect, promote, and transmit the cultural heritage of humanity to future generations,

Guided by

- The 1954 Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict;
- The 1972 UNESCO Convention concerning the Protection of the World Cultural and Natural Heritage;
- The 2003 UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage;
- The 2005 UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions;
- The 2007 UN Declaration on the Rights of Indigenous Peoples (UNDRIP);
- The 1964 Venice Charter;
- the 2024 ICOMOS International Charter and Guidance on Sites with Intangible Cultural Heritage;
- The 1994 Nara Document on Authenticity;
- The 2005 Xi'an Declaration on the Conservation of the Setting of Heritage Structures, Sites and Areas;
- ICOMOS General Assembly Resolution No. 26 of the 15th General Assembly, "Heritage Beyond Borders";
- As well as other relevant international normative and ICOMOS doctrinal documents, which emphasize the universal character of cultural heritage and the imperative of international solidarity.

Resolves to request the ICOMOS Board, in consultation with the Advisory Committee and relevant International Scientific Committees, National Committees and International Working Groups, to address threats to the relationship between tangible heritage and associated intangible spiritual heritage arising from conflict, displacement, loss of access, and related circumstances; develop practical guidance for identifying and documenting situations in which this relationship is being disrupted; formulate recommendations concerning living

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community access, and the safeguarding of cultural continuity, including in post-conflict situations, consistent with international law; consider appropriate approaches to strengthening the international monitoring of such situations; and assess the need for, and where appropriate prepare, a doctrinal document for consideration by ICOMOS.

Further requests the ICOMOS Board, in consultation with the Advisory Committee to consider the most appropriate mechanism to implement this resolution and to report to the 2027 Annual General Assembly.

Agenda item 5-5-3

Resolution 22GA 2026/22 – Forest Reserves for Cultural Heritage: Their Protection, Management and Resilience.

Voted online – proposed by ICOMOS National Committees for Japan and Canada, the International Scientific Committees on Cultural Landscapes (ISCCL), Risk Preparedness (ICORP), and Wood (IIWC), and the Emerging Professionals Working Group (EPWG).

The 22nd General Assembly of ICOMOS,

Recalling that forests worldwide are under severe and accelerating pressure from industrial clear-felling, agricultural conversion, biomass energy demand, illegal logging as a transnational crime, the displacement of indigenous species by introduced ones and monocultures, with direct and irreversible consequences for ecosystems cultural heritage in all forms;

Recognising that ICOMOS's founding commitment to transmitting cultural heritage in the full richness of its authenticity should depend, across a wide range of heritage types and cultural contexts, on the existence and active management of forest reserves as:

- protective environments for archaeological remains;
- the defining fabric of culturally significant landscapes;
- the source of traditional materials for authentic repair, and
- the living context in which craft knowledge, community practice, and intangible heritage are sustained and transmitted from generation to generation;

Taking into account that the concept of protective land reserves for heritage purposes is already affirmed in ICOMOS doctrine including:

- the 1990 Charter for the Protection and Management of the Archaeological Heritage which calls for the creation of archaeological reserves as part of integrated land-use policy;
- the 1999 ICOMOS Principles for the Preservation of Historic Timber Structures and the 2017 ICOMOS Principles for the Conservation of Wooden Built Heritage which recognise the crucial role forest reserves play in the self-sustaining cycles of maintenance and repair of wooden structures, and call on institutions to encourage the protection of original woodland reserves and establish stores of seasoned timber;
- the ICOMOS International Charter and Guidance on Sites with Intangible Cultural Heritage (2024) which calls for communities to be assisted in asserting their rights to traditional knowledge and to free access to the natural resources needed for the continuity of their intangible cultural heritage;

Acknowledging the relevant work and guidance developed by IUCN and other international organisations on the protection and management of forests and forest reserves, and the importance of drawing on this existing body of knowledge in developing ICOMOS approaches to their cultural heritage dimensions;

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Noting that the ICOMOS Triennial Scientific Plan 2024–2027, adopted under the theme "Disaster and Conflict Resilient Heritage: Preparedness, Response, Recovery," identifies traditional ecological knowledge, natural resource management, and the material dependencies of vernacular construction as priorities; that an ICOMOS wood committee (IIWC) working group is currently engaged in advancing the forest reserves agenda; and that Japan's Cultural Properties Forest System, which has grown from eight certified forests in 2006 to more than eighty by 2020, demonstrates that the active management of forest reserves for cultural heritage purposes is both practically achievable and institutionally sustainable;

Acknowledging that despite the breadth and depth of the ICOMOS doctrinal framework, no existing charter, principles, or guidelines addresses forest reserves comprehensively as a cultural heritage resource, and that this gap leaves national committees, heritage professionals, and policy makers without the authoritative international framework they need to advocate effectively for the identification, protection, and active management of forest reserves within national forest and land-use policy;

Calls upon all ICOMOS members, National Committees, International Scientific Committees, and Working Groups, as well as all individual and institutional members to make every effort to better protect, manage, and sustain forest reserves as a strategic resource for cultural heritage, and to undertake relevant actions, including:

- Gaining knowledge related to forest reserves and their cultural heritage values, including their role in protecting archaeological remains, sustaining cultural landscapes, supplying traditional materials for authentic repair, and maintaining the intangible heritage and community practices associated with woodland; and disseminating this knowledge widely throughout ICOMOS;
- Ensuring that local, indigenous, and traditional knowledge, methods, and practices related to forest management and woodland craft traditions are recognised, respected, and incorporated in all conservation and management efforts;
- Raising awareness, building capacity, and disseminating information on the cultural heritage significance of forest reserves by various means, including through national committees, scientific committees, and partnerships with forestry and land management bodies;
- Encouraging and engaging in the development of cultural and forest policies, codes, standards, guidelines, and monitoring practices, and fostering laws and regulations that recognise and protect forest reserves for their cultural heritage values within national land-use and forest management frameworks;
- Including forest reserve assessment and review by appropriately qualified experts in heritage projects, management plans, and World Heritage nominations, to ensure that these documents include appropriate recommendations for the identification, protection, and active management of forest reserves;
- Developing criteria for the conservation of authenticity in relation to forest-dependent heritage, and ensuring that the protection and active management of forest reserves is addressed in conservation plans, disaster risk assessments, and post-disaster recovery strategies;
- Advocating at the national and international level for the establishment of dedicated heritage forest reserves, drawing on Japan's Cultural Properties Forest System as a useful national reference, and documenting and sharing examples of good practice from all regions of the world;
- Ensuring that the people engaged in the conservation, management, and policy development related to forest reserves and cultural heritage have appropriate expertise and training spanning forestry, ecology, heritage conservation, traditional craft skills, intangible heritage, disaster risk management, and cultural landscape management;

Requests the Advisory Committee, the Scientific Council, and National and International Scientific Committees and Working Groups to initiate actions aimed at:

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- Identifying the cultural heritage values associated with forest reserves across all heritage types and cultural contexts, and the nature and scale of the threats they face globally, with a view to building a shared evidence base that can inform policy engagement at the national and international level;
- Fostering dialogue between ICOMOS members, national committees, scientific committees, forest agencies, land managers, indigenous and local communities, and relevant international bodies, to identify needs, challenges, and opportunities for advancing the recognition and active management of forest reserves within heritage conservation policy and practice; and
- Assessing the need, scope and appropriate process for developing future ICOMOS guidance for the identification, protection, and management of forest reserves for cultural heritage purposes, drawing on research findings, traditional ecological knowledge, relevant work by IUCN and other organisations, and good practice examples from all regions of the world, in accordance with established ICOMOS procedures;

Further requests that these actions be pursued within available resources and, where additional human or financial resources are required, subject to their identification and mobilisation according to ICOMOS procedures.

Agenda item 5-6
Resolutions on organizational matters

Agenda item 5-6-1-1
Resolution 22GA 2026/23 – Adjustment of ICOMOS Membership Fees
Voted online – proposed by the current ICOMOS Board

The 22nd General Assembly of ICOMOS,

Taking into consideration the rising costs of operation affecting the financial sustainability of the organisation,

Acknowledging that financial sustainability continues to be a major challenge for our organisation, especially in a context of increasing duties and costs,

Recalling Resolution 21GA 2023/19 – Proposal to Review the Current Membership Fee Structures to Provide an Equitable and Sustainable System; and **acknowledging** the ongoing consultations and analysis of the Fee Structure Working Group to make recommendations for a more sustainable and equitable fee structure,

Resolves to approve an increase in dues, to take effect in 2028, as follows:

Category 1 - no increase
Category 2 - 1 Euro per full member and no increase per young individual member
Category 3 - 2 Euros per full member and 1 Euro per young individual member.
Institutional member fees will increase by 25 Euros;

Noting that dues for member countries classified in category 1 will remain unchanged until the completion of the fee structure review and that the digressive rate for large committees will continue to be applied according to the existing ratios, rounded to the nearest full Euro.

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Agenda item 5-6-1-2

Resolution 22GA 2026/24 – Extension of the mandate for the ICOMOS Fee Structure Working Group

Voted online – proposed by the current ICOMOS Board

The 22nd General Assembly of ICOMOS,

Recalling Resolution 21GA 2023/19 – Proposal to Review the Current Membership Fee Structures to Provide an Equitable and Sustainable System;

Acknowledges the substantial consultative and analytical work undertaken by the Fee Structure Working Group over the past triennium, including its proposals and consideration of various mechanisms for change;

Expresses its appreciation to the members of the Working Group for their commitment,

Informed by the experience gained through the work undertaken and the consultations conducted **notes** that any change in fee structure mechanism must meet the tests of economic sustainability and equity

Requests that the Fee Structure Working Group continue their work until a viable proposal be developed and submitted to the 2027 Annual General Assembly

Notes that the Working Group will work under the direction of the Treasurer, with the full participation of the Regional Vice Presidents and remains open for members to join

Agrees that future proposals will likewise be subject, at an appropriate stage in their development, to a review by an independent financial expert appointed by the board, to ensure that recommendations are fiscally robust and sustainable for ICOMOS;

Advises the Working Group to launch, in partnership with the Spot on the Horizon Task Team, an all-member questionnaire to gather further input beyond the members' contribution so far on options for a sustainable and equitable fee scale;

Agenda item 5-6-2

Resolution 22GA 2026/25 – ICOMOS Emerging Professionals equitable funding across membership categories

Voted online – proposed by the Emerging Professionals Working Group

The 22nd General Assembly of ICOMOS,

Recognizing the establishment and growth of the Emerging Professional Working Group (EPWG) since 2016, Resolution 19GA 2017/33 on "Emerging Professionals Initiative", and the definition of Emerging Professionals informing Art 7., within the International Scientific Committee Model ISC By-Laws;

Acknowledging the ongoing support for and increased representation of Emerging Professionals within and across National Committees, International Scientific Committees, and Working Groups, including through the numerous financial assistance mechanisms currently active within these ICOMOS bodies;

Reiterating that Emerging Professionals are full members of the ICOMOS community whose knowledge, experience and perspectives contribute substantially to the organisation's work and that reduced membership fees or differing levels of financial contribution and capacity

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should not limit opportunities for meaningful participation, professional recognition, or contribution to ICOMOS activities;

Recalling the ICOMOS Policy Guidance "Heritage and the sustainable development goals: policy guidance for heritage and development actors" published March 2021, which emphasizes intergenerational equity, inclusive governance, and equal opportunity (SDG 10) as essential elements for institutional resilience and sustainable heritage practice;

Emphasizing the importance of equitable participation for all members regardless of career stage or membership category within ICOMOS, focusing particularly on funded initiatives;

Requests the ICOMOS Board to establish a Task Team on funding and support mechanisms for Emerging Professionals, reporting to the Board and including representatives of the Board, the Secretariat and the Emerging Professionals Working Group. The Task Team should:

a. undertake a review of existing ICOMOS funding and support mechanisms for Emerging Professionals;
b. assess the accessibility, timing, allocation, communication and sustainability of these mechanisms, and identify gaps and unmet needs;
c. consider measures to strengthen the effective and sustainable use of existing international funding mechanisms, including the reactivation of the Raymond Lemaire International Fund and, where appropriate, associated fundraising; and
d. report its findings and recommendations to the ICOMOS Board and to the next General Assembly or Triennial General Assembly;

Calls upon National Committees, International Scientific Committees and Working Groups, in accordance with the principle of **intergenerational equity**, to support this work by:

a. providing the Task Team with information on the funding and support mechanisms they currently make available to Emerging Professionals, including eligibility criteria, application procedures, allocation methods, schedules and deadlines;
b. identifying how these opportunities are currently communicated and any barriers affecting timely and equitable access;
c. contributing to the development of an ICOMOS-wide overview of existing funding and support mechanisms; and
d. working with the Task Team and EPWG to **develop common guidance** and best practices for the transparent management, equitable allocation and timely communication of such opportunities, including the coordination of funding deadlines with relevant ICOMOS events and activities and the strategic use of available resources to enable meaningful participation by Emerging Professionals.

Agenda item 5-6-3

Resolution 22GA 2026/26 – Proposal for Principles or guidelines for the conduct of elections during Triennial General Assemblies

Voted online – proposed by ICOMOS Netherlands

The 22nd General Assembly of ICOMOS,

Recalling Article 26 of the ICOMOS Statutes: "Notwithstanding any other provision of these Statutes, the meetings of the ICOMOS statutory bodies listed in Article 8, and any associated voting or election taking place at those meetings or separately, may be held in person, via teleconference, videoconference and/or using any other means of telecommunication that allows participants to be identified. These means may be used either individually or jointly and in any combination";

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Considering that all ICOMOS members have the right to attend the ICOMOS General Assembly in person; that some members may be designated as voting members by their National Committee in accordance with Article 6.d. of the ICOMOS Statutes; and that voting members may carry proxies in accordance with Article 9.a.4.of the ICOMOS Statutes;

Considering that, during the Triennial General Assembly in particular, voting takes place on fundamental matters concerning the governance and functioning of the association ;

Taking into account the importance and value of the Triennial General Assembly for the mission and internal functioning of the association, the widest possible attendance of members should be encouraged in order to ensure an Assembly that is representative and inclusive of the association's global membership;

Taking into account the commitment that candidates for the Board are required to confirm to serve on the ICOMOS Board, including by attending meetings during the the Assembly;

Noting that the first meeting of the newly elected Board is held on-site at the end of the Triennial General Assembly;

Requests the incoming Board to undertake a consultative review of the current approach to elections and voting with the objective of identifying appropriate improvements to enable greater and more inclusive engagement and participation in voting processes; to report on progress to the 2027 Annual General Assembly; and to present, as appropriate, any recommendations for amendments to the Rules of Procedure and/or existing voting procedures to the 2029 General Assembly.

Agenda item 5-6-4
Resolution 22GA 2026/27 – Advancing Gender-Responsive Heritage Pratice in ICOMOS

Voted online – proposed by Our Common Dignity - Rights-Based Approaches International Working Group

The 22nd General Assembly of ICOMOS,

Recalling Resolution 21GA 2023/20 on Gender Diversity in ICOMOS, which recognised gender diversity and empowerment as important components of the ICOMOS Triennial Action Plan and called for improved gender balance in membership, leadership and heritage practice;

Recalling the United Nations 2030 Agenda for Sustainable Development, particularly Sustainable Development Goal 5: Achieve gender equality and empower all women and girls;

Acknowledging the work undertaken by the Heritage and Gender Task Team since 2023 and recognising the progress made in raising awareness of gender considerations in heritage practice and across ICOMOS;

Recognising that heritage conservation, management, interpretation and decision-making can benefit from diverse perspectives and that gender equality and gender-responsive approaches contribute to more inclusive, equitable and sustainable heritage outcomes;

Affirming that gender equality and gender-responsive approaches are consistent with the mission, ethical principles and human rights-based commitments of ICOMOS;

Decides to continue promoting gender equality, inclusiveness and non discrimination in heritage practice, as well as gender-responsive approaches as a strategic priority for

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ICOMOS during the next triennium; with resource-dependent actions pursued as funding permits;

Calls upon National Committees, International Scientific Committees, Working Groups and other ICOMOS bodies to integrate gender equality, inclusiveness and non discrimination in heritage practice, as well as gender-responsive approaches into their governance, activities, research, programmes and leadership structures, and to promote inclusive participation and representation;

Requests the ICOMOS Board, in consultation with the Heritage and Gender Task Team and relevant ICOMOS bodies, to assess the need and feasibility for establishing an International Working Group on heritage and gender, in accordance with established ICOMOS procedures; and report on progress at the 23rd General Assembly.

22GA Agenda item 6
Election of the 20 members of the Board for the mandate 2026-2029

Agenda item 6-4
Resolution 22GA 2026/28 – Report by the Elections Committee on the election results

Voted online

The 22nd General Assembly of ICOMOS,

Elects xxx as ICOMOS President;

Elects xxx as ICOMOS Secretary General;

Elects xxx as ICOMOS Treasurer;

Elects
xxx
As ICOMOS Vice-Presidents; and

Elects
Xxx

As Members of the ICOMOS Board.

22GA Agenda item 9
Conferring Honorary Membership

Agenda item 9
Resolution 22GA 2026/29 – Conferring Honorary Membership

Voted by applause

The 22nd General Assembly of ICOMOS,

Confers Honorary Membership on:

- xxx

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22GA Agenda item 10
Closing

Agenda item 10-3
Resolution 22GA 2026/30 – Vote of thanks
By acclamation

The 22nd 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**:
  Teresa Patricio (President of ICOMOS) and Faisal Abd Rahman (President of ICOMOS Malaysia)

  - **Vice Presidents of the General Assembly**:
  Germaine Joseph (ICOMOS Transnational Caribbean Committee)
  Usman Sami (ICOMOS Pakistan)

  - **Secretary General of the General Assembly**:
  Doo-Won Cho (ICOMOS Board member/ICOMOS Korea)

  - **Rapporteurs of the General Assembly**:
  Amanda Rivera Vidal (ISC Earthen Architecture),
  Gloria Martellino (ICOMOS International Secretariat)

- **The Credentials Committee**
  - Sanja Kesic Ristic (ICOMOS Serbia) - Chair -
  - Nady Phann (ICOMOS Cambodia)
  - Mohammed AlAidaroos (ICOMOS Saudi Arabia)
  - Kagosi Mwamulowe (ICOMOS Zambia)
  - Humberto Ramirez (ICOMOS Cuba)
  - Riin Alatalu (ICOMOS Vice -President – ex officio)

- **The Elections Committee**
  - Jack Tsen-Ta Lee (ICLAFI, ICOMOS Singapore)
  - Yasemin Sarikaya Levent (ICLAFI, ICOMOS Türkiye)

- **The Resolutions Committee**
  - Adriana Careaga (ICOMOS Uruguay) – Chair
  - Amanda Rivera (ICOMOS Chile)
  - Caitlin Allen (ICOMOS Australia)
  - Samir Abdulac (ICOMOS France)
  - Oluwatoyin Sogbecan (ICOMOS Nigeria)
  - Eva Roels (ICOMOS Belgium)
  - Soehardi Hartono (ICOMOS Indonesia)
  - Raymond Asombang (ICOMOS Cameroun)

- **The Candidatures Committee**

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- Philipp Hesse (ICOMOS Denmark)
- Fassil Giorghis (ICOMOS Ethiopia)
- Luka Nedzbala (EPWG focal Point, ICOMOS USA))
- Simona Sajeva (ICOMOS Italia, ISCMP)
- Hatthaya Siriphatthanakun (ICOMOS Thailand) – Chair
- Assaad Seif (ICOMOS Lebanon)
- Marcelo Varga (ICOMOS Bolivia

- **The Grants Committee**
  - Laura Robinson (ICOMOS South Africa) – Chair
  - Yasmine Makaroun (ICOMOS Lebanon)
  - Gyanin Rai (ICOMOS Nepal)
  - Maria de Guadalupe Zepeda (ICOMOS Mexico)
  - Grigor Nalbandyan (ICOMOS Armenia)
  - Leonardo Castriota (ICOMOS Brazil);

- **The Gazzola Prize and Honorary Members Jury**
  - Tamas Fejerdy (ICOMOS Hungary) – Chair
  - Patricia Green (ICOMOS Jamaica)
  - Rohit Jigyasu (ICOMOS India)
  - Teresa Patricio (ICOMOS Portugal)
  - Aliyu Lass Abdu (ICOMOS Nigeria);

- **ICOMOS GA2026 Strategic Partners including:**
  - xxx

- **ICOMOS GA2026 Corporate Patrons including:**
  - xxx

And many other corporate patrons whose support has made the GA2026 possible;

- **ICOMOS Malaysia** for their hard work and support in organising this General Assembly – in particular xxx

- **The Getty Foundation** for their invaluable support and commitment to facilitating broader participation in the General Assembly;

- **The company LegaVote** for their reliable and diligent accompaniment of our voting processes;

- **The ICOMOS International Secretariat** – xxx

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

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