

# M INTERCOM

ICOM  
international  
committee for museum  
management

# Newsletter

No. 1 – 2 / 2020

Forewords • Highlights • Projects • Board meetings • Short news

## HIGHLIGHTS

### INTERCOM PRESENT AT THE EUROPEAN CONFERENCE *FOSTERING EUROPEAN COOPERATION FOR CULTURAL HERITAGE AT RISK*

Goranka Horjan as Chair of INTERCOM advocated that ICOM should also be represented at the expert conference organised during the ... [page 5](#)

### #MUSEUMSCANNOTWAIT ONLINE TRAINING COURSE

ICCROM and INTERCOM in cooperation with UNESCO, ICOM Croatia, Museum Documentation Centre and Ethnographic Museum in Zagreb offered ... [page 7](#)

## ALSO IN THIS ISSUE

### INTERCOM STARTS A NEW RESEARCH PROJECT ON LEADERSHIP

Museum Leaders are responding to global drivers of change: geopolitical instability; demographics, migration and inequality; technology, climate change ... [page 11](#)





Goranka Horjan  
INTERCOM Chair

### **Dear members of INTERCOM,**

It is our pleasure to send you this year's edition of the INTERCOM Newsletter, which brings together the highlights of our activities carried out during the challenging 2020. In spite of these times of crisis, we are confident that museums will find ways to fulfil their mission and I would like to send the message that INTERCOM is here for you to help you deal with priorities and to overcome obstacles in your way. Of course, we cannot do anything without you and your contributions. I would like to thank all of you who devoted your time, energy and knowledge to keep our activities going.

INTERCOM's mission and key values reveal the strong points of the committee's importance and expertise. INTERCOM is occupied with issues that are fundamental for the museums work and among them we can point out good governance based on professional integrity and responsibility, management of resources in a lawful and respectful way and safeguarding museums' reputations by implementing human values of equality, diversity and human rights.

In times of crises these strong points of INTERCOM are of significant benefit to the entire ICOM community. We have to build an optimistic to-do list for 2021 and our hard-working members drafted two large projects with different partners on a global level and we are looking forward to your participation. Please check out further information on our website and join us actively.

Goranka Horjan

## **HOW CAN YOU BE ACTIVE IN INTERCOM ACTIVITIES?**

- Participate in Museum Define consultation process
- Help us conduct the leadership project – fill in and disseminate our survey
- Take part in annual INTERCOM meetings and conferences
- Search for information on our website
- Contact board members for more details

## INTERCOM BOARD AND ANNUAL MEETINGS

Due to COVID-19 pandemic all meetings of the Board and Annual committee's meeting were held online. The Board regularly exchanged information on current affairs and the annual meeting was held on 2<sup>nd</sup> July 2020 online on the ZOOM PLATFORM at 15:00 CET according to the proposed agenda. In the report of the INTERCOM Chair, Goranka Horjan underlined the amount of work done by members since the last annual meeting held in Kyoto during the ICOM General Conference. Considerable efforts have been invested to activate the INTERCOM network by emailing to individual members listed on the database in order to check the validity of their contacts. A lot of addresses were wrong so INTERCOM has still a lot of work with ICOM to improve the information flow.

Great emphasis was given to webinar organisation and online activities. In the first half of 2020 three successful online programmes were organised with different partners: ICCROM (learning from disasters and pandemics), ICOM India (for IMD) and ICOM SEE (resources in times of crisis). It was obvious that the participation in the EU conference on risk management brought great visibility for INTERCOM. Active participation in discussions dedicated to the museum definition matter and exchange with international committees remains one of INTERCOM priorities. Emilie Gerard, INTERCOM Secretary participated at the meetings on the topic.

Unfortunately, the decision was made to postpone the Baku conference due to the Covid-19 crisis which was also the reason why the annual meeting was organised online. The meeting in Baku will be held next year and arrangements stay as they have been contracted. The report of the Chair and treasure were adopted at the annual meeting.

INTERCOM's Financial report was presented by the treasurer, Hans van de Bunte, who recalled that the INTERCOM budget is based on a fixed amount granted by ICOM. This budget 2020 was approved by SAREC in March. No money has been spent since due to the pandemic and the online activities have been used by institutional resources of the Chair. The main expenses planned for 2020 were linked with

the preparation of the Baku conference before its postponement. The expenses for the Chairs' participation at the Advisory and GA in Paris will also not be used since the meeting will be held online. The Chair explained that since the budget will be valued by the next SAREC in the present situation the best way to plan projects for INTERCOM. A small amount will be allocated for the survey which is needed for the INTERCOM leadership project group.

At the annual meeting the Chair recalled the recent events marked by the resignation of the ICOM President Suay Aksoy and the general astonishment that occurred in the ICOM community. Some IC's Chairs, including INTERCOM, asked the ICOM Executive Board for information and clarification. INTERCOM was active in the IC's Chairs group and attended the meeting regularly. The voting members for the General Assembly were proposed.

Future INTERCOM projects were presented at the meeting. The museum leadership research project was presented by Lizzy Moriarty and Marek Prokupek.



Information Board in open space, Zadar





## AGENDA

- **Adoption of the agenda**
- **Report of the INTERCOM Chair**
- **Report of the INTERCOM Treasurer**
- **Current state of affairs related to ICOM**
- **Preparation for the GA of ICOM and ICs meeting**
- **INTERCOM projects**
- **Other matters**

## **INTERCOM PRESENT AT THE EUROPEAN CONFERENCE FOSTERING EUROPEAN COOPERATION FOR CULTURAL HERITAGE AT RISK**

Goranka Horjan as Chair of INTERCOM advocated that ICOM should also be represented at the expert conference organised during the Croatia's EU presidency over the Council of Ministers of European Union in the first half of the year 2020. INTERCOM was asked to present since management has been identified as a key element in improving the current state of affairs. INTERCOM advocacy that maintenance and professional standards in museums diminishes risks for cultural property housed in Museums, was met with approval.

Goranka Horjan, as the Chair of INTERCOM, was invited to participate at the conference *Fostering European Cooperation for Cultural Heritage at Risk* which was organised in Dubrovnik, 26 – 28 February 2020. The conference featured a plenary session and thematic panels with the main topic of risk management in meeting numerous challenges regarding movable and immovable, tangible and intangible heritage. The panellists highlighted recent catastrophic damages to cultural monuments and sites, which brought about the reflection on the state of readiness in extraordinary circumstances and the need to foster European cooperation with a view to preventing such occurrences and developing common mechanisms to minimize damage, mainly through application of risk management plans in coordination with structured policies, protection measures and good practices implementation in view of effective prevention, and timely and skilled reactions.

INTERCOM contributed to the conference together with other international organisations like UNESCO, ICCROM, EUROPA NOSTRA, ICOMOS, EU Commission and Council of Europe. Experts discussed preparedness strategies and awareness-raising on

the available instruments at EU level for minimizing risks in terms of sensible approach, innovation and management. The conference stressed the importance of the integration of cultural heritage in disaster risk management and the necessity to foster international and European coordination at multiple levels. Around 160 participants from national, European and International institutions, universities and civil society organisations attended the conference and the opening session was introduced by a message from Mariya Gabriel, European Commissioner for Innovation, Research, Culture, Education and Youth, which addressed the risks affecting Cultural Heritage and the awareness of the Commission to face them by offering new programmes for projects in the field.

The INTERCOM Chair Goranka Horjan was one of the panellists in the first session together with Lazare Eloundou Assomo, deputy director of UNESCO World Heritage Centre, Andrew Potts, ICOMOS expert on climate change and heritage, Aparna Tandon, project manager of ICCROM Collections Unit and Koen van Balen, director of RLICC and UNESCO Chair on Preventive Conservation. In her address and later during the debate Horjan stressed the importance of maintenance in museums. Reduced budgets and huge buildings and storage facilities to take care of are a growing risk for heritage stored in museums. Museum management cannot handle big investments by themselves so coordinated and timely actions are needed. The moderator was Robert Palmer. Goranka Horjan also moderated the third panel with the sub-theme of strengthening the capacity for disaster response and recovery. The main focus of the panellists was on risks caused by human activities.



Introductory panel in Dubrovnik 27<sup>th</sup> February 2020, Ministry of Culture



Participants attending the conference, Ministry of Culture



## **#MUSEUMSCANNOTWAIT ONLINE TRAINING COURSE**

### **ICCROM AND INTERCOM ONLINE PROGRAMME ON LEARNING FROM DISASTERS AND PANDEMICS**

ICCROM and INTERCOM in cooperation with UNESCO, ICOM Croatia, Museum Documentation Centre and Ethnographic Museum in Zagreb offered an online workshop for museum professionals. The training focused on learning from disasters and pandemics and target groups were museum directors and leaders, heads of departments and decision makers but due to a huge interest the programme was also attended by curators and selected students. There were about 92 participants who were given certificates of attendance. A proactive approach and dedication to improve conditions in museums are needed in difficult times and leaders should know how to make informed choices so this online training was of great importance.

Building on the conclusions of the Ministerial Conference on Fostering European Cooperation for Cultural Heritage at Risk, held in Dubrovnik during the Croatia's EU presidency from 26 to 27 February, 2020, this workshop will involve museum directors in Croatia to effectively manage the twin emergencies induced due to the earthquake that occurred on 23 March 2020 and the COVID-19 outbreak.

Online sessions were organised relying on the ICCROM flagship programme on *First Aid and Resilience for Cultural Heritage in Times of Crisis* (FAR) specifically addressing the current issues. The FAR programme provided practical information, knowledge and tools for disaster risk prevention, preparedness, emergency response and recovery.

The workshop's aim was to enhance the abilities of museum leaders to make informed decisions in times of crisis which could enable them to identify all possible hazards, existing capacities and effective responses. The programme featured dedicated

discussions on leadership and risk management in times of crises.

Ongoing maintenance and preventive care are crucial for effective disaster risk management. To achieve this, museums require adequate resources to mitigate risks to their buildings and collections. The current pandemic and the experience of managing an earthquake induced emergency had valuable insights to offer. The recent Croatian experience in having multiple disasters striking at the same time imposed new challenges for leadership in crises.

#### **OUTCOMES**

At the end of the session the participants were able to:

- a) Understand the risks posed to their institutions, collections and staff due to the outbreak of COVID 19 pandemic as well as the damage induced by the recent earthquake.
- b) Develop a coordinated plan of action to address immediate needs as well as risks in order to transition to early recovery.
- c) Identify actors, stakeholders and rights, who have to be involved in the response actions.
- d) Articulate and communicate their needs to decision makers, staff and their visitors as well as extended communities.

The workshop sessions spread over two half days were held in a webinar format followed by moderated discussion.

## PROGRAMME

DAY 1: MONDAY 4<sup>th</sup> MAY 2020

- 09:00 – 09:15 **Introduction to the workshop** - *Aparna Tandon and Goranka Horjan*
- 09:15 – 09:30 **International emergency preparedness and response mechanism of UNESCO and Lessons Learnt** - *Sinisa Sesum and Cristina Menegazzi*
- 09:30 – 10:00 **Presentation on assessing needs and secondary risks post-earthquake and upon removal of lock-down.** Handout: customised need assessment template from ICCROM - *Aparna Tandon*
- 10:00 – 10:15 **Facilitated discussion and agreement on next steps**
- 10:15 – 10:30 *Break*
- 10:30 – 11:00 **Assessing Buildings impacted by earthquake upon reopening** - *Rohit Jigyasu and Eugénie Créte* (typical building failures - handout by ICCROM)
- 11:00 – 11:15 Questions & Answers
- 11:15 – 11:30 *Break*
- 11:30 – 12:00 **Selecting safe temporary storage for moving collections: options, workflow, re-sources** – *Alessia Strozzi and Aparna Tandon*
- 12:00 – 13:00 **Recap of the morning and agreed actions** - *Goranka Horjan assisted by Aparna Tandon*

DAY 2: TUESDAY 5<sup>th</sup> MAY 2020

- 09:00 – 09:30 **Analysing the main existing challenges that may influence the proper response. Challenging issues that have been detected during the actual hazards that took place in Zagreb** – *Goranka Horjan* (Ethnographic Museum & INTERCOM)
- 09:15 – 09:45 Questions & Answers and Discussion
- 09:45 – 10:45 **Immediate and mid-term mitigation measures to manage primary and secondary risks presentation followed by individual activity** - Participants to prioritise *context specific and cost-effective mitigation strategies* – *Contributions by Aparna Tandon and Alessia Strozzi*
- 10:45 – 11:00 *Break*
- 11:00 – 11:30 **What's the role of museums in providing psycho-social help and aid general relief operations in times of COVID?** *INTERCOM, ICOM Croatia, ICCROM,*
- 11:30 – 12:00 Questions & Answers followed by recap of agreed actions
- 12:00 – 12:30 *Museums Cannot Wait: Business Continuity, Resources and Inter-Agency Cooperation - ICCROM, INTERCOM, UNESCO, ICOM Croatia*
- 12:30 – 13:00 Questions & Answers and Conclusions





Damage in the Arts and Crafts Museum in Zagreb after the earthquake in March 2020.



Damage in the storage of the Ethnographic Museum in Zagreb after the earthquake in March 2020.



Interior of the Croatian School Museum in Zagreb after the earthquake in March 2020.



## INTERCOM STARTS A NEW RESEARCH PROJECT ON LEADERSHIP

Museum Leaders are responding to global drivers of change: geopolitical instability; demographics, migration and inequality; technology, climate change and now, the social and economic effects of Covid-19 which threaten cultural institution's financial resilience and, in some cases, existence.

Museums need leaders who can grasp the realities of the present and build visions for the future, whilst their Leadership capability to lead in crisis is being tested in the extreme. An initial survey and interviews, undertaken by INTERCOM, with a small sample of geographically spread; institutionally varied museum leaders, has established that there is currently no global picture of museum leadership and its variability across regions of the world. In response to this situation, INTERCOM is initiating the first GLOBAL MUSEUM LEADERSHIP STUDY AND DIGITAL KNOWLEDGE PLATFORM.

A series of Global surveys of Museum Leaders and staff will establish the variations in context and culture which influence effective museum leadership. The study will also establish how museum leaders are dealing with the Covid-19 crisis and how it will impact museums' resilience. Existing ICOM surveys have focused on the Covid-19 effect on museum staff, economic impact, digital engagement and collections. This study will build on these by focussing on the effects on leaders of leading their institutions through the pandemic crisis. The results will give ICOM a picture of where museum leadership stands in relation

to Covid-19 challenges, and how museum leadership varies in different regions of the globe. The feedback from the study will inform the development of a Digital Leadership Knowledge Platform with culturally relevant leadership resources and models which will be applicable to the varied global, regional and cultural contexts in which museums operate. This online platform will be subject to a future funding application as a permanent tool used by museums.

The purpose of the project is to help museums in organizing their work in challenging new circumstances in order to create new flexible strategic scenarios and operational planning which can equip museums with sustainable models after the lockdowns.

ICOM is the only organisation with the reach necessary to gather feedback from Museum Leaders in every region of the globe. INTERCOM is the International Committee of ICOM that has the thematic interest in management and leadership and is best placed to take forward this timely initiative. INTERCOM will work closely with ICOM regional and country committees who will bring to the project, their expertise and knowledge of their region's context for both leadership and the museum sector.

Members are invited to respond to the surveys and help us to conduct the research.



"Leadership quote" by photosteve101 is licensed under CC BY 2.0



## INTERCOM PARTICIPATION AT THE MEETING ON MUSEUM DEFINITION

INTERCOM was present at this international meeting that gathered 40 ICs and NCs focusing on the new museum definition, represented by the Secretary Emilie Girard. The first part of the meeting was dedicated to contributions by each participating committee, and two panel discussions (What is the purpose of a museum definition by ICOM / How to develop a shared vision: what unites us?) were organized in the afternoon.

INTERCOM emphasised that it is important to say that the legal impact of the change may vary in different countries, and we have to be aware of that. We must not become prisoners of PRO and

CONTRA. It seems very important that the definition debate is wide enough to reflect all the streams that can exist in ICOM, to safeguard ICOM unity and its role among museums professionals. We have to continue trying to establish the dialogue with members and ICOM regarding the definition and for now, our involvement in discussions should be active. INTERCOM will take part in the debate.

The proceedings have been published on the ICOM France Internet website, both in French and English

## JOIN US IN DRAFTING THE NEW MUSEUM DEFINITION

The Standing Committee for the Museum Definition formulated a new methodology in the process of drafting a new museum definition. The methodology is inclusive and based on greater transparency. All international committees are invited to actively participate in the process and consult with their membership.

On ICOM web site you can see the whole methodology explained and please go online to the members' space and access all information on the link:

<https://icom.museum/en/member/take-part-in-the-new-definition-of-the-museum/>

INTERCOM will have consultations with members during February and March. Information will be available on the INTERCOM website. Members are strongly advised to watch the above mentioned video before consultations.



<https://icom-musees.fr/ressources/what-definition-do-museums-need>

## INTERNATIONAL WEBINAR *MUSEUMS FOR EQUALITY: DIVERSITY AND INCLUSION.*

INTERCOM joined ICOM India's International Museum Day initiative which was a part of the Heritage Matters Webinar Series. The Chair of Intercom Goranka Horjan was one of the panellists together with the board member Reena Dewan who organised the conference as ICOM India Chair. The burning question across the world - what museums can expect in the post-pandemic world was tackled by experts coming from different continents. Most museums in the world are closed during the onslaught of COVID 19. No country was spared.

The well-endowed institutions maximised on their digital affordances streaming their collections and exhibitions. This did not grab the attention of audiences for too long. Gross inequalities of access and use in the digital domain are once again exposed. What is the future role of museums? How best can they address equality as an aspiration, equity as an outcome and diversity in all its manifestations and cultural borders? How can the institution of the Museum become more inclusive? The speakers were presented and the conference promoted on the Facebook.



ICOM International Council of Museums India

K KOLKATA CENTRE FOR CREATIVITY

INTERCOM International Committee for Museum Management

HOPE HOPE EDUCATION FOUNDATION

apne aap women worldwide

Lead Kindly Light

# MUSEUMS FOR EQUALITY

## Diversity & Inclusion Webinar

**Date:** May 18 | **Time:** 11:30 am - 12:30 pm | **For:** Open to all

Find more on:

[https://www.facebook.com/  
events/887085805109054/?active\\_tab=discussion](https://www.facebook.com/events/887085805109054/?active_tab=discussion)

## **WEBINAR MUSEUM BLISTERS OR HOW TO PREVENT WASTING OF RESOURCES IN DIFFICULT TIMES!**

INTERCOM and ICOM SEE in cooperation with national committees of ICOM in the region of South East Europe organised an online webinar on 20<sup>th</sup> May 2020. The webinar addressed of the many challenges that museums encountered in 2020 in performing their everyday duties. In difficult times it becomes extremely important how you use your resources in order to fulfil the important social role of museums. However, administrative burden is growing

and leaves less space for creative work. In order to discuss the issues that trouble museum leaders in South East Europe ICOM SEE and INTERCOM organise a webinar: *Museum blisters or how to prevent wasting of resources in difficult times!* The target group were museum professionals and leaders. The webinar focused on the experience provided within the INTERCOM network and the identified difficulties in the region of South East Europe.



Closed door of the famous silver collection in Zadar





Recently opened Museum of Modern and Contemporary Art in Rijeka – European Capital of Culture 2020



**2020 ICOM International Committees FORUM**

**Friday, Nov 20 at 12:00 PM EST**

Join ICOM ICEE y ICOM LAC on Friday, Nov 20, for the 2020 Forum for ICOM International Committees.

During this session, ICOM International Committees are invited to introduce their committees and most relevant activities for 2021 in order to make new contacts, create networking opportunities, foster membership building, and create opportunities for partnerships and collaborations across committees.

The session will be conducted in Spanish with Simultaneous translation to English. Register now at: <https://bit.ly/36ltYRy>

**Viernes 20 de Nov Nov 20, 12:00 PM EST**

Únete a ICOM ICEE y ICOM LAC el 20 de noviembre para el Fórum Comités Internacionales ICOM 2020.

Durante esta sesión, se invita a los Comités Internacionales del ICOM a presentar sus comités y las actividades más relevantes para 2021 con el fin de establecer nuevos contactos, crear oportunidades de trabajo en red, fomentar la membresía y crear oportunidades para alianzas y colaboraciones entre los comités.

La sesión se realizará en español con traducción simultánea al inglés. Inscríbete ahora en <https://bit.ly/36ltYRy>

## PARTICIPATION AT THE ICOM LAC VIRTUAL CONFERENCE

INTERCOM participated in the 2020 Forum for ICOM International Committees, organised by ICOM LAC. The format was a Virtual Conference that provided a unique visibility platform for ICs to reach ICOM members in Latin America and the Caribbean. During this session, INTERCOM was invited to introduce the committee and most relevant activities for 2021

in order to make new contacts, create networking opportunities, foster membership building, and create opportunities for partnerships and collaborations across committees. Lizzy Moriarty presented the INTERCOM leadership project in Spanish and suggested cooperation with ICOM LAC.

## INTERCOM IS A PARTNER IN CAM DISTANT LEARNING PROJECT

INTERCOM treasurer Hans van der Bunte participated as a representative from INTERCOM in the Zoom Webinars on the project CAM Distance Learning Programme. He will continue to be involved in further evaluation and full rejuvenation of this professional learning programme for future museum staff. He assisted in updating the learning programme in order to suit better to the needs of the 21<sup>st</sup> century museum staff.



Hans van de Bunte,  
INTERCOM Treasurer participated in CAM project

## INTERCOM MEMBERS IN ICOM STANDING COMMITTEES

Members of INTERCOM actively participated in the work of ICOM Standing Committees whose role is to give advice to the Executive Board and the President of ICOM. Goranka Horjan, the chair of INTERCOM, was appointed the Chair of LEAC (Legal Affairs Committee) in 2020. Ole Winther, INTERCOM Board member was appointed the chair of Strategic

Planning Committee. They both attended annual meeting of SAREC on which Horjan was served the last year of her mandate. The meeting took place in February 2020 and the task was the evaluation of reports and strategic allocations of ICOM support to the projects and activities.



Chair of INTERCOM participated at the SAREC meeting in February 2020



## CHAT ON THE SOFA

INTERCOM Chair Goranka Horjan participated in the online programme developed by Soluzioni Museali from Milan, Italy with the title *Chat on the Sofa*. The participation was livestreamed on the ZOOM platform on 15<sup>th</sup> June 2020. The topic was *New Post Covid Managing Models in Museums*.

The project *Chat on the Sofa* was developed by the INTERCOM member Cristina Vanini who explores the possibilities of museums to overcome the recent crises. The relaxed and innovative approach is much needed in these difficult times.

# CHAT ON THE SOFA

soluzionimuseali-ims

**15 minuti per scambiare idee e riflessioni sui musei con colleghi dal mondo.**

15 minutes talks to exchange ideas and reflections with museum colleagues from around the world.



## NEW POST COVID MANAGING MODELS IN MUSEUMS

**Monday June 15, h. 17.30**

**ZOOM MEETING**

**GORANKA HORJAN**

Dr. sc. Goranka Horjan is a museologist and art historian, currently the CEO of the Ethnographic Museum in Zagreb with long term experience in EU projects focusing on renovation and refurbishment of museums. Between 2000 – 2014 general director of the Museums of Hrvatsko Zagorje where she led several museum investments. In 2015 she started the renovation of the Ethnographic Museum in Zagreb which is still in progress.

Active ICOM member since 1997 and member of the Executive Council from 2010 to 2016. She has been active in the regional alliance of ICOM SEE since 2006 and chaired the alliance for three years. Presently she is Chair of INTERCOM and Chair of LEAC (Legal Affairs Standing Committee). Active in Europa Nostra and The Best in Heritage as the member of the Advisory Board. From 2016 – 2019 she was the Chair of Europa Nostra Heritage Award Jury in the category Education, Training and Awareness-Raising. From 2012 to 2017 she was the Chair of the European Museum Forum Board of Trustees that operates the most prestigious museum award scheme in Europe including European Museum of the Year Award and Council of Europe Museum Prize.

## NEXT ANNUAL CONFERENCE – BAKU 2021

The committees of ICME, INTERCOM & ICOM Azerbaijan signed an agreement to organise the joint meeting in Azerbaijan in the National Carpet Museum in Baku. The initial plan to have the conference in 2020 was not realised due to the global pandemic. The organisers are still optimistic that the situation will improve in 2021 so the conference was postponed and the new date will be settled. The venue of the conference is in the oldest and biggest carpet museum in the world in Baku and our hosts had prepared a rich and interesting programme for the participants.

The purpose of the conference is to stress that museums are very important cultural and social institutions and must respond to emerging challenges.

The chosen themes all confront the role of our museums in our time and the future.

The call for papers was sent out in 2020 and a lot of proposals came for presentations. INTERCOM members Ole Winter and Myriam Proulx volunteered to evaluate the contributions. Hans van de Bunte was elected as the keynote speaker for the conference on behalf of INTERCOM related to the topic of decolonisation. The conference will also provide an opportunity to present the results of the leadership survey.



National Carpet Museum in Baku.

**M INTERCOM** ICOM  
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management

# Newsletter

**STAY IN TOUCH AND  
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<https://twitter.com/icomofficial>

## IMPRESSUM

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**ONLINE EDITION**

