

ICOM International Committee for Museums and Sustainable Development

SUSTAIN

3 YEAR STRATEGIC PLAN

2024-2027

Approved by the ICOM SUSTAIN board 28 November 2024

This strategic plan for the International Committee on Museums and Sustainable Development [SUSTAIN] has been produced for the years 2024-2027, covering its period of probation. As such, its values, mission, vision, goals, and actions have been primarily developed to ensure the Committee meets its probationary criteria. Beyond this, it offers a blueprint for how SUSTAIN can engage museums in the universal call to action issued by Agenda 2030 and the Sustainable Development Goals: to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.

This plan is created in a context of an increasingly critical planetary emergency and responds to recent imperatives - highlighted by ICOM's 2022 museum definition – for the global museums community to address sustainability in their actions. It supports the objectives of the ICOM 2022-2028 Strategic Plan, and aims to further ICOM's 2030 Sustainability Action Plan. The plan is guided by congruent principles emphasised in the 2022 definition: ethics, diversity, and community.

The work of the Committee is grounded in climate action, which aims to mitigate harms and promote positive, sustainable solutions to the planetary emergency. While the Committee must balance aspiration with reality, our work will be pursued with clear aims of addressing poverty, planetary health, and peoples' well-being.

The Committee recognises that partnerships are essential to accomplishing its goals, and that prospective partners include museums, their communities, and broader museum sector, and other related organizations. The Committee is particularly aware of the inequities within the museum sector and will seek to provide a platform for underrepresented voices, particularly those of the Global South and Indigenous Communities.

Given the rapidly changing social, economic and environmental challenges that museums face, this plan should be reviewed and revised annually to ensure its continuing relevance.

VISION

Our vision is to be the principal forum for advocacy, dialogue and knowledge-sharing on sustainability for the global museum community. SUSTAIN works to ensure that every museum within the ICOM community understands the value of sustainable development for their operations and has access to relevant educational resources to help make change.

MISSION

SUSTAIN advocates at an international level for the vital role that museums play in supporting sustainable communities. We connect ICOM and the global museum community by acting as a hub for sharing knowledge and fostering dialogue on museums and sustainable development.

COMMITMENT

We are committed to supporting our members pursue the sustainable development of the stewardship of museums, in the custodianship of collections and in the service of heritage and the public

VALUES

The key values that underpin the work of the SUSTAIN are:

Accessibility

the Committee will produce resources that are available to as many people in as many languages and formats as possible.

Democracy

the Committee will strive to flatten hierarchies and be responsive to its members, acknowledging the inequities that exist in the global museum sector and working to promote marginalized voices.

Responsiveness

the Committee will be active, open to ideas, and responsive, ensuring it is able to address emerging issues and concerns of the global museum community.

Relevance

the Committee will focus on contemporary issues and provide support for museums of all subjects and sizes, recognizing that most museums are small and embedded within communities.

Respect

the Committee will adopt professional communications between members, and be mindful that museums have different capacities and interest in sustainability initiatives.

Transparency

the Committee will operate in an open and honest way, with clear and accountable decision-making processes.

The Committee will always seek to act in a sustainable way but recognises that as part of its work there may be circumstances in which its Board members engage in activities that contribute to the global planetary emergency (e.g. travel via international air travel for conferences/training events). When considering participation in such events, the Committee will balance the anticipated benefits of in-person attendance versus the impact of travel. Where it is important that a SUSTAIN representative is present, the Committee will seek to have a local Board member participate in the first instance.

FOCUS AREAS

The SUSTAIN Strategic Plan has been developed to support the priorities outlined in the ICOM Strategic Plan 2022-2028.

The Committee has elected to develop different titles for its Focus Areas than the broader Strategic Plan. This reflects the interests of the Committee in developing its work with a specific emphasis in the coming years. While the titles may differ, they contribute to ICOM's stated areas of Global Positioning, Communication, and Climate Change.

As the Committee has recently been inaugurated, metrics to judge performance are difficult to anticipate. During its first year of operation, the Committee will be engaged in gathering data around its activities (such as membership figures, website hits) with a view to using this to devise target driven objectives from year two.

Focus Area 1: Global positioning and ICOM member's support***What we want to achieve***

SUSTAIN is recognized as the trusted voice for members within the global museum community pursuing sustainable development.

Why this is important

SUSTAIN offers an international perspective from which to communicate the dynamic role of sustainable development to museums and to promote a deeper understanding of their contribution to societies.

What will this look like	How will we get there	Implementation	Monitoring progress [metrics and reporting]
<p>SUSTAIN advocates for museum engagement with sustainable development in international forums and leads the sector in addressing issues of global significance related to SDGs in museums.</p>	<p>DEVELOP awareness of SUSTAIN and its aims among ICOM committees and members, and to be recognized as a vital committee within the organization, with an active stake in key projects and initiatives.</p>	<p><i>Membership Subcommittee</i></p> <p><i>Communication Subcommittee</i></p>	<p>Membership increases (individual and organizational)</p> <p>Targeted growth among young professionals and newly registered institutions.</p> <p><i>[Report to regular Board Meeting]</i></p>
	<p>PARTICIPATE in ICOM events, including General/Triennial Conferences, National and International Committees Annual Conferences, and International Museum Day.</p>	<p>SUSTAIN Board</p> <p>Relevant partners (i.e., ICOM Award for Sustainable Development Practice in Museums)</p>	<p>SUSTAIN actively and regularly participates in ICOM events at both International and National level</p> <p><i>[Report to regular Board Meeting]</i></p>
	<p>DEVELOP AND STRENGTHEN partnerships across ICOM - including National, International Committees, and</p>	<p><i>Capacity Building Subcommittee</i></p> <p><i>Communication Subcommittee</i></p>	<p><u>SUSTAIN</u> actively develops relationships with other ICOM Committees and</p>

<p>Standing Committees – to share information, provide support and build capacity.</p>	<p>Relevant partners</p>	<p><u>their respective programs</u> <i>[Report to regular Board meeting]</i></p>
<p>DEVELOP AND STRENGTHEN relationships with external groups - including those in the museum sector, academia, the third sector, national and international development agencies – to share information, provide support, and build capacity.</p>	<p><i>Capacity Building Subcommittee</i> <i>Communication Subcommittee</i> Relevant partners</p>	<p>SUSTAIN is a visible presence on ICOM website Existing partnerships are reviewed and results reported New partners are identified. <i>[Report to regular Board meeting]</i></p>
<p>ADDRESS established inequities in the global museum community, with specific reference to the marginalization of voices from the Global South and Indigenous communities.</p>	<p><i>Capacity Building Subcommittee</i></p>	<p>Annual review of partnerships and identification of new priority areas to address marginalized voices <i>[Written report annually to Board]</i></p>

Focus Area 2: Communication and Advocacy

What we want to achieve

SUSTAIN’s membership are confident that they are well informed about sustainable development and can engage with SUSTAIN’s activities and decision-makings.

Why this is important

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

What will this look like	How will we get there	Implementation	Monitoring progress (metrics & reporting)
<p>SUSTAIN is confident that its internal and external communications are impactful.</p>	<p>DEVELOP a communications strategy to raise awareness of the Committee and key principles of sustainable development for museums, including a website, mailing list, social media presence, and dialogue with other ICOM committees and external stakeholders.</p>	<p><i>Communications Subcommittee</i></p>	<p>Communications Strategy developed and implemented</p> <p>Benchmark metrics for Communication strategies established</p>
	<p>CREATE an online repository of resources about sustainable development for museums (in liaison with ICOM webmaster)</p>	<p><i>Communications Subcommittee</i> ICOM Secretariat</p>	<p>Online repository of resources created and launched</p>
	<p>ADVOCATE for sustainable development as a key element in the new code of ethics for museums, which is currently being drafted.</p>	<p><i>Communications Subcommittee</i> ICOM Secretariat</p>	<p>SUSTAIN actively engages with process to develop new code of ethics</p> <p><i>[Report to regular Board meeting]</i></p>

<p>APPOINT Board Member to manage relationships between SUSTAIN and academic research projects.</p>	<p>SUSTAIN Board</p>	<p>SUSTAIN actively develops relationships with academic research projects</p> <p><i>[Report to regular Board meeting]</i></p>
<p>ESTABLISH regular open forums for the Chair and Board members to answer questions on specific topics raised by the membership.</p> <p>ESTABLISH series of educational outreach events such as conference presentations and workshops in a broad range of contexts, for the benefit of the global museum community</p>	<p><i>Communications Subcommittee</i></p> <p><u><i>Membership Subcommittee</i></u></p> <p><i>Capacity Building Subcommittee</i></p> <p>Relevant partners</p>	<p>Minimum of 2 open forums conducted per year</p> <p>Minimum of 2-3 educational events conducted per year</p> <p><i>[Written report annually to Board]</i></p>
<p><u>STRENGTHEN</u> collaboration with existing partnerships and programs to advance SUSTAIN's objectives.</p>	<p><i>Communications Subcommittee</i></p> <p><i>Capacity Building Subcommittee</i></p> <p>Relevant partners</p>	<p><u>SUSTAIN reputation</u> established and significant influence achieved within ICOM.</p> <p><i>[Written report annually to Board]</i></p>

Focus Area 3: Capacity Building and Knowledge Sharing

What we want to achieve

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

Why this is important

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

What will this look like	How will we get there	Implementation	Monitoring progress [Metrics and reporting]
SUSTAIN works proactively to address the role that museums can play in tackling climate change by pursuing climate action.	DEVELOP AND IMPLEMENT a 2030 Action Plan to fulfill ICOM's commitment to the 2030 Agenda and the SDGs.	<i>Capacity Building</i> Subcommittee <u>Communication</u> Subcommittee Museums and Society Department	Action Plan produced, adopted and launched.
SUSTAIN supports museums to implement policies and programs which address climate change by pursuing climate action.	DEVELOP and IMPLEMENT capacity building programs for museums to address climate change in their operations, in public engagement and	<i>Capacity Building</i> Subcommittee <u>Communications</u> Subcommittee Capacity Building Department	Capacity building Training program developed and launched Benchmark metrics for effectiveness of training program established Minimum of 2 training

	in advocacy with stakeholders.	Museums and Society Department	programmes delivered annually <i>[Written Report to Board annually]</i>
SUSTAIN recognizes the impact of its activities in relation to climate change	DEVELOP AND IMPLEMENT an effective way of working that mitigates the carbon footprint (and other related impacts) associated with its activities	SUSTAIN Board	Guidelines developed and adopted