

Effective museum leadership in mitigating risks in conflict and crisis

GUIDELINES FOR DEVELOPING
A SUCCESSFUL ONLINE DIRECTOR'S
FORUM FOR MUSEUM LEADERS

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Title: **Effective Museum Leadership in Mitigating Risks in Conflict and Crisis**
Guidelines for Developing a Successful Online Director's Forum for Museum Leaders

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FOREWORD

We are delighted that the ‘Effective Museum Leadership in Mitigating Risks in Conflict and Crisis’ Solidarity Project has been realised as a continuation of the projects from 2021, ‘Intercom Global Museum Leadership Study and Knowledge Platform’, and 2022, ‘Leadership Alert – Capacity Building for Future Museum Scenarios’. Our heartfelt thanks goes to our esteemed partners – INTERCOM, ICOM Zambia, ICOM Tanzania, ICOM Arab and Fundacion Typa – for their invaluable collaboration on this initiative. Launched in June 2023 and continuing through August 2024, the aim of this project was to reshape museum leadership through training, capacity building, leadership support and resource development.

These guidelines help ICOM’s committees and alliances create online Director’s Forums to strengthen networks, build resilience, address issues like the climate crisis and at-risk cultural heritage, and develop a unified voice on critical matters.

We invite all users to implement these guidelines and share their results and feedback with us. Your experiences and insights are vital for the continued improvement and success of this global initiative.

Thank you for your dedication and commitment to advancing museum leadership.

Sincerely,

ICOM SEE, Solidarity Project leaders



INTRODUCTION

The purpose of these guidelines is to provide a step-by-step guide to enable ICOM's National Committees (NCs), International Committees (ICs) and Regional Alliances (RAs) to implement their own online Director's Forums relevant to local crises and global issues. The NCs ICs and RAs can choose which themes they want to tackle in their own online forums; these could include the climate crisis, cultural heritage at risk, and the effects of crises such as the long-term social and financial effects of the pandemic, war, trafficking and lack of funding.

The Director's Forum is a capacity-building structure to support museum leaders, strengthen networks and build resilience in the museum sector globally. The Director's Forums help museum directors develop a collective voice through which to engage stakeholders in serious matters such as funding, climate change and decolonisation.

BACKGROUND

In research carried out by ICOM INTERCOM in 2021/22, museum leaders all over the world revealed that they lacked sufficient influence and control over decision-making and key resources such as staff appointments, organisational structure and budget. In response to this feedback, ICOM INTERCOM worked with ICOM Zambia, ICOM SEE, Kolkata Centre for Creativity and capacity-building specialists Fundación Typa to create a series of online **Director's Forums** to provide museum leaders with a safe space where they could share experiences, ideas and solutions, and support each other as they face increasingly challenging crises.

The evaluation of the Director's Forum programme demonstrated that the participants found it extremely valuable to discuss issues amongst

themselves. They reported that the discussions had opened up their thinking and had provided them with useful ideas and remedies for some of the critical issues they were facing. The feedback demonstrated that the quality of engagement and discussion was not diminished by being online. **The critical success factor was that the themes were chosen by the participants and were locally relevant.**

The Director's Forums have strengthened networks between museum leaders in particular regions of the world and can be delivered by any of ICOM's National Committees, International Committees or Regional Alliances. The format can be adapted to specific themes or specific issues faced by museum directors in National Committee's countries or Regional Alliances' regions.

It was therefore decided that this effective format should be made widely available to the ICOM community so that International Committees, National Committees and Regional Alliances can create their own Director's Forums to support the museum leaders amongst their members.


The project team, led by ICOM SEE and supported by ICOM Zambia, ICOM Tanzania, ICOM Arab and ICOM INTERCOM, with expertise from Fundación Typa, are proud to present these guidelines to the ICOM community to help them set up their own Director's Forums.

ONLINE DIRECTOR'S FORUM FORMAT – ON ZOOM

Each Director's Forum lasts 90 minutes. We advise no more than 50-80 participants in each Director's Forum. The Director's Forum format can be adapted to multiple audiences, professional development initiatives and capacity-building initiatives.

The Director's Forum requires an exceptional regional museum expert as a Keynote Speaker, whose experience is relevant to the





theme and to the interests of the participants. On registering, the participants' feedback forms indicate the themes that interest them most, from a list developed by the organisers (National Committees, International Committees, Regional Alliances or any other group that wishes to convene a discussion forum). Themes could include issues such as those listed below or issues relevant to a specific International Committee's theme or to a specific National Committee's situation.

Potential themes for a Director's Forum:

- Influence and stakeholder management (relationship with the board, government, etc.)
- Empowering staff and organisational development
- Funding and income generation
- Decolonisation, museum ethics and social inclusion
- Strategic communications and profile raising
- Digital strategy and the impact of artificial intelligence

The Keynote Speaker must be briefed to speak about the specific themes that are most popular in the participants' feedback forms. Each Director's Forum should be 90 minutes long, to allow for enough time for the Keynote Speaker to address the themes as well as for discussion and final feedback. We suggest that the keynote session be pre-recorded so that the recording can be used instead of a live presentation if there are technical issues on the day.

The keynote address is followed by three consecutive breakout sessions to enable museum leaders to discuss the issues in smaller groups. The Zoom platform enables the whole group to be divided randomly into smaller groups or Breakout Rooms. The number of Breakout Rooms will depend on the total number of participants, divided into equal subgroups. We recommend no more than 10 participants in each Breakout Room.

Each breakout session is on a theme addressed by the Keynote Speaker and is facilitated by a Moderator. All participants will be

allocated to Breakout Rooms so that they can discuss the theme in smaller groups. After each 13-minute discussion, the participants return to the plenary group and the Moderator of each group feeds back the discussion of their subgroup. The next theme is then discussed in breakout groups for 13 minutes and, again, the participants are returned to the plenary group and the Moderator of each group feeds back the discussion of their subgroup. After this, the third and final theme is discussed in breakout groups for 13 minutes; finally, in the plenary group, the Moderator of each group feeds back the discussion of their subgroup.

DIRECTOR'S FORUM TIMINGS

4 minutes	Introduction by the organiser
20 minutes	Pre-recorded keynote address by a leading subject matter expert
13 minutes	Breakout Room on Theme 1
8 minutes	Feedback session on Theme 1 in plenary
13 minutes	Breakout Room on Theme 2
8 minutes	Feedback session on Theme 2 in plenary
13 minutes	Breakout Room on Theme 3
8 minutes	Feedback session on Theme 3 in plenary
3 minutes	Summary, thank yous and next steps by the organiser

The Director's Forum format will:

- 1/ Foster the exchange of best practice, experience and support amongst museum leaders
- 2/ Deliver actionable insights into the management of specific local crises and global crises
- 3/ Facilitate networking amongst museum leaders, which will develop their leadership skills and support them as they tackle crises



ADVISORY BOARD

We recommend that a small Advisory Board, of up to five people, be set up to provide contacts for Keynote Speakers, potential participants and to advise on potential themes for the Director's Forum. This should be a small group of well-connected and experienced museum professionals who have access to relevant networks and specialists.

PARTICIPANTS LIST

Most International Committees Regional Alliances and National Committees already have members lists through which they can promote the Director's Forum. It is crucial for the success of the Director's Forum to have accurate contact details. The Director's Forum provides an opportunity to recruit new members from beyond the current membership base by using other networks that can send the invitation to their members.

PARTICIPANT FEEDBACK FORM TO ESTABLISH THEMES

The Director's Forum Invitation (see Director's Forum Invitation template) includes a list of potential themes for the Keynote Speaker to address, as well as an open field for suggestions. When the participants respond to the invitation, they can prioritise and suggest themes. In this way, the organisers can ensure that the subject for discussion will be relevant and of interest to the participants.

THE KEYNOTE SPEAKER

The Advisory Board suggests potential Keynote Speakers. Choose a speaker who will provide insights and has a profile which will attract participants. Brief Keynote Speakers to focus on the subject, provide provocative insights, keep to time and be available for questions in the breakout sessions. It is important that the Keynote Speaker does not use this forum as an opportunity to promote themselves or their institution. Their address should be thought-provoking, insightful and useful for the participants and, where relevant, include case studies.

ONLINE BREAKOUT ROOMS

The Breakout Rooms provide the opportunity for the participants to discuss the themes in greater depth, in the safety of small groups. The feedback from these Breakout Rooms provides the organisers with rich material for future initiatives such as training, capacity building or support events. The success of the Breakout Rooms depends on the Moderators' ability to allow each person time to speak, summarise the key points of the discussion and report the key points in plenary.

BREAKOUT ROOM MODERATORS

Each Breakout Room requires a Moderator and the number of Breakout Rooms depends on the number of participants. The organisers should choose the Moderators from amongst their team. The Moderators may need to initiate discussion in the Breakout Rooms. They will need to take notes in order to report back discussion in the plenary group.



EVALUATION

A quick survey can be sent to participants after the Director's Forum to establish how effective it was, how it could be improved, and themes for future Director's Forums. ICOM SEE is interested in receiving this feedback to understand how effective the Director's Forum format is and what improvements could be made.

Please send survey feedback to alenka.cernelic.kroselj@pmb.si

We hope that the guidelines, templates and technical manual will enable you to have fruitful discussions amongst your networks and we look forward to hearing how your networks are growing stronger as a result.


Appendix 1

Director's Forum task and template list

DATE	TASK	WHO	TEMPLATE
Month 1 / Week 1	Identify possible Advisory Board members		
Month 1 / Week 1	Prepare and send invitations to Advisory Board members		Email invitation to Advisory Board Members
Month 1 / Week 2	Confirm Advisory Board members		
Month 1 / Week 2	Define potential themes with Advisory Board members		
Month 1 / Week 3	Receive potential Participants List from Advisory Board members and organiser's membership lists		
Month 1 / Week 3	Approve and confirm invitation text and theme feedback form		
Month 1 / Week 3	Send invitations, potential themes		Invitation, Participant Registration and Forum Theme Feedback Form
Month 2 / Week 2	Complete potential Invitation List with email addresses		Complete Invitation List with email addresses
Month 2 / Week 2	Select Breakout Moderators amongst the organiser's team and/or participants		
Month 2 / Week 2	Advisory Board meeting to discuss and decide Keynote Speaker		Criteria to Select Keynote Speaker
Month 2 / Week 2	Send invitations to moderate Breakout Rooms		Email Request to Moderators with Role Expectations
Month 2 / Week 3	Confirm and brief Keynote Speaker		Keynote Speaker Briefing Notes
Month 2 / Week 3	Confirm Breakout Moderators		
Month 2 / Week 4	Zoom call with Advisory Board and Keynote Speaker to confirm themes and content of keynote address		
Month 2 / Week 4	Allow time for Keynote Speaker to adjust the keynote if necessary		
Month 2 / Week 4	Send call for registration		First Email Call to Register for the Director's Forum
Month 3 / Week 1	Create a Participants List of those who have accepted the invitation and want to attend		Registered Participants List and Contact Details
Month 3 / Week 2	Set up Zoom Meeting (see Appendix 5: Director's Forum technical manual for Zoom)		
Month 3 / Week 2	Pre-record keynote speech		
Month 3 / Week 2	Send Zoom link and Participants List to registered Participants		Second Email Reminder, Zoom Link and Final Participants List
Month 3 / Week 3	Create evaluation questionnaire		
Month 3 / Week 3	Send Reminder and Zoom link one day before the Director's Forum		Final Email Reminder – Day before the Director's Forum
Month 3 / Week 3	Director's Forum – send Zoom link again to all participants		Final Email with Zoom Link – Day of the Director's Forum
Month 3 / Week 4	Send evaluation questionnaire to participants		Evaluation Questionnaire Cover Email and Evaluation Questionnaire
Month 3 / Week 4	Gather information and prepare the evaluation report		
Month 4 / Week 2	Send evaluation report to INTERCOM and ICOM SEE		

Appendix 2

Template for developing a Director's Forum



The following templates can be cut and pasted into Word documents, Excel spreadsheets or Emails as required. You can edit them according to your needs.

ADVISORY BOARD

You may not need to convene an Advisory Board. You may have a team with the networks needed to generate interest from a wide range of potential participants. Your team may also have the networks needed to find a compelling Keynote Speaker. However, if you need extra support in broadening your networks, setting up an Advisory Board who can make recommendations is an effective way to do this.

MODERATORS

You may well have Moderators on your team or in your network. However, if you need to recruit them from a wider network, we have included a draft email that will help you do this.

REMINDER EMAILS

We have included four templates for reminder emails. We have found that this is the most effective way to ensure a good number of participants on the day.

EVALUATION

We have included a brief evaluation form, which can be edited to suit your needs.



Good luck!

We're looking forward to hearing how your Director's Forums create opportunities for museum leaders to support each other as they lead their institutions through times of uncertainty and change. Please contact Alenka Černelič Krošelj, Chair of ICOM Southeast Europe Regional Alliance if you have any feedback on the Director's Forums:

alenka.cernelic.kroselj@pmb.si

[Date]

Dear [insert name],

We are writing to ask you if you are willing to join the [insert your National Committee, International Committee or Regional Alliance name here] Director's Forum Advisory Board.

This is a small group of up to five senior museum professionals from our network. As an Advisory Board member, you will be able to advise us as we develop an online Director's Forum specifically for museum directors in [insert country or region] / or [involved in ... {insert general theme of Director's Forum}].

The Director's Forums are an initiative developed by INTERCOM, following research into the challenges faced by museum directors in key regions of the world. Our [insert country, region or thematic focus] Director's Forum is intended to give museum directors in our network an opportunity to exchange ideas and experiences between themselves. Each Director's Forum will be led by an exceptional museum expert, whose experience is relevant to the theme of the forum.

We are hoping that your knowledge of the region's museum context will help us:

1. identify a leading museum expert to give a 20-minute keynote speech about the specific challenges facing museum directors;
2. suggest up to five relevant themes for discussion;
3. provide contacts of key museum directors in your network; and
4. provide feedback on the most appropriate date and time for the online Director's Forum.

We are hoping that you will be able to join a call on [insert date and time] to discuss, the content, themes and Keynote Speaker and to help shape the Director's Forum and its outcomes.

Best regards,

[Your Name]

[Your Position]

[Your Museum/Organisation Name]



Sent as an attachment with a cover email from the organising team.

INVITATION TO PARTICIPATE MUSEUM DIRECTOR'S FORUM

[INSERT DATE AND TIME]

Recent research by ICOM INTERCOM has revealed that many museum leaders benefit from opportunities to exchange ideas and experiences on leading their organisations. In research carried out in 2021/22, museum leaders all over the world reported that they lacked sufficient influence and control over decision-making and key resources such as staff appointments, organisational structure and budget.

Online Director's Forum

To address these challenges, [insert your organisation name here], in collaboration with [insert partners names here (if any)], have organised an online **Director's Forum** designed to facilitate open discussions on key themes, which you can choose in the form at the end of this invitation. The online forum will take place at [insert time and date here].

The Director's Forum is a free opportunity to exchange ideas and experiences with other museum directors. There are [insert number of places; we recommend no more than 80] places for museum directors and relevant museum leaders from a wide range of museums.

The format for the Director's Forum

4 minutes	Introduction by the organiser
20 minutes	Pre-recorded keynote address by a leading subject matter expert
13 minutes	Breakout Room on Theme 1
8 minutes	Feedback session on Theme 1 in plenary
13 minutes	Breakout Room on Theme 2
8 minutes	Feedback session on Theme 2 in plenary
13 minutes	Breakout Room on Theme 3
8 minutes	Feedback session on Theme 3 in plenary
3 minutes	Summary, thank yous and next steps by the organiser

The three Breakout Groups of up to 10 participants provide the opportunity to look in-depth at your experience and discuss skills and solutions.

We hope to see you at the Forum!

Yours sincerely,

[Organiser's name]

[Organiser's organisation/ICOM Committee]

Please fill in the participation form on the next page and **email it by [insert date]** to: [insert email address]



MUSEUM DIRECTOR'S FORUM PARTICIPANT REGISTRATION FORM

Name:	
Job title:	
Email address:	
Museum:	
Size of museum:	
Number of visitors per year:	
Number of staff:	
Number of objects:	
Approximate annual budget in USD:	
Approximate % of annual budget from government sources:	
Permission to share contact details with Director's Forum participants:	
Level of English:	

Potential themes for the Director's Forum [add themes below relevant to your context]

Please tick the themes that are of most interest to you.

Issues that you would like to discuss in the Director's Forum	✓
Influencing and stakeholder management (relationship with the board, government, etc.)	
Empowering staff and organisational development	
Funding and income generation	
Decolonisation, museum ethics and social inclusion	
Strategic communications and profile raising	
AI and digital strategy	
Museums and social impact	

DIRECTOR'S FORUM INVITATION LIST

DIRECTOR'S FORUM INVITATION LIST					
Name	Job title	Museum	Country	Email	Response (yes/no)



The Keynote Speaker should have specific knowledge relevant to the selected theme of the Director's Forum. In addition, years and range of experience can be considered; see the criteria listed below:

- Expertise, insight and experience of the themes selected by the participants
- Regional knowledge of cultural context, including understanding of government, culture, stakeholders, public and private entities
- Minimum of five years of experience in government relations within the museum sector
- Demonstrated understanding of the social value and impact of museums
- Expertise in leadership and organisational development, with a minimum of five years of experience in the museum sector
- Knowledge of funding structures specific to the region's museum sector
- Education or background in museum studies
- Extensive experience of at least 10 years working as a director of a museum
- Minimum of five years of experience as a member of a museum board or council member

Subject: Invitation to Moderate a Breakout Group for Online Director's Forum

Dear [Recipient's Name],

I am reaching out to ask you to moderate an online breakout group during our upcoming museum Director's Forum, on Zoom, on [date and tTime]. We are hoping that you will help to facilitate engaging discussions amongst our museum leaders.

As a Moderator, you will facilitate the discussions during three breakout groups after the Keynote Speaker's presentation. We would like you to stimulate debate on the themes addressed by the Keynote Speaker and encourage feedback and contributions from all participants in the Breakout Room. Please take note of key points discussed; after each breakout group, there will be a short meeting in the plenary group where you and the other Moderators will report on the key themes of each discussion.

The format for the online Director's Forum is:

4 minutes	Introduction by the organiser
20 minutes	Pre-recorded keynote address by a leading subject matter expert
13 minutes	Breakout Room on Theme 1
8 minutes	Feedback session on Theme 1 in plenary
13 minutes	Breakout Room on Theme 2
8 minutes	Feedback session on Theme 2 in plenary
13 minutes	Breakout Room on Theme 3
8 minutes	Feedback session on Theme 3 in plenary
3 minutes	Summary, thank yous and next steps by the organiser

Your contribution as a Moderator will significantly enhance the exchange of ideas and insights at the Director's Forum. Please let us know if you are interested in moderating at the Director's Forum by [Deadline]. If you have any questions or require further information, feel free to reach out to me directly.

Thank you for considering this request and I look forward to hearing from you.

Best regards,

[Your Name]

[Your Position]

[Your Museum/Organisation Name]

EMAIL REQUEST TO MODERATORS WITH ROLE EXPECTATIONS



To prepare the Keynote Speaker effectively, it's important to review the participants' responses and identify the most popular themes. This involves analysing the feedback forms which were sent out with the Director's Forum Invitation.

Process for Briefing the Keynote Speaker:

1/ **Analyse Responses**

Review the responses from the participants' feedback forms which were sent out with the Director's Forum Invitation. Identify recurring themes or topics amongst the responses to understand what resonated most with the invitees.

2/ **Prioritise Themes**

Once you have identified the themes, prioritise them. Some themes may be more central to the Directors Forum's purpose and the organiser's objectives.

3/ **Prepare Talking Points**

Develop talking points for the Keynote Speaker based on the themes. These should include insights from the participant responses, as well as any additional context or research that supports the themes. Ask the Keynote Speaker to use relevant case studies to illustrate key points in their presentation. Remind them to stay on topic and avoid a preamble about their own experience unless it is related to the theme.

4/ **Provide Context**

Give the Keynote Speaker background information on the Director's Forum, its purpose, the audience and the overall

goals or objectives. This will help them tailor their presentation to the specific needs and interests of the participants.

5/ **Encourage Engagement**

Encourage the Keynote Speaker to stimulate discussion of the popular themes identified in the participant responses. The aim is for the Keynote Speaker to challenge the participants to think together about the themes of the Keynote presentation.

6/ **Flexibility**

While it's important to focus on the key themes, also advise the Keynote Speaker to remain flexible and responsive to the audience during their presentation. If new insights or topics emerge during the discussions, they should be prepared to adapt accordingly.

7/ **Rehearse**

Practise the presentation with the Keynote Speaker to ensure they are comfortable with the material and can effectively convey their key messages and insight.

8/ **Recording**

Pre-record the Keynote Speaker giving their presentation. This recording will be used in the online Director's Forum, and you can publish it on your website after the event to enable more participants to have access to the insights of the Keynote Speaker.

Subject: Reminder: Register for the Online Director's Forum on Zoom

Dear Museum Leader,

This is a friendly reminder to register for the upcoming Online Director's Forum, which will be held on Zoom on [insert date and time].

The Director's Forum promises to be an enriching opportunity for museum leaders to come together, share insights and discuss the latest challenges facing museums today. We have invited a distinguished Keynote Speaker, [Insert Keynote Speaker's name], who will provide us with valuable perspectives on [insert key themes from the analysis of the invitation feedback forms].

Please take a moment to complete your registration by filling in the attached Participant Registration Form and selecting the themes that you would like to discuss in this online Director's Forum [attach Director's Forum Invitation and Theme Feedback Form]. We request that you give us permission to share your contact details with your fellow Director's Forum participants so that you can continue to network with them after the event.

If you have already registered, we appreciate your prompt response and look forward to your active involvement. We will soon send the Zoom link for the Director's Forum.

For those who have yet to register, we encourage you to do so as soon as possible, to avoid missing out on this valuable opportunity to discuss with your fellow museum directors the issues which you, collectively, are most concerned about.

Should you have any questions or require assistance with the registration process, please do not hesitate to contact our team at [insert contact email].

Thank you for your attention, and we look forward to welcoming you at the Director's Forum on [insert date and time].

Best regards,

[Your Name]

[Your Position]

[Your Museum/Organisation Name]



We suggest that the Participants List, including contact details **for those who have given permission**, be shared amongst the participants. This will help create a network and will facilitate communication between participants after the Director’s Forum.

DIRECTOR'S FORUM PARTICIPANTS LIST					
Name	Job title	Museum	Country	Email	Response (yes/no)



Subject: Final Reminder: Museum Director's Forum and Participants List

Dear Museum Leaders,

We are looking forward to seeing you on [insert date and time] for the Director's Forum on Zoom. The link to the Director's Forum is here:

[insert Zoom link]

We attach a list of Participants and hope that you will continue to build connections with each other after the forum.

We look forward to your valuable contributions and insights.

Best regards,

[Your Name]

[Your Position]

[Your Museum/Organisation Name]



Subject: Reminder: Director's Forum Tomorrow

This is just a quick reminder that the online Director's Forum is tomorrow, at [\[insert time\]](#).

Please join on time because it is not possible to admit participants once the Keynote Speaker's presentation is in progress.

Here is the Zoom link to the meeting: [\[insert Zoom link\]](#)

We look forward to seeing you then!

All the best,

[\[Your Name\]](#)

[\[Your Position\]](#)

[\[Your Museum/Organisation Name\]](#)

FINAL EMAIL REMINDER – DAY BEFORE THE DIRECTOR'S FORUM



Subject: Zoom Link for Director’s Forum Today at [insert time]

We are looking forward to seeing you today, at [insert time].

Please join on time because it is not possible to admit participants once the Keynote Speaker’s presentation is in progress.

Here is the Zoom link to the meeting: [insert Zoom link]

All the best,

[Your Name]

[Your Position]

[Your Museum/Organisation Name]



Dear Museum Leader,

Thank you for your energetic contributions to the discussion at the Director's Forum on [\[insert date\]](#). The themes were explored in depth and we are considering how to take some of the issues forward. In the meantime, we would be grateful if you could fill in the attached Director's Forum Evaluation Questionnaire so that we can improve future forums and respond more closely to your needs.

We hope that you found the discussions stimulating and helpful, and we look forward to more discussions in future.

All the best,

[\[Your Name\]](#)

[\[Your Position\]](#)

[\[Your Museum/Organisation Name\]](#)



Questions for the Evaluation Questionnaire are listed below. These can be cut and pasted into SurveyMonkey or other survey software. Alternatively, they can be sent in a Word document as an attachment to an email.

DIRECTOR’S FORUM EVALUATION QUESTIONNAIRE

Thank you for attending the recent online Director’s Forum. The discussions we had were thought-provoking, and we are grateful for your commitment and contribution. We hope that the forum provided useful insights and networking opportunities for you. To further enhance future events, we kindly request your feedback. Would you please take a moment to fill out this evaluation form?

Your feedback is crucial in helping us improve the format and content of future Director’s Forums. Once again, thank you for your feedback.

1. How relevant was the Director’s Forum, on a scale of 1 to 4, where 1 is Not Relevant and 4 is Very Relevant?

Scale	Relevance	✓
1	Not Relevant	
2	Moderately Relevant	
3	Relevant	
4	Very Relevant	

2. How interesting was the keynote presentation, on a scale of 1 to 4, where 1 is Not Interesting and 4 is Very Interesting?

Scale	Interest	✓
1	Not Interesting	
2	Moderately Interesting	
3	Interesting	
4	Very Interesting	

3. Which theme was most interesting, and which theme was the least interesting?

Most Interesting

Least Interesting

4. How useful were the breakout groups?

Scale	Interest	✓
1	Not Useful	
2	Moderately Useful	
3	Useful	
4	Very Useful	

5. Choose one option. The breakout groups were useful for:

	✓
Learning from case studies	
Discussing the themes of the keynote	
Not useful	

6. What alternative formats would work better for you? Please write suggestions here:

7. How effective was the organisation of the Director's Forum?

Scale	Effective	✓
1	Not effective	
2	Moderately effective	
3	Effective	
4	Very effective	

8. The Director's Forum met my expectations.

Scale	Expectations met	✓
1	Not met	
2	Partially met	
3	Fully met	

9. Would you participate in another Director's Forum organised by us?

Future participation	✓
YES	
NO	

10. What other themes would you like to explore in future Director's Forums?

Thank you for your valuable feedback.

We will analyse it and it will help us shape future Director's Forums.



Appendix 3

Director's Forum timeline

FIRST MONTH

TASK	DAY																																								
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31										
ORGANISERS / TEAM																																									
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GATHER INFORMATION & REPORT																																									
Gather information and prepare the report																																									
Send evaluation report to INTERCOM																																									

SECOND MONTH

TASK	DAY																														
	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	
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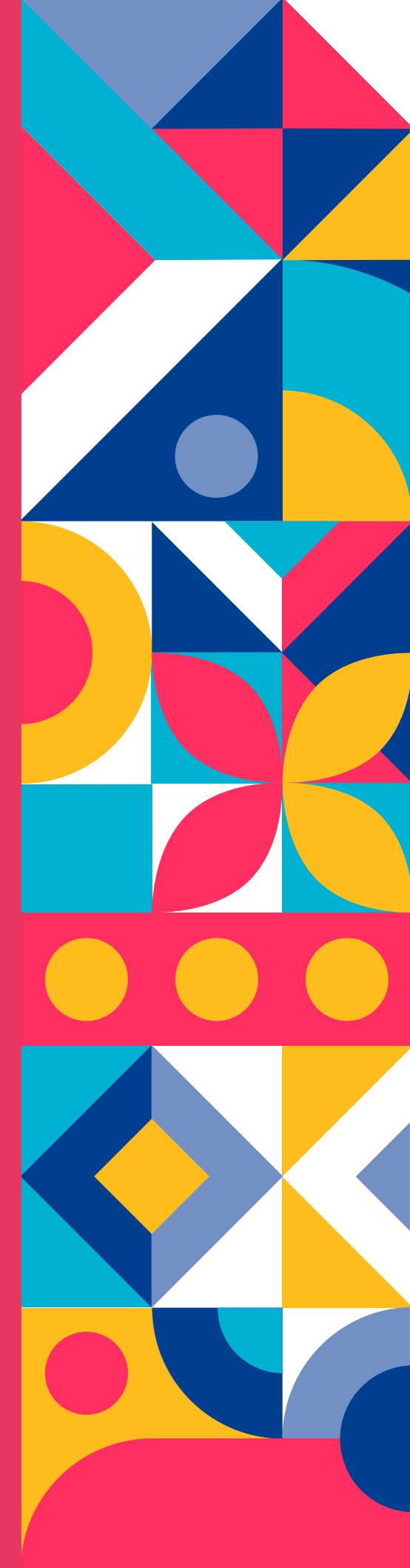
THIRD MONTH

TASK	DAY																																
	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92		
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FOURTH MONTH

TASK	DAY																	
	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110
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DIRECTOR'S FORUM TIMELINE



Appendix 4

How to run a Director's Forum webinar



TECHNICAL FACILITATOR

- Sets up the Zoom meeting
- Invites the participants,
- Facilitates the technology for the Zoom meeting
- Plays the pre-recorded keynote address
- Manages the Breakout Rooms



HOST / CHAIR

- Introduces the themes
- Introduces the Keynote Speaker
- Moderates the discussions
- Leads the Q&A session with questions from the chat and direct questions from the participants
- Summarises the discussion
- Thanks the Keynote Speaker and participants
- Focuses on next steps



BREAKOUT ROOM MODERATORS

- Manage time for Breakout Rooms
- Stimulate discussion
- Ensure all participants have a chance to speak
- Summarise the Breakout Room key discussion points in the plenary



TECHICAL FACILITATION

- Setting up the Zoom meeting
- Inviting participants
- Facilitating the technology for the Zoom meeting
- Playing the pre-recorded Keynote Speaker presentation
- Assigning participants to Breakout Rooms
- Assigning Moderators to Breakout Rooms
- Managing Breakout Rooms
- Muting all participants as required

COMMUNICATION SKILLS

1

EXPECTATIONS

Clearly communicate the objectives, goals and outcomes of the Director's Forum.

2

COLLABORATION

Create a safe environment and promote positive conversations.

3

INTERCULTURAL AWARENESS

Be conscious of diversity and inclusion.

4

INTEGRITY

Be an example through on-screen behaviour.

5

CONNECTIONS

Inspire and motivate participants; foster connections amongst participants.

6

EXCHANGE

Create a space for open dialogue and exchange of ideas.



PURPOSE: WHY ARE WE HERE?

- Explain the intention of the meeting, the expectations and the desired outcomes of the Director's Forum



AGENDA AND ROLES

- Highlight the themes
- Explain the format and the Breakout Rooms
- Enforce time management and assign Breakout Moderators



RULES

- Share the ground rules regarding cameras and sounds (mute)
- Encourage active participation after the Keynote Speaker's address
- Enable and facilitate the chat function for participants to post questions
- Lead Q&A with questions from the chat



TIME MANAGEMENT

Critical as you will have limited amount on time.



ENGAGE THE AUDIENCE

Acknowledge participants by name and actively invite them to clearly and briefly express their ideas.



CLOSING TECHNIQUES

Be prepared to respectfully interrupt and try to give opportunity to express different perspectives.



CONCLUSIONS

Take notes of the priorities discussed during the session to share with the extended group and to include in the report.



PERSONAL IMAGE

Remember that details communicate content and meaning.



PLACE

Choose an appropriate background image.



SOUND

Make sure your microphone does not pick up background noise.

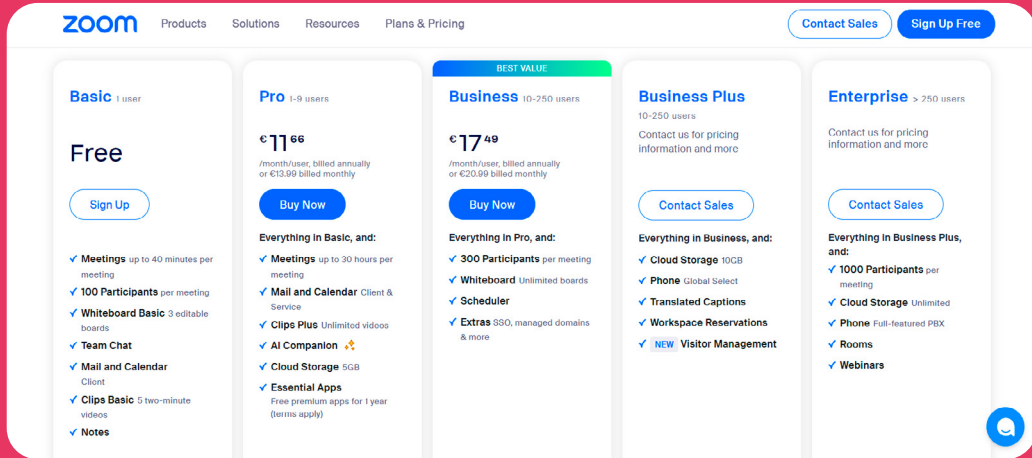


COMMUNICATION STYLE

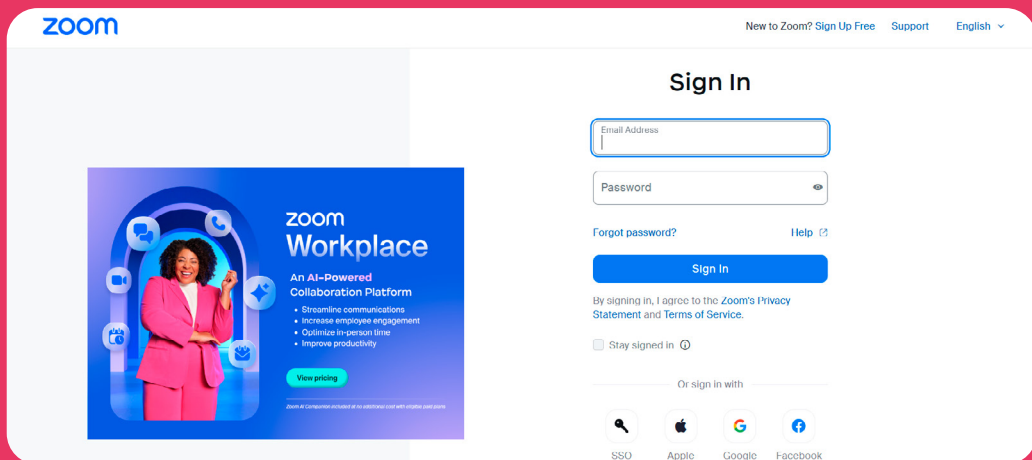
Speak slowly and clearly, be aware of tone and give time to address the slides.

Appendix 5

Director's Forum technical manual for Zoom

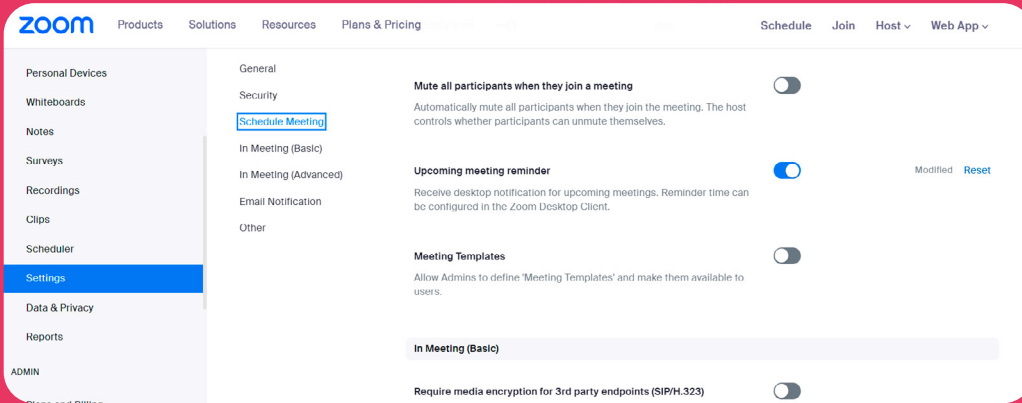


You must have the **Advanced version** of Zoom for access to Breakout Rooms.



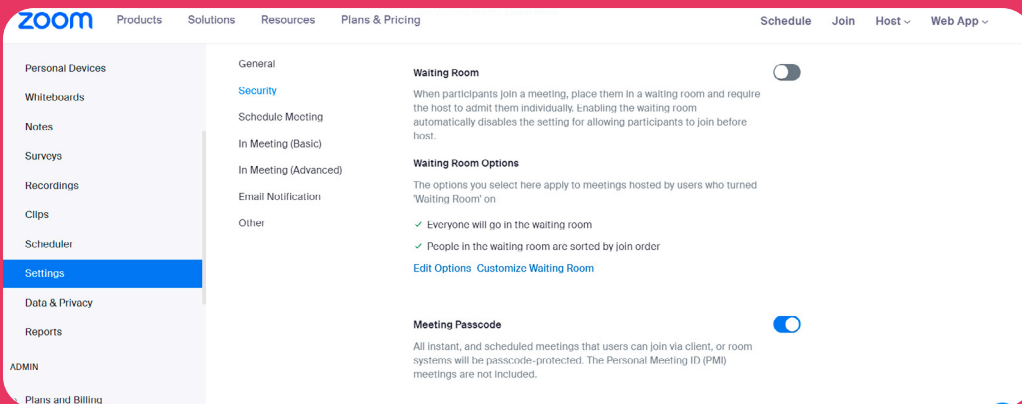
Sign in to your Zoom account.

2



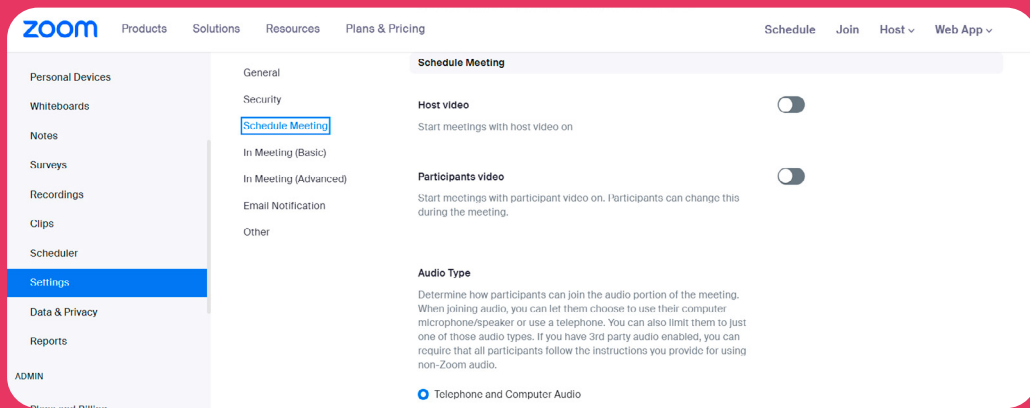
Start with **Settings** on the left-hand side. Settings are important to establish how you will present and what controls you have over the participants in the Director’s Forum.

3



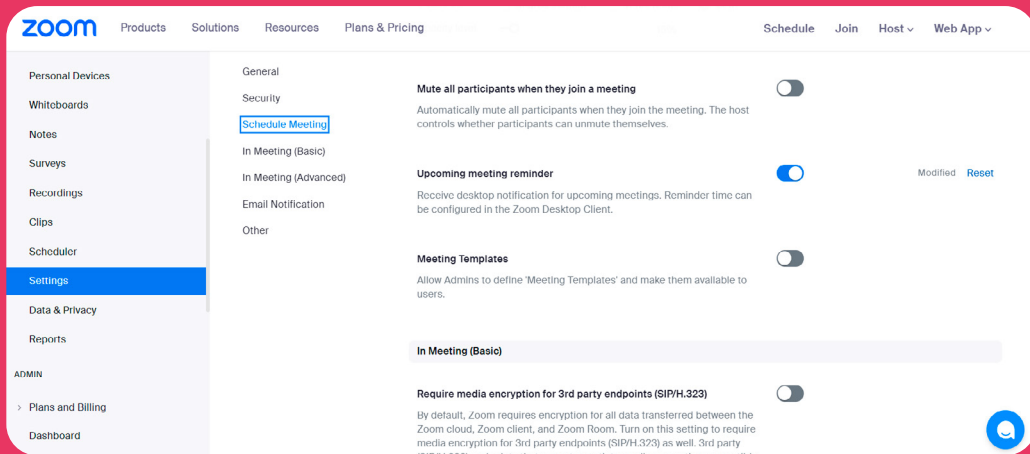
For additional security, you can turn on the **Waiting Room**. You will have to manually allow each participant to come in to the Meeting. We advise not enabling a Waiting Room.

4

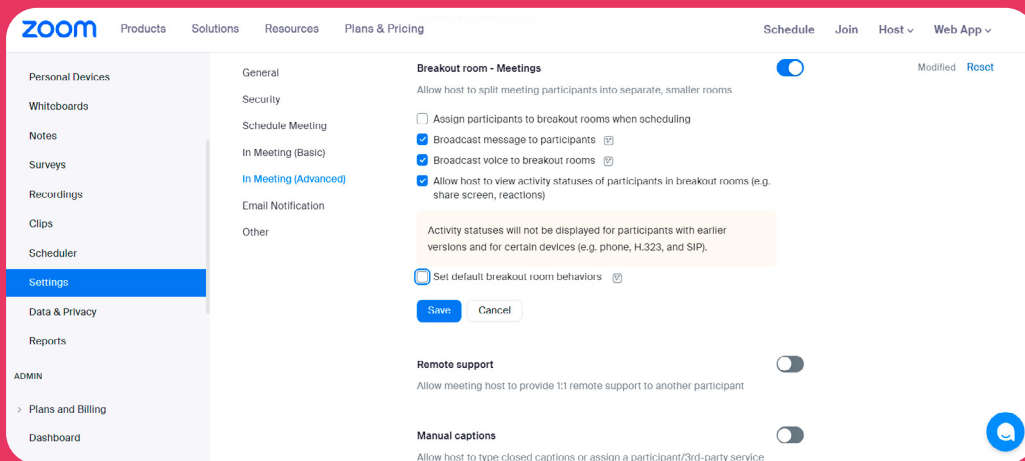


We advise you to start the meeting with **Host and Participants video** turned on. You can choose video options before starting the meeting. This helps create a friendly atmosphere.

5



Mute all participants when they join the meeting. It is important to mute all participants because they are sometimes unaware that they have their microphones on.



In Meeting: **Breakout Rooms**

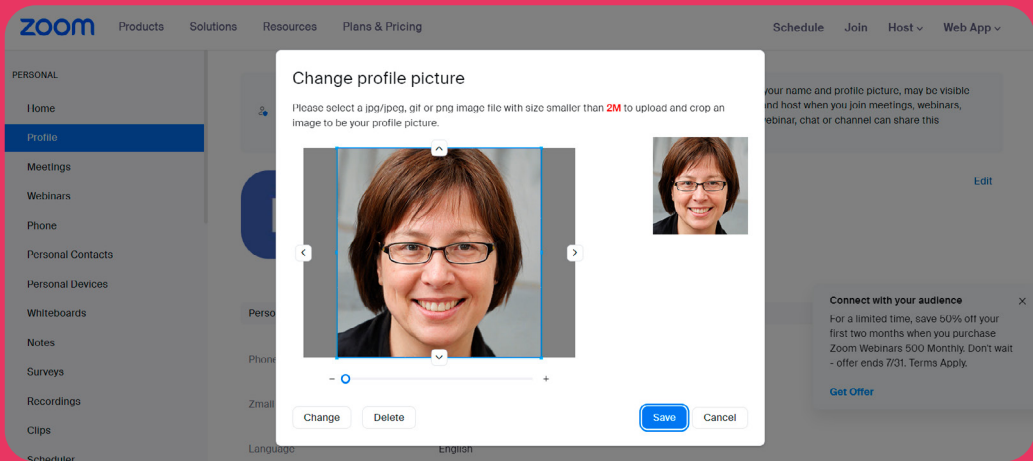
This option is not usually on by default. You will use Breakout Rooms to assign participants to smaller groups. **When setting up the Director's Forum Zoom meeting, make sure you turn this feature on.**

Click Breakout Rooms.

Select the number of rooms you would like to create, and choose to assign participants automatically. Zoom will split your participants evenly into each of the rooms.

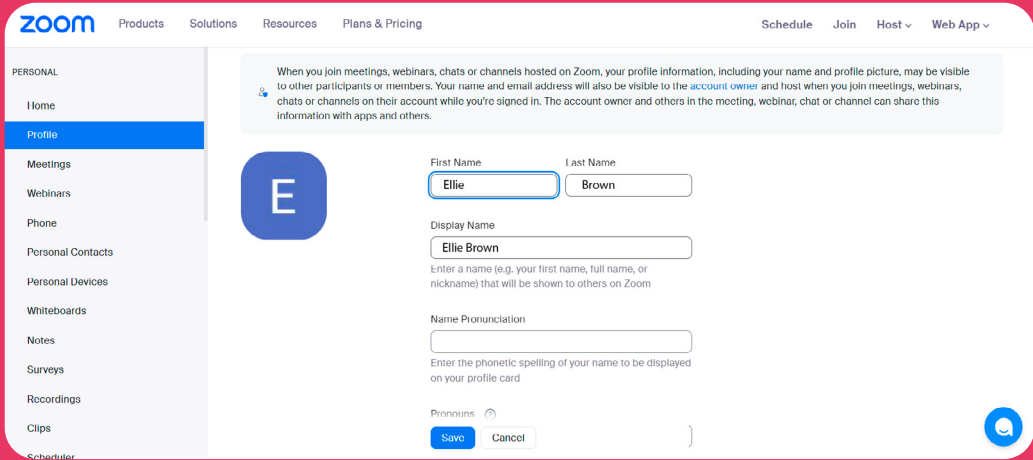
There are options to broadcast messages to Breakout Room participants. This is useful to notify participants about timing.

7



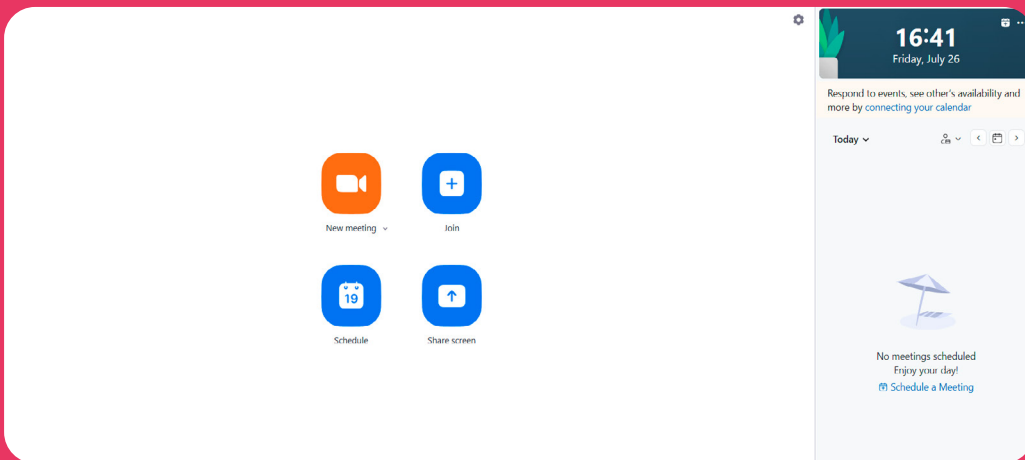
The Presenter can choose a profile picture and their display name in Edit. This will establish how presenters appear on the screen.

Lightbulb icon

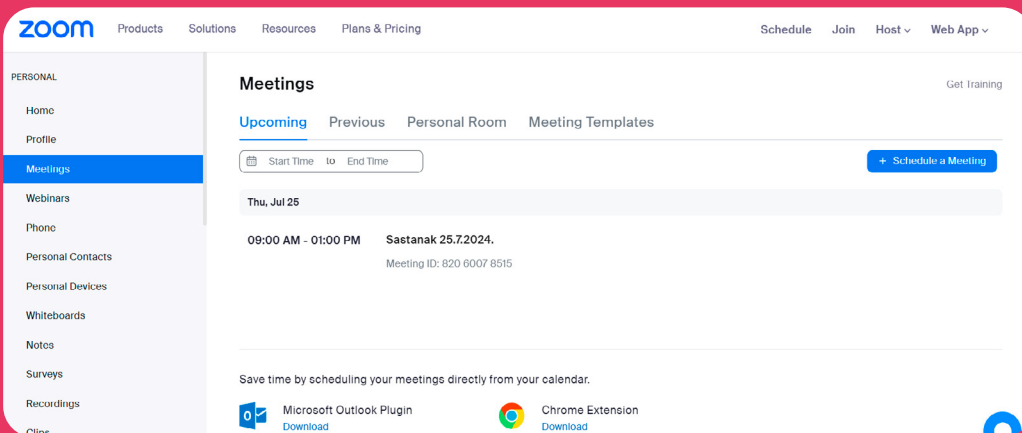


It is good practice for presenters to include their organization and country or region they are representing.

8



To schedule the Director’s Forum, **select Day and Time**, then **Add Participants emails**.



We also propose that the organising team have a **test Zoom meeting**, using the above-mentioned settings, a few days before the Director’s Forum. This will allow the organising team to test all the options for the Director’s Forum.



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