

# ICOM

international  
council  
of museums

**Qatar**  
**2023**

## NEWSLETTER

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### HIGHLIGHTS

INTERCOM OPENING REMARKS BY H.E. SHEIKHA  
ALMAYASSA BINT HAMAD AL-THANI  
ICOM NEW BOARD MEMBERS  
ICOFOM 2024



**MI INTERCOM** ICOM  
international  
committee for museum  
management

# H.E. Sheikha Al Mayassa bint Hamad bin Khalifa Al Thani opening speech remarks



Dear All,

On behalf of all of us at Qatar Museums, it is with great pleasure that we welcome you to INTERCOM Doha 2023. This marks a historic moment, as Qatar hosts the International Committee for Museum Management, INTERCOM, for the first time.

This committee is one of the most important committees in the world that helps museum managers set standards and establish best practices.

Museums embody democracy, inclusivity, neutrality, and serve as spaces for dialogues on our past, present, and future. Our efforts involve diverse communities in preserving, researching, interpreting, exhibiting, and enhancing our understanding of the world, with the collective aim to contribute to human development and world peace.

The conference convenes a diverse group of professionals gathered here, making it clear that this conference is far-reaching and thoroughly international.

I am equally proud of the many people who make up the organizations that I chair — the talented creatives who have been nurtured by our projects over time and are now leaders in our culture and heritage organizations.

Qatar Museums organized this conference in partnership with ICOM-INTERCOM, alongside the ICOM South East Europe Alliance, ICOM Croatia, and the International Committee for Museums and Collections of Modern Art. To all these organizations, and all the participants, I extend my warmest greetings to the conference, to the National Museum of Qatar, and to our country, as well as our gratitude for all the support.

# H.E. Sheikha Al Mayassa bint Hamad bin Khalifa Al Thani opening speech remarks

Qatar Museums' journey started in 2006, with a 25-year plan focused on human development. Our investment in the local community led to significant achievements. The first phase of that strategy is in full operation, focusing on heritage and identity, with the Museum of Islamic Art, Mathaf: Arab Museum of Modern Art, and the National Museum of Qatar — with important exhibitions on heritage, Arab identity, contemporary life and sustainability.

The second phase of our strategy focused on social development. With the recent opening of the 3-2-1 Qatar Olympic and Sports Museum, that speaks not only about international sports, but also Qatari' local and traditional sports, and sports around the world. The DADU Children's Museum recently celebrated the opening of its gardens with programs on food security, agriculture and sustainability at the heart of our offerings. Its target opening date is 2026.

The last phase of the 25-year plan focuses on global outreach and world connections, and that will be implemented through the Qatar Auto museum, the Lusial Museum and the Art Mill Museum.

Engaging segments of our community is at the core of what we do — with various committees from our academic, teachers, teenage and collectors council. These dynamic relationships between communities and museums ensures more representation for the future needs of generations.

I believe this is perhaps the main point to be made about the INTERCOM conference. This event is all about sharing ideas, information, and viewpoints among institutions across the globe, so we can all continue to elevate the vital work we do.

As we often celebrate projects and achievements, I want to take a moment to celebrate the people behind our institutions and also everyone in this room. It is through your personal dedication, hard work and effort that the world becomes a more tolerant place.

I am grateful for the support of His Highness Sheikh Tamim, the Amir of Qatar, in supporting our cultural projects, with the recent announcements of the Lusail Museum and the Art Mill Museum, in order to support the key pillars of the Qatar National Vision 2030: human development, economic diversification and ultimately the quality of our lives.



# H.E. Sheikha Al Mayassa bint Hamad bin Khalifa Al Thani opening speech remarks

This is how we celebrate and support our people's identity and heritage. We enable social development and personal growth, and we realize the potential of culture to foster mutual understanding across the globe. It is no surprise, then, that we also dedicate ourselves to the development of the creative industries in Qatar—including fashion, film, photography, and design—and indeed to their encouragement throughout the region. We regard the growth of the creative economy as an essential element of a sustainable future.

We sum up this idea in two words: "Qatar Creates." Qatar Creates is a national movement that works with partners in museums, film, fashion, hospitality, the performing arts, and more to amplify the voices of Qatar's creative industries and to connect audiences to events and experiences. Qatar Creates curates, celebrates, and promotes cultural activities within Qatar.

I look forward to the next few days of discussions here at the Intercom conference, where I am sure these topics and more will be discussed. I am so happy that you are all here, and I look forward to collaborating, sharing ideas and insights that will help one another continue to move forward in managing our institutions, and, more important, our futures.

Welcome to Qatar. Welcome to DOHA INTERCOM 2023.

**H.E. Sheikha Al Mayassa bint Hamad bin Khalifa Al Thani**  
**Chairperson, Qatar Museums, Doha Film Institute, Reach Out to Asia, and Qatar Leadership Centre**

# INTERCOM DOHA 2023

The Qatar Museums'—**International Cooperations and Governmental Affairs** team has been deeply committed to ensuring the resounding success of INTERCOM Qatar. Through meticulous planning and collaboration with diverse stakeholders, the **ICGA** team strived to create an environment that fosters meaningful dialogue and engagement.



The journey of this success began with making meticulous choices of relevant topics derived from the main theme **“Visionary Museum Leadership”**, as well as a diverse range of engaging speakers, all aimed at offering participants culturally enriching experience. The conference was held in the National Museum of Qatar, which is a part of Qatar Museums’ dedication to promoting cultural exchange and celebrating cultural heritage, which was also the driving force behind the conference's success.

By leveraging the power of partnerships, innovation, and a shared vision, Qatar Museums has acknowledged the INTERCOM Qatar conference as a pivotal platform for knowledge sharing, exchanging ideas that help in shaping future museum leaders and contributing significantly to the advancement of cultural heritage discussions on a global scale. INTERCOM Doha 2023 was a gateway for future collaborations within the global museum community, signaling the start of dynamic partnerships that will enrich the collective efforts in preserving heritage, promoting education, and advancing the cultural landscape on a broader scale.



The INTERCOM Conference “The Future Museum. Framing the Skills and Mindsets of the Visionary Leader” jointly organized by INTERCOM and ICOM Qatar and Qatar Museums was a paramount achievement for all of us. INTERCOM appreciated the great hospitality of the National Museum of Qatar, housed in one of the most beautiful museum venues in the world, a desert rose, a symbolic compass for the post-pandemic museum scene.

The conference gave an array of the benefits museums bring to society and contributed to mapping challenges and suggesting solutions in a totally changed environment. We, museum professionals, endure in a long-term dedication to fulfil our mission, which nowadays has been enlarged by the need of urgent action to mitigate the risks our societies and our museums are facing, from climate change to the risk of losing relevance and trust of people. This is the reason why three years ago INTERCOM took over the initiative and started its global program on leadership, which was followed by several successful projects and publications available on our ICOM INTERCOM website. The leadership platform gives insight into research workshops, regional forums, webinars, and other activities. We want to be inclusive, and therefore use every opportunity to be active in different parts of the globe.

We were pleased to accept the proposal of ICOM Qatar and Qatar Museums to host this conference, and I must say that it was a wonderful experience. The interest was huge and participation active and engaging. By working together in unison with our colleagues from the Qatar team, whose efforts were highly valued, we managed to create a significant impact with great presentations and participatory events like workshops and panels.

I would like to thank the authorities for this support, especially Her Excellency Sheikha Al Mayassa bint Hamad bin Khalifa Al Thani, the chairperson of Qatar Museums, Mohammed Saad Al-Rumaihi, Chief Executive Officer, Sheikha Amna Al Thani, acting Deputy CEO of Museums, Collections and Heritage Protection, Director of National Museum of Qatar.

We have to acknowledge the support of ICOM Arab, in the person of Dr. Ech-Chercki Dahmali, who helped with mobilization of countries in the regions to take part in the conference.

I would also like to thank ICOM Croatia, who supported the participation of its board members to attend.

I do hope that with joint efforts we managed to create an interesting Conference format, in which we had time to meditate, discuss and exchange knowledge, following:

- three pinpointing keynotes,
- 23 excellent presentations on the themes of:
  1. *Profiling the leader. Key skills and future mindsets of the museum leader,*
  2. *Museums as platforms of behavioural change for societal challenges.*
  3. *Visions for the future: a cross-cultural exchange.*
- a session of posters enlightening on world-wide applied leadership case histories
- 4 panels of round tables to focus on leadership in the Arabic museums' world, especially on Qatar
- carefully chosen leaders for interactive workshops in which the participants could share their ideas and doubts about:
  1. *Ethical leadership for the museum of the future.*
  2. *Museum leadership in between governance and operations.*
  3. *Leading from within and leading outside the museum.*
  4. *Changing mindsets: defining a resilient and agile future for museum management processes.*

INTERCOM's main goal is to set the lead for the future of museums, a sustainable, green, and digital future that is not so easy to accomplish. That is why we need theory and practice walking hand in hand to help museum leaders to create a new vision for their work. And I acknowledge we have maintained the goal. Challenges were mentioned, but solutions were suggested on stage and on-site during the convivial gatherings and events.

We hope that it will not be the first and last time we meet, because we need museum directors, managing curators, and other museum professionals to share their experience and advocate good practice for a more impactful and influential role of museums in our contemporary societies. Therefore, as INTERCOM Chairperson, I invite you all to follow INTERCOM on the website, and on the social media, and to register to our Newsletter to stay in contact and to continue our discussion on museum leadership and governance in view of the next ICOM General Conference that will be held in 2025.

**Goranka Horjan**  
**Chair, INTERCOM,**  
**Director National Castle Trakošćan**

# New ICOM Qatar National Committee Board Members

## Chair



### **Sheikha Amna Al Thani**

Amna bint Abdulaziz Al Thani is the Deputy CEO of Museums, Collections and Heritage Protection. She served as the Director of the National Museum of Qatar for 10 years (2013-2023), where she led the team towards its successful inauguration. In her current role, Amna leads upcoming and existing museums from macro-level project planning to in-depth operational and strategic planning. She believes that effective management comprises of efficiency in core business functions with an emphasis on human resources development, technology and AI within museums. Furthermore, she oversees the activation of heritage sites across Qatar, as well as the development of heritage museums and exhibitions. Amna earned an MSc in Sociology from the London School of Economics and a Bachelor of Science in Business Administration and English from Carnegie Mellon University.

***“My goal for ICOM Qatar is to create a space for all museum and heritage professionals in the country to share their expertise and knowledge with one another and create an ecosystem of support and empowerment.***

***I believe that if we do this successfully then we will strengthen our cultural production and find that our voices can permanently shape the world of art, heritage, and culture.”***



# New ICOM Qatar National Committee Board Members

## Vice Chair



### Dr. Fatema Al Sulaiti

Dr Fatema Al Sulaiti, the Director of International Cooperation at Qatar Museums, is a highly experienced art museum professional and historian, specializing in Islamic art and architecture. She is also Qatar's National expert in UNESCO, where she is responsible to represent, implement, and evaluate policy reform and international programs that focus on key agency priority areas within the international cooperation in the Field of Culture and Museums. She was appointed as the Rapporteur of the Second Protocol to the Hague Convention 1954 for 2022 and 2023.

Dr. Fatema holds a PhD in Islamic architecture, with an eye towards its impact, past and present, on urbanism, landscape design and conservation. Dr. Fatema has written books and many articles, analysis and reports Islamic art and architecture that have been published by international journals and research centers. Dr. Fatema is also an active member of the International Council of Museums (ICOM) and adheres to their standards and guidelines for museum best practices.

***"It is an honor to be selected as the vice chair of the ICOM Qatar board, while looking forward to working alongside its members. This committee plays an integral role in shaping the museum scene in Qatar and on an international level, and is committed to fostering museums where our cultural heritage is celebrated, protected and is accessible to all."***

# New ICOM Qatar National Committee Board Members

## Board Member



**Sheikh Abdulaziz H. Al-Thani**

Now Director of the National Museum of Qatar, Sheikh Abdulaziz H. Al-Thani previously spearheaded the sponsorships program for Qatar Museums, where he was responsible for managing internal and external stakeholder engagement for fundraising and joint activation development. During the lead-up to the FIFA World Cup Qatar 2022™, Sheikh Abdulaziz played a key role in the communications function within Qatar Museums, overseeing the growth and expansion of the department to ensure that all components of the Qatar Museums portfolio had the necessary media relations capacity. Sheikh Abdulaziz also brings substantial experience in the financial sector to his role at the National Museum of Qatar. At the Qatar National Bank, he implemented advanced data matching and collection practices to improve the experience of stakeholders and staff. He holds a B.A. in Business Management from Heriott-Watt University and is currently pursuing a master's degree in Sustainable Energy from Hamad Bin Khalifa University. He serves on the National Committee of Qatar ICOM, representing the nation in the International Council of Museums.

***“It is a privilege to serve on the ICOM Qatar committee, an important platform that facilitates the exchange of knowledge and ideas and nurtures a collaborative environment. By taking a collective approach we are able to better explore new frontiers, challenge assumptions, and develop new approaches to meet the needs of modern museums and improve the visitor experience.”***

# New ICOM Qatar National Committee Board Members

## Board Member



### Dr. Hafiz Ali Abdulla

Dr. Hafiz Ali Abdulla is a seasoned communications executive renowned for his contributions to corporate communications, strategy development, and management across diverse organizations. With a consistent record of executing cultural and educational projects, he has left an indelible mark on government, education, and cultural institutions. His adeptness in fostering large, diverse, and multi-disciplinary teams underscores his thoughtful and intentional management approach.

As a Board Member of the Qatar National Committee of ICOM (ICOM Qatar), Dr. Hafiz Ali's appointment bolsters Qatar's global museum influence. Collaborating with esteemed peers, he is poised to shape museum initiatives and advocate for their societal significance.

Beyond his executive role, Dr. Hafiz Ali is a prolific Qatari filmmaker deeply rooted in the fine arts. Notable films like "Cab Driver" (2004), "The Oryx Return" (2007), and "Scent of Shadows" (2009) delve into Qatar's cinematic landscape. He remains actively engaged in various national endeavors aligned with the UN's Sustainable Development Goals. These encompass education, coalition building, multi-stakeholder initiatives, community development, mentoring, project management, film production, narrative curation, and leveraging cutting-edge technologies for sustainable business models.

***"Preserving the past, inspiring the present, and shaping the future - as ICOM Qatar's committee members, we hold the keys to unlocking the timeless treasures of museums through our exchange of dialogue, expertise, and knowledge."***

# New ICOM Qatar National Committee Board Members

## Board Member



### Ms. Zeina Arida

Zeina Arida is the director of Mathaf: Arab Museum of Modern Art. A cultural activist in the Arab world, addressing photography, archives, and modern and contemporary art, Arida reopened the Sursock Museum in Beirut after a ten-year renovation and expansion project, initiating local and international partnerships, presenting exhibitions, public programs, and library and archives activities, turning the museum into a local and international landmark. Following the damage caused by the Beirut blast on August 4, 2020, she raised 2.5 million dollars for the reconstruction of the building and the restoration of the artwork. From 1997 to 2014, she was the director of the Arab Image Foundation (AIF).

Arida provides expertise to international private and public institutions as well as consultation to arts and culture organizations, artists, and projects. She is currently a member of the Advisory Board of Darat al Funun, Amman, a member of the Arab Image Foundation, Beirut, and a member of the Scientific Committee of the Art Mill Museum in Doha.

She was a member of ICOM Lebanon executive bureau and is a board member of CIMAM.

***“I believe that the Arab region is still under-represented in ICOM and the Qatar National Committee of ICOM could contribute to expand the knowledge and understanding of a rapidly expanding museum sector in Qatar and the region at large and the many opportunities and challenges it meets. The opportunity to join a leading organization that celebrates museum practices as a member of the National Committee of Qatar is both inspiring and motivating.”***

# New ICOM Qatar National Committee Board Members

## Board Member



**Mr. Jack Thomas Taylor**

Jack Thomas Taylor is the interim director of Northwestern Qatar's museum, The Media Majlis. He is one of the founding curators and has worked across multiple areas of the museum since its inception. In 2021 he was a key member of the team that helped the museum receive its accreditation from the American Alliance of Museums (awarded in 2022).

Taylor holds a Master of Arts in Culture, Criticism and Curation from Central Saint Martins (CSM) at the University of the Arts London (UAL) and a Master of Business Administration in Culture and Enterprise, jointly awarded by Birkbeck Business School and his alma mater CSM. Taylor also has a diploma in Intellectual Property and Collections from the Institute of Art & Law at Queen Mary University, London.

Taylor's current research interests include the exploration of the FIFA World Cup Qatar 2022™ and its impact on the cultural and creative industries in Doha, Qatar. This research is being supervised by King's College London where he is also currently obtaining his PhD within the culture, media, and creative industries faculty.

***"Having a seat at the table will allow for voices, from and from within, the Arab world and Global South to be shared and considered while encouraging the sharing of knowledge, spearheading new programs, and bringing everyone one step closer to the international community."***

# New ICOM Qatar National Committee Board Members

## Board secretary



### **Dr. Rashid Ali Malheya**

An esteemed lawyer specializing in international and cultural law, holding a Juris Doctor degree from HBKU (Hamad Bin Khalifa University). Currently, he actively fosters international cooperation at Qatar Museums, advocating for cultural understanding and preserving heritage. With a passion for the interplay between law, culture, and the arts, he seamlessly integrates cultural diplomacy and artistic engagement, enriching global understanding and cooperation.

***“As the Board secretary of ICOM Qatar, I understand the pivotal role that museums play in shaping our society's narrative. The committee is dedicated to ensuring that our museums evolve into inclusive spaces, where history, art, and culture converge to promote a deeper understanding of our cultural heritage.”***

# New ICOM Qatar National Committee Board Members

## Board Secretary



### **Ms. Nabilah Asarow**

Nabilah Asarow is a Museum Development Coordinator for the Office of the Deputy CEO of Museums, Collections and Heritage Protection since 2021. In this role, she has worked on developing gallery enhancements, coordinating relations with international museums and organizations, delivering accessibility projects, and providing support for several developing museums. Before this role, Nabilah worked briefly at the Supreme Committee for Delivery & Legacy as well as the Ministry of Foreign Affairs. She earned her MA in Museums and Gallery Practice at UCL Qatar and a Bachelor of Science in Foreign Service in Culture & Politics from Georgetown University.

***“I truly believe that museums have the power to make positive change at both the local and international level and I am excited to be a part of that through ICOM Qatar.”***

# New ICOM Qatar National Committee Board Members

## Board Treasurer



### **Ms. Mariam Sultan Al Suwaidi**

Ms. Mariam Sultan Al Suwaidi is a Head of Cash Management with total experience at Qatar Museums of nine years. She holds A Master's degree in Business Administration from Qatar University and Last year in the PhD program in Management. Ms. Mariam is credited with creating a good environment for developing and enhancing finance procedures and policy.

She contributed towards the formulation of strategy, annual business plans, policies, and procedures of the finance department, to support divisional and organizational business strategies. She maintains high standards of professional conduct, ethics, and integrity in the provision of services in the department.

At work, Ms. Mariam builds and maintains a strong and effective relationship with all other related units to achieve the Department's goals/objectives. She is an active member of Qatar Leadership center and a graduate of the program (2021).

***"I look forward to witnessing the exchange of knowledge and experience of the board members to enhance the museum and cultural scenes. As a treasurer for the ICOM Qatar Committee, I will ensure that the committee's vision comes to live through the right management of resources."***



# INTERCOM Doha 2023 Conference



The 3 day conference hosted by ICOM Qatar and organized by ICOM-INTERCOM in partnership with Qatar Museums, and in collaboration with CIMAM, ICOM SEE and ICOM Croatia, took place at the National Museum of Qatar in Doha, Qatar, from 6th until 9th of May 2023. The conference hosted at Doha welcomed more than 185 participants from across the globe.

**INTERCOM Doha 2023** builds on the results of a large-scale museum leadership survey that ICOM – INTERCOM undertook in 2021 to explore how global crises have impacted leaders and decision makers in their everyday work. The research establishes the context in which museum leaders are operating. It highlights the crucial importance of visionary leadership for museums to develop suitable strategies to overcome the consequences of multiple crises and to establish trust and open dialogue between stakeholders – a key issue for any leader.

The conference was structured in three main themes, all related to visionary museum leadership:

1. *The museum leader profile, key skills, and essential mindset of the leader.*
2. *Visions for the future based on a cross-cultural exchange of knowledge and experiences.*
3. *Museum governance.*

**Reception**

**6th of May 2023:**

To inaugurate the start of the INTERCOM Doha 2023 Conference, a reception was held at Al Jiwan Restaurant at the National Museum of Qatar where the Doha organizing committee was honored to invite its distinguished guests and international delegates. Following the reception, a dinner was held and attended by 125 people from different prestigious organizations.



**Day One**

**7th of May 2023:**

The conference was inaugurated by Her Excellency Sheikha Al Mayassa bint Hamad bin Khalifa Al Thani – the chairperson of Qatar Museums and was attended by various elite individuals from all across the globe. During the opening, Chair of Intercom ICOM Dr. Goranka Hojan and Director of Morocco Telecommunication Museum in Rabat and Chair of ICOM Arab Dr. Ech-Cherki Dahmali shared some inspirational words. After the opening, Sheikha Maryam Ali Al Thani from Qatar Museums and M. Cristina Vannini INTERCOM Secretary facilitated the conference.



The first day of INTERCOM Doha included sessions I and II where the participants presented their research to the audience of the conference. Each session included a keynote speaker: Prof. Dr. Vlatka Ariaana Hlupič – Professor of Leadership and Management at Hult International Business School, and Prof. Dr. Pier Luigi Sacco – Professor of Economics at University of Chieti-Pescara, Senior Adviser to the OECD, Paris, Research Affiliate at the metaLAB at Harvard.

Towards the end of the day, the participants enjoyed a guided tour to different museums in Qatar provided by the hosting committee.



## Day Two

8th of May 2023:

During day two of the conference INTERCOM Board member Ms. Anne-Marie Gilis moderated session III where participants continued to present their research and Prof. Dr. Desmond Hui, Professor and Head of Department of Art and Design at The Hang Seng University of Hong Kong, gave the keynote speech of this session.

The second half of the day was dedicated to the participants' poster session and workshops. The poster session allowed the participants to share their posters with the audience members at the National Museum Library. INTERCOM Doha held four different workshops that took place simultaneously which allowed participants to share knowledge and experience.

This included:

“Ethical Leadership for the Museum of the Future” facilitated by Sally Yerkovich.

“Museum Leadership in between Governance and Operations” by Bart De Baere.

“Leading from within and leading outside the museum” by Lizzy Moriarty.

“Changing Mindsets: Defining Resilient and Agile Future for Museum Management Processes” by Ech-cherki Dahmali.



At the end of the day, the participants enjoyed a guided tour to different museums in Qatar provided by the Doha organizing committee.

### **Day Three**

#### **9th of May 2023:**

The last day of INTERCOM Doha was dedicated to a series of four round tables that covered the main themes of the conference which provided a platform for an open discussion between the panelists and the audience members.

#### **Round Table 1**

The theme of the first roundtable session was “Museums leadership across Mena”. It was moderated by Zeina Arida, the director of Mathaf: Arab Museum of Modern Art. The panelists included Francesca Bacci Associate Professor of Art History and Museum Studies at Zayed University Abu Dhabi, Maha Al Shebani, a coordinator of international research development at Qatar Museums and Abdulrahman Alrogaiey, an architectural Engineer at Sayl for cultural architecture.

Their discussion was mainly about how museums can stay relevant to their contemporary time while maintaining their main mission of preserving tangible and intangible heritage of humanity. Parts of the session focused on how museums and cultural institutions can stay relevant by using the power of social media to connect and involve youth in their activities. A great example to this discussion was Sheikha Al Mayassa Instagram account. Lastly, they discussed the architecture of the museums and how it can contribute to the fruition of the institution.

#### **Zeina Arida – Director of Mathaf: Arab Museum of Modern Art commented:**

“The roundtable I moderated was the occasion of engaging in inspiring conversations around the Museum of the future and its governance, looking at alternative museum models that are challenging the older museums model and positioning audience engagement and storytelling at the core of the museum”

## Round Table 2

The theme of the second round table was “Museums and Society”. It was moderated by the Director of Public Art at Qatar Museums Mr. Abdulrahman Al Ishaq. The panelists included Sheikha Najla Al Thani – (National Museum of Qatar), Dr. Nour Allah Munawar – (Doha Institute of Graduate Studies), Dr. Amr Al Azm – (Qatar University), Dr Imed Ben Salah – (University of Tunis).

The roundtable's discussion of "Museums and Society" touched on how society and cultural institutions interact. The roundtable discussion included a variety of topics, including how members of the society felt about new cultural institutions and if these new additions fit with the community's traditions and beliefs. Museums in societies that are in areas of ongoing conflict and how to rebuild a connection between the people of the society and these institutions were additional topics that were covered.

### **Abdulrahman Al Ishaq – Director of Public Art at Qatar Museums commented:**

“Cultural institutions are seen as custodians of heritage and culture. However, the responsibility is shared with the public whom by claiming ownership insure the cultural relevance of the institutions. By engaging in cultural discourse and attending the institutes activities, the public expresses ownership and influence their direction.”

## Round Table 3

The third session was dedicated to the theme “Museum Audience & Cultural Leadership” moderated by Ms. Martha Ikabongo – INTERCOM Board Member. The panelists included: Sirine Abdelhedi – Embassy of the State of Qatar Paris, Jenny Brown – Qatar Museums, Allegra Burnette – Qatar Museums, Rania Sawalhi – Dadu Children Museum of Qatar, Clara Chien Hui Liam – Dadu Children Museum of Qatar, Asma Hasan – Dadu Children Museum of Qatar.

Participants discussed initiatives taken by museum leaderships to meet the requirements of museum audiences and visitors based on the research that they carry out, as well as how museum leaders play a very significant role in reaching the audience and making museums in the area more welcoming. Members of DADU Children Museum of Qatar demonstrated the museum’s emphasis on child development and how it centers around providing children the ideal atmosphere and opportunity to start developing their leadership abilities early on.





**Ms. Martha Ikabongo – INTERCOM Board Member commented:**

“In the third roundtable Visions for the Future Museum from the Arab World were discussed. The picture that emerged was the need to implement art programs and trainings to open opportunities for museum leaders to develop new audiences. With the same aim, early age new educational programs and activities are developed both to increase digital products and to preserve culture and heritage through interactive approaches and activities.”

**Round Table 4**

This session was dedicated to the theme “New Museums & New Ideas” moderated by Ms. Lizzy Moriarty – INTERCOM Workshop’s Leader. The panelists included: Shaikha Nasser Al Nassr – (Qatar Museums), Tara Desjardins – (Qatar Museums), Marta Oliveira – Oman Across Ages Museum, Jawaher Al Kuwari – (Qatar Museums).

The discussion of the theme covered areas of how new museums aim to have a more engaged visitor experience and more involvement of youth perspectives. Part of the session focused on capacity building and how important it is for museum staff to be a core aspect of new museums and their involvement as part of the early-stage planning. Furthermore, the topic of museum leaders investing in technology and innovation to develop museums was discussed and studies on Qatar Museums has proven the effective use of innovation is museums such as the National Museum of Qatar. To finish off the session, an interactive question and answers segment with the audience took place.

**Ms. Lizzy Moriarty – INTERCOM Workshop’s Leader commented:**

“The fourth round-table, new museums and new ideas, gave the audience a chance to appreciate the approaches used in the construction of Oman Across Ages Museum (Marta Oliveira and Al Yaqdhan Al Harthi) and in the Relaunch project of the Museum of Islamic Art, Doha (Shaika Nasser Al-Nassr and Tara Desjardins). They consist of capacity building training and participatory consultations for a better and more exhaustive museum experience, especially for families and young audiences. While knowledge sharing among all the stakeholder is important to provide understandable and enjoyable museum contents to families and young audiences, this cannot be achieved without the curatorial responsibility in guiding the interpretation of the collections and the use of the most innovative digital technologies, as at the National Museum Qatar (NMQ) in the presentation of J. Alkuwari, to organize, preserve and communicate Cultural Heritage.”



## Closing Day

To wrap up the INTERCOM Doha 2023 conference, the participants enjoyed a closing lunch and ended their three days of knowledge and experience exchange with the last guided tour to different museums in Qatar provided by the Doha organizing committee which provided a true culture enriching experience for everyone.

The INTERCOM Doha 2023 conference shed light on many of the challenges that museum leaders face today. Participants took part in workshops and round table sessions that provided various invaluable insights on successful museum management techniques. The conference also emphasized the importance of having an open mindset to keep up with change to ensure that museum visitors get a meaningful experience.

## ANNOUNCEMENT

**ICOFOM** is coming to Qatar in **November 2024**



# PHOTO GALLERY



*Anqi Li, PhD Candidate, The University of Hong Kong.*



*Prof. Dr. Vlatka Ariaana Hlupic, Professor of leadership and Management, HALT International Business School.*

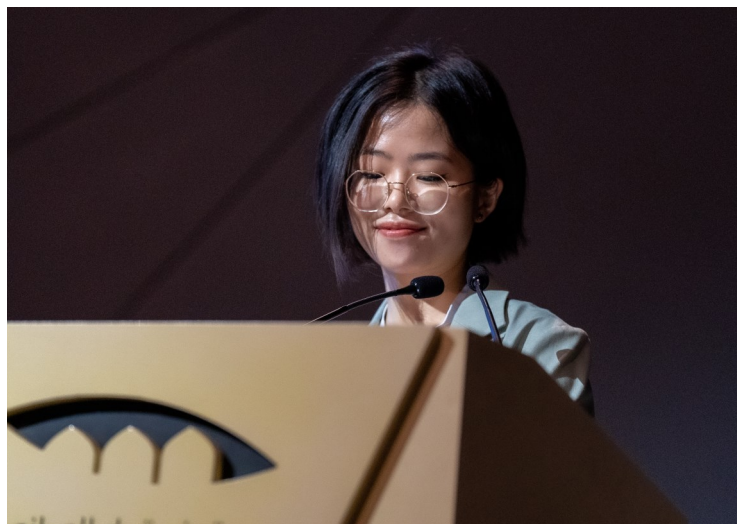
## PHOTO GALLERY



***Esther Kabalanyana Banda, Assistant Keeper of Ethnography, Lusaka National Museum, Zambia.***



***Edward Ayres de Abreu, director of the National Museum of Music, Lisbon.***



***Han Jiang, PhD Candidate, University of Leicester.***

## Media Coverage

[INTERCOM Doha 2023 Brings Together Industry Leaders from Around the World - Qatar Museums \(qm.org.qa\)](#)

[ICOM Qatar Announces the New Members of the National Committee - Qatar Museums \(qm.org.qa\)](#)

[INTERCOM Doha 2023 Conference Kicks Off at National Museum of Qatar \(qna.org.qa\)](#)

[انطلاق المؤتمر العام للمجلس الدولي للمتاحف "إنتركوم الدوحة 2023" في متحف قطر الوطني بنقاشات وعروض تقديمية يقدمها متخصصون من متاحف عالمية](#)

[اللجنة القطرية للمجلس الدولي للمتاحف تكشف عن الأعضاء الجدد باللجنة الوطنية \(qna.org.qa\)](#)

[Qatar Museums يجمع قادة الصناعة من جميع أنحاء العالم 2023 إنتركوم الدوحة \(qm.org.qa\)](#)

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