



United Nations
Educational, Scientific and
Cultural Organization



Intangible
Cultural
Heritage

**REQUEST BY A NON-GOVERNMENTAL ORGANIZATION TO BE
ACCREDITED TO PROVIDE ADVISORY SERVICES TO THE COMMITTEE**

DEADLINE 30 APRIL 2021

Instructions for completing the request form are available at:

<https://ich.unesco.org/en/forms>

1. Name of the organization

1.a. Official name

Please provide the full official name of the organization, in its original language, as it appears in the supporting documentation establishing its legal personality (section 8.b below).

Cultural Survival, Inc.

1.b. Name in English or French

Please provide the name of the organization in English or French.

Cultural Survival

2. Contact of the organization

2.a. Address of the organization

Please provide the complete postal address of the organization, as well as additional contact information such as its telephone number, email address, website, etc. This should be the postal address where the organization carries out its business, regardless of where it may be legally domiciled (see section 8).

Organization: Cultural Survival

Address: 2067 Massachusetts Ave, Cambridge, MA 02140 USA

Telephone number: 617-441-5400

Email address: culturalsurvival@cs.org

Website: cs.org

Other relevant
information:

2.b Contact person for correspondence

Provide the complete name, address and other contact information of the person responsible for correspondence concerning this request.

Title (Ms/Mr, etc.):	Ms.
Family name:	Vitello
Given name:	Miranda
Institution/position:	Cultural Survival, Development Associate
Address:	2067 Massachusetts Ave, Cambridge, MA 02140 USA
Telephone number:	617-441-5400
Email address:	mvitello@cs.org
Other relevant information:	

3. Country or countries in which the organization is active

Please identify the country or countries in which the organization actively operates. If it operates entirely within one country, please indicate which country. If its activities are international, please indicate whether it operates globally or in one or more regions, and please list the primary countries in which it carries out its activities.

<input type="checkbox"/> local
<input type="checkbox"/> national
<input checked="" type="checkbox"/> international (please specify:)
<input checked="" type="checkbox"/> worldwide
<input type="checkbox"/> Africa
<input type="checkbox"/> Arab States
<input type="checkbox"/> Asia & the Pacific
<input type="checkbox"/> Europe & North America
<input type="checkbox"/> Latin America & the Caribbean
Please list the primary country(ies) in which it is active:
USA, Mexico, Guatemala, Nicaragua, Panama, Brazil, Canada, Nepal, South Africa

4. Date of its founding or approximate duration of its existence

Please state when the organization came into existence, as it appears in the supporting documentation establishing its legal personality (section 8.b below).

1972

5. Objectives of the organization

Please describe the objectives for which the organization was established, which should be 'in conformity with the spirit of the Convention' (Criterion C). If the organization's primary objectives are other than safeguarding intangible cultural heritage, please explain how its safeguarding objectives relate to those larger objectives.

Not to exceed 350 words; do not attach additional information

Cultural Survival is an Indigenous-led NGO and U.S. registered non-profit that advocates for Indigenous Peoples' rights and supports Indigenous communities' self-determination, cultures, and political resilience, since 1972. For almost 50 years, Cultural Survival has partnered with Indigenous communities to advance Indigenous Peoples' rights and cultures worldwide. We envision a future that respects and honors Indigenous Peoples' inherent rights and dynamic cultures, deeply and richly interwoven in lands, languages, spiritual traditions, and artistic expression, rooted in self-determination and self-governance. The core of our efforts rest on the principles of supporting, amplifying efforts and raising awareness of self-determination for Indigenous communities. Cultural Survival has curated a robust network of partnerships with Indigenous communities spanning over 70 countries on 6 continents. Our work is predicated on the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) where we work to empower Indigenous Peoples as they strive to assert their rights to self-determination and sustain their lands, cultures, and vital ecosystems that are essential to the health of our planet and all living things. Additionally, Cultural Survival has deep connections and influence across movements, sectors, governmental agencies, and international mechanisms like the United Nations, where we have held consultative status with the United Nations Economic Social and Cultural Council since 2005. We support grassroots Indigenous solutions to protect, respect and fulfill the rights of Indigenous communities and our approach centers traditional knowledge to restore balance in the natural world. Founded in Cambridge, MA, we currently have staff based in 9 countries; our staff is majority women, and both staff and board are majority Indigenous— we are a *true* reflection of the communities we serve.

6. The organization's activities in the field of safeguarding intangible cultural heritage

Sections 6.a to 6.d are the primary place for establishing that the NGO satisfies the criterion of having 'proven competence, expertise and experience in safeguarding (as defined in Article 2.3 of the Convention) intangible cultural heritage belonging, inter alia, to one or more specific domains' (Criterion A).

6.a. Domain(s) in which the organization is active

Please tick one or more boxes to indicate the primary domains in which the organization is most active. If its activities involve domains other than those listed, please tick 'other domains' and indicate which domains are concerned.

- oral traditions and expressions
- performing arts
- social practices, rituals and festive events
- knowledge and practices concerning nature and the universe
- traditional craftsmanship
- other domains - please specify:

6.b. Primary safeguarding activities in which the organization is involved

Please tick one or more boxes to indicate the organization's primary safeguarding activities. If its activities involve safeguarding measures not listed here, please tick 'other safeguarding measures' and specify which ones are concerned.

- identification, documentation, research (including inventory-making)
- preservation, protection
- promotion, enhancement
- transmission, formal or non-formal education
- revitalization
- other safeguarding measures – please specify:

6.c. Description of the organization's activities

Organizations requesting accreditation should briefly describe their recent activities and relevant experience in safeguarding intangible cultural heritage, including those demonstrating the capacities of the organization to provide advisory services to the Committee. Relevant documentation may be submitted, if necessary, under section 8.c below.

Not to exceed 550 words; do not attach additional information

Our work on the front lines of advocacy with international Indigenous communities is predicated on the United Nations Declaration on the Rights of Indigenous Peoples and our programming works to inform Indigenous people of their rights, issues and threats affecting their communities. Cultural Survival believes that vibrant and durable communities rest on the principles of self-determination, human rights, informed citizenry and access to information, the freedom of expression, and the right to organize and shape the future in a way consistent with one's tradition, language, culture and community – and we believe Indigenous Peoples have the power and solutions to solve many of today's problems when respected and empowered to do so.

Our Programs:

Advocacy - Cultural Survival's advocacy supports grassroots Indigenous partners as they work to implement the rights of the communities.

Community Media - Cultural Survival partners with Indigenous media producers who are amplifying Indigenous voices on issues that matter to their communities.

Indigenous Rights Radio - Indigenous Rights Radio uses the power of community radio to inform Indigenous communities of their rights.

Bazaars - Cultural Survival Bazaars are annual celebrations of Indigenous arts, music, and cultures from around the world.

Indigenous Led Funds - Through our grantmaking programs, Cultural Survival provides opportunities for Indigenous radio stations to strengthen their broadcast infrastructure, trains community radio journalists, and supports Indigenous Peoples' community advocacy and development projects.

Cultural Survival is currently in the final stages of our staff-led, bottom-up strategic planning process that merges the 49 year successful legacy of our work, and connecting it thoughtfully to our emerging vision. In this process we are reenvisioning our theory of change towards a three-pronged approach uniting advocacy, capacity building, and grantmaking to support Indigenous communities towards

realizing their self-determination. Our emerging work will focus on the nexus of advancing food sovereignty, land rights, Indigenous stewardship, traditional knowledge, grassroots Indigenous climate change solutions, and leadership of Indigenous women and youth.

In the past year our team has made significant achievements in response to COVID-19. We made 47 impactful grants to 30 communities and 21 radio stations in 10 countries, and have helped bridge the digital divide by developing and sharing nearly 500 informative and life-saving materials in over 130 Indigenous languages keeping Indigenous communities healthy and safe.

6.d. Description of the organization's competence and expertise

Please provide information on the personnel and members of the organization, describe their competence and expertise in the domain of intangible cultural heritage, in particular those that demonstrate the capacities of the organization to provide advisory services to the Committee, and explain how they acquired such competence. Documentation of such competences may be submitted, if necessary, under section 8.c below.

Not to exceed 200 words; do not attach additional information

For five decades, Cultural Survival has curated a robust network of partnerships with Indigenous communities spanning over 70 countries on 6 continents. Cultural Survival works across movements, sectors, governmental agencies, and international mechanisms like the United Nations to bring Indigenous voices to the forefront, in a world in which they are historically and disproportionately marginalized.

Cultural Survival is led by Executive Director Galina Angarova (Buryat). Galina has represented the Indigenous Peoples' Major Group at the UN on issues such as the Sustainable Development Goals and the Post-2015 Development Agenda, and has led Indigenous experts to review safeguards for Indigenous Peoples for the UN Framework Convention on Climate Change's Green Climate Fund. Galina came to Cultural Survival in 2019 after serving as program officer at the Swift Foundation. Previously, Galina was the Russia program director at Pacific Environment, where she organized direct actions to block pipeline construction in the Altai region of Siberia, to close a toxic paper mill on Lake Baikal, and to stop a hydro-dam from flooding Evenk Peoples' lands. Galina holds a Master's degree in Public Administration from the University of New Mexico and served on the board of International Funders for Indigenous Peoples for seven years.

7. The organization's experiences in cooperating with communities, groups and intangible cultural heritage practitioners

The Committee will evaluate whether NGOs requesting accreditation 'cooperate in a spirit of mutual respect with communities, groups and, where appropriate, individuals that create, practise and transmit intangible cultural heritage' (Criterion D). Please briefly describe such experiences here.

Not to exceed 350 words; do not attach additional information

Cultural Survival works cooperatively with hundreds of Indigenous organizations across the globe in the countries we serve. We have MOUs with over 30 partner organizations and work informally with many others. A few that we collaborate with often include IFIP, FIMI, Land is Life, and NDN. Through a partnership with OBSERVACOM (an initiative of the Libertis Foundation) and the World Community Radio Association (AMARC), Cultural Survival has supported Indigenous community radio stations in Mexico since 2018. We are founding members of the Central American Network of Indigenous Community Radios which represents 60 radio stations in all seven Central American countries. With the Guatemala-based bilingual magazine, EntreMundos, Cultural Survival has developed a project to facilitate Indigenous-controlled community media in Central America. Over 1000 radio stations globally broadcast Cultural Survival's Indigenous Rights Radio programs. Cultural Survival is honored by the support of a diverse, stable, and committed individual and

institutional donor base.

8. Documentation of the operational capacities of the organization

*The Operational Directives require that an organization requesting accreditation submit documentation proving that it possesses the operational capacities listed under Criterion E. Such supporting documents may take various forms, in light of the diverse legal regimes in effect in different States. Submitted documents should be translated, whenever possible, into English or French if the originals are in another language. **Please label supporting documents clearly with the section (8.a, 8.b or 8.c) to which they refer.***

8.a. Members and personnel

Proof of the participation of the members of the organization, as requested under Criterion E (i), may take diverse forms such as a list of directors, a list of personnel and statistical information on the quantity and categories of the members; a complete membership roster usually need not be submitted.

Please attach supporting documents, labelled 'Section 8.a'.

8.b. Recognized legal personality

If the organization has a charter, articles of incorporation, by-laws or similar establishing documents, a copy should be attached. If, under the applicable domestic law, the organization has a legal personality recognized through some means other than an establishing document (for instance, through a published notice in an official gazette or journal), please provide documentation showing how that legal personality was established.

Please attach supporting documents, labelled 'Section 8.b'.

8.c. Duration of existence and activities

If it is not already clearly indicated in the documentation provided under section 8.b, please submit documentation proving that the organization has existed for at least four years at the time it requests accreditation. Please provide documentation showing that it has carried out appropriate safeguarding activities during that time, including those described above in section 6.c. Supplementary materials such as books, CDs, DVDs or similar publications cannot be taken into consideration and should not be submitted.

Please attach supporting documents, labelled 'Section 8.c'.

9. Membership in the ICH NGO Forum

Indicate below whether your organization wishes to join the ICH NGO Forum. Please note that membership is contingent upon the accreditation of your organization by the General Assembly of States Parties to the 2003 Convention.

For more information on the ICH NGO Forum and its activities, please see <https://ich.unesco.org/en/ngo-forums-00422>.

Yes

No

10. Signature

The application must include the name and signature of the person empowered to sign it on behalf of the organization requesting accreditation. Requests without a signature cannot be considered.

Name: Galina Angarova

Title: Executive Director

Date: April 27, 2021

Signature:

A handwritten signature in black ink, appearing to read "G. A. Angarova", written in a cursive style.

Cultural Survival Board of Directors – 2021

[Link to Board Bios](#)

Kaimana Barcarse Vice Chair (Kanaka Hawai'i), President and Chair (2016-Present)
Program Director, Alana I Kai Hikina, Hilo, HI

John J. King II, Vice Chair, (2017-Present)
Co-Founder, The Common Flat Project, Chatham, MA

Steven Heim, Treasurer (2012-Present)
Director of Social Research, Boston Common Asset Management, Boston, MA

Nicole B. Friederichs, Clerk (2011-Present)
Practitioner-in-Residence, Suffolk University Law School, Boston, MA

Valine Brown (Haida) (2020-Present)
Co-Founder and Executive Director, Swiilawiid Sustainability Society, Queen Charlotte, BC

Duane Champagne (Turtle Mountain Band of Chippewa) (2012-Present)
Professor of Sociology, Law, and American Indian Studies, University of California, Los Angeles, CA

Evelyn Arce Erickson (2013-Present)
Former Executive Director, International Funders for Indigenous Peoples (IFIP), San Francisco, CA

Laura R. Graham (2009-Present)
Department of Anthropology, University of Iowa, Iowa City, IA

Stephen Marks (2013-Present)
Professor, Harvard School of Public Health, Cambridge, MA

Tui Shortland (Maori), (2017-Present)
Managing Director at Repo Consultancy Ltd, Northland, New Zealand

Jannie Staffansson (Saami), (2020-Present)
Consultant, Saami organizations, Jokkmokk, Sápmi, Sweden

Stella Tamang (Tamang) (2007-Present)
Founder, Bikalpa Gyan Kendra, Kathmandu, Nepal

Cultural Survival Executive Staff – 2021

[Link to Staff Bios](#)

Galina Angarova (Buryat), Executive Director

Mark Camp, Deputy Executive Director

Daisee Francour (Oneida), Director of Strategic Partnerships and Communications

BY-LAWS OF CULTURAL SURVIVAL, INC.

ARTICLE 1. PURPOSES

1.1 It shall be the purpose of Cultural Survival, Inc. (“Corporation”) to advocate for Indigenous Peoples rights and support their communities’ self-determination, cultures and political resilience. The programs of Cultural Survival shall align with this purpose and seek to honor and achieve the purpose.

1.2 In furthermore of and in addition to this primary purpose, the Corporation may:

- i. Purchase, lease or otherwise acquire land and buildings or acquire the use of land and buildings suitable for and incidental to the accomplishment of its purposes and in connection therewith to retain contractors, builders and architects for the construction, renovation, maintenance and management of corporate buildings and grounds;
- ii. Collect and receive funds by way of gifts, contributors or subscriptions, and apply the income or principal thereof to the accomplishments of these purposes;
- iii. Hire a professional faculty and staff on such terms as may be appropriate and retain, when necessary or desirable, consultants to assist and advise in the operation of the corporate program;
- iv. Work and cooperate with other entities, groups, organizations, officials, agencies, (public and private) and individuals concerned with the work of the Corporation, directly or indirectly, and to affiliate with such of them as may undertake to direct any programs, lectures, meetings or seminars sponsored by the Corporation, and
- v. Generally do all things necessary and proper, and have such additional powers as may be required, to accomplish the educational and charitable purposes herein stated not

inconsistent with the powers of a nonprofit corporation incorporated under Chapter 180 of the General Laws of the Commonwealth of Massachusetts.

1.3 The foregoing specified objects and purposes shall be subject to the following provisions:

- i. The Corporation shall have no capital stock, and its business, objects and purposes shall not be conducted directly or indirectly for pecuniary profit.
- ii. The private property of the Directors shall not be subject to the payment of corporate debts to any extent whatever.
- iii. No part of any net earnings of the Corporation shall inure to the benefit of any officer, director, or employee of the Corporation, or any private individual, or be appropriated for any purposes other than the purposes of the Corporation as herein set forth; and no substantial part of the activities of the Corporation, shall consist of carrying on propaganda or otherwise attempting to influence legislation, or participating, in, or intervening in, any political campaign on behalf of any candidate for public office.

Notwithstanding any other provision contained in these purposes, the Corporation shall not conduct any other activities not permitted to be carried on by a corporation exempt from taxation under Section 501(c)(3) of the Internal Revenue Code of 1954, as now in force of hereafter amended.
- iv. No amendment to these purposes shall authorize or permit the Corporation to be operated otherwise than exclusively for such educational, scientific, or charitable purposes as qualify the Corporation for exemption for taxation under Section 501 (c)(3) of the Internal Revenue Code of 1954, as now in force hereafter amended.
- v. In the event of the liquidation, dissolution or winding up of the Corporation, whether voluntary, involuntary, or by operation of law, any disposition made of the assets of the

Corporation shall be such as is calculated exclusively to carry out the objects and purposes for which the Corporation is formed.

ARTICLE 2. BOARD OF DIRECTORS

2.1 Composition of the Board of Directors.

The Corporation shall have a Board of Directors ("Board") consisting of a minimum of eleven (11) and a maximum of twenty-one (21) Directors. Directors of the Board shall serve for three (3) year terms which shall be staggered. Each Director shall be eligible for re-election.

2.2 Nomination of Directors.

There shall be a Nominating Committee of not less than five (5) Directors. The Nominating Committee shall identify and recommend a slate of candidates for Board Membership to the full Board of Directors. The Nominating Committee also shall cultivate and nominate a slate of Officers of the Board of Directors and Chairs of the Standing Board Committees to the full Board of Directors. The Nominating Committee shall orient new Board members and conduct periodic Board evaluations. In the case of a resignation or removal, the Nominating Committee shall recommend a successor who shall be approved by a majority of the remaining Directors for the remaining unexpired term of said Director.

2.3 Election of Directors

Election of Directors may take place at any time. Individuals receiving a simple majority of the votes shall be elected. Only a single vote shall be cast by a Director for any individual. If there is a tie vote, the President/Chair shall resolve the tie. The 3-year Board member term officially begins from the date of the member election. A letter notifying a member's end of term will be sent two months prior.

2.4 Meetings of the Board.

The Annual Meeting of the Corporation shall occur in the fall of each calendar year, or by written consent of the Board. In addition to the Annual Meeting, the Board shall meet at least one additional time during the following twelve (12) month period.

2.5 Special meetings of the Board.

Special Board meetings may be held at such time and places as may be determined by the Board. Special meetings may be called by the President/Chair or any three (3) Directors of the Board upon written petition to the Clerk of the Corporation at the Corporation's offices.

2.6 Notice of meetings.

Written or printed notice stating the place, day, hour of any meeting of Directors shall be delivered either personally or by mail or email to each Director not less than five (5) days, nor more than thirty (30) days before the date of such meeting, by or at the direction of the President/Chair, the Clerk or the officers or persons calling the meeting. In case of a special meeting or when required by statute or these by-laws the purpose or purposes for which the meeting is called shall be stated in the notice.

2.7 Quorum and Voting Procedures.

- i. A majority of the Directors present in person, over the telephone, or electronically shall constitute a quorum for voting purposes. When a quorum is present, the vote of a simple majority of the Directors shall decide any question brought before such a meeting except where a larger vote is required by law or these by-laws.
- ii. Any action which may be taken at a meeting of the Board may be taken without a meeting if two-thirds of the Directors consent to the action in writing, and the written consents are filed with

the records of meetings of the Board. Such consents shall be considered a vote in a meeting. All

Directors of the Board shall have one (1) vote.

2.8 Powers of the Board.

The Board shall have the following powers and duties:

- i. To consider and facilitate policy directions for the Corporation, in accordance with the purposes of these by-laws, and to direct and assure a person to carry out these purposes;
- ii. To oversee and assure compliance of all programs and reporting required by funding sources and state, local, and federal agencies;
- iii. To name the Chairs of the Standing Committees of the Board.
- iv. To establish other committees as the need may arise, which committees shall exist at the pleasure of the Board and shall have only the powers specifically granted by the Board;
- v. To establish personnel policies.
- vi. To hire and supervise and if necessary dismiss the Executive Director (Chief Executive Officer).
- vii. To exercise all other powers of the Corporation as conferred by law or these by-laws.

2.9 The Standing Committees.

The Standing Committees of the Board are as follows:

- i. Executive Committee: This Committee shall be composed of the President/Chair, the Vice-Chair, the Clerk, the Treasurer, and the Chairs of the Nominating Committee and the Development Committee. The Executive Committee shall be empowered to act on behalf of the full Board between regularly scheduled meetings. The Executive Committee shall have the authority to approve the Annual Budget on an interim basis until it can be voted on by

the full Board. The Committee also shall appoint Directors to the other Standing Committees and accept volunteers from both within and outside the Board.

ii. Nominating Committee: (Duties are defined above in 2.2)

iii. Development Committee: The Development Committee shall work with the Executive Director on development activities and fundraising. The Committee will lead the Board in on-going development and fundraising responsibilities and educate Board members about the Corporation's programs and fundraising needs. It shall focus members' work on identifying, cultivating, and soliciting contributions from the outside community, and, together with the President/Chair, soliciting gifts from other Board members.

iv. Finance Committee: The Finance Committee shall oversee the organization's financial operations. The Finance Committee shall review the Annual Budget prior to its submission to the Executive Committee and the Board of Directors. It shall have the authority to approve the Annual Audit on an interim basis until it can be voted on by the full Board.

ARTICLE 3. OFFICERS AND AGENTS

3.1 Number and Qualification.

The officers of the Corporation shall be a President/Chair, Vice-Chair, Treasurer, and Clerk and such other officers, if any, as the Directors may determine. The Clerk shall be a resident of Massachusetts unless the Corporation has a resident agent duly appointed for the purpose of service of process. An officer also may serve as the Chair of a Standing Board Committee.

3.2 Election.

The officers shall be elected annually by the Directors at the annual meeting and each shall be eligible for re-election.

3.3 Tenure.

The President/Chair, Vice-Chair, Treasurer, and Clerk shall assume office at the conclusion of the Annual Meeting of the Directors, or until a successor is elected. Other officers shall serve at the pleasure of the Directors. Each officer shall be eligible for re-election provided that he or she remains a member of the Board.

3.4 President/Chair.

The President/Chair shall preside at all meetings of the Board except as the Directors shall otherwise determine, and shall have such other powers and duties as may be determined by the Directors.

3.5 Vice-Chair.

In the absence of the President/Chair, the Vice-Chair shall preside at meetings of the Board, and shall have such other powers and duties as may be determined by the Directors.

3.6 Treasurer.

The Treasurer shall be the Board's Financial Officer and shall chair the Board's Finance Committee. The Treasurer shall oversee the Executive Director regarding the Executive Director's responsibility for managing the organization's finances, keeping the books of account, and preparing the Annual Budget. The Treasurer shall present the annual budget and the books of account to the Board at its regularly scheduled meetings. The Treasurer shall, on behalf of the Board, hire the auditor and present the auditor's annual report to the Board. The Treasurer shall oversee for the Board all reports and filings required by the

Commonwealth of Massachusetts, the Internal Revenue Service, and other government agencies. The Treasurer shall have such other duties and powers as designated by the Board or the President/Chair, or as required by the laws of the Commonwealth of Massachusetts.

3.7 Clerk.

The Clerk shall record and maintain records of all proceedings of the Directors in a book or books kept for that purpose and shall have custody of the seal of the Corporation. If the Clerk is absent from any meeting of Directors, a temporary Clerk chosen at the meeting shall exercise the duties of the Clerk at the meeting.

3.8 Other Officers.

Other officers shall have such duties and powers as may be designated from time to time by the Directors.

ARTICLE 4. SPONSORS, BENEFACTORS, CONTRIBUTORS, MEMBERS, ADVISORS, FRIENDS OF THE CORPORATION

The Board may designate persons or groups of persons as sponsors, benefactors, contributors, members, advisors, or friends of the Corporation or such other title as they deem appropriate. Such persons shall serve in an honorary capacity and, except as the Directors shall otherwise designate, shall in such capacity have no right to notice of or to vote at any meeting, shall not be considered for purposes of establishing a quorum and shall have no other rights or responsibilities.

ARTICLE 5. RESIGNATION, REMOVAL AND VACANCIES

5.1 Resignation.

Any Director or officer may resign at any time by informing the President/Chair or the Executive Director of his or her resignation. Such resignation shall be effective upon receipt unless specified to be effective at some other time.

5.2 Removal.

Any Director may be removed, with or without cause by a vote of two-thirds (2/3) of the remaining Directors, after notice of the removal has been given to that Director.

5.3 Vacancies.

Any vacancy in the Board may be filled by vote of a simple majority of the Directors then in office. The Directors may exercise all their powers notwithstanding the existence of one or more vacancies in the board. Vacancies in any office may be filled by the Directors.

ARTICLE 6. INDEMNIFICATION

The Corporation shall, to the extent legally permissible, indemnify each person who may serve or who has served at any time as a Director or officer of the Corporation or of any of its subsidiaries, or who at the request of the Corporation may serve or at any time has served as a Director or Officer of, or in a similar capacity with, another organization or an employee benefit plan, against all expenses and liabilities (including counsel fees, judgments, fines, excise taxes, penalties, and amounts payable in settlements) reasonably incurred by or imposed upon such person in connection with any threatened, pending or completed action, suit or other proceeding, whether civil, criminal, administrative, or investigative, in which such person may become involved by reason of serving or having served in such capacity (other than a proceeding voluntarily initiated by such person unless he or she is successful on the merits, the proceeding was authorized by the Corporation or the proceeding seeks a declaratory judgment

regarding his or her own conduct); provided that no indemnification shall be provided for any such person with respect to any matter as to which he or she shall have been finally adjudicated in any proceeding not to have acted in good faith in the reasonable belief that his or her action was in the best interests of the Corporation or, to the extent such matter relates to service with respect to any employee benefit plan, in the best interests of the participants or beneficiaries of such employee benefit plan; and provided, further, that as to any matter disposed of by a compromise payment by such person, pursuant to a consent decree or otherwise, the payment and indemnification thereof have been approved by the Corporation, which approval shall not unreasonably be withheld, or by a court of competent jurisdiction. Such indemnification shall include payment by the Corporation of expenses incurred in defending a civil or criminal action or proceeding in advance of the final disposition of such action or proceeding, upon receipt of an undertaking by the person indemnified to repay such payment if he or she shall be adjudicated to be not entitled to indemnification under this Article, which undertaking may be accepted without regard to the financial ability of such person to make repayment.

A person entitled to indemnification hereunder whose duties include service or responsibilities as a fiduciary with respect to a subsidiary or other organization shall be deemed to have acted in good faith in the reasonable belief that his action was in the best interests of the Corporation if he acted in good faith in the reasonable belief that his action was in the best interests of such subsidiary or organization or of the participants or beneficiaries of, or other persons with interests in, such subsidiary or organization to whom he had a fiduciary duty. Where indemnification hereunder requires authorization or approval by the Corporation, such authorization or approval shall be conclusively deemed to have been obtained, and in any case

where a Director of the Corporation approves the payment of indemnification, such Director shall be wholly protected, if:

- i. the payment has been approved or ratified (1) by a majority vote of a quorum of the Directors consisting of persons who are not at that time parties to the proceeding, or (2) by a majority vote of a committee of one or more Directors who are not at that time parties to the proceeding and are selected for this purpose by the full board (in which selection Directors who are parties may participate); or
- ii. the action is taken in reliance upon the opinion of independent legal counsel (who may be counsel to the Corporation) appointed for the purpose by vote of the Directors or in the manner specified in clauses (1) or (2) of subparagraph (i); or
- iii. the payment is approved by a court of competent jurisdiction; or
- iv. the Directors have otherwise acted in accordance with the applicable legal standard of conduct.

Any indemnification or advance of expenses under this Article shall be paid promptly, and in any event within 30 days, after the receipt by the Corporation of a written request therefore from the person to be indemnified, unless with respect to a claim for indemnification the Corporation shall have determined that the person is not entitled to indemnification. If the Corporation denies the request or if payment is not made within such 30-day period, the person seeking to be indemnified may at any time thereafter seek to enforce his or her rights hereunder in a court of competent jurisdiction and, if successful in whole or in part, he or she shall be entitled also to indemnification for the expenses of prosecuting such action. Unless otherwise provided by law, the burden of proving that the person is not entitled to indemnification shall be on the Corporation.

The right of indemnification under this Article shall be a contract right inuring to the benefit of the Directors, directors, officers and other persons entitled to be indemnified hereunder and no amendment or repeal of this Article shall adversely affect any right of such Director, director, officer or other person existing at the time of such amendment or repeal.

The indemnification provided hereunder shall inure to the benefit of the heirs, executors and administrators of a Director or Officer or other person entitled to indemnification hereunder. The indemnification provided hereunder may, to the extent authorized by the Corporation, apply to the Directors, directors, officers and other persons associated with constituent Corporations that have been merged into or consolidated with the Corporation who would have been entitled to indemnification hereunder had they served in such capacity with or at the request of the Corporation.

The right of indemnification under this Article shall be in addition to and not exclusive of all other rights to which such Director or Officer or other persons may be entitled. Nothing contained in this Article shall affect any rights to indemnification to which Corporation employees or agents, other than Directors, directors, officers and other persons entitled to indemnification hereunder, may be entitled by contract or otherwise by law.

ARTICLE 7. SEAL AND FISCAL YEAR

7.1 Corporate Seal.

The seal of the Corporation, if any, shall be circular in form with the name of the Corporation around the periphery and the year and state of incorporation within or such other form as the Directors may determine.

7.2 Fiscal Year.

The fiscal year of the Corporation shall end on August 31 in each year or such other date as the Directors may determine.

ARTICLE 8. AMENDMENT

These bylaws may be amended or repealed, in whole or in part, by vote of a majority of the Directors then in office at any meeting of the Board.

Ratified and amended by the Cultural Survival, Inc. Board of Directors



Nicole Friederichs, Clerk

October 10, 2016