73\textsuperscript{RD} AND 74\textsuperscript{TH} ADVISORY COMMITTEE MEETINGS
INTERNATIONAL COUNCIL OF MUSEUMS
WORKING DOCUMENTS

GENERAL CONFERENCE 2010, SHANGHAI, CHINA
7-12 NOVEMBER 2010
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9AM – 4.45PM

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2. Election of ADCOM Vice-Chair (to be voted electronically with secret ballots)

3. Presentation on Intangible Heritage – International Journal

4. Adoption of the International Museum Day theme

5. Results of the election of ADCOM Vice-Chair

6. Next meeting of the Advisory Committee

7. Other matters

8. Closing Remarks
AGENDA FOR THE ADVISORY COMMITTEE 2010
SHANGHAI GENERAL CONFERENCE, NOVEMBER 7 (SUN)
– 1ST SESSION

09.00 – 16.45 Advisory Committee meeting

Opening remarks of ADCOM Chair & In memoriam

1. Approval of the agenda
2. Welcome address by the Chairperson of ICOM China
3. Approval of the minutes of the Advisory Committee 2009 Session
4. Introduction of the new members of the Advisory Committee
5. Presentation by WFFM (World Federation of Friends of Museums)
6. Presentation of the new Dictionary of Museology
7. 2007-2010 Triennial Activity Report of ICOM
8. Intervention of ICOM President and report on the Executive Council Actions & Governance
9. Information on elections procedure
10. Information on the Resolution Procedure and the Open Forum for the Resolution Discussion
11. Presentation of the budget 2010 and year-end projections
12. Presentation of the budgetary projections for 2011
13. Discussion on the role of the Advisory Committee and of the General Assembly on ICOM annual budget
14. Presentation of the organization for the Evaluation of the 2008-2010 Strategic Plan and for the conception of the new Strategic Plan 2011-13
15. Report on Project Support for the ICOM Network Programs 2010
16. Presentation of the candidate for the election of ADCOM Chair and voting procedure for the election of ADCOM Chair and Vice-Chair
17. Presentation by Eudonet on new ICOM membership database
18. Presentation of International Museum Day 2011
19. Discussion on International Museum Day Themes for 2012 and for 2013
20. Results of the election of ADCOM Chair
21. Remarks of the newly-elected ADCOM Chair
NOVEMBER 12 (FRI.) – 2\textsuperscript{ND} SESSION

13.00 – 15.00 Advisory Committee meeting

1. Presentation of the candidates for the election of ADCOM Vice-Chair and voting procedure
2. Election of ADCOM Vice-Chair (to be voted electronically with secret ballots)
3. Presentation on Intangible Heritage – International Journal
4. Adoption of the International Museum Day theme
5. Results of the election of ADCOM Vice-Chair
6. Next meeting of the Advisory Committee
7. Other matters
8. Closing Remarks
MINUTES OF THE 72ND SESSION OF THE ADVISORY COMMITTEE, IN PARIS (FRANCE), ON JUNE 10TH - 11TH, 2009

Agenda

1. Approval of the Agenda
2. Approval of the Minutes of the 71st session of the Advisory Committee on June 2-4, 2008
3. Selection of the host City for the 2013 General Conference
4. Report on intangible Heritage Journal
5. Progress report on the 22nd General Conference, Shanghai 2010
6. Themes for the 2010 and 2011 International Museum Day
7. Report of the Peer Jury on the allocation of grants through ICOM network programmes
8. Director General’s progress report on the implementation of ICOM Strategic Plan
9. Reports and recommendation from the National and International sub-Committees
10. Other issues

1/ Approval of the Agenda

Knut Wik, Chair of the Advisory Committee, asked the Advisory Committee to approve the agenda.

The Advisory Committee approved the agenda as presented.

2/ Minutes of the 71st session of the Advisory Committee on June 2-4, 2008

The Chair requested the following amendments:
- page 9, last part of subject 9, 3rd paragraph: Change “Advisory Council” to “Advisory Committee”;
- Page 9, last part of subject 9, 3rd paragraph: Change the verb “feel” to “expressed”;
- Page 15, subject 14 point 4: Change “Members of the Advisory Committee approved the declaration by acclamation” to: “Members of the Advisory Committee endorsed the declaration by acclamation”.

The Advisory Committee approved the minutes as amended.
3/ Selection of the host City for the 2013 General Conference

The Chair described the procedure followed for the selection of the city that will host the 2013 General Conference. A questionnaire was sent to all National Committees who then had until October 1\textsuperscript{st}, 2008 to apply. An Evaluation Committee formed of two members of the Executive Council, Nancy Hushion, Hartmut Prasch and the Director General, Julien Anfruns, first reviewed the admissibility of the three candidatures received: Milan, Moscow and Rio de Janeiro.

Hartmut Prasch presented the report of the Evaluation Committee. He stressed that the goal of the Committee was to help each city candidate to improve its application, not to make any judgement on their respective merit. Thus, the Committee then visited the three cities between March 13\textsuperscript{rd} and April 1\textsuperscript{st}, 2009 during which, meetings were held with the Organising Committee and the National Committee as well as with officials from the cities, and regional and state representatives.

Further to the visits, a strict deadline was allocated for submission of additional documentation by the candidates. Consequently only documents received before the deadline date have been considered in the Committee’s report.

Following Mr Prasch’s report, representatives of each city candidate were invited to make a presentation to the Advisory Committee.

The three presentations were made by:

- For the application of Milan: Daniele Lupo Jallà, President of ICOM Italy and Alberto Garlandini, Vice-President of ICOM Italy;
- For the application of Moscow: Ekaterina Selezniova, President of ICOM Russia, Sergey Khudiakov, Head of the Department of Culture of Moscow and Svetlana Nekrasova, Head of the section of Museums of the Ministry of Culture of the Russian Federation;
- For the application of Rio de Janeiro: Carlos Roberto Brandão, President of ICOM Brazil, José do Nascimento Junior, representative of the Ministry of Culture and Director of the Brazilian Institute of Museums and Antonio Ricarte, representative of the Ministry of Foreign Affairs and member of the permanent delegation of Brazil to UNESCO.

The Chair thanked the representatives of Milan, Moscow and Rio de Janeiro for their presentation. He then invited the Director General to explain and describe the electronic voting system which would be used for the selection of host city for ICOM 2013 General Conference.

Before the vote took place, voting members of the Advisory Committee were reminded that the selection of the host city required more than 50% of the votes to be chosen. If the majority was not attained by any of the cities, a second ballot between only the two cities having received the most votes during the first round, would take place.

The Chair announced the results at the end of the vote:

- Milan: 32, 1% of the votes
- Moscow: 14, 7% of the votes
- Rio de Janeiro: 53, 2% of the votes.
The Advisory Committee recommends that the 23rd General Conference of ICOM, to be held in 2013, be hosted by the city of Rio de Janeiro, Brazil.

4/ Report on Intangible Heritage Journal

Shim Jae Seop, Curator of the National Folk Museum of the Republic of Korea, stated that since the creation of the journal, a growing interest have grown for this publication. He thanked ICOM, ICOM Korea, Alissandra Cummins and Chong-pil Choe for their collaboration and presented the four volumes of the International Journal of Intangible Heritage (IJIH). Shim Jae Seop stated that the journal aimed at achieving a comprehensive, academic journal on Heritage, promoting international communication on research, investigation, conservation, transmission, performance and exchange of ideas among scholars, researchers, professionals and bodies involved in Heritage. The volume 4 consists of 11 selected papers (7 main papers and 4 short ones) from scholars of 10 different countries, is printed at 1,000 copies and is also available online on IJIH website. The site has already been accessed more than 20,000 times and the journal has been downloaded over 10,000 times. Shim Jae Seop encouraged the participants to read the journal and to take advantage of the website and invited them to submit papers. He concluded by mentioning that the 2009 ICME conference would take place in Seoul, Republic of South Korea, from October 18th to 24th, 2009 at the National Folk Museum. The Chair thanked Shim Jae Seop for his presentation.

5/ Progress report on the 22nd General Conference in Shanghai

The Chair invited An Laishun to present, on behalf of the Shanghai 2010 Organizing Committee, a progress report on the holding of ICOM 22nd General Conference. An Laishun presented the report. Following his presentation, questions were raised and answers provided on:
- The date of the General Conference;
- The working languages and on simultaneous translation;
- The procedure for obtaining visas and on the information needed by the participants;
- The General Conference Website.
The Chair thanked An Laishun for his presentation.

6/ Themes for the 2010 and 2011 International Museum Day (IMD)

The Chair stated that the Advisory Committee has the responsibility to select a theme for the International Museum Day, specifically for 2011. He noted that 2010 being the year of the General Conference, the theme of the IMD and the one of the General Conference coincide. Thus the theme for 2010 is “Museum for Social Harmony”. He invited Joie Springer from UNESCO to take the floor. She acknowledged ICOM’s work and implication, and stated that
together with UNESCO, ICOM seeks the protection of world’s heritage. She noted that *Museums and Memory* was essential in order to raise the public’s awareness and ensure the preservation of heritage.

A discussion then ensued on the theme for the 2011 IMD.

Virgil Ştefan Niţulescu, Vice-President of the Advisory Committee, stated that eight themes have been put forward by the National Committees.

1. Museums and archaeological sites (Tunisia and Togo)
2. Museums and knowledge (Canada)
3. Museums and Music (Poland)
4. Museums and the Future (Brazil)
5. Museums and Memory (Germany)
6. Museums and senior people (Ecuador)
7. Museums and cultural change (India)
8. Museums and people (Bulgaria)

Following a discussion during which, Lothar Jordan from the International Committee of Literary Museums (ICLM) having stressed that the preservation of mankind’s memory is part of ICOM’s mission, and that the International Museum Day has a symbolical significance for the entire world, it was proposed to retain ‘*Museums and memory*’ as the theme for the 2011 IMD.

It was also mentioned that the theme of *Museum and Memory*’ was highly appropriate since ICOM, along with UNESCO, seeks the protection of World’s heritage and to this respect, raise public awareness and ensure the preservation of heritage.

The Advisory Committee approved ‘Museums and Memory’ as the theme for the 2011 International Museum Day.

The Advisory Committee also decided to address at its next session the discussion on the other proposed themes for the selection of the 2012 International Museum Day.

7/ Report of the Peer Jury on the allocation of grants through ICOM network programmes

The Chair reminded that the support for ICOM network programmes was still in a pilot phase. It was developed to respond to the needs and initiatives of National and International Committees, as well as Regional Alliances with the assistance of a ‘Peer Jury’ through which members of the Advisory Committee make recommendation about the projects to be supported. The Peer Jury is composed of the following members: Knut Wik as Chair of the Advisory Committee, Virgil Ştefan Niţulescu Vice-Chairperson of the Advisory Committee, In-Kyung Chang Chair of ASPAC, Carlos Roberto F. Brandão Chair of ICOM Brazil, Dominique Ferriot, Chair of ICOM France, Nancy Hushion as Treasurer of ICOM, as well as Julien Anfruns, as Director General. The Chair further reminded that the 2007 General Assembly in Vienna decided that such programmes would initially be available for the period 2008-2010. Based on the initial results, a report would then be presented to the Executive Council with a view to improve the efficiency of the programmes.
Carlos Roberto Brandão presented a report on the Peer Jury meeting held on January 2009. Requests to the network programmes were mainly towards three main activities:

- Support to enable participation of young ICOM members to ICOM ICs meetings;
- Support to enable ICOM members of countries having faced financial difficulties in the last few years, to attend Advisory Committee meetings;
- Support to Institutional members for the implementation of Strategic Plans.

With respect to attendance of young members to International Committee (IC) meetings, the Peer Jury could not yet allocate any grants because, at the end of January, most of the ICs had not yet published their projected activities.

The Peer Jury recommended a total allocation of €89,782.63 for the two other main activities:

- €57,500 were allocated to 16 projects, while funds reserved for web development for 6 more projects;
- €32,282.63 were allocated to 20 National Committees (out of 55 invited to apply) to attend the Advisory Committee meeting, thus responding to an objective of the Strategic Plan to increase National Committees’ involvement into ICOM.

Carlos Roberto Brandão then stressed the importance of providing the Peer Jury with the appropriate and pertinent information which he further described.

The Chair thanked Carlos Roberto Brandão for his report on behalf of the Peer Jury.

The chair then suspended the meeting in order to allow for the holding of the National and International sub-committees’ meetings.

The Chair opened the second day of the meeting. He invited the Director General to report on the implementation of the Strategic Plan, and subsequently Henry Bredekamp and Marie-Paule Jungblut to report on the sub-committees’ meetings of the National and International Committees.

### 8/ Director General’s progress report on the implementation of ICOM Strategic Plan

The Director General mentioned the four main objectives of ICOM 2008-2010 Strategic Plan:

- Strengthen ICOM’s global impact.
- Provide leadership in advocating the value of heritage.
- Champion effectiveness and high standards in museums.
- Ensure resources required to effectively implement the Strategic Plan.

He then described, for each of the objectives, some of the actions already fully implemented while others were under implementation, notably:

- The reconfiguration of the Secretariat around three departments: “Administration and Finance”; “Communication and Network Promotion” and “Development of Programmes”;
- The strengthening of skills and expertise among staff in key areas such as communication, finance and accounting, fundraising as well as improve knowledge of project management;
- Staff assistance being provided to support the highly complex and demanding activities of ICOM Committee on Ethics;
- The completion in 2010 of ICOM membership database system;
- The strengthening of ICOM communication and the reconfiguration of its website to better reach ICOM's broad network;
- A thorough review and assessment of ICOM membership fee structure with the participation of a panel representing 18 National Committees;
- The expansion of the Red List Programme with the publication of three new Red Lists for Colombia, Central America and Cambodia and the development of Museum Emergency Preparedness Programme (MEP) in the Caribbean and the Arab States;
- The search for a new venue for ICOM Secretariat;

The Director General also noted that increasing efforts would be devoted to fundraising activities in order to decrease the relative share of membership dues to ICOM revenue budget and to better support the International Committee activities. To this effect, he confirmed that a grant of $90,000 has been received earmarked for the participation of ICOM to the Shanghai 2010 World Exhibition.

In his conclusion the Director General assured members of his full dedication to achieving as much as possible the main priority of actions of the Strategic Plan.

The Chair thanked the Director General and stated that he fully endorsed the report.

9/ Reports and recommendations from the National and International sub-Committees

Henry Bredekamp, ICOM South Africa, chaired the sub-committee on National Committees. He presented some of the recommendations:

1. Make accessible expert’s reports produced by Museums, notably to facilitate the integration and encourage young professionals to join ICOM’s network.
2. Facilitate joint actions and training initiatives between National Committees from all parts of the world.
3. Promote ICOM’s leadership achievements (ex. Code of Ethics) in order for Museums to make significant contribution to the development of Cultural policies in different countries.
4. Make better use of Information Technology means (intranet, extranet) to improve ICOM’s communication within its network and beyond; more explicitly, improve ICOM’s global communication policy, insufficiently served by ICOM-L and ICOM News.
5. Create a National Committees working group to favour exchanges among National Committees on ideas and issues for future discussion.
6. Develop a global policy on services among and for ICOM’s network.
7. Considering the close relationship ICOM members have with their respective National Committee, ICOM Secretariat should develop means to facilitate exchanges between National Committees.
8. ICOM’s international policy outreach should be developed along with the National Committees.
9. The implementation of ICOM’s membership database must strengthen the links between all of ICOM’s networks.
At the invitation of Henry Bredekamp, Dominique Ferriot, ICOM France, who was designated acting Secretary of the meeting on national committees, added the following recommendations:

1- On the issue of recruitment of new members, she noted that different points of view were expressed depending on the regions of world where National Committees are located. European Committees are preoccupied with sharp increases of new members, which would inevitably lead to an increase in managing costs. The North American countries expressed the lack of sustained relations and services between their Committees and ICOM. African and Asian committees, for their part, expressed their interest in increasing their membership and were satisfied with the new membership fee structure, which would enable more young professionals to join ICOM.

2- On the issue of distribution of cards to individual and institutional members, it was noted that the increasing number of ICOM cards given to institutional members had not proven to be successful. The sub-committee also recommended some changes to the membership subscription forms to better promote inscriptions from members to International Committees.

3- On the role of National Committees, it was requested from the Secretariat to improve the means to facilitate and encourage exchanges between National Committees; the Secretariat was also asked to ensure improved collaboration between National and International Committees and the ongoing participation of National Committees in the development of the ICs activities. National Committees representatives also insisted on the fact that NCs are key actors in the development of cultural policies in their respective countries not just membership fees recipient for ICOM Secretariat.

4- On the issue of the International Museum Day, it was requested from the Secretariat to provide support and to disseminate information in a timely manner in order to allocate more time to countries, NCs and museums to organise such an important event.

Finally, Leif Pareli, ICOM Norway, added four recommendations, which were omitted in the previous report:

- To stimulate member recruitment by developing and expanding membership advantages especially for institutions.
- To stimulate members’ participation in International Committees by linking the electronic application forms for membership to the one for Committee memberships.
- To increase ICOM’s relevance for museum activities in general by developing more resources like the Code of Ethics in various fields.
- To encourage ICOM’s initiative in the funding and running of National Committees of the Blue Shield in all countries where possible.

The Chair requested the acceptance of the previous recommendations by the Advisory Committee, prior to their translation in the three official languages. Henry Bredekamp, as chair of the separate meeting, endorsed the recommendations.

The Advisory Committee received and approved the recommendations of National Committees’ meeting.
Marie-Paule Jungblut, Chair of ICMAH, thanked the Secretariat for its support during the meetings and the participants for their participation. She then presented the following recommendations from the International Committee sub-committee:

1. The International Committees need more assistance to grow and achieve better results. They need more intra-Committees communication and the support of the Programmes department to advocate ICOM’s role.
2. A communication model should be developed between International and National Committees, Affiliated Organisations and Regional Alliances. Recruitment should be increased to develop the participation of National Committees members in International Committees.
3. The importance of the International Committees is not well reflected in the budgets. The 2009 International Committees budgets should be reinstated and increased for the year 2010.
4. A good financing policy should be developed to assist International Committees in their projects and to ensure a development outside North America and Europe. More assistance should be provided to help members to attend the meetings, and not only young members.
5. More transparency on the grants attribution should be achieved. The International Committees wanted to receive more feedbacks on the selection. Also, the role of the Standing Committee for International Committee should be clarified.
6. A meeting between National and International Committees should be held before the General Assembly.
7. A reference point inside the Secretariat should be set up to coordinate the actions of the International Committees and to assist them.
8. The participants proposed the theme ‘Museums and Memory’ for the General Conference and the International Museum Day.
9. A legal entity should be established in Paris which would enable the registration of Committees in other countries and the possibility to have sub bank accounts.
10. The UMAC’s offer regarding a platform for publication should be taken in consideration. The International Committees should be included in ICOM’s website.

The Chair asked if the Advisory Committee to receive and approved the previous recommendations.

The Advisory Committee received and approved the recommendations of the International Committees’ meeting.

10/ Other matters

The Chair asked the Committee members if other issues needed to be raised. Lucía Astudillo Loor, Chair of ICOM Ecuador, invited the participants to the conference on Environmental, Cultural and Social Sustainability which would be held on January 5th-7th, 2010, in Cuenca, Ecuador, with the support of the Asia Pacific Centre for multicultural understanding chaired by Dr. Amareswar Galla.
Daniele Jallà, Chair of ICOM Italy, asked for the assistance and expertise of all members to implement an intervention programme for the museums in Italy which suffered from an earthquake. A virtual museum should be created in order to display the collections during the repairs.

Dominique Ferriot, Chair of ICOM France, asked for more information on ICOM's presence at the World Expo in Shanghai in 2010. The Director General answered by first mentioning that the theme of ICOM's participation to the Shanghai 2010 World Expo is: "Museums, Heart of the City". ‘He indicated that ICOM Stand will be divided into three sections. The first one will be dedicated to ICOM’s role, the second to a presentation in rotation, during the six months of the World Expo, of significant events taking place in museums, and the third one to ICOM members. He invited National and International Committees to present ideas, noting that there will be specific periods of time dedicated to each region of the world.

There being no other business to address, Knut Wik, Chair of the Advisory Committee thanked all members for their participation and announced that the meetings of the 73rd and 74th session of the Advisory Committee will take place in Shanghai on November 7th, from 9am to 5pm and on November 12th, from 1.30pm to 2.30pm.

The meeting ended at 12.30pm

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Knut Wik, Chairperson of the Advisory Committee
MEMORANDUM OF UNDERSTANDING BETWEEN ICOM AND WWFM

MEMORANDUM OF UNDERSTANDING BETWEEN INTERNATIONAL COUNCIL OF MUSEUMS AND WORLD FEDERATION OF FRIENDS OF MUSEUMS

The ICOM - International Council of Museums, located at 1, rue Miollis 75732 Paris, France (hereinafter referred to as “ICOM” and represented by its President) on the one part,

And

The WFFM- World Federation of Friends of Museums, located at c/o Israel Museum, P.O. Box 71117 Jerusalem 91710, Israel (hereinafter referred to as “WFFM” and represented by its President) on the other part,

CONSIDERING that ICOM is the only International Organization representing the Museums and their Professionals while the WFFM is the only International Organization representing Museum friends and volunteers worldwide;

CONSIDERING that their joint goals include the fostering of international cooperation in the museum world, the enrichment of Museums and the safeguard of our cultural heritage, and educational activities for Museums public and that they express the partnership between museum professionals and friends and volunteers;

CONSIDERING the successful collaboration between ICOM and the WFFM in their Joint Committee on Sustainable Tourism which resulted in a joint policy decision, as well as in the “Museum Day” activities in many countries;

DESIRING to establish a partnership in excellence on behalf of museums throughout the world and to strive to cooperate in their endeavors, while maintaining their full independence in their operations, projects and activities;

THEREFORE, WILLING that the present M.o.U become operative before the end of 2010;
HAVE AGREED ON THE FUTURE COOPERATION AS FOLLOWS:

1. Cooperation

1.1 The Parties agree to co-operate with each other through their appropriate bodies. This co-operation may apply to all subjects that arise in the fields of educational activities in Museums, outreach to the public, and the safeguarding of cultural heritage.

1.2 Subject to mutual agreement in each case, cooperative activities may be implemented through a variety of means, such as the exchange of best practice and information, joint projects, studies, exchanges, visits, seminars, workshops and dialogue.

1.3 The funding of cooperative activities shall be decided by the Parties on a case-by-case basis.

1.4 Notwithstanding the previous clauses, each Party remains fully independent in her operations, projects and activities.

2. Consultation

The Parties and their respective competent bodies shall consult at least once a year on subjects concerning education, safe guarding of cultural heritage that are of common interest, including through conference call.

3. Representation

The Presidents of each Party (or their representative) will be welcome observers at their annual General Meetings and Assemblies and their World Conferences / Congresses without voting rights.

Each Party will cover their own travel, hotel, etc costs, but the registration fees will be waived by the hosting body.

4. Exchange of information and documents

Subject to any arrangements that may be necessary in order to preserve the confidential nature of certain documents, the Parties may exchange information and documents concerning matters of mutual interest.

Each Party shall keep the other informed of the developments in the work and activities of mutual interest.

5. Amendments
The provisions of this Memorandum of Understanding may be amended by the two Parties. The amendments shall enter into force after their approval of the appropriate bodies.

6. Termination of the memorandum of understanding

Either Party may terminate this Memorandum of Understanding subject to three months’ written notice. If one of the Parties decides to terminate this Memorandum of Understanding the obligations previously entered into in respect of projects under implementation through this Memorandum of Understanding shall be decided upon on a case-by-case basis.

7. Entry into force

This Memorandum of Understanding is subject to the approval of the appropriate bodies of the two Parties and shall enter into force immediately upon signature by the President of ICOM and the President of WFFM and will be in vigor for a period of three years.

8. Language

This Memorandum of Understanding has been drawn upon in duplicate in English.

IN WITNESS WHEREOF, the undersigned have signed this Memorandum of Understanding.

<table>
<thead>
<tr>
<th>FOR AND ON BEHALF OF ICOM</th>
<th>FOR AND ON BEHALF OF WFFM</th>
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<tbody>
<tr>
<td>Mrs Alissandra CUMMINS</td>
<td>Mr. Daniel BEN – NATAN</td>
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<tr>
<td>PRESIDENT</td>
<td>PRESIDENT</td>
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<tr>
<td>DATE: 21st may 2010</td>
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114TH SESSION OF THE EXECUTIVE COUNCIL 1 AND 2
DECEMBER 2008

Summary of decisions:

The Executive Council, chaired by Alissandra Cummins, held its 114th session in Shanghai (People’s Republic of China) on 1 and 2 December, 2008. Various decisions were taken regarding (1) the adoption of the revised operational budget for 2008 (2) the Director General’s Management Plan (3) the implementation of the Strategic Plan 2008-2010 (4) the General Assembly of 2009 (5) the adoption of a provisional budget for the financial year 2009 (6) the adoption of Management Policies (7) the formation of a Working Group entrusted with reviewing the Statutes and Policies of ICOM (8) the holding of ICOM General Conferences.

1- Adoption of the revised operational budget for 2008

Considering that the revised operational budget for the financial year 2008 had been approved only by members of the Board of the Executive Council and during the term of an Acting Director General, the Council ratified the decision of the Board and approved the revised budget for 2008.

2- The Director General’s Management Plan

Having received from the newly appointed Director General a comprehensive report on the state of the Secretariat’s human, financial, and material resources, the Council approves the Management Plan of the Director General regarding the new organisation of the Secretariat, a comprehensive audit of financial and technological resources, and the new organisation of technologies.

3- Implementation of the Strategic Plan 2008-2010

Taking note of the fact that the Director General’s Management Plan takes into account the objectives set forth in the ICOM Strategic Plan, the Executive Council asked the Director General to implement the Strategic Plan 2008-2010 and to submit regular progress reports to the Council, the Advisory Committee and the General Assembly.
The Council decided to establish a Review Committee to assess the impact of the implementation of strategic objectives.

4- General Assembly of 2009

Following the decision by the General Assembly held in Vienna in 2007 to hold an annual General Assembly of members, the Council approves that the General Assembly be held in accordance with the 1901 French Law on associations.

5- Adoption of a provisional budget for the financial year 2009

In view of its decisions concerning the Management Plan of the Director General and a comprehensive audit of ICOM resources, the Council decided to postpone the approval of the operational budget for 2009; to set the submission date of a detailed budget for 2009 at 15 April; to entrust the Board of the Executive Council with the power to approve the operational budget for 2009; to allocate a provisional operational budget not exceeding the sum of €900,000 for the first four months of 2009; to allocate an additional budget, taken from the Reserve Fund and not exceeding the sum of €350,000, to the immediate implementation of some of the measures contained in the Management Plan, approved by the Council; to produce a comprehensive report of those expenses for which funds from the Reserve Fund were employed.

6- Adoption of Management Policies

The Council approved two Management Policies: a Policy on investing ICOM Funds and a Policy on the designation of ICOM Funds.

7- Formation of a Working Group entrusted with reviewing the Statutes and Policies of ICOM

Noting some redundancies within the Statutes and management Policies of ICOM and wishing to differentiate between the rules of governance of the Council and those applicable to the management of ICOM, the Council decided to establish a Working Group in charge of revising the Statutes of ICOM and the Management Policies, eliminating the redundancies therein, and submitting a report to the Council at its December 2009 session. The Council also decided to entrust the same Working Group with reviewing several recommendations submitted pertaining to Regional Alliances.
8- The holding of ICOM General Conferences

The Executive Council judged that reflection on the aim of General Conferences and on criteria for selecting host countries would be advisable. It therefore decided to entrust the Working Group on Statutes and Policies, in cooperation with the ICOM Treasurer, with drawing up a working document to this effect and submitting it to the Advisory Committee for discussion.
115th SESSION OF THE EXECUTIVE COUNCIL 8 AND 11
JUNE 2009

Summary of decisions

The 115th session of the Executive Council, chaired by Alissandra Cummins took place in Paris on 8 and 11 June 2009. Various decisions were taken regarding (1) the audited financial reports for 2008; (2) the operational budget for 2009; (3) membership fees; (4) acceptance of a new National Committee; (5) the 23rd General Conference to be held in 2013; (6) the theme of the 22nd General Conference 2010; (7) the theme of International Museum Day 2011; (8) the extension of the mandate of the Working Group in charge of reviewing the ICOM Statutes and Policies; (9) the allocation of grants to International Committees.


The Council approved the audited financial statements for 2008 and, in accordance with ICOM Statutes, recommended that they be adopted by the General Assembly.

2. Operating Budget for 2009

The Council approved the balanced operating budget of €3,190,666 for 2009.

3. Membership Fees

Having noted that several National Committees were consulted for the proposed new grid of membership fees and that the grid is fair and better reflects the financial capacity of individual and institutional members in member countries, the Council approved the new membership fee grid for 2010, 2011 and 2012 and, in accordance with the ICOM statutes, recommended its adoption by the General Assembly.

4. Acceptance of a new National Committee

The Council approved the creation of a National Committee for the United Arab Emirates.

5. The 23rd General Conference 2013

Having noted the recommendations of the Advisory Committee, the Council approved the holding of the 23rd ICOM General Conference in Rio de Janeiro, Brazil, from 1 to 8 June 2013.
6. The theme of the 22nd General Conference 2010

The Council approved the theme of the 22nd General Conference in Shanghai: Museums for Social Harmony.

7. The theme of International Museum Day 2011

The Council approved the recommendations of the Advisory Committee for the theme of International Museum Day 2011; it asked the Advisory Committee to expand on the chosen theme and explain the reasons behind their recommendation.

8. Extension of the mandate of the Working Group charged with reviewing the ICOM Statutes and Policies

Having noted that the most recent version of the ICOM Statutes, approved by the General Assembly of Members in 2007, does not include any provision relating to the election of the Executive Council, the Council decided to ask the Working Group charged with reviewing the ICOM Statutes and Policies to appraise the election procedure included in the previous Statutes and to make recommendations on the procedure to be followed for the election of the Executive Council.

9. Allocating grants to International Committees

Having taken note of the recommendations of the Advisory Committee, the Council asked the Director General to examine as a priority the allocation of grants to International Committees in relation to ICOM’s strategic objectives and budget.
Summary of decisions:

The Executive Council, chaired by Alissandra Cummins, held its 116th meeting in Bridgetown, Barbados, on 2 and 3 December 2009. Several decisions were taken regarding: (1) the circulation of the Executive Council decisions amongst ICOM members; (2) the recommendations of the Working Group in charge of reviewing the ICOM Statutes and Policies; (3) the revised budget for fiscal year 2009; (4) the operating budget for the fiscal year 2010; (5) the financing and reorganisation of certain National Committees; (6) the premises of the ICOM Secretariat; and (7) the assessment of the 2008–2010 Strategic Plan and preparation of the 2011–2013 Plan.

1- Circulation of Executive Council decisions

In order to keep all the members of ICOM informed about its deliberations, the Council decided to produce summaries thereof dealing with the issues at stake for ICOM and its general orientation, and to circulate these announcements through an e-Newsletter; it also decided to publish a summary of its decisions on the ICOM website.

2- The recommendations of the Working Group in charge of reviewing the ICOM Statutes and Policies

The Council received the preliminary report drawn up by the Working Group formed at the 114th Session to review ICOM’s Statutes and Management Policies. It approved a number of the Working Group’s recommendations and amended some of them. It also decided to postpone the General Assembly’s adoption of the revised ICOM Statutes until 2011; asked the Director General to have a lawyer specialised in French non-profit law certify that the French and English versions of the Statutes match; and enjoined the Working Group to complete its assignment and produce a final report before the Council’s June 2010 meeting.

3- The revised budget for the fiscal year 2009

The Council approved the balanced revised budget for fiscal year 2009.

4- The operating budget for fiscal year 2010

The Council approved the balanced operating budget for fiscal year 2010.
5- Financing and reorganisation of certain National Committees

The Council approved financial aid for the Belorussian and Icelandic National Committees. It declared a number of National Committees those of Kyrgyzstan, the Lao People’s Democratic Republic, the Islamic Republic of Mauritania, Uzbekistan, Niger and Zimbabwe “committees under reorganisation”, and enjoined the Director General to make the necessary arrangements to regularise these Committees’ situations.

6- The premises of the ICOM Secretariat

Several decisions were made regarding the ICOM Secretariat in Paris. The Council approved the termination of the lease on the Secretariat’s current premises in rue François Bonvin; decided to decline the Ministry of Culture’s offer to house the Secretariat in the Maison du Patrimoine de France; authorised the Director General to undertake a search for a building to purchase and begin negotiating a bank loan that is not to exceed €2,500,000; and, should the purchase of a building prove impossible, set the maximum yearly rent expense at €138,000.

7- Assessment of the 2008 2010 Strategic Plan and preparation of a Strategic Plan for 2011 2013

The Council decided to form an ad-hoc committee to assess the results of the 2008 2010 Strategic Plan and resolved to postpone forming the committee tasked with establishing the 2011 2013 Strategic Plan until the next Executive Council.
117th SESSION OF THE EXECUTIVE COUNCIL 29 and 30 May 2010

Summary of decisions:

The Executive Council, chaired by Alissandra Cummins, held its 117th session in Paris, on 29 and 30 May, 2010. Various decisions were taken regarding (1) the governance of ICOM (2) the financial reports (3) the reorganisation of certain National Committees (4) membership fees (5) Regional Alliances (6) fundraising activities (7) the acquisition of new premises for the Secretariat (8) the assessment of the Strategic Plan 2008 - 2010 and of ICOM’s committees and working groups.

1- The Governance of ICOM

In compliance with Article 25 of the ICOM Statutes, the Executive Council adopted the ICOM Rules and Regulations, which regroups all of ICOM’s governing rules. The regulations describe in particular the provisions relating to the annual General Assembly and the procedure for electing members of the Executive Council, and the Chair and Vice-Chair of the Advisory Committee.

The ICOM Rules and Regulations are effective since 1 June, 2010. They can be viewed on the ICOM website.

2- Financial Reports

The Council received a report analysing the optimisation of ICOM’s resources from the Director General. The Secretariat conducted this analysis in response to a request made by the General Assembly in June 2009. The analysis showed a significant reduction in spending coupled with increased efficiency in management practices, programmes and services within ICOM.

The Council also approved the Financial Reports for 2009, certified by the Auditor, which indicate an income surplus of €41,649 Euros due to the increase in membership contributions and government grants, as well as reduced expenditure. The fiscal surplus has been allocated to the ICOM Reserve Fund. The Council also received a progress report on the current 2010 budget, which showed no significant difference in terms of approved budget estimates for the current year.

3- National Committees

The Council discussed various issues regarding the organisation of the National Committees. It decided to grant financial assistance to the National Committee of Haiti for the years 2010, 2011 and 2012, it declared the National Committee of Angola a
‘Committee under reorganisation’ and authorised the Secretariat to receive direct contributions from individual members in this country. The Council also declared efforts to **recruit members from the regions of Asia Pacific, Africa and Arab countries a priority.** It requested that the Secretariat facilitate the organisation of discussion forums in these regions.

4- **Membership Fees for 2011 and 2012**

The Council received a statutory report on the **state of ICOM membership in 2009.** ICOM has some **28,000 members** and revenue from **membership fees increased by 3% during the past year.**

The Council also received from the Director General an impact analysis carried out with the National Committees with regard to the **new membership fees grid for 2010.** The Council noted the consultation of the Committees on the application of the new grid in the first few months.

The Council approved the **membership fees grid for the years 2011 and 2012,** including adjustments suggested by the National Committees, and **recommended its adoption by the General Assembly.**

In view of the late date of the General Assembly, scheduled for November 2010, the Council requested that the fee schedule for 2011 be communicated to members as soon as possible.

5- **Regional Alliances**

The Council reaffirmed the importance of the role and contribution of ICOM’s **Regional Alliances.** It expressed its wish for these regional groups to develop primarily in regions where ICOM is underrepresented. Recognising that the actions of the Regional Alliances must reflect the general objectives of the ICOM Strategic Plan, the Council decided to **strengthen the role of the Regional Alliances,** by requesting they provide a three-year plan as well as an annual report. The Council decided to make the Regional Alliances eligible for grants for special projects and asked that specific sums be reserved for Regional Alliances from the year 2011.

6- **Fundraising Activities**

The Council took note of the various initiatives taken by the Director General in order to **diversify ICOM’s revenue sources,** in accordance with the objective of “resource development” as stated in the Strategic Plan 2008 - 2010. To facilitate fundraising from private sources, the Council decided to establish an **endowment fund** to enable ICOM to collect individual donations eligible for tax deductions; to set up an **ICOM Foundation** to solicit donors in various countries, including the United States, and to create an **ICOM Partners Club** with the objective of sourcing funds from corporate donors. The Council also requested that an **online fundraising system** be developed.

7- **Acquisition of Premises**

The Council approved the acquisition of a building at **22 rue Palestro, Paris** to house part of the **ICOM Secretariat** staff – the other part will remain in the UNESCO offices - and authorised the withdrawal of €400,000 from the Reserve Fund intended to cover a part of the acquisition’s cost.
8- Assessment of the ICOM Strategic Plan, Committees and Working Groups

The Council decided to proceed with the assessment of the 2008 - 2010 Strategic Plan, approved by the General Assembly in 2007 and to form a committee in charge of this assessment between now and the end of 2010. It was also decided that an assessment would be carried out over the next few months of the performance of the **Standing Committees, Working Groups** and **Regional Alliances** formed over the last few years.
PROCEDURE FOR THE ELECTION OF THE MEMBERS OF THE 2010-2013 EXECUTIVE COUNCIL

To the Chairpersons of National and International Committees and Affiliated Organisations of ICOM

Paris, 27 July 2010

Dear Chairperson,

Due to the difficulties reported by some Committees and Affiliated Organisations, with regard in particular to delays in postal delivery, the deadline for returning the forms listed hereafter, concerning elections and voting at the XXII ICOM General Conference which will take place in Shanghai, from 7 to 12 November 2010, is postponed to 3 September 2010. Thus, thank you for returning to the Secretariat by 3 September 2010 at the latest, by email, fax or post, the following forms, duly completed and signed, which were sent to you previously.

Concerning the election of members of the Executive Council and voting at the General Assembly:
- the list of voting Members for National and International Committees and Affiliated Organisations for the election of Members of the Executive Council and voting at the General Assembly;
- the voting proxies for the election of members of the Executive Council and voting at the General Assembly.

Concerning the election of Chairperson and Vice-Chairperson of the Advisory Committee:
- the reply form and proxy for the election of Chairperson and Vice-Chairperson of the Advisory Committee

Exceptionally, and in the absence of candidacies to this day, the deadline for the presentation of candidates for the position of Chairperson and of Vice-Chairperson of the Advisory Committee is postponed to 13 August 2010. Please note that the election for
Chairperson of the Advisory Committee will take place during the first session of the Committee, and that candidates for the office of Vice-Chairperson will also be able to present their candidacy in Shanghai, after the results of the election for the Executive Council and Chairperson of the Advisory Committee have been announced. Their candidacies will have to be sent within 24 hours following these results, the election of Vice-Chairperson of the Advisory Committee taking place during the second session of the Committee.

In order to ensure a broad circulation of the new procedures established by the ICOM Internal Rules and Regulations (adopted by the Executive Council on 30 May this year), in accordance with the ICOM Statutes and as a complement to our previous mailings, we send you, enclosed, two documents detailing the election procedure for:

- Members of the Executive Council,
- Chairperson and Vice-Chairperson of the Advisory Committee.

Moreover, in answer to certain questions that were raised in recent email discussions, we would like to add that the system of proxies now in force is the following:

1. **Voting at the General Assembly and election of Executive Council members**

   Note: the proxy system is the same for voting at the General Assembly and for the election of Executive Council members.

   For the election of Executive Council members as well as for voting at the General Assembly, each National and International Committee may designate five (5) voting Members, and each Affiliated Organisation three (3) voting members.

   Among these voting Members, those who cannot be present for voting at the General Conference may each give a proxy to another voting Member of their Committee or Organisation who will be present during the General Conference.

   A voting Member who is present may hold all of the voting proxies for the absent voting Members of his Committee, that is four (4) proxies, or of his Affiliated Organisation, that is two (2) proxies.

   A voting member who is present may also hold one single (1) proxy for an absent voting Member of another Committee or Affiliated Organisation.

   Thus, in total, a voting Member of a National or International Committee who is present at the General Conference may hold a maximum of five (5) proxies; three (3) for a voting Member of an Affiliated Organisation.
Here are a few examples for demonstration:

a) If all five (5) voting Members of a Committee are present at the General Conference, each of them will be able to hold a maximum of one (1) proxy: that of an absent voting Member of another Committee or Affiliated Organisation.

b) If, among all five (5) voting Members of a Committee, only three (3) can attend, the two (2) absent Members can choose to be represented by each giving their proxy to the same or to different attending voting Member(s). The Member(s) with one or both of these proxies will also be able to hold a proxy for a voting Member of another Committee or Affiliated Organisation.

c) If only one of the five (5) voting Members of a Committee is present at the General Conference, he will be able to hold one (1) proxy for each of the other voting members of his Committee, and, in addition, one (1) proxy for an absent voting Member of another Committee or Affiliated Organisation, that is a maximum of five (5) proxies.

d) An ICOM Member is member of a National Committee and of a International Committee. He/she may be appointed as a voting Member by one or the other of these Committees, without being able to hold the status of voting Member for both Committees concurrently. Hence, he/she will only be able to represent a maximum of four (4) other voting Members in the said Committee, and hold only one (1) proxy for one (1) voting Member of one (1) other Committee or Affiliated Organisation (i.e. a maximum of 5 proxies).

2. **Elections of the Chairperson and Vice-Chairperson of the Advisory Committee**

Only the Presidents of National and International Committees and of Affiliated Organisations may take part in the vote.

If a President cannot attend these elections, during the General Conference, he/she can choose to give proxy to another President or to any individual member of ICOM to represent him/her, for the election of the Chairperson of the Advisory Committee only.

Each voting Member present may only hold one (1) proxy.

I hope to have provided the necessary clarifications; Ms Samia SLIMANI will be at your service for any additional information at the following address: election2010@icom.museum.

Thank you for your cooperation, essential to the success of the electronic vote, introduced for the first time, and which requires an early processing of the data.
concerning voting Members and the types of vote (in person, by proxy or by post ballots).

Julien ANFRUNS
Director General of ICOM

Enclosed: Procedure for the election of Executive Council members; Procedure for the election of Chairperson and Vice-Chairperson of the Advisory Committee
WHO IS ELIGIBLE?

Candidates to the election for members of the Executive Council must be ICOM Members. They are nominated by National and International Committees.

A candidate can apply for a single function only.

An individual Member may be nominated solely by:
- the National Committee of the country where he or she resides; or
- an International Committee of which he or she is a Member.

The following individuals are ineligible for membership of the Executive Council or of the Bureau:
- persons employed\(^1\) by ICOM or its Committees;
- former employees of ICOM or its Committees, who shall be ineligible for two (2) years after the expiry or termination of their contract.

HOW TO PRESENT A CANDIDACY?

Candidacies are submitted by a national or international Committee in compliance with the election procedure rules using the established forms, which must contain the name of the committee that is nominating the candidate and include a biographical profile of the latter. These forms must be signed by the Chairperson of the National or International Committee and by another Member of the Committee’s Bureau.

Candidacies must be sent to the ICOM Secretariat in compliance with the elections calendar adopted by the Executive Council.

Once the Director General has examined the admissibility of the candidacy applications had them rectified where necessary, the applications are forwarded to the Elections Committee\(^2\). The Elections Committee must validate the admissibility of candidacies within no more than three (3) months following the filing deadline.

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1 “Employee” refers to each individual who carries out functions for ICOM or its Committees and receives remuneration for these functions.

2 The Elections Committee is comprised of five (5) to nine (9) ICOM Members who are not candidates for election to the Executive Council. They are appointed by the Advisory Committee for an indefinite term of office. The Elections Committee is co-chaired by the Chairperson of the Advisory Committee, who is responsible for its operation, and a Member of ICOM appointed by both the ICOM President and the Advisory Committee Chairperson.
Upon expiry of the allotted time limit to correct the candidacy application, the Elections Committee authorizes the ICOM Secretariat to publish a list of candidates for membership on the Executive Council and for each seat on the Bureau.

A candidate presentation document is published in ICOM’s three (3) official languages and put on ICOM’s Internet site. This document shall contain a presentation of each candidate and a description of the election process. The list of candidates for the 2010 November election is currently available on the ICOM website at the following link:

http://icom.museum/who-we-are/the-governance/executive-council.html

It will be completed by a presentation of each candidate, by the beginning of September 2010 at the latest.

**WHO VOTES?**

Members of the Ordinary General Assembly constitute the voting Members for the election of the Executive Council (ICOM Statutes, articles 7 and 11):

- Each national and international Committee has the right to designate five (5) of its members to vote on its behalf.
- Each Affiliated Organisation has the right to designate three (3) of its members to vote on its behalf.

Committees and Organisations must send back the list of their voting Members, duly completed and signed, to the ICOM Secretariat before the date set by the elections calendar (3 September 2010).

For Committees and Affiliated Organisations with no voting Members in attendance, voting ballots must be sent to their Chairperson in a set of two (2) envelopes: blank envelope containing the voting ballots, which is placed in a second envelope, on the back of which is written the name of the Committee or Affiliated Organisation as well as the signature of its Chairperson and each voting Member, the whole sent to the ICOM Secretariat headquarters at least fifteen (15) days prior to the General Conference (24 October 2010 at the latest).

The Members appointed by Committees or Affiliated Organisations receive a voting Member card upon their arrival at the General Conference.

Voting Members appointed by a Committee or by an Affiliated Organisation who are unable to be present on the days of voting may give a proxy to another voting Member to vote on their behalf, by means of the proxy form established by the Secretariat.
A voting Member may hold proxies for all of the absent voting Members of his or her Committee or Organisation and a single proxy only for an absent voting Member of one other Committee or Affiliated Organisation.

Upon presentation of the proxy form, the voting Member are handed the voting ballot of the Member he or she is representing.

**WHERE AND WHEN DOES THE ELECTION TAKE PLACE?**

The election for members of the Executive Council takes place at the time of the General Assembly during the General Conference.

Voting Members may enter voting stations over two (2) or three (3) consecutive days (7 and 8 November 2010).

**HOW IS THE ELECTION RUN? WHAT IS THE ELECTORAL SYSTEM?**

All voting Members present at the General Conference participate in the electronic vote by means of a specific ballot which is distributed to them at the polling station where the electronic ballot box is set up.

The voting ballot sets forth the candidates’ names in alphabetical order, and specifies which Committee put forward which candidate.

In order to be valid, a vote must provide the option to select, by ticking a box, a maximum of eleven (11) candidates for ordinary membership on the Executive Council. If this condition is not satisfied, the voting ballot shall be deemed invalid. In addition, for each seat as a Member of the Bureau, the voting ballot must provide the option to select, by ticking a box, no more than one candidate. If this condition is not satisfied, the vote for the relevant seat on the Bureau shall be deemed invalid.

Absentee ballots are to be counted simultaneously with the other ballots. If an envelope includes more voting ballots than the number of votes attributed to the Committee or Affiliated Organisation, all voting ballots in the envelope shall be deemed invalid.

Candidates for seats on the Executive Council obtaining the largest number of votes shall be elected. The same shall apply for each seat for a Member of the Bureau. The results will be announced in coordination with and under the supervision of the Elections Committee.

The election of Members of the Executive Council and the Bureau is effective from the close of the General Assembly meeting during which they were elected (12 November 2010).
ORGANISATION OF THE OPEN FORUM ON RESOLUTIONS

RESOLUTIONS COMMITTEE DISCUSSION FORUM:
10 November 2010, from 2pm to 5pm

Organised by the Resolutions Committee for the General Conference, the Forum is open to all members of ICOM.
It aims to promote discussion and debate, and make suggestions on draft resolutions, in accordance with the Procedure (27-09-10), received from individual members or ICOM Committees.
This Discussion Forum was suggested by the Executive Council in order to better inform participants on the content and scope of the draft resolutions to be submitted to the General Assembly.
To the Chairpersons of the National and International Committees of ICOM, Regional alliances

Aux Présidents des Comités Nationaux et Internationaux de l’ICOM, et Alliances régionales

A la atención de los presidentes de los comités nacionales e internacionales del ICOM, y Alianzas Regionales

Dear Chairpersons,

I have the pleasure to inform you of the formation of the 2010 Resolutions Committee, chaired by Mr. Robert Spickler, in connection with the preparations for the ICOM General Conference in Shanghai.

You will find enclosed the Resolutions Committee procedure in three languages.

I look forward to welcoming you in Shanghai.

Yours sincerely,

***

Chères et chers président(e)s,

Dans l’attente de vous revoir à Shanghai, je vous prie de vouloir agréer, mes salutations très distinguées.

***

Estimados presidentes y presidentas de los comités,

Tengo el placer de enviarles la constitución del comité de resoluciones 2010, presidido por Robert Spickler, cara a la preparación de la conferencia general de Shanghái. Adjunto envío el procedimiento en tres idiomas.

A la espera de volver a verle en Shanghái, reciba un cordial saludo.

Julien Anfruns
Director General of ICOM,
Directeur Général de l’ICOM,
Director General del ICOM

CC. Executive Council

ICOM Association de loi 1901,
Maison de l’UNESCO . 1, rue Miollis . 75732 Paris Cedex 15 . France Tél. +33 1 47 34 05 00 . Fax : +33 1 43 06 78 62
Email : secretariat@icom.museum . http://icom.museum
1. The ICOM Triennial General Conference

The Triennial General Conference is the chief forum at which members of ICOM from all over the world can meet and exchange views.

Among the main activities surrounding the Conference, the annual General Assembly, which is at its heart, is the occasion for members to receive the activity reports of the Executive Council and Director General. The Conference is also favourable for meetings of the Executive Council, the Advisory Committee, National Committees, International Committees and Affiliated Organisations.

The General Conference is organised around a topic for reflection, dealing with museum-related issues, which is discussed by speakers of the museum community and international experts.

The topic of the ICOM 2010 General Conference is: Museums for Social Harmony.

Debates around the Conference topic, as well as those arising out of the meetings of the various ICOM committees, may result in the drafting of recommendations to be put before the General Assembly of Members. Through this, the General Conference plays a part in defining ICOM’s main orientations in the medium and long term.

Recommendations are submitted to a Resolutions Committee in charge of rewriting them in the form of draft resolutions and of presenting them to the General Assembly.

2. Resolutions of the ICOM General Conference

A resolution is a decision taken by the General Assembly following deliberations resulting from discussions among members of the International Council of Museums (ICOM), meeting at the General Conference.

The General Assembly of members may adopt two types of resolutions:

1. The resolutions set out in the ICOM Statutes.
2. The resolutions resulting from member recommendations drafted by the Resolutions Committee and presented to the General Assembly.

The latter must have a large scope. They suggest, for example, guidelines, which, in accordance with ICOM’s missions or strategic plan, may relate to services available to members, the programmes, missions of the various committees or resources used by ICOM to exert its influence throughout the world by promoting the role and contribution of museums to life in society from a cultural, intellectual, artistic and heritage viewpoint.
3. Who can present a recommendation to the Resolutions Committee?

Any ICOM member may present a recommendation. He may do so individually or by speaking on behalf of one of the ICOM committees present at the General Conference meeting.

4. Submitting a draft recommendation to the Resolutions Committee

The Resolutions Committee must have a reasonable amount of time in order to receive and examine equitably the recommendations which were submitted. It must also rewrite these recommendations in the form of draft resolutions in the three recognised ICOM languages.

Therefore, ICOM members who wish to submit a recommendation to the Resolutions Committee must comply with the following directives:

4.1 Submitting a recommendation BEFORE the General Conference

A recommendation may be submitted to the Resolutions Committee before the General Conference is held. The original text must be in one of the three recognised ICOM languages and presented in print. It must be signed by the member-author of the recommendation, the Chair or a person appointed by any of the ICOM committees.

NOTE: The author of a recommendation acknowledges and accepts that:
- his/her recommendation may be grouped together with one or several other similar recommendations, for brevity and presentation purposes;
- the conceptual scope of the original text of a recommendation may be reduced by its translation into ICOM’s other two recognised languages;
- the French version of a draft resolution is its official version.

The original text of a recommendation must be sent to ICOM’s Secretariat at the following address no later than 5 p.m. (Paris time) on Monday 18 October 2010:

Président du Comité des Résolutions
Secrétariat de l’ICOM
Maison de l’UNESCO 1, rue Miollis
75732 Paris Cedex 15 – France.

The original text of a recommendation may also be sent by e-mail to ICOM’s Secretariat at the following e-mail address: Resolutions2010@icom.museum
4.2 Submitting a recommendation DURING the General Conference

A recommendation submitted to the Resolutions Committee during the General Conference must be drawn up in one of the three languages recognised by ICOM and presented in print. The original text must be signed by the member who wrote the recommendation, the Chair or a person appointed by any of the ICOM committee meetings during the General Conference.

NOTE: The author of a recommendation acknowledges and accepts that:
- his/her recommendation may be grouped together with one or several other similar recommendations, for brevity and presentation purposes;
- the conceptual scope of the original text of a recommendation may be reduced by its translation into ICOM's other two recognised languages;
- the French version of a draft resolution is its official version.

The original text of a recommendation must be sent to the Chairperson of the Resolutions Committee and submitted to the ICOM Secretariat* office no later than Tuesday 9 November 2010 at 5 p.m. (Shanghai time).

*The address of the ICOM Secretariat office in Shanghai will be communicated later.

The original text of a recommendation may be preceded by an e-mail sent to ICOM's Secretariat at the following e-mail address: Resolutions2010@icom.museum

5. Adoption and implementation of resolutions

Draft resolutions are submitted to the annual General Assembly of Members. Resolutions adopted by the General Assembly are implemented by the ICOM Executive Council and Director General.

6. The Resolutions Committee

6.1 Status of the Resolutions Committee

The Resolutions Committee is an ad hoc committee created with the occurrence of ICOM General Conferences. The chair and the members appointed by the Executive Council. ICOM's President and Director General are ex officio members of the Committee.

6.2 Mission of the Resolutions Committee

The mission of the Resolutions Committee is to:
- receive recommendations from members;
- confirm that such recommendations are eligible with regard to the procedures in force;
- examine recommendations, group them by subject or orientation and summarize them;
- draw up the final draft resolutions;
- ensure the translation of draft resolutions in the three recognised ICOM languages;
- check the conformity of the texts with the official French version.

The Resolutions Committee, speaking through its Chair, presents the draft resolutions to the annual General Assembly of members.

**6.3. Mission of the Chair of the Resolutions Committee**
The Chair of the Committee must inform the General Assembly of the manner in which he/she has directed the work of the Resolutions Committee and submit to it the final draft resolutions for the General Assembly to dispose of.

**6.4 Work schedule**
The Resolutions Committee will begin its task before the General Conference. It will hold the number of meetings which it considers appropriate in order to complete its work within the set time.

**6.5 Composition of the Resolutions Committee**
The Resolutions Committee is composed of five (5) members of ICOM up-to-date on their membership dues for 2010, appointed by the Executive Council together with the President and the Director General, who are *ex officio* members.

The members of the Resolutions Committee for the 2010 Shanghai General Conference are:

Mr Robert Spickler, **Canada**: Chairperson, Resolutions Committee, Chairperson of the ICOM Finance and Ressources Committee

Mr Henri Bredekamp, **South Africa**: Chairperson, ICOM South Africa

Mr Koichi Igarashi, **Japan**: Advisor, ICOM Japan

Ms Emma Nardi, **Italy**: Member of the board of CECA

Ms Lourdes Monges Santos, **Mexico**: Chairperson, ICOM Mexico

Dr. Michael Ryan, **Ireland**: Chairperson, ICOM Ireland
REPORT ON FINANCIAL AND QUALITATIVE OPTIMISATION AND FINANCIAL REVIEW

FOR INFORMATION

The strategic reflection relating to the Management Plan launched at the 114th session of the Executive Council in December 2008 underlined the optimisation of ICOM’s organisational structure, procedures, services and finances. In June 2009, in connection with the new fee policy, the General Assembly raised the possibility of conducting a “budgetary review” to optimise costs. As a result, the Secretariat engaged in several studies and negotiations in this vein and a report was given to the Executive Council on 30th May 2010.

This budgetary review has allowed and will allow:

i) savings quantified for the same scope of services;
ii) An increase in or stabilising of quality concurrent to the reduction of costs.
From various costs representing a total budget of €350,337 on an annual basis, ICOM negotiated price reductions ranging from 10% to 63%, or 24% on average, specifically with respect to the following line items:

<table>
<thead>
<tr>
<th>Nature of expenses</th>
<th>Initial budget</th>
<th>Renegotiated costs</th>
<th>2009 Savings</th>
<th>Annual savings beyond 2009/10</th>
<th>Quality Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>in €</td>
<td>in %</td>
<td>in €</td>
<td>in %</td>
<td></td>
</tr>
<tr>
<td>ICOM News</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 - 3 issues per year</td>
<td>176,055</td>
<td>138,000</td>
<td>-38,055</td>
<td>-22%</td>
<td></td>
</tr>
<tr>
<td>#</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting services</td>
<td>20,930</td>
<td>10,525</td>
<td>-10,405</td>
<td>-50%</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Technologies</td>
<td>12,768</td>
<td>9,239</td>
<td>-3,529</td>
<td>-28%</td>
<td></td>
</tr>
<tr>
<td># Maintenance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Insurance and Contingency</td>
<td>39,244</td>
<td>34,790</td>
<td>-4,454</td>
<td>-11.3%</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>←</td>
</tr>
<tr>
<td>Training costs</td>
<td>9,254</td>
<td>3,451</td>
<td>-5,803</td>
<td>-63%</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Photocopiers</td>
<td>45,851</td>
<td>30,904</td>
<td>-14,947</td>
<td>-32.6%</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phone and internet connection</td>
<td>37,031</td>
<td>33,339</td>
<td>-3,692</td>
<td>-10.0%</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Statutory audit</td>
<td>7,535</td>
<td>5,262</td>
<td>-2,273</td>
<td>-30.2%</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>←</td>
</tr>
<tr>
<td>Insurance for Premises</td>
<td>1,669</td>
<td>1,365</td>
<td>-304</td>
<td>-18.2%</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>←</td>
</tr>
<tr>
<td>TOTAL</td>
<td>350,337</td>
<td>266,875</td>
<td>-5,803</td>
<td>-83,462</td>
<td>-24%</td>
</tr>
</tbody>
</table>
1) ICOM News

After launching tender procedures and negotiating, ICOM reduced costs on the transition issue of ICOM News in 2009/2010, in terms of printing, translation, mailing, and other costs. This optimisation permitted the reduction of costs per issue from €58,685 to €46,000. In addition, there has been a significant improvement in the quality of the publication (8 more pages per issue, a new layout, better quality paper, additional colours, etc.).

2) Accounting Services

The new provider of accounting services was selected among three respondents from an invitation to tender, allowing savings estimated at €10,400 for the same scope of services (payroll and year-end review) and with better service achievements.

3) IT Maintenance

The new IT provider was one selected out of four respondents from an invitation to tender. The average daily cost is now €544 to be compared to €1,064 as per the agreement with the former provider, which had been tacitly renewed since 2004.

4) Social Insurance and Contingency

Following an alternative offer, ICOM Secretariat obtained reduced rates applied by Swisslife, the organisation’s traditional provider of complementary social insurance and contingency as follows:
- A 15% reduction in rates applicable to Contingency;
- No increase in welfare coverage rates, despite the fact that insurance companies may apply a 3.3% increase to their clients in accordance with a law voted by the French government on social charges in 2010.

5) Training costs

In compliance with French social law, ICOM pays mandatory tax corresponding to approximately 1% of salaries. Should employees participate in training, this mandatory tax is reimbursed for the training costs incurred. This system was not previously implemented by ICOM. At the end of 2008 and in 2009, ICOM contacted the relevant administration several times in order to defend the interests of ICOM and claim reimbursements. In 2009, six employees attended training sessions adapted to their daily tasks contrary to previous years when no training and no claims were made. This qualified ICOM for a refund of €5,802.

6) Photocopiers

ICOM had two existing agreements with Xerox, the first of which was applicable to the Black and White copies and had reached its five-year term in July 2010. The second agreement,
related to colour copies, was due to end in July 2013. When the first agreement reached its term last July, ICOM analysed alternative offers made by four suppliers, including a new discounted proposal from Xerox itself.

For the same scope of services, one provider allowed substantial savings amounting to almost €15,000 or one third of the related budget per year. In addition, the offer was inclusive of the installation costs as well as the moving costs to ICOM’s new premises. It also covered the indemnity for early termination of the expensive contract with Xerox for the color copies. The transition process between both providers will take place during the fourth quarter of 2010. The positive impact from the renegotiation will be visible in 2011.

7) Phone and internet connection

The agreement with the telephone provider concluded in October 2010. Among the three responses from the invitation to tender, ICOM negotiated an annual budget down from €37,031 for 15 telephones and 1 mobile phone currently to €33,147 for 31 telephones, 5 mobile phones, upgraded internet bandwidth, conference calls as well as hot line services. This budget is inclusive of estimates for communications. In addition, the selected provider has agreed to provide the installation and moving services at no cost, or a €5,625 discount.

8) Statutory audit

Following the conclusion of the six-year mandate of its current statutory auditor, ICOM launched a tender procedure for the statutory audit of its financial statements. Four companies responded accordingly with quotations per year ranging from €5,262 to €13,587 and €8,689 on average. There was an increase in fees from F. Bensa, the current statutory auditor, from €5,729 to €7,535. ICOM recommends the selection of the Bossard/Gagnard partnership whose bid was €5,262 for the same level of expertise.

As a reminder and in addition to the above, the favourable settlement with the former database contractor DBF completed in September 2009 allowed savings amounting to €164,353 in 2009, of which €142,600 relates to indemnities initially claimed. The settlement with DBF will protect ICOM from additional expenses of €200,000 per year for the next three years. This success is the outcome of lengthy negotiations to reach a secure legal transaction in ICOM’s interest. Concurrently, ICOM has implemented a service-oriented new database, where maintenance costs will amount to €12,917 per year during the next four years.

The savings described above are the result of new methodology and procedures:

- Regular benchmarks on providers before orders are confirmed or agreements are signed;
- Tender procedures and competition between ICOM’s providers;
- Revision (where possible) of contracts every year in writing prior to their respective terms, rather than tacit renewals.
CHARTS OF THE 2010 BUDGET AND YEAR-END PROJECTION

Chart 1  Statement of financial information
Chart 2  Statement of income
Chart 3  Statement of expenses
## Chart 1  Statement of Financial Information

<table>
<thead>
<tr>
<th></th>
<th>2010 Budget (A)</th>
<th>Projections to 2010 year-end (B)</th>
<th>Variance = (B) - (A)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1#</td>
<td>Income</td>
<td>3 265 007</td>
<td>2 949 132</td>
</tr>
<tr>
<td>2#</td>
<td>Minus Operating expenses</td>
<td>1 568 777</td>
<td>1 540 393</td>
</tr>
<tr>
<td>3#</td>
<td>Minus Salaries and benefits</td>
<td>1 588 198</td>
<td>1 421 000</td>
</tr>
<tr>
<td>4#</td>
<td>Minus Depreciation expenses</td>
<td>54 856</td>
<td>19 739</td>
</tr>
<tr>
<td>5#</td>
<td>Operating result</td>
<td>53 176</td>
<td>-32 000</td>
</tr>
<tr>
<td>6#</td>
<td>Investment income</td>
<td>0</td>
<td>86 000</td>
</tr>
<tr>
<td>7#</td>
<td>Minus Financial expenses</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>8#</td>
<td>Investment result, net</td>
<td>0</td>
<td>86 000</td>
</tr>
<tr>
<td>9#</td>
<td>Surplus / (Deficit)</td>
<td>53 176</td>
<td>54 000</td>
</tr>
<tr>
<td>10#</td>
<td>Minus Withdrawal from the Reserve Fund (restated per French accounting rules)</td>
<td>53 176</td>
<td>28 000</td>
</tr>
<tr>
<td>11#</td>
<td>Final Surplus / (Deficit)</td>
<td>0</td>
<td>26 000</td>
</tr>
<tr>
<td>12#</td>
<td>Accumulated Surplus at the beginning of the fiscal year</td>
<td>613 129</td>
<td>613 129</td>
</tr>
<tr>
<td>13#</td>
<td>Estimated Final Surplus / (Deficit)</td>
<td>0</td>
<td>26 000</td>
</tr>
<tr>
<td>14#</td>
<td>Accumulated Surplus at the end of the fiscal year</td>
<td>613 129</td>
<td>639 129</td>
</tr>
<tr>
<td></td>
<td>CHART 2 STATEMENT OF INCOME</td>
<td>2010 Budget (A)</td>
<td>Projections to 2010 year-end (B)</td>
</tr>
<tr>
<td>---</td>
<td>-----------------------------</td>
<td>----------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1#</td>
<td>MEMBERSHIP DUES</td>
<td>2 352 000</td>
<td>2 245 000</td>
</tr>
<tr>
<td></td>
<td>Grant - French Ministry of Culture and Communication</td>
<td>59 000</td>
<td>79 000</td>
</tr>
<tr>
<td></td>
<td>Grant - UNESCO / ICOM Information Center</td>
<td>19 553</td>
<td>18 247</td>
</tr>
<tr>
<td></td>
<td>Grant - Bureau of coordination of World Expo Shanghai 2010</td>
<td>61 653</td>
<td>61 653</td>
</tr>
<tr>
<td></td>
<td>Grant - European Union</td>
<td>120 000</td>
<td>96 000</td>
</tr>
<tr>
<td></td>
<td>Grants - Other sources</td>
<td>90 347</td>
<td>108 288</td>
</tr>
<tr>
<td>2a#</td>
<td>Grants allocated to operating costs, subtotal (a)</td>
<td>350 553</td>
<td>363 188</td>
</tr>
<tr>
<td></td>
<td>Subvention - Illicit traffic, US State and other sources</td>
<td>150 278</td>
<td>150 000</td>
</tr>
<tr>
<td></td>
<td>Subvention - Conference Proceedings</td>
<td>0</td>
<td>18 000</td>
</tr>
<tr>
<td></td>
<td>Subvention - MEP / Training Programs</td>
<td>185 000</td>
<td>0</td>
</tr>
<tr>
<td>2b#</td>
<td>Subventions allocated to Programs, subtotal (b)</td>
<td>335 278</td>
<td>168 000</td>
</tr>
<tr>
<td>2c#</td>
<td>Transfer Grants allocated to international committees’ activities (c)</td>
<td>120 000</td>
<td>71 000</td>
</tr>
<tr>
<td>2#</td>
<td>GRANTS &amp; SUBVENTIONS (a+b+c)</td>
<td>805 831</td>
<td>602 188</td>
</tr>
<tr>
<td>3#</td>
<td>OTHERS, miscellaneous</td>
<td>54 000</td>
<td>73 944</td>
</tr>
<tr>
<td>4#</td>
<td>TOTAL (1+2+3)</td>
<td>3 211 831</td>
<td>2 921 132</td>
</tr>
<tr>
<td>5#</td>
<td>RESERVE FUND DRAWDOWN</td>
<td>53 176</td>
<td>28 000</td>
</tr>
<tr>
<td>6#</td>
<td>TOTAL INCOME (4+5)</td>
<td>3 265 007</td>
<td>2 949 132</td>
</tr>
</tbody>
</table>
## CHART 3

### STATEMENT OF OPERATING EXPENSE

<table>
<thead>
<tr>
<th>1/OPERATING EXPENSES</th>
<th>2010 Budget (A)</th>
<th>Projections to 2010 year-end (B)</th>
<th>Variance (B) - (A)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1a# Rent and related costs</strong></td>
<td>116 366</td>
<td>123 818</td>
<td>7 452</td>
</tr>
<tr>
<td><strong>1b# Office equipments, materials, phone, IT related services</strong></td>
<td>121 800</td>
<td>155 684</td>
<td>33 884</td>
</tr>
<tr>
<td><strong>1c# Postage costs</strong></td>
<td>28 000</td>
<td>26 024</td>
<td>-1 976</td>
</tr>
<tr>
<td><strong>1d# Translation costs and documentation</strong></td>
<td>33 000</td>
<td>27 132</td>
<td>-5 868</td>
</tr>
<tr>
<td><strong>1e# Fees for consulting, legal and accounting services</strong></td>
<td>67 000</td>
<td>96 946</td>
<td>29 946</td>
</tr>
<tr>
<td><strong>1f# Missions and travel related costs</strong></td>
<td>90 000</td>
<td>110 901</td>
<td>20 901</td>
</tr>
<tr>
<td><strong>1g# Annual conference, Advisory Committee and Executive Council</strong></td>
<td>50 000</td>
<td>56 418</td>
<td>6 418</td>
</tr>
<tr>
<td><strong>1h# Icom News</strong></td>
<td>120 000</td>
<td>138 409</td>
<td>18 409</td>
</tr>
<tr>
<td><strong>1i# Communications</strong></td>
<td>75 647</td>
<td>80 287</td>
<td>4 640</td>
</tr>
<tr>
<td><strong>1j# Participation to the World Expo Shanghai 2010</strong></td>
<td>61 653</td>
<td>61 653</td>
<td>0</td>
</tr>
<tr>
<td><strong>1k# Website</strong></td>
<td>19 741</td>
<td>20 038</td>
<td>297</td>
</tr>
<tr>
<td><strong>1l# Database</strong></td>
<td>24 214</td>
<td>27 270</td>
<td>3 056</td>
</tr>
<tr>
<td><strong>1m# &quot;Authorized draw-down&quot; from the Reserve Fund</strong></td>
<td>28 176</td>
<td>28 000</td>
<td>-176</td>
</tr>
<tr>
<td><strong>Sub-total (1)</strong></td>
<td>835 597</td>
<td>952 580</td>
<td>116 983</td>
</tr>
</tbody>
</table>

| 2/ OPERATING EXPENSES ALLOCATED TO THE PROGRAMS                   |                  |                                  |                   |
| **2a# Illicit Traffic**                                          | 150 278          | 150 000                          | -278              |
| **2b# Conference Proceedings- Promotion of Intangible Heritage (Cambodia, Laos, India)** | 0                | 18 000                           | 18 000            |
| **2c# Museum Emergency Programs and Training Programs**         | 185 000          | 0                                | -185 000          |
| **Sub-total (2)**                                               | 335 278          | 168 000                          | -167 278          |

| 3/ SUBVENTIONS ALLOCATED TO THE NETWORK                          |                  |                                  |                   |
| **3a# International Committees**                                | 135 545          | 135 545                          | 0                 |
| **3b# Support to the network**                                  | 67 500           | 76 777                           | 9 277             |
| **3c# Bursary programs**                                        | 80 000           | 108 288                          | 28 288            |
| **3d# Database**                                                | 26 000           | 28 203                           | 2 203             |
| **3e# Getty Grants transferred to the Committees**              | 88 857           | 71 000                           | -17 857           |
| **Sub-total (3)**                                               | 397 902          | 419 813                          | 21 911            |

**TOTAL OPERATING EXPENSES (1)+(2)+(3)**                        | 1 568 777        | 1 540 393                        | -28 384           |
CHARTS OF THE 2011 BUDGET

Chart 1  Statement of financial information
Chart 2  Statement of income
Chart 3  Statement of expenses
Chart 4  Statement of capital expenditures and estimated depreciation
### CHART 1  STATEMENT OF FINANCIAL INFORMATION

<table>
<thead>
<tr>
<th></th>
<th>Projections to 2010 year-end (A)</th>
<th>2011 Budget (B)</th>
<th>Variance = (B) - (A)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1# Income</td>
<td>2 949 132</td>
<td>2 903 374</td>
<td>-45 758</td>
</tr>
<tr>
<td>2# Minus Operating expenses</td>
<td>1 540 393</td>
<td>1 302 830</td>
<td>-237 563</td>
</tr>
<tr>
<td>3# Minus Salaries and benefits</td>
<td>1 421 000</td>
<td>1 421 000</td>
<td>0</td>
</tr>
<tr>
<td>4# Minus Depreciation expenses</td>
<td>19 739</td>
<td>100 666</td>
<td>80 927</td>
</tr>
<tr>
<td>5# Operating result</td>
<td>-32 000</td>
<td>78 878</td>
<td>110 878</td>
</tr>
<tr>
<td>6# Investment income</td>
<td>86 000</td>
<td>6 000</td>
<td>-80 000</td>
</tr>
<tr>
<td>7# Minus Financial expenses</td>
<td>0</td>
<td>84 878</td>
<td>84 878</td>
</tr>
<tr>
<td>8# Investment result, net</td>
<td>86 000</td>
<td>-78 878</td>
<td>-164 878</td>
</tr>
<tr>
<td>9# Surplus / (Deficit)</td>
<td>54 000</td>
<td>0</td>
<td>-54 000</td>
</tr>
<tr>
<td>10# Minus Withdrawal from the Reserve Fund (restated per French accounting rules)</td>
<td>28 000</td>
<td>0</td>
<td>-28 000</td>
</tr>
<tr>
<td>11# Final Surplus / (Deficit)</td>
<td>26 000</td>
<td>0</td>
<td>-26 000</td>
</tr>
<tr>
<td>12# Accumulated Surplus at the beginning of the fiscal year</td>
<td>613 129</td>
<td>639 129</td>
<td>26 000</td>
</tr>
<tr>
<td>13# Estimated Final Surplus / (Deficit)</td>
<td>26 000</td>
<td>0</td>
<td>-26 000</td>
</tr>
<tr>
<td>14# Accumulated Surplus at the end of the fiscal year</td>
<td>639 129</td>
<td>639 129</td>
<td>0</td>
</tr>
</tbody>
</table>
## CHART 2  STATEMENT OF INCOME

<table>
<thead>
<tr>
<th></th>
<th>Projections to 2010 year-end (A)</th>
<th>2011 Budget (B)</th>
<th>Variance = (B) - (A)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1#</td>
<td>MEMBERSHIP DUES</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 245 000</td>
<td>2 323 575</td>
</tr>
<tr>
<td></td>
<td>Grant - French Ministry of Culture and Communication</td>
<td>79 000</td>
<td>79 000</td>
</tr>
<tr>
<td></td>
<td>Grant - UNESCO / ICOM Information Center</td>
<td>18 247</td>
<td>18 247</td>
</tr>
<tr>
<td></td>
<td>Grant - Bureau of coordination of World Expo Shanghai 2010</td>
<td>61 653</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Grant - European Union</td>
<td>96 000</td>
<td>84 000</td>
</tr>
<tr>
<td></td>
<td>Grants - Other sources</td>
<td>108 288</td>
<td>25 000</td>
</tr>
<tr>
<td>2a</td>
<td>Grants allocated to operating costs, subtotal (a)</td>
<td>363 188</td>
<td>206 247</td>
</tr>
<tr>
<td></td>
<td>Subvention - Illicit traffic, US State and Swiss Office for Culture</td>
<td>150 000</td>
<td>170 000</td>
</tr>
<tr>
<td></td>
<td>Subvention - Conference Proceedings</td>
<td>18 000</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Subvention - MEP / Training Programs</td>
<td>0</td>
<td>120 000</td>
</tr>
<tr>
<td>2b</td>
<td>Subventions allocated to Programs, subtotal (b)</td>
<td>168 000</td>
<td>290 000</td>
</tr>
<tr>
<td>2c</td>
<td>Transfer Grants allocated to international committees' activities (c)</td>
<td>71 000</td>
<td>71 000</td>
</tr>
<tr>
<td>2#</td>
<td>GRANTS &amp; SUBVENTIONS (a+b+c)</td>
<td>602 188</td>
<td>567 247</td>
</tr>
<tr>
<td>3#</td>
<td>OTHERS, miscellaneous</td>
<td>73 944</td>
<td>12 552</td>
</tr>
<tr>
<td>4#</td>
<td>TOTAL (1+2+3)</td>
<td>2 921 132</td>
<td>2 903 374</td>
</tr>
<tr>
<td>5#</td>
<td>RESERVE FUND DRAWDOWN</td>
<td>28 000</td>
<td>0</td>
</tr>
<tr>
<td>6#</td>
<td>TOTAL INCOME (4+5)</td>
<td>2 949 132</td>
<td>2 903 374</td>
</tr>
</tbody>
</table>
### CHART 3 STATEMENTS OF EXPENSES

#### 1/ OPERATING EXPENSES

<table>
<thead>
<tr>
<th>Description</th>
<th>Projection to 2010 year-end (A)</th>
<th>2011 Budget (B)</th>
<th>Variance = (B) - (A)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a# Rent and related charges</td>
<td>123 818</td>
<td>10 000</td>
<td>-113 818</td>
</tr>
<tr>
<td>1b# Office equipments, materials, phone, IT related services</td>
<td>155 684</td>
<td>148 484</td>
<td>-7 200</td>
</tr>
<tr>
<td>1c# Postage costs</td>
<td>26 024</td>
<td>31 720</td>
<td>5 696</td>
</tr>
<tr>
<td>1d# Translation costs and documentation</td>
<td>27 132</td>
<td>15 252</td>
<td>-11 880</td>
</tr>
<tr>
<td>1e# Fees for consulting, legal and accounting services</td>
<td>96 946</td>
<td>89 556</td>
<td>-7 390</td>
</tr>
<tr>
<td>1f# Missions and travel related costs</td>
<td>110 901</td>
<td>100 000</td>
<td>-10 901</td>
</tr>
<tr>
<td>1g# Annual conference, Advisory Committee and Executive Council</td>
<td>56 418</td>
<td>85 000</td>
<td>28 582</td>
</tr>
<tr>
<td>1h# Icom News</td>
<td>138 409</td>
<td>100 000</td>
<td>-38 409</td>
</tr>
<tr>
<td>1i# Communications</td>
<td>80 287</td>
<td>37 000</td>
<td>-43 287</td>
</tr>
<tr>
<td>1j# Participation to the World Expo Shanghai 2010</td>
<td>61 653</td>
<td>0</td>
<td>-61 653</td>
</tr>
<tr>
<td>1k# Website</td>
<td>20 038</td>
<td>16 300</td>
<td>-3 738</td>
</tr>
<tr>
<td>1l# Database</td>
<td>27 270</td>
<td>16 182</td>
<td>-11 088</td>
</tr>
<tr>
<td>1m# &quot;Authorized draw-down&quot; from the Reserve Fund</td>
<td>28 000</td>
<td>0</td>
<td>-28 000</td>
</tr>
<tr>
<td>1n# Moving costs</td>
<td>0</td>
<td>10 000</td>
<td>10 000</td>
</tr>
</tbody>
</table>

  **Sub-total (1)**: 952 580  659 494  -293 086

#### 2/ OPERATING EXPENSES ALLOCATED TO THE PROGRAMS

<table>
<thead>
<tr>
<th>Description</th>
<th>Projection to 2010 year-end (A)</th>
<th>2011 Budget (B)</th>
<th>Variance = (B) - (A)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2a# Illicit Traffic - US Department Funds</td>
<td>150 000</td>
<td>170 000</td>
<td>20 000</td>
</tr>
<tr>
<td>2b# Conference Proceedings- Promotion of Intangible Heritage (Cambodia, Laos, India)</td>
<td>18 000</td>
<td>0</td>
<td>-18 000</td>
</tr>
<tr>
<td>2c# Museum Emergency Programs and Training Programs</td>
<td>0</td>
<td>120 000</td>
<td>120 000</td>
</tr>
</tbody>
</table>

  **Sub-total (2)**: 168 000  290 000  122 000

#### 3/ SUBVENTIONS ALLOCATED TO THE NETWORK

<table>
<thead>
<tr>
<th>Description</th>
<th>Projection to 2010 year-end (A)</th>
<th>2011 Budget (B)</th>
<th>Variance = (B) - (A)</th>
</tr>
</thead>
<tbody>
<tr>
<td>3a# International Committees</td>
<td>135 545</td>
<td>142 322</td>
<td>6 777</td>
</tr>
<tr>
<td>3b# Support to the network</td>
<td>76 777</td>
<td>77 000</td>
<td>223</td>
</tr>
<tr>
<td>3c# Bursary programs</td>
<td>108 288</td>
<td>60 000</td>
<td>-48 288</td>
</tr>
<tr>
<td>3d# Database</td>
<td>28 203</td>
<td>3 014</td>
<td>-25 189</td>
</tr>
<tr>
<td>3e# Getty Grants transferred to the Committees</td>
<td>71 000</td>
<td>71 000</td>
<td>0</td>
</tr>
</tbody>
</table>

  **Sub-total (3)**: 419 813  353 336  -66 477

**TOTAL OPERATING EXPENSES (1)+(2)+(3)**: 1 540 393  1 302 830  -237 563
### CHART 4  STATEMENT OF CAPITAL EXPENDITURES AND ESTIMATED DEPRECIATION

<table>
<thead>
<tr>
<th>Fixed assets</th>
<th>2010 gross value</th>
<th>2011 additions</th>
<th>Estimated useful life</th>
<th>2010 Depreciation expenses</th>
<th>2011 Depreciation expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT Equipment (software)</td>
<td>Statement of financial information</td>
<td>1 year</td>
<td>Statement of financial information</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Database</td>
<td>46 830</td>
<td>5 years</td>
<td>2 342</td>
<td>9 366</td>
<td></td>
</tr>
<tr>
<td>Internet link to the extranet</td>
<td>12 000</td>
<td>5 years</td>
<td>2 400</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT equipment (hardware)</td>
<td>17 169</td>
<td>9 568</td>
<td>3 years</td>
<td>3 629</td>
<td>8 912</td>
</tr>
<tr>
<td>Office equipment (1)</td>
<td>5 768</td>
<td>189 661</td>
<td>10 years, except for 2010 balance fully amortized</td>
<td>5 768</td>
<td>18 966</td>
</tr>
<tr>
<td>Building and related costs (1)</td>
<td>2 440 868</td>
<td>40 years</td>
<td>61 022</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>11 739</strong></td>
<td><strong>100 666</strong></td>
</tr>
</tbody>
</table>

(1) Will be reported as fixed assets in progress at 31 December 2010
REPORT ON THE JANUARY 26-27, 2010 ICOM PEER JURY MEETING

Participants:
Knut Wik, Chairperson of the Peer Jury
In-Kyung Chang, ASPAC
Carlos Roberto F. Brandão, rapporteur ICOM-BR
Virgil Nitulesco, Vice-Chairperson of Advisory
Julien Anfruns (ex-officio), Director General
plus comments by Sandy Lorimer, Chair of Standing Committee on international Committees
ICOM staff: Margarida Ascenso, Lydie Spaczynski, Yu Zhang

Agenda
1. Approval of the agenda
2. Short background messages by the Advisory Council President, Mr. Knut Wik and by the Director General, Julien Anfruns
3. Review of the requests for support for National, International Committees and Regional Alliances to implement the ICOM Strategic Plan for 2008-2010.
4. Review of the requests for support for participation in the 22nd General Conference of ICOM and support for Young Members participation in International Committees meetings in 2010.
5. Review and input on the standard letters to be sent to committees and alliances in 2010.

Recommendations by the Peer Jury
After reviewing all requests by National, International Committees and Regional Alliances, the Peer Jury recommended 21 projects to receive grants to implement the Strategic Plan for 2008-2010, summing 57 350 Euros.
Out of the sixteen projects submitted by National committees eleven were granted summing 28 100 Euros (Argentina, Armenia, Bosnia and Herzegovina, Burkina, Colombia, Georgia, Moldavia, Nicaragua, Portugal, Tunisia and US).
Out of the sixteen projects* submitted by International committees nine were granted summing 24 250 Euros (CIDOC, CIMAN, ICML, ICMS, ICOFOM, ICOMAM, ICR, ICTOP and NATHIST).
Out of the two projects* submitted by Regional alliances, ICOM SEE was granted 5000 Euros.
(*) Some international committees presented more than one project, but according the rules approved by the Advisory Council, only one was considered. Also, only one project was considered in the case of regional alliances.

After the exam of requests for support for Chairs, Secretaries and Treasurers of National Committees participation in the 22nd General Conference of ICOM, the Peer Jury recommended eight out of nine (one country presented two requests, but only one was considered) requests from countries in World Bank Category 2 (Argentina, Bulgaria, Chile, Latvia, Lebanon, Portugal, Romania and Slovakia).

Out of seven requests from Category 3 countries, the Peer Jury recommended grants for ICOM officials to attend the 22nd General Conference for all seven (Albania, Congo, Malta, Republic of Macedonia, Peru and Serbia, noting that two countries presented two requests each, but only one was considered).

For World Bank Category 4 countries, the Peer Jury recommended one grant for each of the 10 applicant countries (Bangladesh, Benin, Cameroon, Ghana, Kenya, Moldavia, Philippines, Togo, Vietnam, Zambia), out of twelve requests, noting that two countries presented two requests each, but only one was considered per country).

In the case of the support for Young Members participation in International Committees meetings in 2010 the Peer Jury was not able to recommend grants because not all International Committees had set dates for their meetings in 2010 at the time the Peer Jury met.

Before ending the meeting, the President of ICOM Advisory Committee thanked the participation of members of the Peer Jury in the three annual meetings and thanked the ICOM staff members for the organization of the meetings and of the pertinent documents.

August 30, 2010

Carlos Roberto F. Brandão
Rapporteur
LETTER ON PROCEDURES

Ref: ADM/SS/2010/n° 408
to the Members of the
Advisory
Committee, the Bureau and
the Nominations and
Elections Committee

Paris, 9 September 2010

Dear all,

In accordance with Article 4.4 of the Internal Rules and Regulations – “Election of the Chairperson and Vice-Chairperson of the Advisory Committee” paragraph 6, I am pleased to present you the only candidate for Chairperson of the 2010-2013 ICOM Advisory Committee: Mr. Knut WIK.

Mr. WIK is a member of ICOM Norway and of the International Committee for Exhibition Exchange (ICEE). As he served a term in 2007-2010, he will be running for a second mandate in this office.

I hereby address you, in enclosure, the biographical note in which he presents his career and his vision of the role for the Advisory Committee and its Chairperson.

The election will take place during the General Conference in Shanghai, on 7 and 8 November, by electronic vote.

I look forward to meeting you there and remain,

Julien ANFRUNS
Director General of ICOM

Enclosure: Biographical Note
CANDIDATE BIOGRAPHICAL NOTE

CHAIRPERSON OF THE ADVISORY COMMITTEE 2007-2010
BIOGRAPHICAL NOTE

First Name: KNUT
Surname: WIK

Nationality: Norwegian

Committee I chair: ICOM Advisory Committee

Current position: Senior Adviser, Museum coordinator,
Department of regional development,
County Authority of Sar-Trøndelag

Past professional positions:
Head of museum Services, Sar-Trøndelag
Head of department Trøndelag Folkemuseum

Functions within ICOM:
Member of the board, ICOM Norway, 1995-96
Secretary, ICOM Norway, 1996-1998
Chair, ICOM Norway, 1998-2002

Member of the board ICOM ICEE, 1995-1998
Member of the board, ICOM Europe, 1996-2001
Member of the ICOM Reform Task Force, 1999-2001
Member of the ICOM Task Force, National Committees, 2001-2004
Member of the ICOM Shanghai 2010, Working Group

Chair, ICOM Nominations and Elections Committee (Pilot Phase), 2002-2007
Chair: ICOM Advisory Committee, 2007-

Other:
Participated in different programs within the subjects of Organisation Development and Leadership. Currently working with cooperation between, Archives, Libraries and Museums and the Museum Reform in Norway.

Educational background:
University studies in:
Ethnology
My vision of the role of the Advisory Committee and its Chairperson:

Advisory Committee is an important democratic instrument for ICOM. The Committee and its members represent the museum world geographically and all different professions within the sector. It examines all matters relating to the policy, programme, procedures and finances of ICOM and reports its observations and gives advice to the Executive Council.

If re-elected as chair of the Advisory Committee, I want to contribute to ensuring and developing democracy within ICOM and to strengthen the process of making ICOM a truly global organisation. As chair it is my duty to continue and improve the communication between the Executive Council, the Secretariat and its Director General and the members of the Advisory Committee.

ICOM is facing considerable organisational challenges. The membership is constantly increasing and will soon number an amazing 27,000 from as many as 146 countries. After a somewhat turbulent period the Secretariat has been reorganised and needs our, that is Advisory Committee’s, support and participation in its duties. We must assist them with constructive criticism.

ICOM is based on two organisational pillars; the international expert committees and the national committees. In addition comes the Affiliated Organisations that recognise ICOM as the museum organisation of the world. The Advisory Committee is their organ and represents both the expertise and geographic scope of ICOM. Its leader is expected to ensure that the Advisory Committee can and will function as a forum for professional innovation and a workshop for museum politics. The members meet once a year and this meeting must be significant and relevant for all of them, as well as for ICOM.

An important challenge is to make all the new members of ICOM choose to be a member in an International Committee. These must be open and including and their work must be attractive to the members. Many of the International Committees are world leaders in their area of expertise. Therefore, information about their activities and professional discussions ought to be more widely circulated. The web and electronic communication are among the most important tools to achieve this.

The National Committees are ICOM’s spokesmen and basic organisation in each country. The national committees should initiate discussions on important international museum political matters, cooperate with other national committees and secure future recruitment to ICOM.

As leader of the Advisory Committee I intend to ensure that ICOM’s resources are used in a way that benefits the pillars ICOM is based on and where ICOM’s professional and political results are produced. This means we need a thorough discussion about the economic muscle of the International and National Committees. I suggest that the possibilities for economical assistance committees and individuals that have been given through The Support to the Network since 2007 will be continued also in the next triennial, 2010-2013.

Last, but not least, I wish to be a representative for ICOM’s members, being aware that ICOM consists of 27,000 volunteers in a large international network, taking into consideration that they represent professional museum work at all levels, from the tiniest museum in some small corner of the world to the metropolitan giants, and trying to ensure that ICOM has
something to offer for all of them. It is important to recognize as a basic premise that ICOM is an organization that exists by and for its members; consequently, a fundamental task for the Advisory Chair is to contribute to upholding and developing membership participation in shaping and executing organizational policy, as well as upholding a high degree of transparency at all levels, as underlined in ICOM's Strategic Plan "Our Global Vision".
PROCEDURE FOR THE ELECTION OF THE CHAIRPERSON AND THE VICE-CHAIRPERSON OF THE ADVISORY COMMITTEE

WHO IS ELIGIBLE?

The candidate must be:

- Chairperson or Vice-Chairperson of the Advisory Committee, in compliance with the limit of maximum two (2) consecutive mandates in the same position in the Advisory Committee, set out in article 14, section 3 of the ICOM Statutes\(^3\), or
- President of a National or International Committee.

The candidate must have the capacity and the will to serve as Chairperson or Vice-Chairperson of the ICOM Advisory Committee. The candidate must acknowledge that he or she will be responsible for all expenses related to his/her position if elected.

The candidate must be up-to-date in the payment of his or her membership fees.

Unselected candidates in the election for Chairperson may present themselves in the election for the office of Vice-Chairperson.

HOW TO PRESENT A CANDIDACY?

At least five (5) months prior to the expiry of the current terms of office, the Director General sends the Chairperson and the Vice-Chairperson of the Advisory Committee and the Presidents of all National and International Committees a letter calling for candidacies for the offices of Chairperson and Vice-Chairperson of the Advisory Committee, and the appropriate forms.

To be valid, a candidacy must be sent to the ICOM Secretariat by email and by post, at the latest three (3) months before the election date mentioned in the call for candidacies (31 July 2010) and must comprise of the two (2) following documents, duly completed:

\(^3\) « The Chairperson and Vice-Chairpersons of the Advisory Committee shall be elected by the membership for a three-year term of office. Advisory Committee officers may serve two consecutive terms. »
• the signed Application Form
• the Candidate’s Biographical Note.

Two (2) months prior to the election (8 August 2010), the Director General submits, by official communication, the names of the candidates, together with any biographical profiles, to the Members of the Advisory Committee.

As an exception to the previous provisions, candidates wishing to run for the election of Vice-Chairperson shall also be able to come forward during the General Conference, at the close of the result announcements for the elections of the Executive Council and of Chairperson of the Advisory Committee.

WHO VOTES?

Only the Presidents of National and International Committees and of Affiliated Organisations can participate in the vote for the election of the Chairperson and of the Vice-Chairperson.

Each person has one vote.

WHERE AND WHEN DOES THE ELECTION TAKE PLACE?

The Chairperson and the Vice-Chairperson of the Advisory Committee are elected during the General Conference, every three (3) years.

Presidents have two (2) consecutive days over which to present themselves at the electronic polling station for the election of the Chairperson (7 and 8 November 2010). The election of the Vice-Chairperson takes place subsequent to the election of the Chairperson, during the last session of the Advisory Committee (12 November 2010).

If a President cannot attend the General Conference and wishes to be represented, he/she may give proxy to another Chairperson or any individual ICOM member to represent him/her. Each person may not hold more than one proxy.

If a President cannot attend the General Conference, nor be represented, he/she can choose to vote by post for the election of the Chairperson of the Advisory Committee only.

A reply form containing a proxy form is sent to the Presidents of all National and International Committees and Affiliated Organisations by the Secretariat.

This form must be sent back, completed and signed, before the deadline set out in the elections calendar (3 September 2010).
The Secretariat sends a voting ballot by post to the Presidents who have indicated that they would not be attending nor represented. This voting ballot will be sent to them as of 31 August 2010.

**HOW IS THE ELECTION RUN? WHAT IS THE ELECTORAL SYSTEM?**

The election of the Chairperson of the Advisory Committee takes place by electronic vote. The election of the Vice-Chairperson takes place during the session.

All of the Presidents of Committees and Organisations attending the General Conference take part in the electronic vote by means of a specific ballot distributed to them at the polling station where the electronic box is set up.

In all cases, the voting ballots set forth the candidates’ names in alphabetical order.

In order to be valid, the voting ballot for Chairperson of the Advisory Committee must have only one candidate ticked. If this is not the case, the vote is deemed invalid.

The ballots received by post are counted simultaneously with the other votes and processed by the electronic ballot box during the General Conference.

The candidate for each office having received the largest number of votes shall be declared elected, provided that he or she obtains more than 50% of the votes in the first voting round.

If no candidate obtains more than 50% of the votes, a second voting round is to be organised between only the two candidates having received the highest number of votes in the first voting round. In such case, concerning the election of the Chairperson, the second round will take place on 12 November during the General Assembly; concerning the election of the Vice-Chairperson, the second round will take place consecutive to the first round during the last session of the Advisory Committee.

At the conclusion of the second voting round, the candidate having received the majority shall be declared elected. The elected Chairperson and Vice-Chairperson take office once the results of their election have been declared.
DISCUSSION ON INTERNATIONAL MUSEUM DAY THEMES FOR 2012 AND FOR 2013

Created in 1977, the International Museum Day is a wonderful opportunity for museum professionals to meet their public. Museums are the heart of the system, serving society and its development. Traditionally, IMD is organised around 18 May and can last a day, a week or a month. Thanks to the chosen theme and the official poster created for the occasion, museums can develop their own programming. The aim of IMD is to rally as many museums as possible in a spirit of universality and attracting new public, in a friendly atmosphere. The theme of International Museum Day will be chosen during the 74rd Advisory Committee meeting, on 12 November 2010 from 1pm to 3pm. A questionnaire was sent on 6 October 2010 to ICOM Committees Chairpersons to make proposals of themes including a slogan to customize the poster.

Themes suggested in 2009 for IMD 2011

- Museums and archaeological sites (ICOM Tunisia and ICOM Togo)
- Museums and knowledge (ICOM Canada)
- Museums and Music (ICOM Poland)
- Museums and the Future (ICOM Brazil)
- Museums and senior people (ICOM Ecuador)
- Museums and cultural change (ICOM India)
- Museums and people (ICOM Bulgaria)
- Museum and Memory (ICOM Germany)

Theme proposed in 2010 for IMD 2012

- ICOM Israel
  Museums Accessibility
  SLOGAN: Everyone can visit the museum OR Museum is for everyone

- ICOM Namibia
  Museums: Connecting Continents
  SLOGAN: Museum Magic: Windows on the World
• NATHIST
Museums in a changing world
SLOGAN: New challenges – new inspiration

**Theme for IMD 2013**

The suggested theme of ICOM Rio 2013 will be the same for IMD 2013

"Museums (memory + creativity = social change)"
FORM INTERNATIONAL MUSEUM DAY THEME 2012

Reminder of themes in previous years
2011 “Museum and Memory”
2010 "Museums for Social Harmony”
2009 "Museums and Tourism”
2008 "Museums as Agents of Social Change and Development”
2007 "Museums and Universal Heritage”
2006 "Museums and Young People”
2005 "Museums Bridging Cultures”
2004 "Museums and Intangible Heritage”
2003 "Museums and Friends”
2002 "Museums and Globalisation”
2001 "Museums: Building Community”
2000 "Museums for Peace and Harmony in Society”
1999 "Pleasures of Discovery”
1996 "Collecting Today for Tomorrow”
1995 "Response and Responsibility”
1994 "Behind the Scenes in Museums”
1993 "Museums and Indigenous Peoples”
1992 "Museums and Environment”

• Name/Surname:
• Postal Address:
• Telephone number:
• Email address:
• ICOM Committee(s):
• Function within the Committee(s):
Your theme:

- Suggested theme:
- Key words associated to the theme:

- Short theme statement (100 words maximum):

- A more detailed theme statement (300 words maximum):

- Who are the targeted groups?

- What would be IMD’s objectives through this theme?
  (By targeted groups, if possible)

- Why is this theme essential for the museum community nowadays? (200 words maximum)

- A slogan to customise the theme (e.g. Museum and Memory: “Objects tell your story”):

Feel free to prepare a power point presentation (5 slides at the most) for the Advisory Committee next 12 November in Shanghai.

Please email this form and your power point presentation to the ICOM General Secretariat at nadine.amorim@icom.museum before Wednesday, 27 October 2010