



INTERNATIONAL COUNCIL OF MUSEUMS
CONSEIL INTERNATIONAL DES MUSEES

2007/SEC.13

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ICOM SECRETARIAT OPERATIONAL PLAN 2008-2010

Secretariat Operational Plan

The *Secretariat Operational Plan* follows ICOM's *Strategic Plan 2008-2010, Our Global Vision* adopted by the General Assembly of ICOM in August 2007 in Vienna. The format of this *Secretariat Operational Plan* is derived from the format of ICOM's Triennial Budget 2008-2010, adopted by the Executive Council during its meeting on December 5, 2007. This *Secretariat Operational Plan* is dealing with the Programmes/Services of the Secretariat formulated in the Triennial Budget (lines 181- 195). In addition, some other activities related to the Resources available to the network, are included, once the Administration Sector is involved in the organisation of these services.

The *Secretariat Operational Plan* was discussed in staff meetings on 10 and 24 January 2008, and after that staff members have contributed to drafts.

Format of the *Secretariat Operational Plan*

The format is developed according to the 4 objectives of ICOM's *Strategic Plan*. In the 5 columns following issues can be found: Projects / Services (inclusive the budget lines), Actions to be undertaken, Staff and others within ICOM to take action, Target dates and the Budget for Expenditures. For the income budgets is not a special column

available, since these are in the Triennial Budget not specified in relation to the specific expenses. However, it has to be emphasized that for 3 projects / services external funds have to be raised: multi-partnership symposia & workshops (line 67), promotion of cross-fertilization in advocating the value of heritage (line 70) and risk management (line 78).

Implementation of the *Secretariat Operational Plan*

This *Secretariat Operational Plan* addresses the projects and services of the Secretariat alone, and needs to be implemented in ICOM's *Operational Plan 2008-10*. In the Triennial Budget resources are also available for the Network, the Advisory Committee, and for both the Network and the Advisory Committee. It is strongly recommended to take initiatives to identifying representatives of the Advisory Committee and the full Network for the development of an overall *Operational Plan 2008-10*. The Secretariat can only work in close cooperation with identified representatives of the ICOM Network on the completion of ICOM's *Operational Plan* including the existing format of the *Secretariat Operational Plan*.

Since the Executive Council has adopted in principle the draft budgets for 2009 and 2010 subject to future developments, it can be expected that in the coming years some adjustments to this *Secretariat Operational Plan* have to be made.

The implementation of this *Secretariat Operational Plan* has started under the responsibility of the interim Secretary General, and will be continued by the new Director General within a few months, once he / she is appointed. One of the priorities in the second half of 2008 will be the reconfiguration of the Secretariat (line 99).

Template of ICOM's *Operational Plan 2008-10*

The *Secretariat Operational Plan* will be indeed a part / chapter of ICOM's *Operatioal Plan*. The following template is proposed:

1. Introduction

2. Non-profit Legal Status
3. Statutes, Operating Policies, French *Code de Travail* and ICOM Headquarters
4. Mission and Goals of ICOM
5. Governance:
 - Executive Council, Advisory Committee, General Assembly
 - Standing Committees and Task Forces
 - Director General
 - Permanent Staff

6. Sponsorship/ Fundraising
7. Programs /Activities of the Network
8. Programs / Activities of the Advisory Committee
9. Programs / Activities for both network and Advisory Committee
10. *Secretariat Operational Plan*

Draft proposals for the issues 1 t/m 5 are still prepared by the Secretariat; issue 10 is still available in this report.

Paris, 19 February 2008

ICOM 2008-2010 SECRETARIAT OPERATIONAL PLAN

Projects / Services (budget lines)	Actions	Staff and others	Target Date	Budget in Euros
<i>Objective 1</i>	<i>Strengthen ICOM's Global Impact</i>			
37 ICOM News	Produce, publish in print and distribute ICOM's quarterly and research/ implementation of electronic delivery options for fall/winter (report to be submitted by 1/5/08)	Lysa	1/2008-spring 2/2008-summer 3-4/2008- fall/winter	08:158.921 09:125.000 10:125.000
38 Publications (paper, electronic)	Develop and edit new book publications – History of Museum Ethics – and new electronic formats, i.e. Study Series	Lysa / Carla	2009-2010	09: 25.000 10: 50.000
39 Collaborative Communications	Develop new communication tools: design and disseminate for ICOM branding network-wide	Lysa / Carla	2009-2010	09: 10.000 10: 10.000
43 General Conferences	-Support the organization and promotion of 2010 General Conference in Shanghai - Prepare the application for 2013 General Conference	Secretariat + ICOM 2010 WG	2008-2010	08: 15.000 09: 12.000 10: 208.660
44 Meetings outside Paris	- Organize meetings of the Advisory Committee outside Paris - Organize meetings of the Executive Council outside Paris	DG/ Administration/ Chair AC DG/ Administration/ President	2008-2009 08: Shanghai 09: Barbados 10: Switzerland	08: 35.000 09: 100.000 10: 35.000

Projects / Services (budget lines)	Actions	Staff and others	Target Date	Budget in Euros
45 Strategic Partnerships/ Alliances 62 Development /Implementation of action framework	<ul style="list-style-type: none"> - Support to ICBS activities - Building joint partnership projects, Memorandum of Understanding, framework agreements - Identify strategic partnerships in publication and communications and explore mutually beneficial agreements 	Secretariat + full network	2008-2010	08: 7.000 09: 14.000 10: 24.000
49 Documentation Centre + 98 Archives	<ul style="list-style-type: none"> - Computerisation of the Resources Centre, acquisition of a new database for the archives, documentation and publications - Digitisation - Conservation and binding - Archives: records management schedule, selection, disposal, filing 	Elisabeth /Asghar	2008 2009-2010	08: 42.000 09: 52.000 10: 52.000
50 Comprehensive Electronic Platform	<ul style="list-style-type: none"> -Hire technician to develop Wiki for NC and IC. - Organize Wiki training session during AdCom 2008 - Integrate archival/ documentation and publication of the Resources Centre in the platform in the website; -Integrate Wiki into electronic news publications for network 	Carla Carla Elisabeth/Asghar, Carla, Lysa Carla, Lysa	2008 2009-2010	08: 83.000 09: 40.000 10: 40.000
51 Web site	<ul style="list-style-type: none"> - Formulate a new concept /design for the website and implementation - Hire technician to update, clean, modify website 	Carla	2008-2010	08: 28.000 09: 25.000 10: 25.000
53 Support for participation in AC meetings	Administrative support by application procedure, selection of the candidates, grants and follow-up	Administration/ Chair AC/ peer jury	2008-2010	08: 40.000 09: 40.000 10: 40.000
54 Support for Committees to implement ICOM's Strategic Plan	Administrative support by application procedure, selection of candidates, subventions and follow-up	Chair AC/ Administration/ peer jury	2008-2010	08: 50.000 09: 80.000 10: 80.000
55 Support for participation of Young Members in IC/NC/RA committees	Administrative support by application procedure, selection of the candidates, grants and follow-up	Administration/ Chair AC/ peer jury	2008-2010	08: 50.000 09: 60.000 10: 75.000

Projects / Services (budget lines)	Actions	Staff and others	Target Date	Budget in Euros
<i>Objective 2</i>	<i>Provide Leadership in Advocating Value of Heritage</i>			
67 Multi-partnership symposia & workshops	<ul style="list-style-type: none"> - India Workshop on Intangible Heritage - Intangible Heritage Programme: Surveys to museums, documentation gathering and creation; International meeting to create network - Intangible Heritage Programme: Roundtable on Community participation in intangible heritage inventories, research, etc. Capacity building regional workshop on role of museums in preservation of cultural diversity. Programme evaluation meeting 	Jennifer	February 2008 2009 2010	199.500 219.500 200.000
69 International Museums Day	Hire assistant (see budget line 99) and print poster for dissemination and E-communication	Lysa/Carla	2008-2010	08: 3.500 09: 3.605 10: 3.715 (see also budget line 99)
70 Promotion of cross-fertilization in advocating the value of heritage	<ul style="list-style-type: none"> - Production and distribution of Red Lists for Central America and Mexico, and for Cambodia. Organisation of press conferences for both Lists. - Reprints of <i>Running a Museum</i> and fight against illicit traffic publications (<i>100 Missing Objects</i> and previous Red Lists), and organization of training courses. 	Jennifer	2008 2009-2010	08: 124.200 09: 20.000 10: 25.000

Projects / Services (budget lines)	Actions	Staff and others	Target Date	Budget in Euros
<i>Objective 3</i>	<i>Effectiveness and High Standard in Museums</i>			
78 Risk Management	<ul style="list-style-type: none"> - MEP Module 4: Teamwork for Integrated Emergency Management in South East Europe (TIEM-SEE) - MEP Module 3: Support Tools (Security Risk Management Manual) - MEP Module 2: International Conferences on the protection of Cultural Heritage across professions - MEP promotion and Secretariat support - MEP programme: to be developed and confirmed 	Cristina + additional staff	2008 2008 2008 2008 2009-2010	54.900 40.000 80.000 34.000 150.000 150.000
83 Promote case studies and scenarios of best practice	Organise conferences on current topics	Secretariat / Chair AC/ Chairs of Committees	2009-2010	09: 20.000 10: 30.000
87 Innovative approaches to the application of the Code of Ethics	Organise conferences and workshops	DG/Administration / Chairs of Ethics Committees and Legal Affairs Committee	2009-2010	09: 20.000 10: 25.000

Projects / Services (budget lines)	Actions	Staff and others	Target Date	Budget in Euros
88 Promotion of innovation in acquisition/use of collections	Organise special sessions during the AC meeting in order to stimulate dialogue by inviting some experts	DG/Administration /Chair AC/Chair Ethics Committee	2009-2010	09: 10.000 10: 20.000
<i>Objective 4</i>	<i>Ensure the Resources required to effectively implement the Strategic Plan</i>			
97 Membership Services	- Production of the information leaflet - production of the welcome brochure	Membership Service + Publications	2008-2010	08: 16.800 09: 17.000 10: 17.000
99 Reconfiguration of the Secretariat	Establish a new organizational chart based on the Strategic Plan, redefine the job descriptions, recruit additional staff and /or outsource needed expertise	DG	2008-2010	08:170.000 09:170.000 10:170.000
102 Define/implement development functions	- Write a realistic fund development plan for long-term financial stability - Production of material for fundraising and sponsorship	DG Secretariat	2008 2009-2010	
104 Establishment of single Secretariat site	- House Secretariat under one roof - Continue the project for an International Heritage House and produce a brochure - Search for other viable alternatives (purchase, rental etc.)	Secretariat and partners (ICOMOS)	2008-2010	08: 7.500

Projects / Services (budget lines)	Actions	Staff and others	Target Date	Budget in Euros
106 Interactive membership database	<ul style="list-style-type: none"> - Develop a new interactive membership database - Maintain the new database - Propose fulfillment services (ICOM card, welcome package) 	DBF / Membership Service / other staff DBF DBF	June 2008 2008-2010 2008-2010	08: costs requested from Reserve Fund 09: 33.000 10: 57.000
108 Professional Development	To be defined according to the needs developed by the reorganization of the Secretariat (see 99)	DG/staff	2008-2010	08: 5.000 09: 5.200 10: 5.500
110 Management of IC accounts	<ul style="list-style-type: none"> - Develop a questionnaire to be sent to 30 IC's - Hire an accounting support 	Sylvie / Chair AC/ Chair CIC	2008	08: 2.500 09: 20.000 10: 20.000