



2007/AD.16
(Original: French)

January 2008

**ICOM ADVISORY COMMITTEE
69th session**

*Friday 17 August 2007
Vienna (Austria)*

DRAFT MINUTES

CONTENTS

Remarks by Advisory Committee Chairperson	p. 03
Adoption of the agenda	p.03
Approval of minutes	p.03
President of ICOM's remarks	p.03
Presentation of minutes of Executive Council meetings	p.03
Welcome by the Chairperson of ICOM-Austria	p.04
General Conference and General Assembly	p.04
Presentation and approval of financial documents	p.07
Implementation of the 2004–2007 Strategic Plan	p.05
Report by the 2005–2007 ICOM Strategic Plan Review Committee	p.10
2008–2010 triennial documents	p.11
Election of the Chairperson of the 2007–2010 Advisory Committee	p.13
Remarks by newly-elected Chairperson of 2007–2010 Advisory Committee	P13
Information about the procedure for electing the Vice-Chairperson of the Advisory Committee	p.14
Communication within the Advisory Committee	p.14
Forthcoming meetings of the Advisory Committee	p.14
Annexes	p.15

The following annexes contain the full texts of reports presented during the Advisory Committee meeting:

Annex 1:	Revised version of Nominations Committee Recommendations
Annex 2:	Reports on activities by ICOM-CC and ICMS
Annex 3:	List of participants

0. Opening remarks by the Chairperson of the Advisory Committee

Günther Dembski welcomed the members of the Advisory Committee. He said that it was an especial pleasure to be welcoming Committee members to Vienna (Austria).

A minute's silence was observed in memory of those ICOM members who had passed away since June 2006. Especial tribute was paid to Hubert Landais (France), the former President of ICOM (1977–1983).

1. Adoption of the agenda

The Advisory Committee adopted the revised version of the agenda [2007/AD.02rev3]

2. Approval of minutes

2006/AD.10: 68th session, 29-31 May 2006, Paris (France)

The Advisory Committee approved the minutes.

3. President of ICOM's remarks

Alissandra Cummins thanked the members of the Advisory Committee and reminded those present that the Organisation had embarked on a process of reform which was still ongoing. The ICOM Statutes had been comprehensively overhauled and were in the process of being adopted by the General Assembly. The President said that the new Statutes would make the Organisation more flexible and enable an annual General Assembly to make any changes or adjustments that might be necessary. She stressed that to become more effective, the Organisation had to make an active effort to simplify its procedures.

The President felt it was important that the services offered by the Organisation benefit members. ICOM very substantially depends on its members' energy and enthusiasm. She gave as an example the mediation programme set up by the Legal Affairs Committee, and said she was pleased at the interest in the programme shown by a number of members. She expressed her satisfaction with the programme enabling young museum professionals to attend meetings of the International Committees and the General Conference. She thanked the National Committees which had taken part in this programme and reminded those present how important it is that the Committees involve themselves in this type of project.

Lastly, the President said that she intended to devote herself to developing the Organisation during the next three years.

Günther Dembski thanked Alissandra Cummins and assured her of the support of the Advisory Committee, praising the President for her dedication to ICOM over the years.

4. Presentation of minutes of Executive Council meetings

The members of the Advisory Committee duly noted the minutes of the following meetings:

- | 109th Session, June 2006, Paris (France)
- | 110th Session, December 2006, Paris (France)
- | Extraordinary Session, April 2007, Paris (France)

5. Welcome by the Chairperson of ICOM-Austria

Carl Aigner, the Chairperson of ICOM-Austria, welcomed the members of the Advisory Committee. He said that he was especially glad to be hosting the 21st ICOM General Conference. He wished everyone fruitful discussions and expressed the hope that the delegates would be able to enjoy the museums of the city of Vienna.

The President of ICOM thanked the Chairperson of ICOM-Austria for organising the Conference, on behalf of all ICOM's members.

Simultaneous interpreting from and into Spanish was not provided during Advisory Committee meetings, despite the fact that it was stipulated in the contract between ICOM and ICOM 2007. The President regretted this, but explained that the very high cost involved had made it impossible to assume this expense.

6. General Conference and General Assembly

a] Formal approval of the Conference Board

Günther Dembski, the Chairperson of the Advisory Committee, reminded those present that this Board was an ad hoc body to which any disputes arising during the Conference would be referred for a ruling. It would be completely dissolved at the end of the Conference.

The members of the Advisory Committee appointed the following people to the Conference Board:

- | Carl Aigner (Austria)
- | Chong-Pil Choe (Korea, Rep. of)
- | Luisa de Pena Diaz (Dominican Republic)
- | Kwame Sarpong (Ghana)

b] Resolutions Committee

Regina Schulz, Chairperson of the Resolutions Committee, said that to date, her Committee had received two proposals for Resolutions. She asked members to hand in their proposals for Resolutions to the Secretariat of ICOM before Monday 20 August 2007, and said that all texts received would be taken into account when the Resolutions to be submitted to the General Assembly on Friday 24 August 2007 were drafted.

The President indicated that some of the members appointed to the Resolutions Committee would not be coming to Vienna. She appealed to the members present to join the Resolutions Committee, adding that she would raise this issue at the 111th session of the Executive Council on Saturday 18 August 2007.

c] Procedure for electing the 2007–2010 Executive Council

Günther Dembski, the Elections Officer, reminded those present of the rules for electing the Executive Council: **1 President, 2 Vice-Presidents, 1 Treasurer and 11 ordinary members.**

Eloisa Zell, the Membership Service Officer, supplemented this reminder with additional information on the validity of ballot papers and proxy votes. She stressed in particular that members must make sure they hold onto the ballot card distributed to them until the General Assembly on Friday 24 August 2007.

7. Presentation and approval of financial documents

7.1. Summary of financial matters

Nancy Hushion, the Treasurer of ICOM, provided an over-view of the priorities for the past three years, priorities which she anticipates will continue in the next Triennium. These are focused on transparency and accountability. Essentially this means that all information about ICOM's financial operations will be open to all members and that ICOM's respective bodies assume the appropriate responsibility vis-à-vis finances. The main actions are an in-depth analysis of ICOM's financial situation ; providing a framework for all financial policies ; and providing financial over-sight for the

Council and for the members. The capacity to better develop in-year financial projections is essential in order to monitor expenditures in relation to Income.

The Treasurer thanked Robert Spickler, the Chair of the Standing Committee on Finance and Resources, and all its members for their wise counsel and timely advice..

a) *2006 Financial Statement [2007/SEC.03]*

The Treasurer presented two reports detailing the financial results for 2006. The first is ICOM's Financial Statement which reports on Income and Expenditures within its traditional budget categories. For 2006, there was an Operating Surplus of 115 496 €, minus a loss of 4 097 € due to primarily to \$US - € exchange rate losses, for a final positive result of 111 399 €. This compares with a surplus of 311 308 € in 2006. The Treasurer noted that while in principle it may be desirable to finish a year with a surplus, another perspective is that these are funds that could have been spent on programs and projects. It is for this reason that the Treasurer is insisting on seeing a substantial improvement in ICOM's financial forecasting capabilities.

The second document is the Audited Statement for 2006 which is based on standard French accounting practice for 1901 Associations.

Following the Treasurer's report, the members of the Advisory Committee approved:

- ***the Financial Statement at 31.12.2006;***
- ***the Audited Statement for the fiscal year 2006 prepared by François Bensa, Commissaire aux comptes (external auditor)***

b) *Presentation of the revised 2007 budget [2007/SEC.04rev1]*

Some five months into the 2007 fiscal year, it was decided that it would be appropriate to prepare a Revised Budget that more accurately reflected the realities of the current year. While the final totals are not substantially different from those approved in December, there are some significant shifts in resource allocation.

Piet Pouw, the Acting Secretary General, added to these comments by saying that the rise in membership figures observed when a General Conference is held meant that an increase of around 11% in income from membership fees could be anticipated. Staffing and administrative costs had risen, and the revised budget included funds for salary adjustments for some members of staff. The amounts budgeted for some activities had been revised upwards in view of the General Conference, in particular with reference to a mission to Vienna in April and July 2007.

In response to a question from the Chairperson of the German National Committee, Alissandra Cummins explained the procedure embarked on with a view to reaching an amicable agreement with John Zvereff, the former Secretary General. The sum allocated as compensation would be paid out of the Working Capital fund, not the Organisation's operating budget.

In relation to staff costs, the President explained that an archivist had been appointed to work on the Organisation's archives, i.e. to put them in order, make them easier to access and conserve them, to safeguard the memory of the Organisation.

***Following the joint report by the Treasurer and the Acting Secretary General, the Advisory Committee:
– approved the revised 2007 budget.***

Günther Dembski thanked Nancy Hushion and those who had helped draw up the financial documents.

8. Implementation of the 2004–2007 Strategic Plan

8.1 Report on emergencies

8.1.1 Museums Emergency Programme (MEP)

[The 2004–2007 Triennial Report distributed to members contains a full report on MEP.]

Piet Pouw, Acting Secretary General, thanked Cristina Menegazzi, the Programme Specialist. She works on the Museums Emergency Programme (MEP), whose aim is to develop expertise in the area of risk management and emergency response.

This project promotes training and collaboration at the same time as raising museums' awareness of their vulnerability and helping them build independent regional networks equipped with instruments and reference documents.

Several workshops on the themes of conservation, preventive conservation and risk management as applied to collections had been held over the last three years.

The Secretary General said that MEP had also developed a Teamwork for Integrated Emergency Management Course (TIEM) course in partnership with the Getty Conservation Institute and ICCROM. The TIEM course is designed to build participants' capacity via collaborative learning and takes place in three phases over a period of eight months.

A pilot course was run in Bangkok (Thailand) in August 2005, with the help of the Thai National Committee:

Phase 1: introductory workshop;

Phase 2: distance learning and practical work in the museums taking part: participants explored the topic of risk evaluation in museums and the basic stages of emergency plans in institutions;

Phase 3: final evaluation workshop in Seoul (Republic of Korea), with the help of the National Committee and the National Museum of Korea.

Indirect outcomes of this first pilot course included a new approach to intangible heritage and risk.

The Chairperson of the UK National Committee formally requested that the situation of museum professionals in Kosovo be examined under the aegis of the Museums Emergency Programme.

8.1.2. Disaster Relief for Museums (DRFM) Task Force

Thomas Schuler, Chairperson of the Task Force, said that no major disasters requiring the intervention of the Task Force had taken place, and that DRFM had endeavoured to gather information which would be useful in emergencies.

However, he said that on 17 August 2007, an archaeological museum famed for its textile collection and a church were destroyed following an earthquake in Pisco-Paracas, in Peru, and that DRFM would be providing assistance to Peruvian museum professionals.

The Chairperson of DRFM then gave examples of disasters to which he would have liked ICOM to respond: the 2005 tsunami in northern Sri Lanka; and the deployment of armed forces by the Australian government in northern Australia, where the Aborigenes live. He explained that the entire intangible heritage of the Aborigenes is in danger. Unfortunately, DRFM's remit does not cover this type of situation, especially as it is viewed as a domestic matter.

Mr Schuler said that DRFM had also worked actively to develop the following networks:

- | cooperation with civil defence
- | Regional Alliances
- | Blue Shield.

In connection with the last point, DRFM intends to focus particularly on countries where ICOM is not represented. It will ask partner organisations (for example, ICOMOS, ICA and IFLA) for help in contacting museums directly and endeavouring to involve them in the risk management programme. Worldwide, there are 180 countries in which one or other of the organisations mentioned is represented, and 12 countries in which none of them is present.

In September 2006, the International Committee of the Blue Shield (ICBS) became an Association. DRFM supports this initiative and will remain in close touch with its instigators.

The Chairperson of the Task Force explained that the Museums Emergency Programme (referred to by Piet Pouw) was frequently confused with the DRFM Task Force. He said that the group was studying the possibility of incorporating DRFM's activities into MEP whilst continuing to act as an advisory committee for the programme, and that a proposal to this effect would be presented to the

Executive Council.

George Abungu (Kenya), member of the Executive Council, requested that the risk management programme be extended to cover African countries as well as Asia and Europe. He also insisted that DRFM's discussions include the issue of climate change. The latter proposal met with strong approval, especially from the Chairperson of the Mexican National Committee.

The Advisory Committee members mentioned other countries which had seen their cultural heritage destroyed as a result of civil war. They said it was vital to find a mechanism for helping museum professionals without infringing the sovereignty of the countries concerned.

8.2. Report of Standing Committees / Working Groups / Reform Group

8.2.1. ICOM Statutes and Operational Policies

A] Report on the revision of the Statutes

Gary Edson explained to members how the wording of the revised draft ICOM Statutes had changed since 2006.

Patrick Boylan (United Kingdom) called on members to approve the entire text quickly.

Several members requested clarifications and/or made observations.

The Chairperson of the Swiss National Committee preferred the previous wording of Article 4, which referred to "biens culturels/cultural property" rather than "d'objets d'art/works of art".

The Chairperson of the Uruguayan National Committee observed that it was difficult for her to take part in the discussion without the aid of simultaneous interpreters from and into Spanish.

The Chairperson of the Tunisian National Committee observed that in her country, private museums acquired private collections by trading, and wondered whether they should therefore be seen as profit-making. She requested that the wording of article 4 be improved to make it easier to implement in practice. Gary Edson explained that the *Code of Ethics* was supposed to answer these questions. By adopting the *Code*, members agreed to acknowledge and abide by its rules. If it transpired that in practice they did not do so, a more specific document would need to be produced, either for inclusion in the Statutes, or as a separate policy document.

One member observed that Article 3, Section 1, which defines the museum, ends with the words "for the purposes of education, study and enjoyment", and that in his view, the role of the museum was much broader than this and that museums should also contribute to sustainability.

The same member also asked why a member could only cast one proxy vote. The President of ICOM replied to this question by saying that in the past, members had cast five or even six proxy votes, which could unbalance the voting procedure.

Bernice Murphy, the Chairperson of the Ethics Committee, suggested that members focus on the text of the Statutes, which would allow ICOM greater flexibility in terms of organisation, rather than querying the definition of the museum, even if it was not quite as they would wish it to be.

Following these comments, the Advisory Committee members approved the following changes:

- ***Article 3, Section 3: add "and Section 2" after "Section 1", to maintain coherence with the definition as a whole.***
- ***Article 4, Section 2: reinstate the idea contained in the former wording (former Article 7, Section 7: "In the case of new members accepted by a National Committee, the name of the member, together with a copy of the member's application form and the annual subscription for the current year, shall be forwarded to the ICOM Secretariat as soon as possible.").***
- ***Article 4, Section 3: reinstate the former wording, which referred to "biens***

culturels/cultural property" rather than "objets d'art/works of art".

Alissandra Cummins, the President of ICOM, thanked Gary Edson and his Group for drafting this version of the ICOM Statutes, on behalf of the Advisory Committee members.

B] Operational Policies

Gary Edson, the Chairperson of the Working Group on revision of the ICOM Statutes, presented the Operational Policies. He explained that the aim had been not just to draft operational documents pertaining to the Statutes (concerning the Advisory Committee and the Executive Council, for instance), but to set in motion a process which would make the Organisation more flexible.

2007/DIV.01: **Fellows of ICOM** (16/02/02): This is a new initiative, in which the honorary title of "Fellow" would be granted to individuals for services rendered to the Organisation. Unlike Fellows, Honorary Members would not be allowed to stand for election to posts within the Organisation. Fellows would be selected by the General Assembly, every three years, on the basis of a proposal by a National or International Committee. Gary Edson corrected the French title, incorrectly rendered as *amis* (friends). The term "Fellows" could be used in French and Spanish.

2007/DIV.02rev: **Advisory Committee** (20/04/07): This new document will make it possible to do away with the current rules and make the Committee a more flexible body.

2007/DIV.03rev: **Nomination and selection of Honorary Members** (03.01.2007): The procedure for nominating and selecting members for this honorary title has been slightly altered. Honorary Members will not pay membership fees.

2007/DIV.04rev: **Director General** (25/04/07): The document alters the title of Secretary General to Director General, in line with the French Law of 1901 regarding Associations, and defines the role more clearly.

2006/DIV.06rev01: **Charters, Declarations and Proclamations** (25/05/07): This document will enable the various texts produced by ICOM to be identified more effectively, notably by stipulating their final destination and by improving their visibility.

2006/DIV.01rev01: **Publications and Documents** (25/05/07) This document attempts to define the use of the publications and documents produced by all ICOM's Committees more accurately. The Publications and Documents Working Group which has been set up will use this document as a basis for its work (2006/DIV.06rev01).

2006/DIV.02rev01: **Sponsorship** (1/06:07)

2006/DIV.06rev01: **ICOM Name, Logo and Symbol** (09/05/07): This document should enable the Organisation to control the use of its logo more effectively. The logo will henceforward include the name of the Organisation in Spanish.

2006/DIV.11: **Organisation of the International Council of Museums** (22/04/07): This document endeavours to clarify ICOM's organisation, setting out its workings, the relationships between its various bodies, and so on.

2006/DIV.12: **Museums** (15/02/07): This document aims to identify the defining aspects of institutions answering to the name of "museum". It will be easier to alter this document than to change the Statutes at a future date.

2006/DIV.14: **Organisational Representations** (15/05/07): All members of ICOM may be required to speak about the Organisation. In theory, it is the President who is empowered to represent the Organisation and speak on behalf of it. He or she can appoint representatives. The Director General is also required to speak on behalf of the Organisation. This text does not restrict the Committees, but attempts to define the framework within which they operate.

2005/DIV.15: **Standing Committees, Task Forces and Working Groups** (1/06/2007): It is up to the President to decide whether a Standing Committee, Task Force or Working Group should be set up. The workings of these various bodies is described in greater detail in this document.

Gary Edson also mentioned that a document on Regional Alliances, formerly known as "Regional Organisations" – which is only available in English, had been presented. This document would make for greater flexibility and can be accessed on the ICOM website, via the link to working documents.

In response to a question from the Chairperson of the Brazilian National Committee, Gary Edson reaffirmed that the Committees are solely responsible for deciding whether or not to accept new members. The terms used in the draft Statutes will be altered to indicate this more clearly.

The members again raised the financial problems encountered by AFRICOM and agreed it was urgent to maintain representation in Africa in the form of a Regional Alliance.

Following this report, the members of the Advisory Committee thanked Gary Edson for the work done and decided:

– to approve the operational policies, some of which will be presented during the General Assembly on Friday 24 August 2007.

8.2.2. Report by the Nominations and Elections Committee

[The text of the Nominations Committee report is available as an annex to these minutes.]

Knut Wik, Chairperson of the Nominations Committee (pilot phase), reminded those present that this Committee was created in July 2001 during the General Assembly and extended in pilot form in 2004, in Seoul (Republic of Korea). Mr Wik proposed that this Committee be permanently established. Its task would be to assist the Advisory Committee in selecting Executive Council candidates and set up a more suitable and less restrictive voting procedure for members. Knut Wik said that he had closely followed the Executive Council election process and would review it at the end of the Vienna General Conference. The text proposed contained nine (9) Recommendations. The Chairperson asked members to adopt a tenth Recommendation stipulating that ***the Secretariat must report election results for Chairpersons and Board members of International Committees and Affiliated Organisations to the Nominations Committee.***

The Chairperson of the Committee informed members that the name of Pascal Makambila (Congo) had been omitted from the list of candidates for election to the 2007–2010 Executive Council 2007–2010 (annexed to the report).

Pascal Makambila expressed anxiety that this omission might disadvantage him as a candidate. The President of ICOM explained that the brochure presenting candidates, in which he duly appeared, had been distributed as early as 2006, and that in her view, the members had therefore been informed of the full list of candidates.

The members of the Advisory Committee approved the ten (10) Recommendations to be submitted to the General Assembly, which will endorse the permanent establishment of this Committee.

8.2.3. Demonstration of the prototype of the membership database

Jan-Alix Kruizenga and Bjorn Smits, who work for the firm DBF (Netherlands), presented the ICOM database project. Their job is to propose solutions and design computer systems for secure, regularly updated, accurate databases which can also mail paper or electronic correspondence to multiple addresses. DBF can also print membership cards.

Under the contract between ICOM and DBF, the firm will provide a new computer platform incorporating a new interactive database, which will make it a genuine tool for communication

within the Organisation.

Mr Kruizena and Mr Smits recapitulated the aspects of the specification they had to take into account when designing the prototype:

- | The lack of flexibility of the present membership database makes it difficult to meet the day-to-day needs of National and International Committees.
- | The Committees cannot access the present database.
- | The Membership Service of the Secretariat has to update the database.

DBF's brief was to come up with a more flexible prototype which all the Committees would be able to use to exchange information. It also had to combine all the databases currently used by Committees to facilitate information flow. DBF's two representatives showed how easy it was to make payments via the new database.

Mr Kruizena and Mr Smits announced that the prototype would be available until 1 September 2007 for the Committees to test the base for themselves and comment on it.

Database

URL: <https://www.icomembers.org>

Login: guest

Password: icomguest

Members were offered an online demonstration of the prototype.

The Advisory Committee members were satisfied with the demonstration and asked to be allowed to test the database for themselves.

9. Report by the 2005–2007 ICOM Strategic Plan Review Committee

[Full report available on ICOM website (<http://icom.museum>)]

The President of ICOM set up this Committee in August 2006. Jack Lohman, its Chairperson, explained that the group's remit was to reflect on the 2005–2007 Strategic Plan. He stressed that the Committee's remit had not included a review of financial performance and that its observations should not be interpreted as a performance review of the Secretariat staff.

The Committee had had a limited amount of time at its disposal, but it had carried out a study and questioned the Committees on several specific points:

1. Is the plan clear on its priorities and purpose; is it clear how these could be achieved and how the organisation is performing?
2. Is the plan sufficiently challenging to the organisation's ambitions and leadership? Is there a related challenge to the National and International Committees?
3. Does the plan enhance the Organisation's international credibility?
4. Does the plan help to identify appropriate partners for the Organisation?

The Chairperson of the Committee indicated that only 15% of the Committees questioned had replied.

The members consulted had appreciated the effort made to provide the Strategic Plan in the three languages and the publication of *ICOM News* and other information on the website [<http://www.icom.museum>].

The partner organisations contacted had appreciated ICOM's efforts to promote the *Code of Ethics* and in particular its translation into many languages. They also praised the publication of the Red Lists. However, they noted that ICOM was publishing less than in the past and said it should therefore concentrate on this aspect of its activities.

To realise its full potential, ICOM needed to transform itself radically and use the next Strategic Plan to strengthen its influence with the Committees, members and partner organisations. A series of more detailed objectives was required to guide decision-making within ICOM and help the National and International Committees develop their own priorities in harmony with ICOM's. This

strategy would enable the Organisation to enhance its influence and reputation.

The Chairperson also felt that communication within ICOM should be completely rethought. ICOM should set out clearer guidelines for cooperation with partner organisations and extend its reach beyond Europe. Almost all those present agreed that more meetings should be held in Latin America, Africa and Asia.

Finally, the Advisory Committee members asked for ICOM's mission and objectives to be more clearly defined. This would help them in their work on the Committee and contribute to the Organisation's development.

The Chairperson thanked those members of the Advisory Committee who had answered the questionnaire, the members of his group and Secretariat staff, especially Margarida Ascenso.

The representative of the Congolese National Committee expressed satisfaction with the report, but said that he was worried by the lack of African, Latin American and Asian representation on the Advisory Committee and the Executive Council. In his view, the family needed to be recreated using criteria which would guarantee geographical and linguistic equity.

The Vice-Chairperson of the Advisory Committee said that the ideas presented by Jack Lohman could provide the basis for a discussion within the Advisory Committee and the Executive Council. The Advisory Committee needed to translate them into practical actions which would have a lasting impact.

10. 2008–2010 triennial documents

10.1. Draft 2008–2010 Strategic Plan

[The 2008–2010 Strategic Plan is available on the ICOM website (http://icom.museum/strat_plan.html).]

Elisabet Olofsson, Chairperson of the Committee in charge of drafting the 2008–2010 Strategic Plan, presented the Draft Plan for the forthcoming three-year period.

The Committee worked with the Secretariat, the Executive Council, and to some extent with the Advisory Committee to define the vision, mission, strategic objectives, actions and anticipated results of the 2008–2010 Strategic Plan.

The Organisation's mission, as described in the Statutes, has not been changed. However, the President would have liked it to be shortened. This could be done at a later stage. Its values have been revised and adjusted in the light of analyses and various comments and reports received by the Committee.

The Strategic Plan deals with ICOM as a worldwide network, and not as an institution. This global vision sets out a framework within which all the Committees, all parts of the network, can play a role. This in order to fully develop the universal dimension of the Strategic Plan.

ICOM has members all over the world, but its working methods do not reflect this diversity. Inclusion of members from countries in Africa, Asia and Latin America is needed to reach the Network's global aspirations.

On the basis of the anticipated results, the Committee and the Secretariat compared the status quo with the means required to implement the Plan. The Committee had reviewed the financial, human and material resources currently available by making a Gap Analyses. Following these sessions of work, the anticipated results had been scaled down to a more realistic plan.

Anticipated results and actions were identified to each of the four objectives. The Chairperson of the Committee explained the contents of each objective. The anticipated results will be measured to assess how successfully the Strategic Plan has been implemented.

Objectives:

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

In connection with the last of these objectives, the President explained that ICOM needed to improve its financial and human resources management and not only with regard to the Secretariat.

An executive summary aimed for organizations and fundraising is needed and should be done.

Implementation of the Plan is reviewed by the anticipated results, and the actions will enable the Committees to see in concrete terms how they will be able to involve themselves.

Finally, the Chairperson warmly thanked all the members of her Committee and the Advisory Committee members whose comments had helped improve the document presented today.

The Advisory Committee members thanked the Chairperson of the Committee and said that the report had helped them understand how the Strategic Plan had been developed. The Chairperson of the International Committee CECA observed that the Standing Committee on International Committees (CIC) had information which could have been used to adjust the Strategic Plan to reflect the wishes of the International Committees.

The President proposed that the Chairperson of the Advisory Committee 2007–2010 hold a forum once a year to discuss the results achieved within the framework of the Strategic Plan. She was supported in this by the Chairperson of the Mexican National Committee.

10.2. Draft 2008–2010 Triennial Budget

Following the presentation of the Draft 2008–2010 Strategic Plan, Nancy Hushion, the Treasurer, presented a Draft Triennial Budget for 2008 - 2010.

The Treasurer explained that in the future the Triennial Budget will be based on the Strategic Plan, mirroring its structure and four objectives. This new format makes it possible to predict more accurately the cost of implementing the actions in the Strategic Plan. For the first year, caution needs to be exercised as ICOM does not yet have the data to fully support this approach. The draft Triennial Budget can at this stage only outline the principal actions; more work is needed, involving both staff and members of ICOM's network. This approach is intended to expand on the priority for greater transparency; it is hoped that it also provides a better overview of the implementation of the Strategic Plan.

Totals within the Triennial Budget are presented in percentage terms only; they are stated in euros, the sole operating currency for ICOM.

Between 2007 and 2010, the percentage of ICOM's income that will be assigned to the following strategic objectives is as follows:

Strengthening ICOM's global impact:	18%
Providing leadership in advocating the value of heritage:	41%
Championing effectiveness and high standards in museums	288%
Ensuring resources to effectively implement the Strategic Plan	15%

The total increase projected for income is 30% over 2007

The Treasurer explained that, for example, 40% of the budget would be devoted to strengthening ICOM's global impact. Salaries were included in the activities indicated for each heading of the budget.

Piet Pouw invited all ICOM bodies to help develop the Triennial Budget. He explained that significant fund-raising would be required to implement the activities outlined in the Plan.

The Chairperson of the German National Committee questioned the Treasurer about the ".museum" project, in particular concerning the sum of 30,000 euros mentioned in the document. He also said he would like the allocation of membership dues from and to the National and International Committees to be discussed in the context of a wider debate on cooperation within the Organisation.

The Chairperson of ICOM-Europe requested that the Best in Heritage Conference in Dubrovnik receive financial help from ICOM. He was invited to write a short letter to the Acting Secretary General specifying the needs of the Conference. Alissandra Cummins reminded those present that she, Jacques Perot, who was President of ICOM from 1998 to 2004, and the Secretaries General had all attended the Conference in the past, thereby acknowledging its significance for heritage. The global forum on museums being developed by ICOM in collaboration with the Best in Heritage Conference is helping to strengthen the partnership between the two organisations.

In response to a question by a member, Nancy Hushion replied that the exchange rate for the euro can, at the maximum, only be set for a one year period, and that at some risk.

Alissandra Cummins encouraged members to inform her about the projects and activities they hoped to implement within the framework of the Strategic Plan.

The Chairperson of ICMAH drew attention to the fact that the members of the Advisory Committee provide these indications every year and asked why it was necessary to do so again. The President of ICOM explained that members are now requested to word their requests to respond more specifically to the Strategic Plan. She also noted that many Committees' remarks had been taken into account in drawing up the Draft Strategic Plan.

Following these two reports, the Advisory Committee members approved:

- | ***the Draft Strategic Plan to be submitted to the General Assembly***
- | ***the Draft Triennial Budget to be submitted to the General Assembly, noting that this is for approval in principle only as it will require further in-depth work.***

11. Election of the Chairperson of the 2007–2010 Advisory Committee

Virgil Nitulescu, Vice-Chairperson of the Advisory Committee, supervised the election; he was assisted in this task by Eloisa Zell, Membership Service Officer, and by Secretariat staff.

Mr Nitulescu introduced the people who had agreed to act as tellers:

Günther Dembski (Austria), Gary Edson (USA), Silvia Singer (Mexico) and Knut Wik (Norway).

Each candidate was given five minutes to present themselves to Advisory Committee members.

Virgil Nitulescu explained that in each round of voting, the candidate who received the least votes would be eliminated. Three rounds would therefore be required to elect the future Chairperson of the Advisory Committee.

1st round: Günther Dembski was eliminated.

2nd round: Gary Edson was eliminated.

3rd round: Silvia Singer was eliminated.

Knut Wik (Norway) was elected Chairperson of the 2007–2010 Advisory Committee.

12. Remarks by newly-elected Chairperson of 2007–2010 Advisory Committee

Knut Wik thanked the members of the Advisory Committee for their confidence. He congratulated

the other candidates and said he hoped he could count on their support during the next three years. He assured those present that he would take the President's proposal that the Advisory Committee work on the Strategic Plan into account.

He invited members to attend the 70th session of the Advisory Committee on Friday 24 August 2007.

13. Information about the procedure for electing the Vice-Chairperson of the Advisory Committee [70th session of the Advisory Committee]

Eloisa Zell, the Membership Service Officer, informed members that the election of the Vice-Chairperson of the Advisory Committee would take place under the responsibility of the Chairperson of the Advisory Committee on Friday 24 August 2007. Only Chairpersons of National Committees, International Committees or Affiliated Organisations can stand for election to this post. She invited members who would not be present on Friday 24 August 2007 to appoint a member of their Committee to cast their vote by proxy.

Candidatures for the post of Vice-Chairperson had to be submitted to the ICOM Secretariat, accompanied by a short curriculum vitae, by 4.30 p.m. on Sunday 19 August 2007. Candidates would have a maximum of three (3) minutes to present themselves and would be elected by simple majority.

Ms Zell asked Advisory Committee members to arrive on time for this session so that voting could take place punctually.

14. Communication within the Advisory Committee

14.1. Theme of International Museum Day 2008

Committee members were to select the theme for IMD 2008 at the 70th session of the Advisory Committee on Friday 24 August 2007.

14.2. Presentation of the work of International Committees

The Chairperson of the Advisory Committee invited two International Committees to present their work. His aim in so doing was to draw attention to the valuable work done by the Committees, about which many members of the Advisory Committee knew little. These Committees would also be required to provide an annual report in printed or electronic form, for all to read.

A] ICOM-Conservation (ICOM-CC)

Mr Jan Wouters, the Chairperson of ICOM-CC, presented his Committee's work during the preceding three years. *[The full report is in the first annex of the Minutes.]*

B] International Committee on Security (ICMS)

Hans-Juergen Harras, the representative of the International Committee on Security, presented his Committee's activities during the preceding three years. *[The full report is in the second annex of the Minutes.]*

15. Forthcoming meetings of the Advisory Committee

Allissandra Cummins, President of ICOM, thanked Günther Dembski for his dedicated work as Vice-Chairperson and Chairperson of the Advisory Committee.

70th Session: 24 August 2007, Audimax, University of Vienna (Austria)

71st Session: 2-4 June 2008, Paris (France)

[Standing Committees, Working Groups, Reform Group, induction session for new members of the Advisory Committee: from 29 May to 1 June 2008, Paris (France)]

Annex 1

RECOMMENDATIONS FROM THE NOMINATIONS AND ELECTIONS COMMITTEE (PILOT PHASE)

*69th Session of the Advisory Committee
17 August 2007,
Vienna (Austria)*

Recommendation 1:

A permanent Nominations and Elections Committee should be established and elected by the Advisory Committee in 2007. The name of the committee should be The Nominations and Elections Committee.

Recommendation 2:

If a standing Nominations and Elections Committee is approved, membership should not exceed more than seven (7) members:

1 Election Officer

1 representative from the Secretariat

2 representatives from the International Committees and Affiliated Organisations.

2 representatives from the National Committees and Regional Alliances.

1 Chair of the committee elected by the Advisory Committee

Recommendation 3:

The committee members are not eligible to be candidates for the Executive Council. Committee members who wish to be considered as candidates of the Executive Council, will withdraw from the committee before the nominations are opened.

Recommendation 4:

The committee shall formulate a clear, brief description of the mandate and procedures of the nomination and election processes.

Recommendation 5:

The candidates for the Executive Council should be given the opportunity to present themselves in appropriate manner in all stages of the nominations and elections. Information about each candidate, including and indication of their experience and contribution to ICOM, should be provided to better inform the membership.

Recommendation 6:

The Nominations Committee recommends making changes to Article 27 of the ICOM Statutes, to clarify the role of the Committee in the nomination and election process. Several numbers of the recommendations require change in the statutes

Recommendation 7:

Should a member of the Advisory Committee be eventually elected as an officer or ordinary member of the Executive Council, he or she must relinquish this position of the Advisory Committee.

Recommendation 8:

There will be no electronic voting for the Executive Council at the General Assembly in Vienna 2007, only paper ballots. The Nominations Committee will explore possibilities of electronic voting and electronic counting for future General Assemblies.

Recommendation 9:

The Nominations Committee will work on establishing voting procedures for elections within the Advisory Committee if necessary.

Recommendation 10:

The Secretariat shall report to Nominations and Elections Committee the results of the officers and board elections of the National and the International Committees and Affiliated Organisations.

International Committee for Conservation (ICOM-CC)

Presented by:

Jan Wouters

Chairperson of ICOM-CC

ICOM-CC's Mission

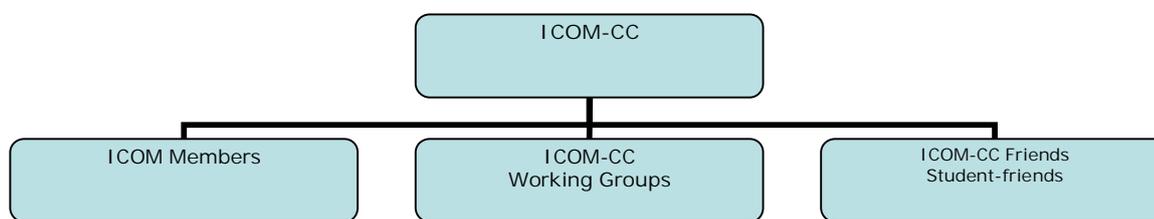
ICOM-CC aims to promote the investigation, analysis and conservation of culturally and historically significant works and to further the goals of the conservation profession.

ICOM-CC provides a framework within which conservation specialists can meet and work at an interdisciplinary level. Twenty-three Working Groups form the backbone of the Committee.

They deal with topics such as:

- optimization of solutions to conservation problems;
- scientific investigation of objects of artistic or historic significance;
- development of standard techniques and manuals;
- preventive conservation

ICOM-CC's structure



Art Technological Source Research
Documentation
Education and Training in Conservation
Legal Issues in Conservation
Preventive Conservation
Scientific Research
Theory and History in Conservation-Restoration
Task Force on Public Engagement in Conservation

Ethnographic Collections
Glass and Ceramics
Graphic Documents
Leather and Related Materials
Metals
Modern Materials and Contemporary Art
Mural Paintings, Mosaics and Rock Art
Natural History Collections
Paintings
Photographic Materials
Sculpture, Polychromy and Architectural Decoration
Stone
Textiles
Wet Organic and Archaeological Materials
Wood, Furniture and Lacquer

ICOM-CC's mode of operation

- Three-year cycles (triennium, or triennial period)
- At the beginning of each triennial period, Working Group members elect a Coordinator and decide on a programme that will be carried out over three years.
- The Coordinator plays a very important role in stimulating and engaging members in Working Group research and activities all through the triennial period.
- Working Groups may organize interim meetings to report and discuss results during the triennial period.
- Preprints; website; newsletters; discussion lists; joint meetings of Directory Board and Coordinators; contact with other organisations.

At the end of the triennial period Working Groups present results at the Triennial Conference.

ICOM-CC's dissemination strategies

- The Preprints produced at Triennial Conferences
- The website. Two-level access to information will be implemented soon.
- Interim meetings of Working Groups (15 in 2006-2007).
- Newsletters and discussion lists of the Working Groups.
- The Newsletter (2 x per year, after a meeting of the Directory Board).
- A joint meeting of Directory Board and Working Group Coordinators at the Triennial Conference and at one Directory Board meeting.

- Contacts with other professional organisations and involvement in projects.

ICOM-CC's membership

- ICOM member, voting member of ICOM-CC
- ICOM-member, non-voting member of ICOM-CC
- Institutional ICOM member, voting or non-voting
- Friend of ICOM-CC, via Foundation; registration and payment via website
- Student-friend of ICOM-CC, via Foundation; registration and payment via website

Members:

1999: 1091

2002: 1143

2005: 1447

2006: 1502 (79 countries; 307 in France)

ICOM-CC's projects (2005-2008)

- Preparing and realising the 2008 Triennial Conference
- *New Delhi, India; September 22-26, 2008*
- *THEME: Diversity in Heritage Conservation: Tradition, Innovation and Participation*
- Selecting a bid for the 2011 Triennial Conference
- Enhancing the website and expanding communication features
- Providing grants for professionals and students to attend the 2008 Conference
- Promoting the status Friends of ICOM-CC

ICOM-CC's partnerships

- ICCROM (International Centre for the Study of the preservation and Restoration of Cultural Property); Director-general is *ex-officio* member of the Directory Board of ICOM-CC; houses ICOM-CC secretariat ;
- Getty Trust (Foundation, GCI); hosting meetings; supporting Preprints; providing grants
- IIC (The International Institute for Conservation of Historic and Artistic Works); a delegate is invited to attend Directory Board meetings ;
- AIC (The American Institute for Conservation of Historic and Artistic Works); a delegate is invited to attend Directory Board meetings ;
- CCI-IIC (the Canadian Conservation Institute); supports the Newsletter
- ICN (The Netherlands Institute for Cultural Heritage); supports the website
- The *Istituto Centrale per il Restauro* and *La Venaria Reale*: support the secretariat
- ECCO (European Confederation of Conservator-restorer's Organisations); president was invited at last Directory Board meeting ;
- EnCore (European Network for Conservation-Restoration Education); personal contacts and via link with ECCO ;
- TC 346 on Standardization; ICOM-CC observer in Working Group 1 (Definition of Conservation / restoration).

ICOM-CC's WORRIES

- ICOM's membership registration policy
proposed sequence: first ICOM/ICOM-IC via web;
second: transfer to ICOM-NC/ICOM-RC
- communication with central secretariat services
- financial support
- better servicing of world wide professional community
(grants; competitors)
- transparency of granting policies and decisions
- liability issues

Annex 3

International Committee on Museum Security (ICMS)

Presented by:
Hans-Juergen Harras,
Representative of ICMS

Let me start with a quotation: „It is fortunate that disasters do not occur every day in museums and galleries. The very rarity of them can lead to a situation where we hope for the best and are reluctant to prepare for the worst! Forethought and planning can prevent an emergency becoming a disaster and minimise the injury and damage to people and collections.“ (Bryan Dovey, Chairman ICMS). To say it in one sentence – that is the field where ICMS works for.

Collections are the very core of all kind of museums. One of the main tasks of the museums is to conserve the collections. But there are many threats to the items of the collections and to the museum buildings itself too. The loss of some objects whose values in financial terms is not too significant compared to the value of the collection may nevertheless be an immense loss of scientific or cultural value of the collection as a whole. One example of a threat was shown to the museums world some weeks before in Nizza when some guys with weapons entered the Musée des Beaux Arts around Sunday noon and stole four paintings. And surely you remember some other threats and events from the last time:

- The intrusion into the Kunsthistorisches Museum in Vienna and the theft of the Saliera, which was luckily returned
- The armed robbery of the Munch museum in Oslo where two paintings were stolen
- The fire in the Anna Amalia Library in Weimar where thousands of valuable and not replaceable books were burnt
- The flood in 2003 which affected Czech Republic, Germany and other countries very badly
- Not to forget the daily threats to the art objects in the exhibition halls caused from visitors, mostly not with a bad intent

There are a lot of more threats to the museum collections, from inside and outside the museums. It was the intent to gather specialists in questions of museum security in an International Committee which led to the formation of the ICMS in 1974. The first members started very activ – here a photo from 1976 – with some publications about the basics of museum security. There are a lot of museums in the world, mostly the smaller ones, which are not able to hire specialists for security. These security tasks are often given to other employees like the caretaker of the museums, scientists like art historian or others. The ICMS is for all of them a wonderful place to exchange their experiences in all the questions of museum security and to improve their abilities and skills. Museum security is not a field of security like security in other companies or institutions. Museums allow the visitors the confrontation with original items as close as possible. Bigger parts of the collections are hidden in depositories with very limited access. Developments from the last years show on the other hand the access of visitors to special show depositories. And this will not be the end. A lot of museums have been built during the last years all over the world. The art market has grown bigger and bigger and the amount of thefts, robberies, fires and illicit traffic of art has grown too. The amount of exchanging museum loans for special exhibitions has never been as huge as now and there seems to be not an end. As a result the tasks for ICMS in that view become more and more important:

- o to support the aims and objectives of ICOM, in particular with the reference to museum security;
- o to formulate and carry out a program of activities related to museum security;
- o to provide a forum for communication, co-operation and information exchange between museums, professional museum workers and others concerned with museum security;
- o to provide advice to ICOM on museum security and be a source of professional expertise to assist in the implementation of ICOM's program;
- o to represent the interests of museum security within ICOM;
- o to cooperate with the National Committees and Affiliated Organisations in matters related to the Committees specific mandate and to the broader interests of ICOM

The ICMS has grown over the years and has become a very active part of ICom. We have 6 institutional and 112 individual members now. Meetings are held every year in various countries all over the world. We discuss the new development of threats, new developments of security systems, legal procedures in the different countries regarding security questions, for example video systems and others. Interesting points are also methods of risk assessment, museums emergency planning, how to install security systems in historical buildings. Regarding these and other questions we have held common meetings together with other International Committees of ICOM and we will have such common meetings in the future too.

As a part of challenge of ICMS is to share and spread knowledge and experience from the field of cultural property protection. Beside publication we also during our conferences, but also as a part of our everyday work, do the consultations for museums and other cultural institution. How does it work? By dividing the members of the annual conference into several groups we inspect the museums building and its security and safety measures.

During our inspection we focus on threats which have been recognized for the institution as crucial and most dangerous. By using simple methods of risk analysis we prepare for the museum management the checklist of dangers for each inspected space of the museum and also a checklist, what measures we propose to be taken to decrease the level of risk. By doing such a survey we often open eyes of the museum management who is getting useful material, how to increase rapidly the security level of its institution, very often by not financially demanding methods.

ICMS members are involved and are very active in the Museum Emergency Program which was launched by ICOM some years before.

Another ICMS project of the last time can be introduced here: The Vocabulary of Museum Security Terms as an online issue. Such a Vocabulary was published as a printed issue during the ICOM General Conference in Barcelona 2001 in five languages: English, French, German, Italian and Spanish. The demand for this book was much greater than the edition. And the request for more languages was raised. So we decided to set up a working group for the development of an online issue of the Vocabulary. This online vocabulary allows to add new terms and to delete mistakes if necessary and to add new languages in an easy way. The result is available in the internet since more than 14 months now and it contains 13 languages (2 are under construction). As far as we are able to watch until now the Vocabulary is used in average 40 times per day. Let me use this opportunity to ask – especially the Spanish National Committee - for anybody who can support this project regarding the Spanish language. After the retirement of the Spanish interpreter Fernando Moyano-Cerrato from the Collection Thyssen-Bornemisza we were not able to find another interpreter for this Vocabulary. The only one solution was to find a sponsor who paid a professional interpreter.

These should be only two examples of the work of ICMS. Who wants to know more about ICMS is welcome to visit the website www.icms.icom.museum.

**69^e SESSION DU COMITÉ CONSULTATIF /
69^e SESSION OF THE ADVISORY COMMITTEE
69^a REUNIÓN DEL COMITÉ CONSULTIVO**

**17 Août / August 2007 / Agosto de 2007
Vienne (Autriche) / Vienna (Austria) / Viena (Austria)**

LISTE DES PARTICIPANTS / LIST OF PARTICIPANTS / LISTA DE PARTICIPANTES

Président/Chairperson/Presidenta	Günther Dembski (Autriche/Austria/Austria)
Vice-Président/Vice-Chair /Vicepresidenta	Virgil Stefan Nitulescu (Roumanie/Roumania/Rumania)

CONSEIL EXÉCUTIF/ EXECUTIVE COUNCIL/ CONSEJO EXECUTIVO

Présidente de l'ICOM/President of ICOM/Presidenta del ICOM	Alissandra Cummins (Barbade/Barbados)
Trésorière/Treasurer/Tesorera	Nancy Hushion (Canada/Canada/Canadá)
Membres/Members/Miembros	Elisabeth Olofsson (Suède/Sweden/Sueca) George Abungu (Kenya)

**COMITES PERMANENTS / GROUPES DE TRAVAIL/ GROUPE DE RÉFORME
STANDING COMMITTEES/ WORKING GROUPS/ TASK FORCES
COMITES PERMANENTES/ GRUPOS DE TRABAJO / GRUPOS DE REFORMA**

Affaires Juridiques / Legal Affairs/ Asuntos Jurídicos	Patrick Boylan (Royaume Uni/United Kingdom/Reino Unido)
Statuts/ Statutes/Estatutos	Gary Edson (Etats-Unis/United States/Estados Unidos)
Déontologie / Ethics/Deontología	Bernice Murphy (Australie/Australia/Australia)
Finances & Ressources / Finances & Resources/ Financió y Recursos	Robert Spickler (Canada/Canada/ Canadá°)
DRFM (<i>Disaster Relief Task Force</i>)	Thomas Schuler (Allemagne/Germany/Alemania)

COMITÉS NATIONAUX / NATIONAL COMMITTEES/ COMITÉS NACIONALES

Allemagne / Germany / Alemania	York Langenstein
Argentine/Argentina/Argentina	Amelia Arnelli
Australie/Australia/Australia	Bernice Murphy
Autriche/Austria/Austria	Carl Aigner
Botswana	Queen Turner
Brésil/Brazil/Brasil	Carlos Roberto Ferreira Brandao
Canada/Canada/Canadá	Sylvie Morel
Congo	Jean-Pierre Claver Banzouzi
Côte d'Ivoire	Aminata Barro
Cuba	José Linares
Etats-Unis/United States/Estados Unidos de America	Nina Archabal
Finlande/Finland/Finlandia	Ebba Brännback
Ghana	Kwame Sarpong
Hongrie/Hungary/Hungría	Miklós Cseri
Islande/Iceland/Islandia	Lilja Arnadóttir
Japon/Japan/Japón	Koichi Igarashi
Kenya	Peter Okwaro
Norvège/Norway/Noruega	Eva Maehre Lauritzen
Pays-Bas/The Netherlands/Paises Bajos	Albert A.J. Scheffers
Pérou/Peru/Perú	Luis Repetto Málaga
Portugal	Maria Clara Mendes Vaz Pinto
République dominicaine/Dominican Republic/ República Dominicana	Luisa De Peña Díaz
République Tchèque/ Czech Republic/ República Checa	Zuzana Strnadová
Roumanie/Romania/Rumania	Virgil Stefan Nitulescu
Royaume-Uni/United Kingdom/Reino Unido	Jack Lohman
Singapour/Singapore/Singapur	Lee Chor Lin
Slovaquie/Slovakia/Eslovaquia	Ivona Kautmanová
Suède/Sweden/Suecia	Hans Manneby
Zimbabwe	Rudo Sithole

COMITÉS INTERNATIONAUX / INTERNATIONAL COMMITTEES/COMITÉS INTERNACIONALES

AVICOM	Marie-Françoise Delval
Audiovisuel & Nouvelles Technologies / Audiovisual & New Technologies Audivisual & Nuevas Tecnologías	
CAMOC / Collections et activités des musées de ville / Collections and Activities of Museums of Cities / Colecciones y actividades de museos de ciudades	Galina Vedernikova
CECA / Education & Action culturelle Education & Cultural Action Educación & Acción Cultural	Arja Van Veldhuizen
CIMUSET Sciences & Techniques / Science & Technology / Ciencias y Técnicas	Bernard Blache
COSTUME COSTUME/ INDUMENTARIA	Joanna M. Marschner
DEMHIST Demeures historiques-musées / Historic Houses Museums / Residencias Históricas-Museos	Daniela U. Ball
ICEE / Echanges d'Expositions/ Exhibition Exchange/ Intercambios de Exposiciones	François Tremblay
ICFA Beaux-Arts/ Fine Arts/ Bellas Artes	Joanna M. Marschner Stephen Lloyd
ICLM Musées Littéraires / Literary Museums/ Museos de Literatura	Lothar Jordan
ICMAH Archéologie & Histoire / Archeology & History / Arqueología e Historia	Rosmarie Beier-de Haan
ICME Ethnographie / Ethnography / Etnografía	Daniel Winfree Papuga
IC MEMO Musées Commémoratif /Memorial Museums/ Museos conmemorativos	Wulff E. Brebeck
ICMS Sécurité / Security / Seguridad	Hans-Juergen Harras
ICOFOM Muséologie / Museology / Museología	Hildegard Vieregg
ICOMAM Musées d'armes et d'histoire militaire / Museums of arms and Military Museums / Armas e historia militar	Guy Murray Wilson
ICR Musées régionaux / Regional Museums / Museos Regionales	Goranka Horjan
Conservation/ Conservation/Conservación	Jan Wouters
INTERCOM Gestion / Management / Gestión	David Fleming
MPR Relations Publiques / Public Relations/ Marketing y R.P.	Paal Mork
NATHIST: Sciences naturelles / Natural History / Ciencias Naturales	Gerhard Winter
UMAC : Musées et collections universitaires / University Museums and Collections / Museos y Colecciones de Universidades	Cornelia Weber

**ORGANISATIONS INTERNATIONALES AFFILIÉES
INTERNATIONAL AFFILIATED ORGANISATIONS
ORGANIZACIONES INTERNACIONALES AFILIADAS**

AEOM Association des musées de plein air Européens/ Association of European Open-Air Museums / Asociación de Museos Europeos al Aire Libre	Miklos Cseri
IATM Association internationale des musées de transports/ International Association of Custom Museums / Asociación internacional de Museos	Michael Dünnebier
CAM Association des musées du Commonwealth / Commonwealth Association of Museums Asociación de Museos de la Commonwealth	Martin Segger
SIBMAS Société internationale des bibliothèques et musées des arts du spectacle / International Association of Libraries & Museums of Performing Arts/ Sociedad Internacional de Bibliotecas y Museos de Artes del Espectáculo	Ulrike Dembski

**OBSERVATEURS /
OBSERVERS/OBSERVADORES**

Etats-Unis/United States/Estados Unidos de America Helene Casson	Suède/Sweden/Suecia
Ian Jones Marie-Paule Jungblut Tetsuro Kono Lidia Leon	Royaume-Uni/United Kingdom/Reino Unido Luxembourg/Luxembourg/Luxemburgo Japon/Japan/Japón (République dominicaine/Dominican Republic/Republica Dominicana
Canada/Canada/Canadá Congo Yoko Niizuma	Japon/Japan/Japón
Brigitta Schmid Beate von Törne Mahdokht Mohit Tabatabaie Johanna Westphal Knut Wik	Autriche/Austria/Austria Allemagne/Germany/Alemania Iran/Iran/Irán Allemagne/Germany/Alemania Norvège/Norway/Noruega

SECRETARIAT DE L'ICOM / ICOM SECRETARIAT/ SECRETARÍA DEL ICOM

Piet J.M. Pouw	Secrétaire general par interim / Interim Secretary General / Secretario General Interino
Margarida Ascenso Carla Bonomi Tito Chan	Employée de bureau / Clerk / Empleada de oficina Webmestre / Webmaster / Webmaster Secrétaire du service des membres / Membership Service Secretary / Secretario del Servicio de los Miembros
Sylvie Delice Lysa Hochroth	Comptable / Accountant/ Contable Rédactrice trilingue / Trilingual Editor / Redactora trilingue
Employé de bureau – Service des membres / Clerk – Membership Service / Empleada de oficina	
Cristina Menegazzi	Spécialiste du programme / Programme Specialist / Especialista de Programa
Jennifer Thévenot	Responsable des activités de Programme / Programme Activities Officer/Responsable de las Actividades de Program
Joëlle Thibet	Responsable administrative / Administrative Officer/Responsable de la Administración
Eloisa Zell	Responsable du Service des membres / Membership Service Officer/Responsable del Servicio de los Miembros