



EVALUATION REPORT ICOM Strategic Plan 2008-2010

submitted in February 2011

by the Evaluation Committee 2008-2010



INTERNATIONAL COUNCIL OF MUSEUMS
CONSEIL INTERNATIONAL DES MUSEES
CONSEJO INTERNACIONAL DE MUSEOS

PREFACE

BY THE CHAIR OF THE EVALUATION COMMITTEE



This evaluation of the ICOM Strategic Plan 2008 - 2010 has been prepared by a committee of ICOM members appointed by former President Alissandra Cummins. I have great pleasure in presenting the final report of the Evaluation Committee to the newly-elected President, Dr Hans Martin Hinz.

In writing this report, the Evaluation Committee has been able to draw on comments by a number of colleagues from across the ICOM community, some made in face-to-face interviews, some in telephone or email interviews and some through an online survey. I would like to express my gratitude to all of them for sharing their insights with us. They at least cannot be held responsible for the somewhat disappointing response to the online survey.

The Evaluation Committee would also like to thank the Director General of ICOM, Julien Anfruns, and Perrine Bellosta of the ICOM General Secretariat for their assistance.

In conclusion, please allow me to convey the wish expressed by many of our respondents that the evaluation report be made available to all ICOM committees without further ado.

Dr. Steven Engelsman, Chair,
on behalf of the Evaluation Committee 2008-2010,
Director of the Volkenkunde museum, Leiden, Netherlands,

Leiden, 3 February 2011

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INTRODUCTION

1. INTRODUCTION

In July 2007, the then President of ICOM, Alissandra Cummins, set out a Strategic Plan for 2008 – 2010, entitled “Our Global Vision – Notre Vision Globale – Nuestra Vision Global”. It was intended to provide a strategic framework for operational planning at all levels of the organisation, to be used by the Executive Council, the National, International and Standing Committees, the Director General and the ICOM Secretariat in Paris.

1.1 Evaluation Committee

During its 117th session in December 2009, ICOM's Executive Council decided to set up a committee to evaluate the 2008 – 2010 Strategic Plan. The Evaluation Committee's remit was to review and validate the Strategic Plan 2008 – 2010 on the basis of experience and to make recommendations for the Strategic Plan 2011 – 2013.

[NB. In some documents the Strategic Plan covers the four-year period 2007 – 2010, while in other documents it is to cover the three-year period 2008 – 2010. Since ICOM operates in three-year cycles, we have used the latter throughout this document.]

The following ICOM members were appointed to the Evaluation Committee:

- Colette Dufresne-Tassé, Chair of ICOM/CECA
- Michael Koh, Chair of ICOM Singapore.
- Jose Ortiz, member of ICOM USA
- Wim de Vos, Vice-Chair of ICOM Belgium
- Steven Engelsman, member of ICOM Netherlands (Chair)

1.2 Time frame

The time frame originally set by the Executive Council required the Evaluation Committee to report by 15 November 2010. However, since the Committee was only appointed in September 2010, it became clear that this time frame was too

ambitious. A new time frame was agreed between the Evaluation Committee and the Director General of ICOM, in which the Committee would present its work plan to the ICOM Advisory Committee meeting in Shanghai on 7 November 2010 and would submit its final report to the President of ICOM by 1 February 2011.

1.3 Modus operandi

The Evaluation Committee has based its work on the following input:

- The ICOM Triennial Report for 2007 – 2010, as presented in printed form during the ICOM Shanghai meeting and published on the ICOM website.
- An evaluation of the Strategic Plan provided by the Director General and carried out by the external consultancy Goodwill Management, which specialises in evaluations and strategic planning. This evaluation can be found in Appendix 1.
- An online questionnaire drafted by the Evaluation Committee and sent out to the Chairs of ICOM's 153 National, International and Standing Committees. Respondents were asked to rate achievement of ICOM's strategic objectives using the system designed by Goodwill, and were invited to provide free text comments and recommendations.

We received 14 responses. The quantitative (anonymous) findings of the online survey can be found in Appendix 2.

- Telephone and email interviews conducted with 10 key stakeholders in the ICOM community. The questions focused on how relevant committees had found the Strategic Plan 2008 – 2010 and what impact it had had on their work. Interviewees are listed in Appendix 3.
- Information received by the Evaluation Committee at the email address evaluation.committee@icom.museum. This option was brought to the attention of the Advisory Committee in Shanghai on 7 November 2010 and an invitation to use this communication channel was emailed to the Chairs of ICOM's committees and published in the newsletter sent out on 29 November 2010. However, the Committee did not receive any additional feedback as a result.

1.4 Evaluation Committee meetings

All Evaluation Committee meetings have been conducted by teleconferencing.

They were held on 12 and 21 October and 9 November 2010, three members being in Shanghai (Ortiz, de Vos and Engelsman), and 6 and 20 January 2011.

1.5 This report

The findings of the Evaluation Committee are presented in two sections. The first contains the evaluation of the Strategic Plan 2008 – 2010.

The second contains recommendations for the Strategic Plan 2011 – 2013. A summary of the Committee's conclusions is given at the end of the report. This can be read first for a quick overview.

The appendices contain the main sources used. Since we have not secured permission from our respondents to publish their remarks, we only felt at liberty to make quantitative findings available in this report.



EVALUATION

2. EVALUATION

2.1 The Strategic Plan 2008 – 2010

The Strategic Plan 2008 – 2010 was only the second plan of its kind. ICOM President Alissandra Cummins presented it to the ICOM community in September 2007, presenting it as the main guidance tool for the entire organisation. The Strategic Plan was complemented by a three-year budget plan.

The Strategic Plan is far-reaching in its ambitions and is informed by a set of values identified by the President of ICOM as addressing the gap between developed and developing countries, between haves and have-nots, to help build a world in which the importance of natural and cultural heritage is universally valued. As outlined in the Plan, ICOM's role is to facilitate museum-to-museum interaction and support the sharing and development of knowledge. The creation of flexible mutual support systems and cooperative partnerships and the promotion of cross-cultural dialogue are identified as key strategies for meeting the needs of the museum community and the people museums serve.

The Strategic Plan is presented as a broad vision that gradually narrows to a mission, then to actions and anticipated outcomes. It is intended to inform the operational planning of all ICOM's committees. All ICOM stakeholders – the National and International Committees, the Executive Council, the Director General and the General Secretariat – therefore have a key role to play in implementing it.

The Strategic Plan 2008 – 2010 does not specify who is to be held responsible for implementing each individual action or achieving each individual objective. Instead, the organisation as a whole is presented as being collectively responsible for implementing the Plan.

2.2 Focus of the evaluation

In evaluating the Strategic Plan 2008 – 2010, it makes sense to distinguish between the two different purposes of the Plan. Its primary, explicitly stated purpose was to be a guidance tool for the organisation as a whole. As we learned from the telephone interviews, in the past it had been felt that there was a lack of coherence between the organisation's programmes, resolutions and budget allocations. The Strategic Plan was devised as a means of improving convergence and focus. The second, more obvious purpose of the Strategic Plan was to provide clear objectives, actions and outcomes for a three-year period to enable the organisation's performance to be systematically analysed and reviewed. We will begin by discussing this aspect, before returning to the "guidance tool" aspect.

2.3 The Goodwill evaluation

In anticipation of the evaluation of the Strategic Plan 2008 – 2010, in the spring of 2010, ICOM Director General Julien Anfruns commissioned the consultancy Goodwill Management to conduct an initial evaluation of the Strategic Plan.

Goodwill reformatted the Strategic Plan as a matrix listing the 4 objectives, 16 sub-objectives and the actions and outcomes mentioned in the Strategic Plan. Anticipated results are identified for each. On the basis of this list, the actions and outcomes are rated on a scale from 1 to 4, ranging from "not implemented" through "implementation delayed" to "implementation consistent with the Plan" and "overperformed". The Goodwill matrix and evaluation can be found in Appendix 1.

Underperformance is identified in the following areas:

- organisation of ICOM's annual meeting with separate meetings of the Advisory Committee for National Committees and International Committees has been delayed
- increased use of Internationalised Domain Names (IDN) in dotMuseum has been delayed;
- there have been delays in communicating case studies of best practice across all networks, despite good work by some National Committees (Japan, Belgium, Germany, Denmark and Switzerland).

ICOM overperformed in the following areas:

- interaction with non-traditional partners (the high score in this area is mainly due to Haiti disaster partnerships)
- improved understanding of and adherence to the Strategic Plan throughout the network
- complete reorganisation of the Secretariat including recruitment of new staff. Procedures have been streamlined. An optimisation plan was implemented in 2009 and 2010 to cut costs.

The main conclusion of the Goodwill evaluation is that ICOM's performance has on the whole been consistent with its objectives.

The Goodwill evaluation is an important document. This assessment of ICOM at the request of its Director General provides a strong indication that ICOM is performing well. The question that now has to be asked is whether this opinion is shared by ICOM's membership and can be endorsed by the Evaluation Committee.

2.4 The online survey by the Evaluation Committee

To generate feedback from the ICOM community about the implementation of the Strategic Plan 2008 – 2010, the Evaluation Committee developed a short online questionnaire.

There were eight questions focusing on achievement of the goals set out in the Strategic Plan, and three open questions inviting comments and recommendations about the current and future Plans.

The questionnaire and quantitative findings can be found in Appendix 2. Written comments in response to the open questions have been incorporated into the report by the Evaluation Committee.

An invitation to participate with a link to the questionnaire was emailed to the Chairs of ICOM's 153 National, International and Standing Committees. The response was limited: a total of 14 questionnaires were returned – 9% of the population surveyed. This is too small a sample for the online survey to be representative. However, it is important feedback from a dedicated group of ICOM Chairs, which we certainly wish to use and take into account.

The online survey corroborates the conclusion of the Goodwill evaluation: The majority of respondents considered that seven of the eight sub-objectives under consideration had been achieved in the terms of the Strategic Plan.

2.5 ICOM has achieved the objectives set out in the Strategic Plan

For the Evaluation Committee, the important question is whether we can endorse the conclusion of the Goodwill assessment that ICOM achieved the objectives of the Strategic Plan. The online survey corroborates this claim, but it is not sufficiently representative to provide a firm basis for a conclusion about the opinion of the ICOM community as a whole. However, it should be added that none of the feedback we received – be it through the online survey or the telephone interviews – questioned the fact that ICOM had achieved the objectives of the Strategic Plan 2008 – 2010. Lastly, none of the Evaluation Committee members themselves have reported observations to the contrary.

In the light of the above admittedly somewhat circumstantial evidence, **the Evaluation Committee feels justified in stating that in the period between 2008 and 2010, ICOM achieved the objectives of the Strategic Plan.**

2.6 The Strategic Plan as a guidance tool.

We now move on to discuss the success of ICOM's Strategic Plan 2008 – 2010 as a “guidance tool” for the organisation as a whole – which we identified as the primary purpose of the Strategic Plan.

Our online survey started with an open question about whether the Strategic Plan had provided the guidance needed for respondents' particular ICOM committees to define their goals. Eleven of the 14 answers indicate that this was the case. They use colourful language to state in 11 different ways that the Strategic Plan has been used and has been helpful in defining the strategies and goals of International or National Committees. The Strategic Plan is especially praised for drawing attention to the importance of dialogue, cooperation and ethical issues.

However, three respondents are less positive, indicating that they regard the link between the Strategic Plan and the daily business of museums as artificial. And only a minority of respondents support the statement that there is an improved

understanding of the Strategic Plan within the ICOM community. These comments line up with some of the more critical and stronger remarks made in the telephone interviews.

To phrase it bluntly, these comments state that the Strategic Plan has been relevant and effective only for the higher echelons of ICOM – the Executive Council, the Director General and the Secretariat – and not at all for the committees. The Strategic Plan was seen as beneficial in providing a focus for the work of the Director General and in raising ICOM's external profile through activities such as the Blue Shield, the Museums Emergency Programme, International Museum Day and the ICOM Code of Ethics for Museums. ICOM was described as a two-tier organisation, “level one” being the Director General and the Executive Council and “level two”, the National and International Committees. It was said that the Strategic Plan has been fruitful and highly relevant at the top level, but virtually irrelevant at the lower level. This observation echoes a remark made a few years ago in the evaluation of ICOM's first Strategic Plan.

From this, it is clear that there is no single opinion within the ICOM community as a whole about the effectiveness of the Strategic Plan as a guidance tool. While most of the responses to the online survey are positive, some much more critical opinions were voiced in the telephone interviews. This is hardly surprising. In an organisation with so many different member committees, each with their own agenda and all at different stages of development, it would have been extraordinary if everyone had agreed with each other. However, this does not mean that the critical voices can be ignored. On the contrary. The feeling that the needs of the committees are not taken seriously enough and that they are not sufficiently listened to seems to be quite widely shared among members.

In our opinion, addressing these feelings of frustration may be the most important challenge facing the new President and Executive Council, together with the Director General. It might even provide the central focus of the ICOM's internal agenda in the next few years.

2.7 Additional feedback on the Strategic Plan

The Committee gathered a wealth of material through the telephone and email interviews. Some of the remarks have already been incorporated into our findings, others have not. We feel we have an obligation to the interviewees to communicate the remainder of their comments, and have therefore included them in this final section.

Interviewees reported that they had used the Strategic Plan in different ways. For one person, it helped frame the answers for the annual report and to some extent measure activity. However, ultimately, the Strategic Plan did not affect the work on the International Committee because its activities are determined by the abilities of their volunteer board members. This person also felt that at times the goals and objectives created a situation where International Committees were forced to try to make their activities fit into a programme in a way that was sometimes artificial. Another interviewee indicated that for their Committee, the Strategic Plan had been useful in helping frame their activities and fix priorities, and as a basis for international discussions.

The issue of better communication came up for all interviewees. Communication between the Executive Council, the Secretariat and the International and National Committees needs to be improved. As one person put it, this is ICOM's weak spot. The issue of transparency was also raised. Someone pointed out that the Executive Council used to have open and closed sessions, but now all its meetings are closed sessions. It was suggested that some meetings should be open: given that the Executive Council is elected by the members, they should be privy to certain meetings.

Another interviewee suggested that ICOM may be out of touch with grassroots reality of the National Committees. For example, when ICOM says, on the basis of strong links with the Secretariat, that ICOM has fostered ties with UNESCO, this may be the case in Paris, but not at national levels. There should be more partnership and more communication between the various agencies at ground level.

Two interviewees said that the second Strategic Plan (SP) had been beneficial in setting priorities and also highlighted ICOM's global role. However

all interviewees said that they were not sure how the SP was intended to be achieved. Although the second SP was clear and the actions were listed, it was not clear who was to execute them. As one interviewee put it, the SP is so general that all of us are responsible but ultimately no one is accountable either for the degree to which they participate or for implementation. There was a realisation that strategic plans are important for a large organisation like ICOM. However, for most, the plans are not generally referred to when planning museum programmes at national level.

One interviewee commented that the SP is more appropriate as a planning tool for bureaucratic organisations: while the Secretariat has a permanent staff and is therefore able to fulfil the objectives, the International Committees are staffed by volunteer boards serving from one to three years. When the International Committees are asked to provide a three-year plan, say, in 2013, to be presented at the ICOM triennial meeting in Brazil in 2014, it is difficult for them to do so because their Chairs and boards would have changed by the time the plans had to be implemented. The Executive Council has to remember that ultimately the committees are voluntary bodies.



RECOMMENDATIONS

3. RECOMMENDATIONS

The Evaluation Committee received recommendations for the new Strategic Plan through a range of channels: the online survey; the telephone and email interviews; and informal observations. These recommendations are included here without substantial alterations. They have only been edited for clarity by the Evaluation Committee. The Evaluation Committee simply passes them on without alteration for the benefit of the ICOM Executive Council, the Director General and the Strategic Plan 2011-2013 Committee.

3.1 With respect to the values of ICOM

It is important to retain the objective of adopting an “intercultural approach on a local and global scale, through the promotion of cultural diversity of collections and expressions of knowledge” as one of ICOM’s strategic goals. While ICOM does not have the power or mandate to dictate the behaviour of institutions, it can spearhead dialogue and propagate modes of thinking and behaviour that contribute to a world in which cultural diversity and multicultural understanding inform communities’ actions and break down the walls of ethnic difference – and has indeed done so in the past. This cross-cultural understanding is key to securing a harmonious global community in this era of ethnic-based conflict, and this is a mission we should pursue with vigour.

3.2 With respect to the structure of ICOM

The efforts made to restructure the committees are commendable. However, in the light of recent events, the mandate and responsibilities of some committees should be reviewed, an example being the Standing Committee on International Committees. Much would be gained by reducing the latter’s function of control in favour of its function to assist. This would be more in keeping with the spirit in which it was created.

3.3 With respect to the new Strategic Plan

A three-year time frame may be too short for many of ICOM’s objective. A longer-term Strategic Plan, perhaps working towards 2020 or 2025, could be developed to set a broader direction for ICOM. In addition to “Actions”, a long-term Strategic Plan should include “Outcomes” or deliverables that clearly set out the concrete end-state to be reached.

To get a fuller picture of ICOM members’s widely varying perspectives, National Committees could share their Strategic Plans before the annual Advisory Committee meetings or via a shared server. To involve the National Committees in shaping ICOM’s future policies, we could ask the National Committees to make, say, two recommendations each for the forthcoming Strategic Plan for 2011 – 2013. National Committees could help ICOM by reporting on how they implement the ICOM Strategic Plan.

Better web-based tools could be developed to enable National and International Committees to provide better and more regular input to the General Secretariat (as not many can travel to Paris) – but it should also be remembered that not all regions have Internet access.

The Strategic Plan should be written in clear language that can easily be understood, bearing in mind that not everyone is from an English-, French- or Spanish-speaking country.

3.4 Specific initiatives: Links between committees and external partners

Although the Executive Council appears to be boosting its relations and collaboration with other organisations and international bodies, it might be a good idea for the National and International Committees to establish links with associations and institutions at their level.

3.5 Specific initiatives: Best practices website and formats.

Create web platforms where best practices can be presented and exchanged. Encourage the holding of complementary workshops for National Committees and Regional Alliances by creating formats.

3.6 Specific initiatives: More research

At present, certain aspects of ICOM’s sphere of action are not developed sufficiently, even though they could help broaden the range of its achievements. One example is research. It would be desirable to encourage the latter by creating a multi-disciplinary structure such as a working group or a standing committee, to focus specifically on research.

3.7 Specific initiatives The June meetings

Some International Committees feel that they are being subjected to an excessive degree of control, insofar as they required to send in detailed annual reports and are not allowed to decide how they spend their limited budgets on the basis of their own orientations and forecasts. At the same time they feel that they are not being listened to.

More opportunities should be provided for International Committees to express themselves and have a real say at the June meetings. Much hope (and some nervousness) centres on the new membership database, which everyone hopes will provide the information they need to manage their membership.

3.8 Specific initiatives Brief recommendations

- Ways need to be found of getting regular input from younger members, growing regional associations and enhancing regional links.
- A triennial meeting should be held in Africa.
- Steps should be taken to ensure that resolutions passed in Shanghai are taken into account in the new Strategic Plan.
- The new Strategic Plan should be written in language that is easy to understand. It should be borne in mind that not everyone is from an English-, French- or Spanish- speaking country.
- For the SP to be effective, it needs to be more widely disseminated.
- The SP needs to include concrete examples of actions and measures.
- ICOM needs to build connections, communication and democracy.
- The Executive Council needs to be more proactive in engaging with the International and National Committees, to engage more with National Committees and to define their role more clearly. At present, there is a feeling that National Committees are only valued for their membership potential.
- ICOM should explore the possibility of engaging its members through the use of social media like Twitter and Facebook



SUMMARY OF CONCLUSIONS

4. SUMMARY OF CONCLUSIONS AND ONE RECOMMENDATION

The Strategic Plan “Our Global Vision” has served ICOM well. It made ICOM’s values explicit, provided focus by stating four very general objectives and gave examples of the type of results that were anticipated. It thereby clarified the character of ICOM, both as the representative international organisation of museums all over the world and as the umbrella organisation of a vast number of International and National Committees.

The Strategic Plan was not originally written as an action plan for three years. It did not define what would be regarded as a success after three years; it did not identify who was responsible for any of the actions or accountable for success or failure. As one of our respondents phrased it: “the Strategic Plan is so general that all are responsible but ultimately no one is accountable to take part or implement.” Instead, it was meant as an inspiration to boost cohesion and provide an overall orientation for the ICOM community as a whole.

However, looking back on the period from 2008 to 2010, the objectives of the Strategic Plan seem to have been met through an impressive range of results and achievements by all ICOM’s stakeholders – the National and International Committees, the ICOM Secretariat and the Director General, and the Executive Council and the Presidency. This is excellent news, and a wonderful testament to the vitality of the organisation as a whole. The Evaluation Committee does not wish to go into more detail about who has contributed most or least to this success.

From the wide range of opinions gathered, it is clear that there is still a long way to go before it can be said that the goal of uniting the ICOM community to work towards a single strategic mission has been achieved. Some feel that there is quite a distance between the decision-making centre of the Director General and Executive Council on the one hand, and the international museum workforce organised in the National and International Committees on the other side. There is a feeling that the Strategic Plan has been fruitful and highly relevant for some and virtually irrelevant for others. This observation is not new. It was also made a few years ago when ICOM’s first Strategic Plan was reviewed. We consider that bridging this gap and bringing about effective communication with the large array of committees and active membership is the most important challenge facing ICOM. Perhaps, now that he has successfully reorganised and focused the ICOM Secretariat, the Director General, together with the ICOM leadership, will be able to address this issue.

A major drawback to a triennial Strategic Plan is that frequent and radical changes of direction mean that that by the time the committees have begun implement the plan, its authors and the upper echelons of the organisation have discarded it and replaced it by a new plan. This is counter-productive.

The following recommendation might help to avoid this scenario. It is inspired by the highly successful way in which the ICOM Code of Ethics was introduced and has been maintained and updated over the many years of its existence. The Code of Ethics has truly become the single most unifying instrument in the ICOM community. One would wish

for ICOM’s strategic vision to become a unifying instrument of similar strength and importance. We believe that this can only happen by setting a longer time frame. The Strategic Plan should be handled with care: while it is important that we remain alert to changes in the environment and context that necessitate alterations, we need to foster a strong and tenacious commitment to its basic message, principles and values.

So perhaps the strategic vision should be set within a 10- to 15-year time frame. Over this long period, only minor changes should be made to adjust to changing external circumstances. This would enable the ethos of the Strategic Plan gradually to be absorbed by the ICOM community as a whole and incorporated into the working documents and action plans of all ICOM’s National and International Committees.

This final recommendation concludes our report. We hope that it may contribute in a modest way to the future success of our great organisation!



APPENDICES

5.1 APPENDIX 1: EVALUATION BY GOODWILL MANAGEMENT

The evaluation process defined by Goodwill Management follows the terms of a breakdown of the Strategic Plan. It underlines the most relevant responses for each objective of the plan for the headquarters. All of the items on the following pages are rated on a scale of 4 levels:

- 1 = The item has not been implemented
- 2 = The implementation results in delays
- 3 = The implementation is consistent with the plan
- 4 = The objectives have been overperformed

Strategic Objectives	Anticipated results for 2010
SO1 To strengthen ICOM's global impact	R1.1 Effective and regular communication throughout the network
	R1.2 ICOM's reconceptualised approach to its activities and their delivery captures the diversity of its members
	R1.3 Museums are part of global forums for exploring challenging contemporary issues through interaction with non-traditional partners
	R1.4 Active, strategic partnerships that are committed to global intervention and involvement
	R1.5 New collaborative networks for development and dissemination of ICOM's activities
SO2 To provide leadership in advocating the value of heritage	R2.1 Collaborative communication systems to stimulate understanding of how heritage affects everyday life
	R2.2 Diversified innovative approaches to the application of the Code of Ethics
	R2.3 ICOM is identified as the most effective advocate for advancing heritage
SO3 To promote performance and high standards in museums = The implementation is consistent with the plan	R3.1 Benchmarks reflecting the diversity of environments have been developed and applied
	R3.2 Communicated case studies demonstrating effective implementation of good practices, across all networks
	R3.3 The development of ICOM's expanding network requires an awareness of ethical values
	R3.4 Collections are acquired and presented in diverse ways that stimulate dialogue
SO4 To expand the resources required to effectively implement the Strategic Plan	R4.1 There is evidence of improved understanding and adherence of the plan throughout the network
	R4.2 ICOM's Secretariat has been reconfigured based on the Strategic Plan
	R4.3 ICOM's Secretariat is now housed under one roof
	R4.4 ICOM's diversification of its revenue sources has produced income that begins to exceed budgetary and program needs

Strategic Objective 1: To strengthen ICOM's global impact

R1.1 Effective and regular communication throughout the network

Achievements	Score
Identify and develop the tools required to communicate across ICOM's geographically diverse constituencies, the full range of work and issues being pursued	3
In each case, the content and the format of meetings (whether of the Executive Council, the Advisory Committee, National and International Committees or Regional Alliances), must reflect the full spectrum of ICOM's diversity	3
Expand the use of electronic platforms, including dotMuseum, blogs, and website technologies, to facilitate interactive communication across and within the network	3
R1.1 Effective and regular communication throughout the network	3,00

R1.2 ICOM's reconceptualised approach to its activities and their delivery captures the diversity of its members captures the diversity of its members

	Achievements	Score
Facilitate ways of working throughout the network which ensure that all activities capture the reach and diversity of ICOM members	Multiple interventions for the restructuring of committees. Conference calls. Representative panels of National Committees: membership fee policy reforms, reflection of services. Peer Jury: highly collaborative work. Search for representativeness in the process of awarding subventions. Highly collaborative work for the tests in the database project (with a panel of NCs and ICs).	3
Develop dedicated systems to ensure the ongoing commitment to a diversified approach	Membership fees adapted according to countries' National Growth Product (4 price categories - IMF ranking). Grants for less privileged members to have access to committees . Increase of travel bursaries (x2 in 2010)	3
Use the Advisory Committee meetings to present and discuss the substantive work and capacities of the International Committees (ICs) and the National Committees (NCs)	- Organization of the ICOM annual meeting with separate meetings of the Advisory Committee for NCs and ICs. - (Nota. Subject diffused in all other objectives)	2
Effectively use multiple communication tools, such as dotMuseum, electronic platforms, web-based technologies and electronic publishing, to present the substantive work of the International Committees, especially in relation to elements of the Strategic Plan	Multiple interventions for the restructuring of committees (standing committees, task forces, regional alliances ...). Increase of Conference calls. Representative panels: membership policy reforms, reflection on services. Peer Jury: highly collaborative work. Search for representativeness in the process of awarding subventions. Highly collaborative work for the tests in the Database project for ICOM Membership. Reform of the standing Committee of International Committee and integration in the Peer Jury (at the end 2010 for 2011). Ouverture of the new ICOM Website to the creation of customized pages for voluntary ICs & NCs.	3
R1.2 ICOM's reconceptualised approach to its activities and their delivery captures the diversity of its members		2,75

R1.3 Museums are part of global forums for exploring challenging contemporary issues through interaction with non-traditional partners cts members

	Achievements	Score
Explore the role and function of museums as civic and social space, beyond the preservation and exhibition of collections through planned presentations and discussions	Success of IMD (International Museum Day) with the creation of a complete participation kit for NCs and for all museums in the world, visual identity, press contacts, adaptable IMD poster... Very significant work with press relations: CNN, Capital, France Culture, France Inter, Swedish Daily, ABC Radio National, La Libre Belgique, El Pais, Radio Canada, The Art Newspaper, Global Times, Le Soir, La Republica, etc.	3
Encourage museums to be involved in greater economic and social development, in partnership with international heritage and culture organisations like IUCN, UNESCO, ICOMOS and ICCROM	MoU with Blue Shield and the Smithsonian Institution for Haiti. MoU with IFLA (libraries), ICA (Archives), BlueShield, and the Haitian government on a treatment Center with international and Haitian volunteers in Haiti. The establishment of emergency training with ICCROM and museum representation by the American Blue Shield. MoU with ICOMOS (signed in october 2010). Initiated discussion with IUCN in Brasilia on World Heritage (from July 2010)	4
Design ICOM initiatives to demonstrate the role of museums, as institutions dedicated to civic engagement by promoting the reconciliation of cultural and social issues	Success of International Museum Day -IMD- (cultural and social subjects): 30,000 participating museums every year in 100 countries. Participation at the Universal Expo in Shanghai for the first time in ICOM History. Common action on «La Nuit des Musées» with the French Government.	4
R1.3 Museums are part of global forums for exploring challenging contemporary issues through interaction with non-traditional partners		3,67

R1.4 Active, strategic partnerships that are committed to global intervention and involvement

	Achievements	Score
Reinforce partnerships with international heritage and culture organisations, such as UNESCO, WIPO and UN development agencies that reflect aspects of the ICOM Strategic Plan and its relationship with broader issues of social and economic development	All of the partnerships have been reinforced: Getty Foundation, French Ministry of Culture, European Union, UNESCO, US State Department, Shanghai Museum, COMMUNICATING THE MUSEUM Conference, World Federation of Friends of Museums (WFFM), Swiss Cultural Office.	3
Make specific efforts to establish strategic alliances with organisations and institutions in geographic areas where ICOM is under-represented, such as Latin-America and Africa	Cooperation agreement with Caribbean Museums (MAC) for the emergency program. Relationship with the Union for Latin America and the Spanish language. Creation of an ICOM - China/Korea/Japan partnership to develop the South-East Asian zone. Cooperation with AFRICOM to fight against illicit trafficking. Cooperation in 2009 and 2010 with ASEMUS (Europe-Asia Museums on Asian Art Collections - links on Virtual Museum)	3
Search the network of ICOM for active collaboration with new, global and local partners, including small community associations.	Communicating the Museum conferences. Aboriginal community support (2009). Innovative support forum, AAM, Museum Association, Australian Association, Canadian Association...	3
Increase knowledge about the extent and work of ICOM's network among international heritage and culture organisations	UNESCO relations: New framework agreement; presentation of work in progress (Red List). - The Haiti case, - The role of ICOM in UNESCO's procedures (ex. The Hague convention 1954). The documentation centre provides the work of committees	3
R1.4 Active, strategic partnerships that are committed to global intervention and involvement		3,00

R1.5 New collaborative networks for development and dissemination of ICOM's activitiesmembers

	Achievements	Score
Actively associate with international heritage and culture organisations to ensure a cross-action strategy, particularly in publications and projects	UNESCO («Run a Museum» publication). Museum Emergency Plan. Red List cooperation (Interpol, World Customs Organization). Cooperation of WIPO on the theme of museums and intellectual property	3
Establish links with electronic sources of knowledge to encourage and stimulate exchanges through ICOM's website and dotMuseum	Analysis of the dotMuseum issue with Aldea Consulting. Capitalisation on existing domain names.	3
R1.5 New collaborative networks for development and dissemination of ICOM's activities		3,00

Strategic Objective 2: To provide leadership in advocating the value of heritage

R2.1 Collaborative communication systems to stimulate understanding of how heritage affects everyday life

	Achievements	Score
Establish and promote a research database that explores the links between conservation of objects and their social and economic context	Database for objects at risk, inclusion of Red Lists (in 2009) to the Interpol Data Base, Promotion of the Red List projects. Online Code of Ethics in 36 languages.	3
Develop a common framework for action with heritage institutions and NGOs	WFFM - World Federation of the Friends of Museums, Blue Shield, UNESCO: framework contracts. ICOM Election (in November 2009) to be part of the UNESCO NGO Committees, UNESCO. Mediterranean Program (EU). UNESCO Venice (Albanian National Museum of History)	3
Increase the use of Internationalised Domain Names (IDN) in dotMuseum	Reorientation of the policy according to the needs and the possibilities concluded by the audit enabled with the help of Aldea Consulting firm (expected in October 2010)	2
Establish scientific partnerships with heritage and culture development institutions, such as UNESCO, UNDP, WIPO, World Bank, through brainstorming sessions, publications and collaboration projects	Intangible heritage and definition of traditional cultural expressions (WIPO), Red List (World Customs Organization and Interpol). ICOM Publication of «Run a museum» with UNESCO and a translated version in Chinese.	3
Generate accreditation and active participation in international forums, including important global summits, such as the Davos Forum and the Social Development Forum	World Forum in Lille, Think Tank Aspen Institute (Aviles), Salzburg Think Tank, Shanghai World Expo 2010. [Nota. Difficult to evaluate the completion of this sub-objective - A full completion of this objective (ex. Davos) was unrealistic in 2007 and did not take into account the state of the organization at the time, or the content of some of the summits in reference]	3
R2.1 Collaborative communication systems to stimulate understanding of how heritage affects everyday life		2,8

R2.2 Diversified innovative approaches to the application of the Code of Ethics captures the diversity of its members

	Achievements	Score
Establish a platform for dialogue among key actors (national museums) to promote access to museum objects and sharing of knowledge	Event site, World Heritage Committee in Spain (2009) and in Brazil (2010) with a special event on ICOM. The new website will provide a special development on the Code of Ethics (Article 6)	2
Promote the importance of the ICOM Code of Ethics to funding agencies and link ethics with development	Workshop with some International Committees (Nathist for Natural History / CIMAM for contemporary art) for more specific codes. Code of Ethics incorporated in Swiss Law (2010). Relations with the EU, France, Switzerland, Eudoweb, Fundraising campaign in 2010 (private: Hermes, LVMH, KPMG...; Foundations; Governments; International Organizations)	4
R2.2 Diversified innovative approaches to the application of the Code of Ethics		3

R2.3 ICOM is identified as the most effective advocate for advancing heritage members

	Achievements	Score
Launch and publicise a series of high profile multi-partnership symposia on current key issues, such as social inequity, intangible heritage, digital memory and illicit traffic, to name a few	Dozens of interventions: World Bank (2009 & 2010), V&A museum (2010), Inclusive Museum Conferences in Leiden (2008), Brisbane (2009) and Istanbul (2010). Sponsorship of the Journal of Intangible Heritage.	3
Recognise innovative work and works of excellence, through community-inclusive projects, demonstrating the value and diversity of human development	World Expo. International Museum Day: recognise innovative work (in Portugal, work for disadvantaged youths; in South Africa, football exhibition; Collaboration Japan - New Zealand (Union of ancient trees)	3
Promote exchange, dialogue and diverse interpretation of current powerful themes around the world, such as International Museum Day	- cf. IMD results - Special support for International Museum Day in Burkina Faso.	3
R2.3 ICOM is identified as the most effective advocate for advancing heritage		3

Strategic Objective 3:
To promote performance and high standards in museums

R3.1 Benchmarks reflecting the diversity of environments have been developed and applied

	Achievements	Score
Define the various environments, according to ICOM's values and the benchmarks for environmental evaluation	Membership policy and services benchmarks: ICOMOS, IFLA, AAM, Museum Association (MA)... / Benchmarks on publications: UNESCO, International Weekly Press, AAM, MA. Ongoing work for the revision of publications. Objective: coherence, excellence and visibility	3
Collect examples of standards from ICOM's network, museum associations and pan-international organisations, and carry out comparative research	Product standards, improved (and collected) : ICOM-CC (conservation), CIDOC (documentation), ICMS (security), CECA (Education)	3
Communicate findings across the network using electronic communication	ICOM e-Newsletter, electronic version of ICOM News, Object-ID, ICOM-L, new Website.	3
Make a note of the standards at each Advisory Committee meeting, defining a flexible set of benchmarks	This is carried out within the framework of International Committees and of the Ethics Committee. As it was not relevant for every Advisory Committee meeting, the idea was discontinued.	3
Ensure that these standards are always current	Example: sub-committees of ICOM-CC. Ethics Committee: confrontation on the case studies. IBA uses the standards as a reference. Swiss Law also.	3
Develop interactive approaches to the application of standards	Workshops on ethics, 3 or 4 per year (ex. Germany, Belgium, Denmark, Japan). Workshop on the norm Object-ID. Fight against illicit traffic (3 to 5 lists per year). Emergency training, safety standards, intervention standards. MEP (Museum Emergency Program) 2008 in Croatia. MEP e-learning site.	3
R3.1 Benchmarks reflecting the diversity of environments have been developed and applied		3,0

R3.2 Communicated case studies demonstrating effective implementation of good practices, across all networks iversity of its members

	Achievements	Score
Define good practices according to the Code of Ethics and professional benchmarks	Workshops with some committees (Japan, Denmark, Belgium, ...)	2
Commission case studies underlining priority themes, such as current issues and challenges facing museums, within National and International Committees and with preeminent museum professionals (possibly using the case study series of INTERCOM as a model)	Work of International Committees and some National Committee (Germany, Switzerland)	2
Publish case studies through innovative ways and ensure supervised online discussions and debates using all options	Intangible heritage, thematic issues, ICOM News: Museum Law, jobs	3
R3.2 Communicated case studies demonstrating effective implementation of good practices, across all networks		2,3

R3.3 The development of ICOM's expanding network requires an awareness of ethical values

	Achievements	Score
Spread the word of the Ethics Committee through various means	The work of the Ethics Committee is confidential (because of confidential specific case studies for museums). Publications and translation of the Code of Ethics in different countries, workshops, educational support, integration in some national laws, in ICOM-News, special focus on the website	3
Ensure that all International and National Committees' websites have a link to the Code Ethics (on their homepage)	A survey checks this link and it is signaled to the Committee if there is an absence of a link. This link appears in the vast majority of Committees.	3
Ensure that sessions on Ethics and the development issues arising, are during meetings of the Executive Council, the Advisory Committee and the General Conference	Done as often as necessary. Example of themes addressed by the Executive Committee: Ethics and Fundraising, Internal Regulation, chart. Standing Committees: financing, resources, ethics.	3
Introduce innovative and diversified approaches for applying the Code of Ethics	redundant sub-objective with the last point of 3.1	3
R3.3 The development of ICOM's expanding network requires an awareness of ethical values		3,0

R3.4 Collections are acquired and presented in diverse ways that stimulate dialogue

	Achievements	Score
Ensure that the conservation of heritage respects the provisions of the ICOM Code of Ethics concerning the acquisition and presentation of collections, both inside and outside the activities of ICOM	ICOM does not have the power to secure this objective, but can give encouragements to institutions. It is also impossible within an operational plan (ability vs. external activities of ICOM). However, plays an intermediary role (ex. important role of ICOM particularly in the return of the Makonde mask to Tanzania (2010).	non evaluable
Confirm ICOM's intercultural approach on a local and global scale, through the promotion of cultural diversity of collections and expressions of knowledge	Redundant sub-objective	non evaluable
R3.4 Collections are acquired and presented in diverse ways that stimulate dialogue		-
Average		-

Strategic Objective 4:

To expand the resources required to effectively implement the Strategic Plan

R4.1 There is evidence of improved understanding and adherence of the plan throughout the network

	Achievements	Score
Redefine the working methods of the Advisory Committee and of the Executive Council to ensure strategic focus and leading governance	New organization in June 2009 which gives formal connection between the Advisory Committee and the Executive Council. Formal report. Strengthening and improved formalisation of the separate meetings (NC&IC). Link with the central governance (participation of DG). Revision of the work of the Standing Committees to be more focused and more interconnected with ICOM needs.	3
Regularly examine, evaluate and communicate the results of the plan throughout the network	Carried out once a year (report given at the General Assembly or Advisory Committee).	3
Thoroughly integrate the National and International Committees in the development process of the Strategic Plan for 2011-2013	- Discussions in 2007 and 2008. Several NC and IC have integrated the Strategic Plan in their programme, and they also regularly use it as reference for guidance or discussion within ICOM. - Composition of the Evaluation Committee of the strategic plan 2007-10 with representatives of IC and NC. Idem for the Strategic Plan 2011-13 - Next strategic Plan: brain storming session plan with the Evaluation Committee and the Strategic Plan Committee on 13 November 2010 in Shanghai; Composition of the Strategic Plan Committee with officials of NC and IC (CECA, Icom-Costume, USA, Germany...); Work of the Resolution Committee in Shanghai to taken proposal into account for the next plan; Questionnaire and call for proposal launched in the network (NC & IC) in 2011	3

Define the policy and long-term objectives concerning development (fundraising, financing and autonomous revenue)	Plan proposed by the DG in December 2008 to the Executive Council (voted). Implementation achieved in the reforms and streamlining of the General Secretariat (creation of a fund raising department).	3
Reinforce the transparency and accountability in all aspects of ICOM's financial reporting for all its members	Important progress in the accountability of financial reporting (monthly report of cash-flow to the Treasurer, new accounting methods, new analytic accounting in december 2010, creation of more secure budget procedures, new financial organization ...)	4
R4.1 There is evidence of improved understanding and adherence of the plan throughout the network		3,2

R4.2 ICOM's Secretariat has been reconfigured based on the Strategic Plan

	Achievements	Score
Consolidate the selection criteria of the Secretariat of ICOM: examine all options and establish a schedule of repayments, in the short term and the long term	The DG has completely reorganized the General Secretariat, and brought new competences on board. Procedures have been streamlined. An optimization Plan has been implemented in 2009 and 2010 to cut costs. Enormous change in processes and team work within the Secretariat and also between the Secretariat and the network.	4
R4.2 ICOM's Secretariat has been reconfigured based on the Strategic Plan		4,0
Average		4,0

R4.3 ICOM's Secretariat is now housed under one roof

	Achievements	Score
The moving of ICOM to new premises	The problem has been reformulated, and the Secretariat will not leave its UNESCO premises for strategic and financial reasons (decisions & decision of the Executive Council June 2009, and Dec 2009). A thorough study conducted by the DG, search have been carried out in 2009 and 2010; Acquisition of new premises on 16 September 2010. Moving planned in December 2010 (for the personnel located at «rue François Bonvin»).	3
R4.3 ICOM's Secretariat is now housed under one roof		3,0
Average		3,0

R4.4 ICOM's diversification of its revenue sources has produced income that begins to exceed budgetary and program needs

	Achievements	Score
Link fundraising and the allocation of membership fees to the directions established by the Strategic Plan	Plan of actions validated by the Executive Council and implemented by the DG and significant results (+120,000€ from the European Union, increase of +33% for the subvention from the French Government,...). Inkind sponsors (Eudoweb for more than 20,000€). Fund raised for the ICOM-Pavilion in Shanghai at the World Expo. Newly raised fund for the programmes that led to an increase by five fold of the Red Lists between 2007 and 2010.	3
R4.4 ICOM's diversification of its revenue sources has produced income that begins to exceed budgetary and program needs		3,0
Average		3,0



5.2 APPENDIX 2: SURVEY MONKEY REPORT QUANTITATIVE FINDINGS

5.2.1 ICOM Our Global Vision 2008-2010 Strategic Plan Evaluation Committee Survey (Full text)



Dear ICOM Colleague,

Please give us a few minutes of your time for ICOM's strategy.

In September, ICOM President Alessandra Cummins appointed an Evaluation Committee for the Strategic Plan 2008 - 2010. Our task is twofold: to provide an experienced validation and review of the results of Our Global Vision - Strategic Plan 2008-2010; and to submit recommendations for the new Strategic Plan 2011-2013. We intend to present our report on 1 February 2011.

We want our review and recommendations to be based on a broad consultation of the ICOM community, which is why we send this questionnaire to the chairs of all national, international and standing committees of ICOM. The first question concerns the relevance of ICOM's Strategic Plan to your work; the questionnaire then focuses on the four main strategic objectives and concludes with two questions about the evaluation process and recommendations for the new Strategic Plan.

The questionnaire takes approximately 20 minutes to answer. We sincerely hope that you will spare us these few minutes of your time. Please do so before 9 December 2010.

If you wish to refer to Our Global Vision-Strategic Plan 2008-2010, you can do so by pasting this link into your browser:
<http://icom.museum/who-we-are/the-vision/strategic-plan.html>

On behalf of the Evaluation Committee, I thank you in advance for your time, your cooperation and your candidness.

Yours sincerely
Dr. Steven Engelsman
Chair, Evaluation Committee

The ICOM Strategic Plan 2008 - 2010 Evaluation Committee consists of:
Colette Dufresne-Tassé (former Chair of ICOM-CECA)
José Ortiz (ICOM USA)
Michael Koh (Chair, ICOM Singapore)
Steven Engelsman (ICOM Netherlands)
Wim de Vos (ICOM Belgium)



1. How has Our Global Vision - Strategic Plan 2008-2010 helped in providing your committee with the guidance needed to set its goals? Has the Strategic Plan been relevant to your committee?

2. One of the anticipated results of Strategic Objective #1, "Strengthen ICOM's Global Impact," was effective and frequent communication throughout the network and about the network.

Achievements towards this objective included: a new format for ICOM News, participation in the World Expo in Shanghai, and the launch of a new website.

Q: Based on your experience with your national or international committee, how well do you feel the implementation of this initiative has performed compared to the original plan?

This initiative has been:

☐ Not Implemented ☐ Delayed ☐ Consistent ☐ Overperformed ☐ No Comment

How has your committee contributed to the success of this objective? You may name up to three achievements.

3. One of the anticipated results of Strategic Objective #1, "Strengthen ICOM's Global Impact," was for museums to be part of global forums which explore provocative contemporary issues through interaction with non-traditional partners.

Achievements towards this objective have included: the creation and distribution of an International Museum Day participation kit, partnerships with the International Committee of the Blue Shield and the Smithsonian Institution for Haiti, participation in the Shanghai World Expo.

Q: Based on your experience with your national or international committee, how well do you feel the implementation of this initiative has performed compared to the original plan?

This initiative has been:

☐ Not Implemented ☐ Delayed ☐ Consistent ☐ Overperformed ☐ No Comment

How has your committee contributed to the success of this objective? You may name up to three achievements.

4. One of the anticipated results of Strategic Objective #2, "Provide Leadership in Advocating the Value of Heritage," was the creation of collaborative communication systems to stimulate understanding of how heritage affects everyday life.

Achievements towards this objective included: ICOM Code of Ethics for Museums available online in 36 languages, inclusion of objects at risk in the Interpol database.

Q: Based on your experience with your national or international committee, how well do you feel the implementation of this initiative has performed compared to the original plan?

This initiative has been:

☐ Not Implemented ☐ Delayed ☐ Consistent ☐ Overperformed ☐ No Comment

• • •

5. One of the anticipated results of Strategic Objective #2, "Provide Leadership in Advocating the Value of Heritage," was for ICOM to be identified as the most effective spokesperson for advancing heritage.

Achievements towards this objective included: ICOM having been on the agenda of more than 20 international conferences in cities such as London, Brisbane, Istanbul and Leiden; sponsorship of the Journal of Intangible Heritage.

Q: Based on your experience with your national or international committee, how well do you feel the implementation of this initiative has performed compared to the original plan?

This initiative has been:

☐ Not Implemented

☐ Delayed

☐ Consistent

☐ Overperformed

☐ No Comment

How has your committee contributed to the success of this objective? You may name up to three achievements.

6. One of the anticipated results of Strategic Objective #3, "Champion Effectiveness and High Standards in Museums," was to ensure that benchmarks reflecting the diversity of environments be developed and applied.

Achievements towards this objective included: creation of an ICOM e-newsletter, revision of membership policy workshops on ethics, object ID and illicit traffic.

Q: Based on your experience with your national or international committee, how well do you feel the implementation of this initiative has performed compared to the original plan?

This initiative has been:

☐ Not Implemented

☐ Delayed

☐ Consistent

☐ Overperformed

☐ No Comment

How has your committee contributed to the success of this objective? You may name up to three achievements.

7. One of the anticipated results of Strategic Objective #3, "Champion Effectiveness and High Standards in Museums," was for case studies demonstrating effective implementation of good practices to be communicated across the network.

Achievements towards this objective included: supporting workshops for national and international committees centred on intangible heritage, museum law and other thematic issues.

Q: Based on your experience with your national or international committee, how well do you feel the implementation of this initiative has performed compared to the original plan?

This initiative has been:

☐ Not Implemented

☐ Delayed

☐ Consistent

☐ Overperformed

☐ No Comment

How has your committee contributed to the success of this objective? You may name up to three achievements.

8. One of the anticipated results of Strategic Objective #4, "Ensure the Resources Required to Effectively Implement the Strategic Plan," was to provide evidence of improved ownership and understanding of the plan throughout the network.

Achievements towards this objective included: the creation of more secure budgeting procedures (including submission to the Executive Council, the Advisory Committee and the General Assembly for approval) as well as implementation and reinforcement of the programmes dedicated to support the Network.

Q: Based on your experience with your national or international committee, how well do you feel the implementation of this initiative has performed compared to the original plan?

This initiative has been:

☐ Not Implemented

☐ Delayed

☐ Consistent

☐ Overperformed

☐ No Comment

How has your committee contributed to the success of this objective? You may name up to three achievements.

9. One of the anticipated results of Strategic Objective #4, "Ensure the Resources Required to Effectively Implement the Strategic Plan," was for ICOM to diversify its revenue sources and have an income exceeding budgetary and program needs.

Achievements towards this objective included: authorization to issue tax receipts for donations since February 2010, first ever in-kind patronage for the Membership Database and the World Expo 2010, obtaining a €120,000 annual operating grant from the European Commission in 2010, increase in outside funding in the fight against illicit traffic and the Red Lists.

Q: Based on your experience with your national, international committee, how well do you feel the implementation of this initiative has performed compared to the original plan?

This initiative has been:

☐ Not Implemented

☐ Delayed

☐ Consistent

☐ Overperformed

☐ No Comment

How has your committee contributed to the success of this objective? You may name up to three achievements.

10. Do you have any suggestions or comments for the new Strategic Plan 2011-2013?

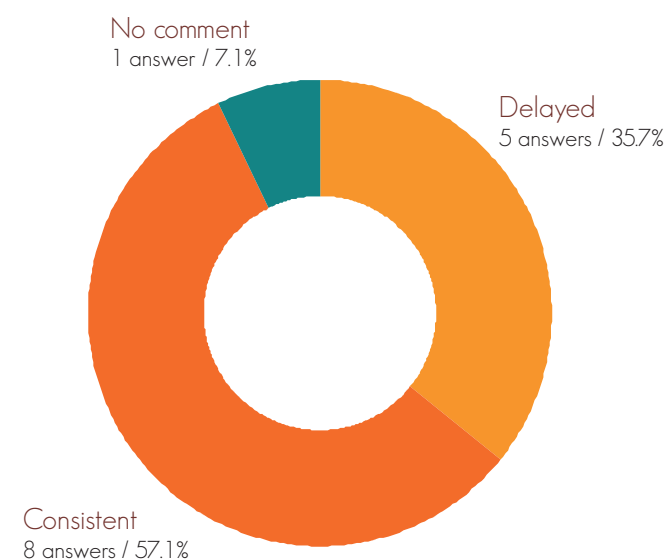
11. Do you have any suggestions for the Strategic Plan Review Committee on ways to improve this feedback process?



5.2.1 Quantitative results

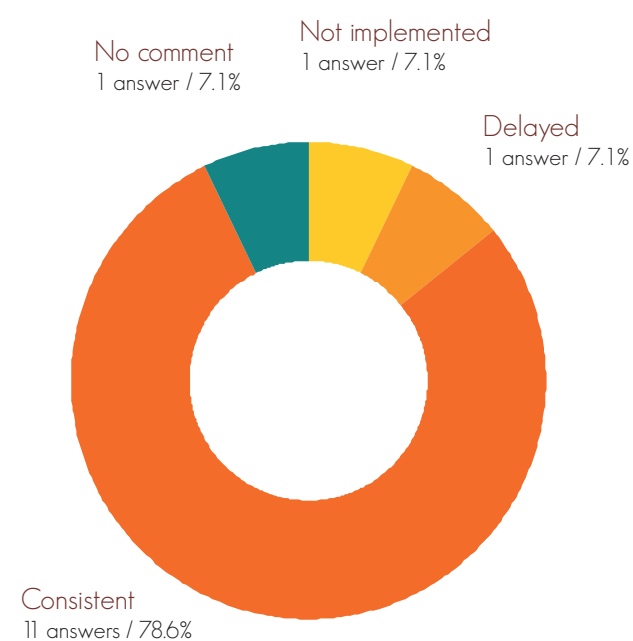
Question 2

One of the anticipated results of Strategic Objective #1, "Strengthen ICOM's Global Impact," was effective and frequent communication throughout the network and about the network. This initiative has been:



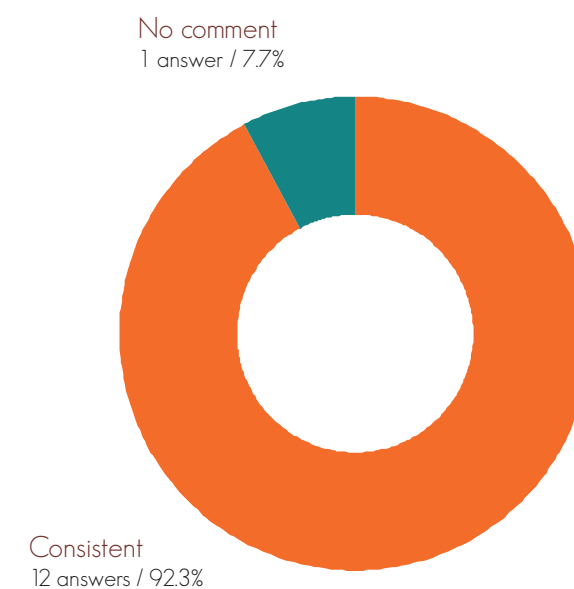
Question 3

One of the anticipated results of Strategic Objective #1, "Strengthen ICOM's Global Impact," was for museums to be part of global forums which explore provocative contemporary issues through interaction with non-traditional partners. This initiative has been:



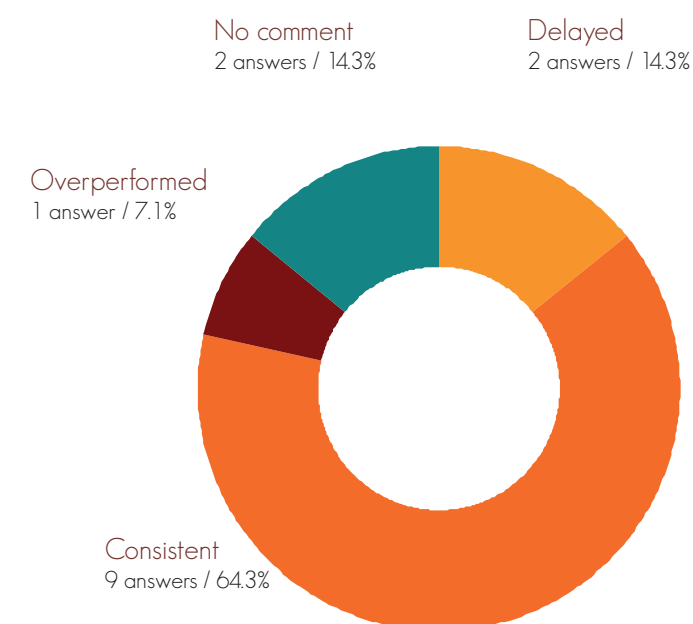
Question 4

One of the anticipated results of Strategic Objective #2, "Provide Leadership in Advocating the Value of Heritage," was the creation of collaborative communication systems to stimulate understanding of how heritage affects everyday life. This initiative has been:



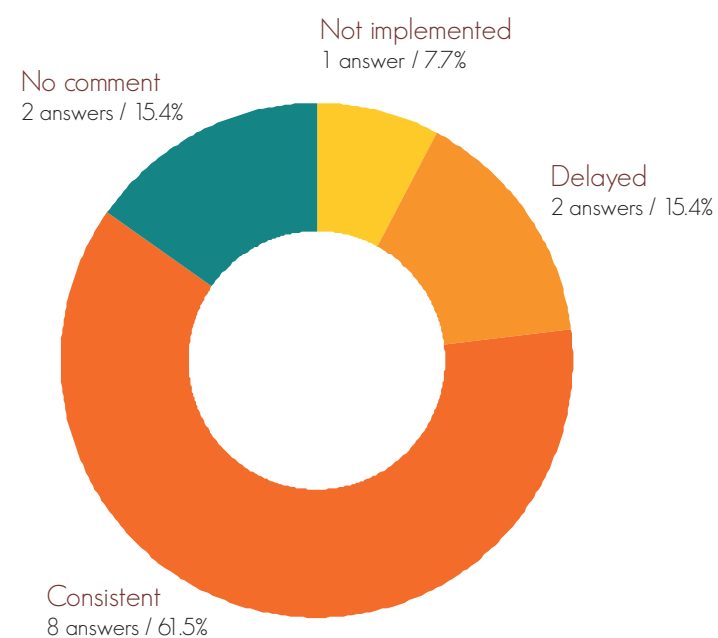
Question 5

One of the anticipated results of Strategic Objective #2, «Provide Leadership in Advocating the Value of Heritage,» was for ICOM to be identified as the most effective spokesperson for advancing heritage. This initiative has been:



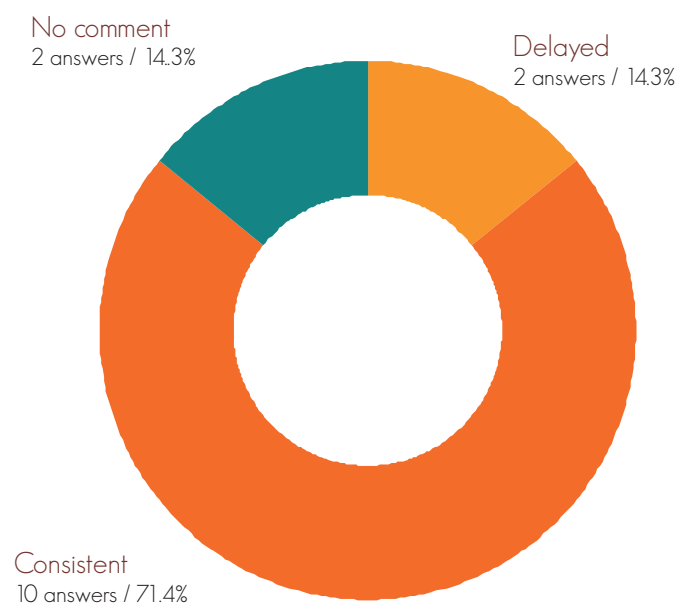
Question 6

One of the anticipated results of Strategic Objective #3, «Champion Effectiveness and High Standards in Museums,» was to ensure that benchmarks reflecting the diversity of environments be developed and applied. This initiative has been:



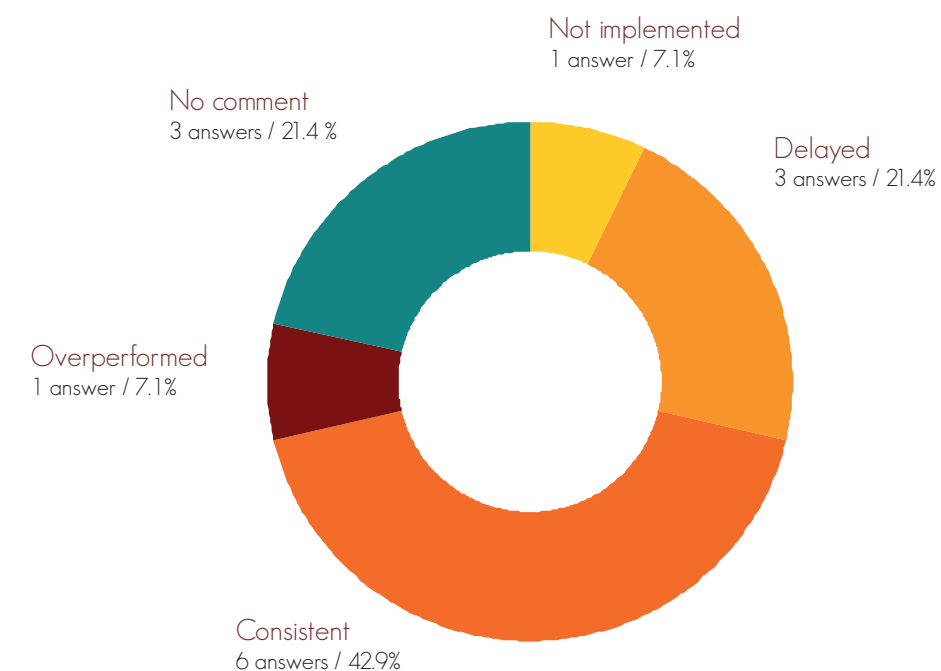
Question 7

One of the anticipated results of Strategic Objective #3, «Champion Effectiveness and High Standards in Museums,» was for case studies demonstrating effective implementation of good practices to be communicated across the network. This initiative has been:



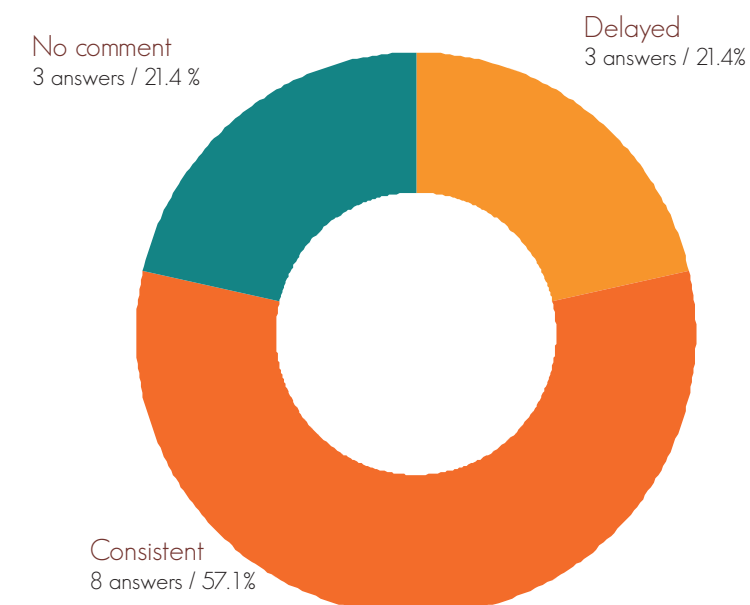
Question 8

One of the anticipated results of Strategic Objective #4, «Ensure the Resources Required to Effectively Implement the Strategic Plan,» was to provide evidence of improved ownership and understanding of the plan throughout the network. This initiative has been:



Question 9

One of the anticipated results of Strategic Objective #4, «Ensure the Resources Required to Effectively Implement the Strategic Plan,» was for ICOM to diversify its revenue sources and have an income exceeding budgetary and program needs. This initiative has been:





5.3 APPENDIX 3: LIST OF TELEPHONE AND EMAIL INTERVIEWS

Telephone and email interviews were conducted in December 2010 and January 2011 with the following ICOM stakeholders:

- Former Chair of ICOM Executive Council Alissandra Cummins, Barbados
- Former Chair of ICOM-ASPAC In Kyung Chang, Republic of Korea
- Chair of the ICOM Advisory Committee Knut Wik, Norway
- ICOM China, Wang Dan
- Chair of ICOM Vietnam, Dang Van Bai
- Chair of ICOM Japan, Shinji Kondo
- Chair of ICOM-ICTOP, Lynne Teather, Canada
- Chair of ICOM-ICOFOM, Dr. Ann Davis, Canada
- Chair of ICOM-CC, Marie-Claude Corbeil, Canada
- Chair of ICOM-ICME, Annette Fromm, USA

The interviews were conducted by Evaluation Committee members Colette Dufresne-Tassé and Michael Koh and the Singapore National Heritage Board staff, in particular Tan Huism.

