

MEMORADUM

To: President and Treasurer of ICOM

From: Piet J.M. Pouw
Interim Secretary General

Date: 19 July 2007

RE.: ICOM's Triennial Budget 2008-10

ICOM is in a moment of change, since a new Strategic Plan 2008-2010 has been discussed and developed, and during the last half year an interim situation at the Secretariat exists. The Triennial Budget should normally reflect the priorities set in the Strategic Plan. In this moment of change it can be concluded that the purpose of this Triennial Budget is simply to indicate the directions that will be followed in the next triennium.

The ICOM Triennial Budget reconfiguration is based on the Strategic Plan 2008-2010 with a subdivision of the 4 strategic objectives:

- A. Strengthen ICOM's global impact
- B. Provide Leadership in advocating value of heritage
- C. Champion effectiveness and high standards in museums
- D. Ensure the resources required to effectively implement the Strategic Plan

A strong emphasis is put on this new format and the aligning of the budget into the strategic objectives. By preparing this budget some early rough figures and proposals are received and developed, but they have not yet to be finalized. Still conducting some research we are awaiting the arrival of the new Director General as there will be substantial expectations in terms of fundraising etc.

In this Triennial Budget only the expected subtotals by every strategic objective are indicated, and this will be the envelope that such initiatives will be developed in. In the revised budget 2007 (column B) originally developed in a different format, individual budgets are indicated based on a hypothetical reconfiguration.

The implementation of strategic actions in concrete activities will certainly need extra human and financial resources. Therefore, an increase of income and expenditures in the next three years is projected. More income can be expected by fundraising for projects and programmes, sponsorship and the increase of the membership with approximately 5 % new members per year. It is proposed not to increase the membership fees for all membership categories in the year 2008, whereas for 2009 and 2010 later on will be decided. More expenses can be expected by implementing concrete activities as proposed in the Strategic Plan 2008-10.

In the budgets 2008 and 2009 small surpluses are projected. The accumulated surplus in 2009 will cover the planned deficit in the revised budget 2007 and in the budget 2008; in 2010 a balanced budget is foreseen.

This Triennial Budget can be considered during this moment of change for ICOM as a strategic budget, which will indicate the directions that will be followed to develop operational budgets.