Creation of a Blue Shield National Committee: Information, Process and Guidelines

1. About the Blue Shield

The Blue Shield is

"committed to the protection of the world's cultural property, and is concerned with the protection of cultural and natural heritage, tangible and intangible, in the event of armed conflict, natural- or human-made disaster." (Article 2.1, 2016 Statutes[1])

The Blue Shield is a non-governmental, non-profit, international organisation committed to the protection of heritage across the world. This includes museums, monuments, archaeological sites, archives, libraries and audio-visual material, and significant natural areas. It comprises an international Board and a growing network of national committees across the world, working to protect heritage in armed conflict and natural disasters.

The International Committee of the Blue Shield (ICBS) was created in 1996 by four non-governmental organisations which represent professionals active in the fields of archives, libraries, monuments and sites, and museums.

- ICA (International Council of Archives)
- ICOM (International Council of Museums)
- ICOMOS (International Council on Monuments and Sites)
- IFLA (International Federation of Library Associations and Institutions)

In 2008, the Association of National Committees of the Blue Shield (ANCBS) was established to coordinate the work of the national committees, all of whom have either support from or representatives of the founding four organisations in their committees. In 2016, ICBS and ANCBS amalgamated to become simply "The Blue Shield".

The key goals of the Blue Shield are laid out in Article 2 of the Blue Shield 2016 Statutes. They are to:

- protect cultural and natural heritage – tangible and intangible – from the effects of conflict and environmental disaster;
- promote the ratification of, respect for, and implementation of, the 1954 Hague Convention and its two Protocols;
- raise awareness of the importance of protecting heritage in emergency situations;

[1] The legal name for the Blue Shield statutes is the *Articles of Association*, but here we use the more common term "Statutes".

- promote and provide relevant training (to heritage professionals, the armed forces, other emergency responders, and those involved in preventing the illicit trafficking of looted objects);
- promote community engagement with and participation in protecting cultural property (CP);
- encourage co-operation with, and between, other relevant entities involved in emergency situations.

Arising from its mission and goals, the Blue Shield delivers its commitment through national committees and its International Board through six areas of activity (See Appendix 1):

- Proactive protection and risk preparedness;
- Emergency response;
- Stabilisation, post-disaster recovery, and long-term/ongoing support activities;
- Legal compliance, policy, and their implementation;
- Capacity building activities, and education and training in support of the Blue Shield's Areas of Activity;
- Co-ordination – *of* Blue Shield members and *with* partner organisations.

Members of the Blue Shield should:

- Promote the aims and mission of the Blue Shield to raise national awareness of the threats to cultural heritage, and methods of protection.
- Conduct activities in line with the six key areas of activity, building towards the delivery of these goals through the development of realistic Strategic Plans and short, medium, and long-term targets. Once the committee is accredited, Blue Shield International will provide a Strategic Planning template to assist this process.
- Conform to the ethics, approach and principles of the Blue Shield
- Conform to national legislation (although it is not a formal requirement for a committee to be registered under national legislation)
- Work with Blue Shield International

The work of the Blue Shield is underpinned by international law – in particular, the 1954 Hague Convention on the Protection of Cultural Property in the Event of Armed Conflict and its two Protocols of 1954 and 1999, which are considered to be part of international humanitarian law (IHL). IHL, also known as the Law of War or Law of Armed Conflict (LOAC), is a set of rules that seek, for humanitarian reasons, to limit the effects of armed conflict on people and property. When the Second Protocol to the Hague Convention was written in 1999, the ICBS was a recognised as an advisory body to the Inter-Governmental Committee for cultural property protection in armed conflict, a position the Blue Shield holds today. This primary context is also informed by a number of other international legal instruments, by the international cultural protection agenda as set by the UN and UNESCO, and by international initiatives regarding environmental disaster such as the Sendai Framework for Disaster Risk Reduction.

More information on the Mission and objectives of the Blue Shield, and national committees in particular, is contained in this pack – Rules and Principles of the Blue Shield (Document 4), and in the Blue Shield Approach (Document 6).

The Blue Shield Secretariat and office are based in Newcastle University, Newcastle-Upon-Tyne, UK. For more information on the Blue Shield, see our website www.theblueshield.org

2. Membership of the Blue Shield

First – check if a Blue Shield national committee already exists in your country https://theblueshield.org/about-us/around-the-globe/

A national committee already exists in my country: Please contact them directly using the details on that page to receive information on their membership process.

There is no national committee in my country, and I wish to found one: Applicants wishing to found a national committee will find all the details in this pack. The first step is to become the nominated Blue Shield Representative. Once you have been approved as the representative of Blue Shield in your country, you may begin the process of founding a committee.

The plan to create a committee should be publicized throughout the national cultural heritage conservation community, to allow all those interested to apply for membership. In countries where a previous committee existed, but which subsequently closed down or lost its international accreditation, former members should also be informed as far possible.

Blue Shield national committees should be widely representative of the cultural heritage field in their country in terms of age, gender, geography and employment situations (including also freelance professionals, academics etc.). Committees are particularly encouraged to advocate for young professional membership and active involvement, and to encourage gender diversity. However, they should also be widely representative of the field in terms of discipline. Cultural heritage protection spans a wide field including tangible heritage such as buildings and monuments, archives, and objects, and intangible heritage. Those responsible for its management and protection can include the armed forces, lawyers, religious leaders and a wide variety of professionals from many fields. Further membership guidance is given in Appendix 2.

i. Becoming the nominated representative

A person wishing to found a committee should first contact the Blue Shield International Secretariat (see following page). They must provide:

- A CV with referees;
- Three Letters of Reference indicating their professional suitability to act on behalf of the Blue Shield (see **Letters of Reference** below);
- Letters of Support from the Chair / President of each of the Founding Four (FF) committees in the country in question, or their nominated representatives (see **Letters of Support** below);

- Some brief details of the committee they are proposing:
    - identified possible members, and
    - brief possible aims.
- At this stage these only need be brief: full details will be needed on the Committee Application form.
- NOTE: Applicants must be resident in the country where the national committee will be organised.

The Blue Shield International Board will check these details before a request can be approved: this might take up to 8 weeks. The Board may also seek further references in addition to the Letters of Reference.

If no contact is received from a candidate for a year, their right to form a committee is considered lapsed, and the Blue Shield will accept requests from new candidates. Historical authority regarding committee creation cannot be recognised by the Board, although the Board encourages new applicants to work with historical applicants if appropriate.

Letters of Reference:

Candidates wishing to become the Nominated Representative should submit 3 Letters of Reference. These letters are intended to fulfil a number of requirements. They should:

- Provide a character reference to indicate the quality and character of the candidate;
- Demonstrate the candidate is able to work to found a committee, and to achieve the aims and objectives of the Blue Shield, with evidence and examples to support this;
- Demonstrate that the candidate has the ability *and contacts* to work on a national scale, with evidence and examples to support this;
- Demonstrate that the candidate can work to protect museums, libraries, archives, archaeology, intangible heritage and all other forms of heritage.

We recommend that Letters of Reference come from different institutions who will be on the proposed committee.

Letters of Support

The nominated representative must also obtain Letters of Support from the Chair / President of each of the Founding Four (FF) Committees in the country in question, or their nominated representative. The FF or their representatives are not required to be members of the proposed Committee, although they can of course attend and advise if they wish. (For more details on this, see Membership of ICOMOS, ICOM, ICA and IFLA, or national equivalent (Page 15) in Appendix 2 – Membership Guidance).

These Letters of Support are intended to:

- indicate that the national FF agree that a Blue Shield committee should be created, and
- indicate that the national FF will also support and assist its creation

- indicate that the nominated representative will be able to form a national committee that can represent all types of heritage.

Letters of Support should come from the Chair / President of the national branch of ICOM or ICOMOS, or the regional branch of ICOM, ICOMOS, or ICA, or the head of the nominated institution as agreed with the international Secretariats of ICOM, ICOMOS, ICA and IFLA. In all circumstances, the Letter must come from someone authorised to speak and make decisions on behalf of the organisation / institution.

ICOM have national committees in many countries who can be approached for a Letter of Support. If there is no national committee, please contact ICOM directly to discuss suitable alternatives who can represent museums, monuments and / or sites at the national level. Please contact ICOM at secretariat@icom.museum, marking it clearly as a Blue Shield matter.

ICOMOS have national committees in many countries that can be approached for a Letter of Support. If there is no national committee, please contact the ICOMOS directly to discuss suitable alternatives that can represent museums, monuments and / or sites at the national level.
Please contact:
Gaia Jungeblodt, Director of International Secretariat of ICOMOS: gaia.jungeblodt@icomos.org
And Bijan Rohani, ICOMOS Blue Shield representative: bijan.rohani@gmail.com

ICA has regional branches and sections: a Letter of Support may be provided by the regional Branch President, or they may nominate an organisation within your country that represents archives on a national level (in which case the Letter must come from the head of the organisation). Please contact the ICA Secretariat to discuss obtaining a Letter of Support.
Please contact the current Secretariat directly: Carlos Serrano Vásquez SerranoVasquez@ica.org
If needed, the general email is ica@ica.org

IFLA also does not have national committees: a representative from IFLA will probably be a national library association (or a national library or other). This should be agreed with IFLA's Headquarters. Please contact them directly to discuss a Letter of Support and to discuss an appropriate national representative for Libraries: membership@ifla.org

Please be aware that it can take some time to locate and contact appropriate representatives.

Note: Letters of Support endorsing committee formation must come from the Head / Chair / President of ICA, ICOM, ICOMOS and IFLA (or their representatives).

Any individual member of these organisations may also write a ***personal*** Letter of Reference for applicants: this is separate from the Letters of Support for a new committee. Letters of Support cannot be counted twice. However, remember, you are trying to evidence your network – please do not send 3 personal Letters of Reference from the FF, and 4 institutional Letters of Support from them. Please evidence a wider network.

ii. Committee creation

Once a person has been approved by the Blue Shield International Board as the Blue Shield Representative in their country, they may begin to form their committee. National Committees must receive accreditation from the Blue Shield International Board. In order to achieve this, the proposed committee, led by the nominated representative, should read the full application pack, and must submit (in English):

1. the application form;
2. Statutes in English, and in the original language if different;
3. and the signed declaration.

These documents do not all need to be submitted at the same time, but can be sent for review at any time in the process. All documents will be reviewed prior to Accreditation.

Candidates must provide regular updates to the BSI Secretariat on the progress of committee creation. Documents should be submitted within one year of approval of the nominated representative. If it is not possible to do so, the candidate must inform BSI, explaining the reason.

Please note, the Blue Shield International Board must approve the draft statutes **before** they are submitted for incorporation/registration to the national authorities. The statutes do not need to be formally recognised in national law, but should lay out (for example) the purpose and structure of the committee according to the statute guidance (see the document – Statute Guidance).

Blue Shield national committees must be independent; their independence should be guaranteed in the statutes. **Statutes which limit membership or elected positions to individuals with particular professional or other affiliations, or which create the organisation or institution as a subset of another organisation, will not normally be approved**.

The Blue Shield International Board reserves the right to grant approval to a National Committee in the event of a clash of interests in the country in question. In addition, the Blue Shield International board reserves the right to grant membership in the organisation in cases where it is not possible for an individual to join via the national committee of their own country.

iii. National committee membership

There are few formal requirements for who should be on a national committee, positions, or type of membership. However:

- all full (voting) members should be residents of the country in question;
- a minimum of five members are normally required for the governing body, and we recommend an uneven number to ensure a majority is possible is any votes. The governing body should not normally exceed 12 members.

Not all committee members need to be trustees / executive officers, but committees should normally have at least five members in their governing body, and BSI recommends that it is not more than 12, although this remains at the discretion of the Committee. As far as possible, all governing members should be elected by a General Assembly. Non-elected members may, of course,

still make a significant contribution to the work of the committee, but it is recommended that they are not part of the Board, but are instead called a Working Group, expert group, or by another term to distinguish them from the elected governing body. The governing body must strive to include a balanced gender representation. Committee boards should also try to ensure representation of the diversity of types of cultural heritage, and those involved in heritage protection in crisis, such as governments, armed forces or emergency responders, in order to meet the goals in their strategic plan. Members of national committees who pay for membership but are not involved in running the organisation's daily business and who do not attend regular meetings of the governing body (as opposed to General Assemblies) do not count towards the minimum number of five.

Beyond this, Blue Shield International has compiled a list of recommendations and suggested membership types (see Appendix 2 - Membership Guidelines).

Members of a national committees have both rights and obligations as members of the Blue Shield (laid out in the following section). In addition, all full members – whether individual or institutional – must fully comply with the Rules and Principles of the Blue Shield and its national committees.

National committees under construction are considered prospective Members and may take part in Blue Shield meetings but may not vote.

However, the rights and duties of national committee members towards that national committee will be determined by individual national committee rules and regulations (as laid down in article 3.1 of the Blue Shield 2016 Statutes). National committees should also set the conditions and process under which membership may be terminated.

iv. Rights as a Member of Blue Shield International

Each Member of the Blue Shield has certain rights according to the Blue Shield 2016 Statutes. (The Blue Shield statutes are also referred to as the articles of association).

A Member of the Blue Shield organisation is defined in article 4.1 as the four (4) Founding Organisations (ICA, ICOM, ICOMOS, IFLA), and all national committees. The four Founding Organisations receive only one vote each: that vote is held at the international level by their representatives on the Blue Shield International Board. Representatives of the ICA, IFLA, ICOM, or ICOMOS who are on national committees do not receive additional votes (as laid out below) to those on the International Board.

National Committees under construction may be considered prospective Members of the Association.

The 2016 Blue Shield Statutes stipulate there should be rules and principles governing the conduct of national committees (article 3.2 of the Blue Shield 2016 Statutes). These are laid out in the Blue Shield Approach. The Statutes also declare the terms under which Membership of the Blue Shield may be granted, suspended or terminated (articles 3.3, 4.4, 4.5. and 4.6 of the Blue Shield 2016 Statutes). These are listed here with the rights of membership.

Each Member is entitled to:

a. information from, and support of, the Blue Shield in order to perform the activities mentioned in article 2 (see P1 above) of these articles of association in their national arena;
b. participate in meetings and other activities of the Blue Shield [such as the General Assembly, held every three years];
c. exercise the right to vote as laid down in articles 5, 6, 10 and 13 of the Blue Shield 2016 Statutes;
d. benefit from the public relations, awareness raising, and network activities undertaken by any Coordination Centre of the Blue Shield.

(Article 4.2, Blue Shield 2016 Statutes)

The Statutes grant the Blue Shield the right to charge a membership fee: at the international level this is subject to a vote by the General Assembly. National committees may charge a fee if they wish.

National committees have no direct role in the running of the Blue Shield. They should assign voting rights for their national committee to an individual representative at the Blue Shield General Assembly, but this does not mean that they can tell the vote-carriers how to cast their votes. Neither is the fact that a representative of a National Committee has a seat on the International Board an expression of federalism. International Board members are expected to maintain neutrality in their work for the Blue Shield International Board.

v. Active status

Members of national committees of the Blue Shield must demonstrate they are active on a regular basis, for example through the provision of annual reports (as laid down in article 4.5d of the Blue Shield 2016 Statutes). Failure to do so may be considered grounds for termination of membership.

vi. Resignation from, suspension of, and termination of Member Status

A Member may choose to resign from the Blue Shield at any point (as laid down in article 4.4b of the Blue Shield 2016 Statutes). The resignation should be addressed in writing to the Blue Shield, in accordance with a notice period of at least one (1) month. After this period, Membership of the Blue Shield is terminated.

The following are considered grounds for suspension / termination of Member status:

- Failure to conform to and abide by the Rules and Principles for national committees;
- if the Member cannot demonstrate it is active on a regular basis, for example, through the provision of annual reports;
- if the Member ceases to exist for reasons other than legal merger or scission *[i.e. a schism or division of the Member organisation]*;

- if the Member cannot reasonably be expected to continue to fulfil their obligations as set out in the Statutes;
- if the Member acts contrary to the articles of association *[i.e. the statutes]*, regulations or decisions made by the Blue Shield, or if, in the view of the General Assembly, the Member has disadvantaged the Blue Shield in an unreasonable manner;
- if the Member has failed to pay any annual subscription fee as determined by the Blue Shield for two (2) years or longer (unless there are mitigating circumstances such as armed conflict or economic sanctions);
- if the Member has become bankrupt.

(as laid down in articles 3.3, and 4.2 to 4.54b of the Blue Shield 2016 Statutes)

If any of these provisions are met, the Blue Shield Board may vote to suspend membership with immediate effect for a period up to and including the date of the next meeting of the General Assembly (as laid down in article 4.7 of the Blue Shield 2016 Statutes).

If the matter has not been resolved by the next General Assembly, the GA may vote to terminate membership (as laid down in articles 4.4 and 4.5 of the Blue Shield 2016 Statutes).

Once membership has been terminated, if a national committee wishes to reactivate its membership, it must reapply.

If a national committee under construction has not contacted Blue Shield International *within the period of one year* to advance the accreditation process, it will no longer be considered a national committee under construction, and will no longer be considered a prospective member.

3. Functioning of Blue Shield national committees

Each Blue Shield member must agree to recognise and accept the Blue Shield Statutes (2016), Rules and Principles, Approach, ICBS Charter (2000) other policies adopted by the General Assembly. The National Committee shall be affiliated to the Blue Shield Board and subject to its decisions, guidelines and instructions. The initial and continuing recognition of the National Committee by the Blue Shield International Board and General Assembly will depend on compliance with these provisions.

The functioning of Blue Shield national committees is governed by:

- The Blue Shield Statutes (2016);
- Blue Shield Rules and Principles;
- Blue Shield Areas of Activity;
- Blue Shield Approach;
- Blue Shield Strasbourg Charter (2000);
- The National Committee's Statutes.

Unless the national committee President or Chair requests otherwise, all communications from the Blue Shield International Secretariat are addressed to him/her. An email address for the committee will be created by Blue Shield International, to provide an official contact email. This automatically forwards any messages received to a nominated email address: it is the responsibility of the national committee to provide an address for that email to forward to, and to keep it current.

Blue Shield committees agree to provide Blue Shield International with current contact details and to receive communications from Blue Shield International, and other national committees. Contact details will not be shared further than the Blue Shield network without express consent. In addition to emails, Blue Shield International uses the Mailchimp programme to send quarterly updates to its committees: contact emails for national committees are stored in this programme, but are never shared by Mailchimp of BSI. (Our full data protection statement is available on the Blue Shield International website).

None of the actions of a national committee of the Blue Shield entail the liability of the Blue Shield International Board. Nor do the actions of the Blue Shield International Board entail the liability of a national committee.

Summary of Process for Accreditation

In this pack you will find:

- Document 2 – Application form
- Document 3 – Declaration Form
- Document 4 – Statute Guidance
- Document 5 – The Blue Shield Logo - Guidance for Use
- Document 6 – The Blue Shield Rules and Principles, and the 2000 Strasbourg Charter

Document 7 - The Blue Shield Approach is not yet available. Please ignore references to it.

Applicants are required to follow these steps to create a national committee of the Blue Shield.

Please note Article 11 of the Blue Shield 2016 Statutes:

> *The English language shall be the official language of the Association and all documents will be written using English as the primary text. Communication by and within the Association may be done in any language, depending on the situation.*

Please use English to complete your application unless otherwise agreed with the Secretariat. Please note, completion in languages other than English may lead to a delay in processing your application.

Process Stage One: Nominated Representatives

1. BSI Secretariat must be informed about the planned application. The point of contact is Dr Emma Cunliffe at Newcastle University, England, at emma.cunliffe@ncl.ac.uk.

2. A person wishing to become the nominated representative for the proposed committee should email the Secretariat for Blue Shield International with (in English, unless otherwise agreed):
   - a CV with referees;
   - three Letters of Reference indicating their professional suitability to act on behalf of the Blue Shield, and evidencing their professional network;
   - signed support letters from the national representatives of the four founding organizations ICA, ICOM, ICOMOS and IFLA (or national equivalents, as detailed in the **Membership Guidance** in Section 2.i). These should come from the highest authority in the organisation, with the power to speak for the organisation. If this is not possible, you should discuss this with the BSI Secretariat;
   - brief details of the proposed committee they intend to form, including possible members and brief key aims (for example, disaster relief, armed forces training).

3. Blue Shield International will assess applicants: this can take up to 8 weeks.

4. Once a decision is reached, the nominee will be informed by the Secretariat,

5. The Secretariat will then support successful Blue Shield Representatives to complete the documentation and act as a liaison during the accreditation process.

Process Stage Two: Committee Creation

6. The **Application Form (Document 2)** must be accurately filled in in English (unless otherwise agreed). The Accreditation Committee can review and advise on drafts of all forms.

    a. The proposed national committee should refer to **Appendix 2 - Membership Guidance** for advice on committee structure and membership composition.

    b. The proposed national committee should also refer to **Appendix 1 - Areas of Activity** to complete the Areas of Activity section of the **Application Form**.

    c. The Chairperson of the proposed national committee must sign and date the Application Form.

7. The proposed national committee should draw up draft statutes in line **with Document 4 - Statutes Guidelines**. Please also refer to the **Blue Shield Articles of Association (Statutes)**, and **Document 5 – The Blue Shield Logo – Guidance for Use**. **The drafts must be approved by BSI before they are registered nationally.**

8. All proposed members of the new national committee should read **Document 6 - Rules and Principles of the Blue Shield and the Strasbourg Charter**.

9. All proposed members of the new national committee should read **Document 7 – The Blue Shield Approach**.

10. The Chairperson/ President of the proposed Committee must complete the **Declaration Form (Document 3)**; it must be signed by **all** the founding members of the national committee.

11. The nominated representative must send the following documents to the BSI Secretariat in order for the application to be processed: emma.cunliffe@ncl.ac.uk.

    a. Application Form
    b. Statutes
    c. Signed Declaration Form

12. The Secretariat will reply within one week to confirm receipt of your documents - except in cases of sickness or annual leave, where the sender will receive an out of office notification.

13. The Secretariat will log and then forward the documents to the Accreditation Committee, a sub-committee of the International Board.

14. All documents will be reviewed by the Accreditation Committee, which will work with the national Blue Shield Representative to revise the documentation as required. In particular, Statutes must be approved by the Blue Shield International Board, even if there is no intention for the new national committee to be registered in national law of the country. Draft statutes must be supplied in English, and the final version in English and in the original language. Please note: it can take up to 8 weeks for the International Board to review draft Statutes and provide feedback on each draft.

15. Once final versions of all documents are received, the Accreditation Committee will consider the application. Although the Secretariat will check the documentation as it is received, and the BSI Secretariat will provide assistance at each step, the committee may ask for additional information, which may delay the process.

16. Once the Accreditation Committee has confirmed the documentation is in order, the application will be passed to the Blue Shield International Board meeting. New committees are usually approved at the June and December meetings.

17. A formal recognition letter will be sent from Blue Shield International to the new national committee within one month of approval.

    The Committee should retain this letter in its records.

18. The secretariat will also supply a Blue Shield email for the new committee and assist the new committee in generating branding as required.

NOTE: the process described here and approved by the Blue Shield International Board must be formally approved by the Blue Shield General Assembly at its 2020 meeting, in line with the Blue Shield Statutes (2016): Article 3.1:

"*A National Committee will be endorsed by the Board once the proposed National Committee has met the obligatory requirements satisfactorily as set out by the Board and agreed by the General Assembly*."

National committee accreditation received between 2017 and 2020 must be considered conditional until this process is approved.

Appendix 1 – Areas of Activity for Blue Shield National Committees and the International Board

This Appendix serves two purposes:
The first is to provide a list of activities for national committees to choose priorities in order to complete Section 8 of the Application Form:

> 8/ Once the Committee is created, what are your key areas of activity?
> Please list them in order of priority.

Your selection of key areas of activity should normally be chosen from the list on the following pages, and then prioritised according to national need.

The second purpose is to help established committees in creating a Strategic Plan. Committees should review the list of activities, and choose a number of short-, medium- and long-term areas of activity from the list. They should then prioritise these activities. Once the national committee has received its Accreditation, Blue Shield International will supply a template to aid national committees with strategic planning.

For example, "*Advising government regarding the ratification of the 1954 Convention and both Protocols if the country has not already done so*" may be a **long-term** goal but may also be the committee's **highest priority**.

Only the highest priority activities should be listed in the application form to indicate to the Blue Shield International Board what the main aims and goals of the new committee are to be. A more detailed list should be included in the strategic plan.

Section 1 of this Document – About the Blue Shield – detailed our mission and goals. We are a non-governmental, non-profit, international organization committed to the protection of heritage across the world. This includes museums, monuments, archaeological sites, archives, libraries and audio-visual material, and significant natural areas. We have national committees operating across the world, and more are joining each year. The national committees are coordinated by an International Board – Blue Shield International.

All activities should be conducted in line with the Blue Shield mission, the Blue Shield Approach, the Blue Shield 2016 Statutes, and the Rules and Principles of the Blue Shield.

This section explains how national committees deliver these through six key Areas of Activity. The section following that details the Areas of Activity for the Blue Shield International Board to show how they are related.

With respect to cultural property protection (CPP) in the event of armed conflict and natural/human-made disasters, the Blue Shield works in the areas of:

1. Proactive protection and risk preparedness;
2. Emergency response;
3. Stabilisation, post-disaster recovery, and long-term/ongoing support activities;
4. Legal compliance, policy, and their implementation;
5. Capacity building activities, and education and training in support of the Blue Shield's Areas of Activity;
6. Co-ordination - *of* Blue Shield members and *with* partner organisations.

These areas of activity represent the Blue Shield's current activities, and our future aspirations.

1. Areas of Activity: Blue Shield National Committees

Blue Shield national committees realise these areas of activity in the following national contexts.

- Contributing the development and delivery of plans and actions for proactive planning, emergency response, stabilisation, post-disaster recovery, and long-term/ongoing support activities at the national level, coordinating with Blue Shield International for international support as required.
- Promoting and developing understanding of the international laws which underpin the Blue Shield's work (see the Blue Shield Approach); primarily the 1954 Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict and its two Protocols (1954, 1999), but also other international legal instruments which are part of the international cultural protection agenda as set by the UN and UNESCO. These laws are interpreted within the framework of the laws of armed conflict (LOAC), as well as international initiatives regarding environmental disaster such as the Sendai Framework for Disaster Risk Reduction. Whilst national committees are guided by work at the international level, they must interpret these laws and frameworks in a national context, with reference to national legislation and policies. They promote ratification of international laws in national parliaments.
- Contributing to the development of national policies in relation to international cultural protection agendas, and promoting their implementation in national contexts.
- Interpreting Blue Shield International policy at the national level, supporting Blue Shield International in policy development, and implementing it.
- Working with partners to support capacity building activities and develop and deliver education and training materials and courses in support of the Blue Shield's Areas of Activity at the national level.
- Co-ordinating the work *of* members of the Blue Shield national committees, and *with* national partners. Blue Shield does not work in isolation, and these include: government departments, national ministries of defence, emergency response units, and other national

organisations involved in CPP, such as national committees or branches of ICA, ICOM, ICOMOS, IFLA, and the National Commissions of UNESCO.

2. Areas of Activity: Blue Shield International

The Blue Shield International Board (BSI) realises these Areas of Activity in the following international contexts:

- Contributing the development and delivery of plans and actions for proactive planning, emergency response, stabilisation, post-disaster recovery, and long-term/ongoing support activities at the international level, coordinating support to affected national committees from the international community as requested.
- Promoting and developing understanding of the international laws which underpin the Blue Shield's work (see the Blue Shield Approach); primarily the 1954 Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict and its two Protocols (1954, 1999), but also other international legal instruments which are part of the international cultural protection agenda as set by the UN and UNESCO. These laws are interpreted within the framework of the laws of armed conflict (LOAC), as well as international initiatives regarding environmental disaster such as the Sendai Framework for Disaster Risk Reduction.
- Contributing to the development of policies in relation to international cultural protection agendas, and promoting their implementation.
- Developing policy for the Blue Shield association, and promoting its implementation.
- Working with partners to support capacity building activities and develop and deliver education and training materials and courses in support of the Blue Shield's Areas of Activity at the international level.
- Co-ordinating the work *of* the Blue Shield national committees, as Members of the Blue Shield association, and BSI's work *with* international partners. Blue Shield does not work in isolation, and partners include: UNESCO, ICA, ICOM, ICOMOS, IFLA and other international heritage organisations; NATO and other multi-national forces; and other international organisations involved in cultural property protection.

BSI recognises that its work must be interpreted in a national context, taking account of national legislation and policy.

Appendix 2 - Membership Guidance

1. Structure

The Blue Shield's members are individuals and representatives of institutions, rather than other organisations. National Committees are groupings of individuals and institutions from the same country. In general, it is up to the national committee to determine its exact structure. However, Blue Shield national committees must be independent; their independence should be guaranteed in the statutes. Statutes which limit membership or elected positions to individuals with particular professional or other affiliations, or which create the organisation or institution as a subset of another organisation will not be approved.

The structure, composition, positions and roles, the process for filling those positions (e.g. elections or appointments), duration of office, and so on, should all be detailed in the national committee statutes. This document provides guidance and suggestions for the structure, and possible positions.

All the national committees are expected to have (as a minimum)

a. a Board and
b. a President / Chairperson.

Larger committees may also wish to have other officers (such as a Vice-President, a Secretary, and / or a Treasurer).

vii. Executive Office / Board

The Board (sometimes called the Executive Office) administrates all the activities of the national committee. Its elected / appointed members are officially recognised by BSI. It is not a requirement, but national Boards are frequently composed of the national representatives of the four founding organisations of BSI (ICA, ICOM, ICOMOS and IFLA) (or national equivalents if there are no national representatives of these – see 3. Membership Composition, below), and any additional experts who can help achieve the goals and mission of the Blue Shield. The Board should normally have at least five members and not more than twelve.

All national committees are expected to have a Board responsible for:

a) the national committee's liaison with BSI;
b) the statutes of the national committee;
c) co-ordinating the activities of the national committee;
d) ensuring that the activities of the national committee comply with BSI policies and the national committee statutes.

Chairperson / President (Required)

All national committees of the Blue Shield are expected to appoint/elect a Chairperson / President. The statutes of the national committee should explain how the President is selected (for example, whether it is by the national committee Board, or by the entirety of the national committee's membership), their role, the duration of their mandate, etc.

Vice-Chairperson / Vice-President (Optional)

National committees are free to appoint one of the members of the Board as Vice-President/Vice-Chairperson to represent the President if required to do so, and should detail the role, its duties, and all related information in their statutes.

Secretary (Optional)

National committees are free to appoint one of the members of the Board as Secretary and should detail the role, its duties, and all related information in their statutes.

Treasurer (Optional)

National committees are free to appoint one of the members of the Board as Treasurer and should detail the role, its duties, and all related information in their statutes.

ii. National Administrative Council

If it is large enough, the national committee may wish to establish a National Administrative Council. It is usually composed of representatives of organisations who can contribute to the mission of the organisation, but who may not be members themselves. A National Administrative Council is usually composed of the President/Chair, the administrators of the organisation (i.e. The Board), representatives from the member organisations of BSI (or national equivalents) if they are not already the members of the Board, and representatives of governmental and non-governmental bodies (defence, civil security, foreign affairs, culture and heritage, new technologies, education, humanitarian, etc.) who can help the national committee achieve its mission. The Administrative Council has regular meetings and makes decision on all the activities and operation of the national committee.

If there is a National Administrative Council, the national committee should explain its operation (general dispositions, role and mission, voting members, voting process, length of the mandates, etc.) in the statutes.

iii. National General Assembly

Very large national committees (for example, those with supporters who pay a membership fee) may have a larger National General Assembly composed of all its members. These members may have the right to meet, vote in the election of positions, and make decisions regarding the general direction of the organisation and its funding.

If there is a National General Assembly, the national committee should explain its operation (general dispositions, role and mission, voting members, voting process, length of the mandates, etc.) in the statutes.

2. Membership Status

There are several different types of membership status that a new national committee may want. The following categories are examples of membership status that can be applied by national committees in their respective countries. Types of membership should be specified in the statutes.

i. Active member

Active members are those who are running the organisation. It is important to distinguish between those who are actually members of the Blue Shield, and who can vote in its decisions, and people who may also attend Board meetings, but who come representing other organisations. Clarifying this at the start can prevent conflicts of interest later. In addition, although members of ICOM, ICA, ICOMOS, and IFLA may be active members, there should only be **one** nominated representative of each organisation on the Executive Board.

The following list contains examples of some of the people who could hold Active membership status:

- Anyone who is a member of ICOM, ICA, ICOMOS, IFLA in the concerned country;
- Heritage professionals and heritage institutions;
- Civil defence professionals and services involved in the protection of cultural heritage (fire brigade, police…);
- Military personnel and services that are concerned with the protection of cultural heritage (air force, marine…);
- Students in these fields;
- Regional and local authorities and public institutions dedicated to the conservation and protection of cultural property;
- NGOs concerned with the protection of cultural heritage;
- Any individual having an active role in the framework of the missions of the Blue Shield and respecting its fundamental principles.

a) Trustees

For legal reasons, some Boards have a very small steering group of Trustees who form the Executive Board, and all other members are observers or associated members. The legal rules for trustees vary by country, and you are advised to consult a lawyer if you are considering legally registering your organisation (for example, if you wish to have charitable status). (The UK national committee has adopted this model).

b) Supporting / Associated member

Associated membership status can be accessed by any person who wishes to express support for the national committee. Some national committees require donations from supporting members, or charge a membership fee (See the Membership model of the U.S. Committee of the Blue Shield as an example[2]). This level of membership sometimes grants members the right to meet in a National General assembly, vote in the election of positions, and make decisions regarding the general direction of the organisation and its funding. However, in other committees, paid membership allows members

[2] https://www.uscbs.org/join-us.html

the right to attend meetings, but does not give them a voice in the running of the organisation (such as voting rights).

c) Benefactor / Honorary member

Honorary membership can be granted to a person who has provided exceptional services to the (nationality) Committee of the Blue Shield. It is considered a token of esteem.

d) Observers

Observers are those who attend committee meetings, and may offer advice on its decisions, but who are not members of the committee. Representatives of government departments, such as the Ministry of Culture, or state heritage bodies are often Observers. They will have highly relevant experience, and may help the Blue Shield national committee to realise its goals, but may be unable to formally put the goals of the organisation before the priorities of their own organisation.

e) Friends of the Committee

Some Committees have adopted schemes where interested parties may become "Friends" of the organisation in return for a donation. In return, the Friends may receive certain benefits, such as special guided tours or invitations to events. However, they have no rights in the running of the organisation. This type of membership should be specified in the Funding section of the statutes.

3. Membership Composition

There is no set number of members for a national committee Board, although the normal minimum allowable is five, and we recommend an uneven number to ensure that a majority is possible is any votes. The Board should not normally exceed twelve members. A new national committee must consider the members it needs in order to realise its goals, outlined according to the *Role of National Committee*s in the Blue Shield Approach, and in the Rules and Principles of the Blue Shield. However, committee boards should try to ensure representation of various types of cultural heritage, and those involved in heritage protection in crisis, such as governments, armed forces or emergency responders, in order to meet the goals in their strategic plan.

i. Membership of ICOMOS, ICOM, ICA and IFLA, or national equivalent.

Each national committee must have the support of the national representative of ICOMOS, ICOM, ICA, and IFLA to found a committee. These letters of support are intended to:

- indicate that the national FF agree a Blue Shield committee should be created, and
- confirm that the national FF will also support and assist its creation.

If – and only if - the country does not have a national representative of each of these national organisations, national committees should seek a national equivalent that can provide information on their sector. If possible, the national equivalent should be a member of the international organisation being represented – for example, if there is no national representative of the International Council of Archives, then a representative of a national organisation that has membership of the ICA should be asked to support the new national committee Board. If there is no member of that organisation in the

country, then the national committee should seek a member that can provide the greatest information on the relevant sector in their country.

As stated in Section 2i Letters of Support (page 3), you should contact national committees of ICOM and ICOMOS directly. If they have national committee, then please contact ICOM and ICOMOS at the supplied contact address. An archival representative should be agreed directly with the ICA Secretariat, and a library representative should be agreed directly with IFLA Headquarters.

The FF or their representatives are not required to be members of the proposed Committee although, if they wish, they can attend and advise and be full voting members of a national committee. In order to maintain a balanced committee, Founding Four organisations should nominate only a single official representative on a national committee; other individuals who are part of a FF organisation may attend and be members, but should do so as individuals, not as additional representatives of an FF organisation. In addition, representatives of the ICA, IFLA, ICOM, or ICOMOS who are on national committees do not receive additional votes at the international level: FF votes at the international level are held by their representatives on the International Board.

a) Representation of the Armed Forces.

Given the Blue Shield's focus on the protection of cultural property when the Armed Forces are deployed (during and after conflict and human-made and environmental disasters), we *strongly* recommend that members of the national armed forces attend national Blue Shield Committee meetings.

b) Representation: Other

However, the goal of the Blue Shield is to protect all types of heritage, and committees should consider representation from:

- Managers of sites, buildings, libraries, and archives, and museums (and potentially a person responsible for World Heritage sites);
- Managers of religious buildings;
- a representative from the Ministry of Culture / Tourism;
- a member of the state heritage department;
- someone who can work with / represent art dealers;
- a member of the police responsible for looting;
- cultural heritage lawyers;
- archaeologists who may be able to source international expertise;
- an expert in intangible heritage;
- managers of natural heritage;
- at least one member of the armed forces.

The above list is not exhaustive and it may not be possible (or desirable) to achieve for all committees. This guidance is offered to encourage committees to think in detail about the types of heritage that require protection, the peacetime preparations that may be required for safeguarding it, and the information that the Emergency Services and / or Armed Forces may need to protect it.

4. Membership Fees

The establishment of membership fees is not obligatory. However, membership fees can help to ensure the member engagement with the mission of the Blue Shield, and they do not need to be substantial. However, membership fees and the creation of a bank account require the committee to be a legal entity.

5. Membership Duration

Committees should consider the Membership duration. It is generally fixed to one year, and the renewal process depends on the decision of the national committee. The model chosen should be indicated in the statutes.

6. Payment of Members

National committees of Blue Shield should admit as full individual and institutional members only those who fully comply with the Blue Shield 2016 Statutes, and Rules and Principles of the Blue Shield, and the statutes of the national committee.

7. Membership Principles

Members of the Blue Shield are forbidden to use the name and reputation of the Blue Shield in order to conduct any commercial or lucrative activity. Although paid staff may be appointed, this should be on a not-for-profit basis.

8. Loss of membership

An individual's membership status ends:

- In case of resignation;
- In case of death;
- In case of conditions laid down by the national committee (e.g. non-payment of membership fees, disrespect for the principles).

National committees should agree on conditions and have a process under which membership may be terminated.