



The Blue Shield: Strategic Plan Template Curacao

Blue Shield Mission

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)

This commitment is framed in the context of the ethical principles set out in the 2000 ICBS Strasbourg Charter: independence, neutrality, professionalism, respect of cultural identity, and work on a not-for-profit basis.

Areas of Activity

The commitment is delivered through six areas of activity:

1. Law, policy development and implementation
2. Education, training, and capacity building
3. Proactive protection and risk preparedness
4. Emergency response in disaster, domestic emergencies, and armed conflict
5. Stabilisation, post-disaster recovery, and long-term/ongoing support
6. Co-ordination (of Blue Shield and *with* other relevant organisations)

A number of actions and objectives are identified and listed under each area of activity in this template document. It is expected that national committees will focus on national priorities first, and international assistance second, but this is, of course, up to each committee.

Method

This template is intended to help national committees create strategic plans that are valid for a 5-year period.

Once the strategic plan is created, each committee should have a series of actions and objectives, with a realistic expectation of when they expect to complete them. This should help committees focus their resources on their most important – and most achievable – objectives.



Step 1: Prioritise the six areas of activity in order of importance to your committee.

Step 2: List any specific activities relevant to each area of activity to be addressed in the year of the plan

Step 3: Identify what issues you think will still be relevant over the next 5 years

Committees may then wish to create an Action Plan with actions and agreed targets relating to each objective, in order to achieve the objectives in their Strategic Plan, with nominated committee members assigned to each action.

1. Strategic Plans should be reviewed annually to ensure committee activity remains aligned to the plan.
2. Strategic Plans should be renewed every five years, to account for:
 - achieved objectives (which should be removed, with a celebration), 😊
 - changing circumstances (for example, national changes in legislation),
 - available committee resources, and
 - committee membership.



National Committee CURACAO
Strategic Plan YEAR 2021 - YEAR 2021

Priority (1 is highest)	Area of Activity (In no Order)	Objectives (2021)	Probable Objectives (2022-2026)
1	Capacity building activities, education, and training	Launch website / launch Digital Educational Information Letter / Distribute Calamity Guide	Create Grassroots Resilience
2	Co-ordination - of Blue Shield and with partner organisations	CDEMA / CHEN / Blue Shield International / ICCROM / Local first responders	
3	Legal compliance, policy, and their implementation	Cultural Heritage is already an area of Interest in the National Calamity Plan of Curacao	Broadcast in forums
	Emergency response		
	Stabilisation, post-disaster recovery, and long-term/ongoing support activities		
	Proactive protection and risk preparedness		

Date plan agreed: 03 / 22 / 2021

Agreed by: Board Blue Shield Curacao

Date of review: ___ / ___ / _____

Reviewed by:



1.0 Area of Activity – Capacity building activities, education, and training

	OBJECTIVE Education, training, and capacity building	Priority order	S/M/L Term
1.1	<p>Launch Website</p> <ul style="list-style-type: none"> a. Create Terms of Reference b. Request for Proposals c. Apply for funding d. Create website in cooperation with vendor / Create Content and relevant links / tutorials / Work with national and international partners and the Blue Shield International Board to locate existing resources and methodologies (e.g. standards, guidelines, manuals for emergency protection, evacuation, salvage, damage assessment, stabilisation) appropriate for responding to complex and other emergencies. 	1	M/L
1.2	<p>Launch a Digital Educational Information Letter</p> <ul style="list-style-type: none"> a. Terms of Reference b. Establish a local Team of experts c. Create Content for the Informational Letter by working with national and international partners and the Blue Shield International Board to locate existing resources and methodologies (e.g. standards, guidelines, manuals for emergency protection, evacuation, salvage, damage assessment, stabilisation) appropriate for responding to complex and other emergencies. d. Contact Schoolboards e. Disseminate letters to schools 	2	M/L
1.3	Distribute Calamity Guide	3	S/M/L
	a. We have already have made “Calamity Guides” in the past and will keep distribute them during this year	4	



2.0 Area of Activity – Coordination

	OBJECTIVE	Priority order	S/M/L Term
2.1	<p>Seek partners to cooperate with and support the work of the national committee.</p> <ul style="list-style-type: none">a. CDEMA / ICCROM / CHEN / CARBICA / BSI / UNESCO regional Committee Jamaica / UWIb. Via International Forums – CARBICA / CHEN / UNESCO /c. Creating a Dbase of experts (via CHEN) and linking them with the new Blue Shield Curacao website. This Dbase consists of heritage experts in the fields of paper conservators, restoration architects, museum managers, librarians etc. in the Caribbean region. CHEN is an “Alliance for Response” group and these experts are available for Preparedness trainings, Response, Recovery and Mitigation missions. They will be visible online in 2021 and hopefully linked to the new Blue Shield Curacao website	2	L

3.0 Area of Activity – Legal Compliance / Policy and Implementation

	OBJECTIVE	Priority order	S/M/L Term
3.1	<ul style="list-style-type: none">a. Cultural Heritage is an ‘Area of interest’ in the National Disaster Plan of Curacao.b. Broadcast this in local forums	3	L



Notes

Law, Policy development and implementation: the objectives concern ratification of a selection of key legislation: it is expected that national committees will only seek to complete ratification / implementation of one law at a time. If government priorities provide the opportunity to progress two at once, then please copy these fields and enter the objectives relating to different legislation separately.

Education, training, and capacity building: Educational materials may include, but are not limited to:

- standards, guidelines, manuals, and methodologies,
- courses,
- field trips,
- seminars,
- workshops.

Contents may include but are not limited to:

- proactive safeguarding measures in peacetime,
- emergency methods of in situ protection, evacuation, & salvage, object and building stabilisation
- damage assessment,
- CPP inventories
- Legislation implementation for different potential partners (for example, the 1954 Hague convention – requirements for national governments, their armed forces and heritage professionals, to give only a few examples)

Many objectives from *Education, training and capacity building* will be carried out in conjunction with other areas of activity, such as proactive protection.

Proactive protection and risk preparedness: specific roles and responsibilities for the national Blue Shield committee in the event of identified threats may include, but are not limited to:

- Developing and delivering training,
- Working with UNESCO and armed forces to directly provide, or coordinate lists of, appropriate personnel required to by the Mission of Control in the 1954 Hague Convention regulations
- Providing CP briefings for national armed forces concerning CP in theatre pre-deployment



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- Directly providing or coordinating existing emergency response and first aid for CP, either for the heritage sector, or supporting armed forces in the field
 - Directly providing or coordinating existing expertise to identify potentially looted material

Emergency response in disaster, domestic emergencies, and armed conflict: specific roles and responsibilities for the national Blue Shield committee in the event of identified threats may include, but are not limited to:

- Developing and delivering training,
- Working with UNESCO and armed forces to directly provide, or coordinate lists of, appropriate personnel required to by the Mission of Control in the 1954 Hague Convention regulations
- Providing CP briefings for national armed forces concerning CP in theatre pre-deployment
- Directly providing or coordinating existing emergency response and first aid for CP, either for the heritage sector, or supporting armed forces in the field
- Directly providing or coordinating existing expertise to identify potentially looted material



Definitions

<i>Area of Activity</i>	The six areas of activity that frame the Blue Shield Mission: Law, policy development and implementation; Education, training, and capacity building; Proactive protection and risk preparedness; Emergency response in disaster, domestic emergencies, and armed conflict; Stabilisation, post-disaster recovery, and long-term/ongoing support; and Co-ordination (<i>of</i> Blue Shield and <i>with</i> other relevant organisations).
<i>Priority Order</i>	Actions / objectives should be numbered to indicate the most important actions and objectives the committee intends to focus on over the 5-year period of the strategic plan. The highest priority actions / objectives should be numbered (1), the second most important should be numbered (2), and so on. High priority actions / objectives may be chosen from within an area of activity, or from across them, to suit the work of the national committee. Actions / objectives that are not relevant to the committee's work should not be numbered. Actions / objectives that the committee cannot or does not wish to carry out should not be numbered.
<i>Timescales</i>	Timescales indicate how long the committee expects to work on the action / objective, over the 5-year plan. Timescales may be short, medium or long term. Ongoing actions should be marked as long-term.
<i>Short term</i>	A short term timescale is considered to be a period of approximately one year, after which either the objective is expected to be completed, or the action is no longer relevant.
<i>Medium term</i>	A medium term timescale is considered to be a period of approximately two to three years, after which either the objective is expected to be completed, or the action is no longer relevant.
<i>Long term</i>	A long term timescale is considered to take four or more years, or to be an ongoing action for the committee. It may not necessarily be completed within the period of the 5-year plan.
<i>Identified threats</i>	Many of the objectives listed are relevant in a number of contexts: complex and other disasters and domestic emergencies; armed conflict; stabilisation operations; peacekeeping deployments; and looting and illicit trafficking. The context includes peacetime preparations in the event they may occur, through to any actual occurrence.
<i>Potential partners</i>	The Blue Shield seeks to work in partnership with other organisations to achieve effective CPP. These can include, but are not limited to: national governments and their ministries and armed forces, disaster risk reduction teams, emergency services, Police, borders and customs, national heritage agencies, NGOs, ICA, ICOM, ICOMOS, IFLA, ICCROM, UNESCO (national and international),

