



The Blue Shield: Strategic Plan Template

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)

Blue Shield Netherlands

It is worth explaining that the longterm objectives (L) are regarded by the committee as ongoing work. Depending on the situation those L objectives might warrant immediate action. If that is the case BS NL will address them as a priority in that moment.



Blue Shield Netherlands Strategic Plan YEAR 2021 - YEAR 2026

Priority	Area of Activity (In no Order)	2021 objectives	2022-2026 probable objectives
1	Legal compliance, policy, and their implementation	National recognition for the protection of cultural heritage : safety of cultural heritage as part of the National Safety Strategy (6 th vital/ crucial interest)	National recognition for the protection of cultural heritage : safety of cultural heritage as part of the National Safety Strategy (6 th vital/ crucial interest)
1	Emergency response	National contact point for expertise on emergency preparedness and hazard mitigation in the Netherlands	National contact point for expertise on emergency preparedness and hazard mitigation in the Netherlands
1	Stabilisation, post-disaster recovery, and long-term/ongoing support activities	Long-term supporting: - Netherlands National Commission for UNESCO - Cultural Heritage Agency of the Netherlands - Cultural Heritage Agency of the Caribbean	Long-term supporting: - Netherlands National Commission for UNESCO - Cultural Heritage Agency of the Netherlands - Cultural Heritage Agency of the Caribbean
1	Capacity building activities, education, and training	Organizing a “stress test”: cultural heritage under attack Publication on heritage protection in the Netherlands	Both will prolong into 2022
1	Proactive protection and risk preparedness	Developing activities in support of proactive protection and risk preparedness	National recognition for the protection of cultural heritage : safety of cultural heritage as part of the National Safety Strategy (6 th vital/ crucial interest)
1	Co-ordination - of Blue Shield and <i>with</i> partner organisations	Organizing a “stress test” :cultural heritage under attack (collaboration) Publication on heritage protection in the Netherlands Webinars on protection of national heritage in collaboration with relevant national bodies	

Date plan agreed: __22__ / __03__ / __2021__ Agreed by: Board Blue Shield Netherlands: Jeroen Vervliet (IFLA) , Andrea Kieskamp (ICOM) , Gerrit de Bruin (ICA) , Jesper de Raad (ICOMOS) , Angela Dellebeke (ICA)



1.0 Area of Activity – Law, policy development and implementation

	OBJECTIVE –	Priority order	S/M/L Term
1.1	Provide support for and advise on the official inclusion of cultural heritage in the National Security Strategy	1	L (ongoing)
1.2	Provide support for the national government and key agencies following ratification, such as advising on the need for adequate resourcing (financial and otherwise) to ensure full national compliance with the: - 1954 Hague Convention and both Protocols - 2003 UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage (delete according to committee priorities).	1	L (ongoing)
1.3	Provide support for and advise relevant national bodies regarding ongoing delivery of their responsibilities regarding the prevention of looting and illicit trafficking under international law.	1	L (ongoing)
1.4	Provide support for and advise relevant national bodies regarding ongoing delivery of their responsibilities under frameworks and policies such as the Sustainable Development Goals, and the Sendai Framework for Disaster Risk Reduction.	1	L (ongoing)
1.5	Work with the Blue Shield International to develop Blue Shield policies, approaches and initiatives at the international level, and adapt and implement national versions of those policies.	1	L (ongoing)



2.0 Area of Activity – Education, training, and capacity building

	OBJECTIVE	Priority order	S/M/L Term
2.1	Identify existing educational materials and share them on a national level with national heritage institutions . These materials pertain information on proactive and preventive approaches to: - natural disasters and domestic emergencies regarding cultural heritage; - looting and illicit trafficking; -hazard mitigation (water, fire, vandalism, theft)	1	L (ongoing)
2.2	Contribute to international training initiatives developed by the Blue Shield and other relevant partners.	1	L (ongoing)
2.3	Work with national Ministries of Defence to improve CPP integration in armed conflict or disaster response.	2	L (ongoing)
2.4	Act as an ongoing source of advice and information for partners in the development of civilian, military, and other relevant (e.g. police and customs) policy and doctrine relating to CPP.	2	L (ongoing)
2.5	Act as an ongoing source of support and advice for partners regarding ongoing delivery of their responsibilities under the - 1954 Hague Convention and both Protocols - 2003 UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage	2	L (ongoing)
2.6	Publication on heritage protection in the Netherlands	1	S/M



3.0 Area of Activity – Proactive protection and risk preparedness

	ACTION / OBJECTIVE	Priority order	S/M/L Term
3.1	Work proactively with national partners to identify specific roles and responsibilities for the national Blue Shield committee in the event of identified threats	4	L
3.2	Raise awareness of appropriate resources, methodologies, training courses, and legislative structures for responding to identified threats.	1	L (ongoing)
3.3	Work with all relevant national partners to identify and prioritise CP in the event of identified threats.	1	L (ongoing)
3.4	Work with national heritage organisations and other relevant partners to establish a national inventory of CP .	2	M
3.5	Work with others involved in disaster planning to ensure that CPP is fully integrated in national, regional, local, and specific disaster risk reduction plans, disaster plans, and other risk mitigation strategies for dealing with emergencies.	1	L (ongoing)
3.6	Stimulate national government to actively apply their responsibilities under international law and international agreements (such as the Sustainable Development Goals and Universal Declaration on Archives) to take preventive measures for the protection of CP in the event of armed conflict and environmental disaster	2	L (ongoing)



4.0 Area of Activity – Emergency response in disaster, domestic emergencies, and armed conflict

	OBJECTIVE	Priority order	S/M/L Term
4.1	Work with national partners during armed conflict, disaster, and domestic / national emergencies to provide hands-on support and advice in regards to emergency response.	1	L (ongoing)
4.2	Remind national government of their responsibilities under international law and international agreements (such as the 1954 Hague Convention, Sustainable Development Goals, and Universal Declaration on Archives) to protect CP in the event of armed conflict and environmental disaster.	2	L (ongoing)
4.3	If necessary and appropriate, publicise when responsibilities under international law and international agreements to protect CP are not upheld, supported by the Blue Shield International Board as appropriate / required.	1	L (ongoing)
4.4	Working through the Blue Shield International Board, provide support to other national Blue Shield committees or countries without one, when dealing with identified threats e.g. by undertaking immediate damage assessment and stabilisation of CP, as circumstances, capacity, resources, and experience permit.	1	L (ongoing)
4.5	Organizing a “stress test”: cultural heritage under attack (collaboration)	1	S/M



5.0 Area of Activity – Stabilisation, post-disaster recovery, and long-term/ongoing support

	OBJECTIVE	Priority order	S/M/L Term
5.1	Be prepared to participate in and/or give support to fact finding missions to assess damage of cultural property due domestic emergencies and disasters and/or to assist relevant partners with monitoring the situation if necessary.	1	L (ongoing)
5.2	Developing long-term working relationships with all relevant possible partners active in the event of domestic emergencies, disasters, peacekeeping deployment and armed conflict.	1	L (ongoing)
5.3	Raise awareness of CPP with specialist groups, the general public, educational groups, and the media about the importance of heritage protection	1	L (ongoing)
5.4	Promote and advice on proactive protection of CP in peacetime (this could include small scale exercises)	1	L (ongoing)
5.5	Encourage research into CPP, and host/organise seminars, workshops, and conferences relating to: - CPP methods and developments - Risks to heritage relating to conflict and disaster - Methods of damage mitigation that can be applied by heritage specialists, partner organisations, and the armed forces, in order to develop better CPP practice.	2	L (ongoing)
5.6	Working through the Blue Shield International Board, support other national Blue Shield committees as circumstances, capacity, resources, and experience permit.	1	L (ongoing)



6.0 Area of Activity – Coordination

	OBJECTIVE	Priority order	S/M/L Term
6.1	Seek partners to cooperate with and support the work of the national committee.	1	L (ongoing)
6.2	Coordinate with and support partners in all matters of national CPP, and, along with other national committees , the Blue Shield International Board and others working in the field of CPP, in overlapping areas of international activity	1	L (ongoing)
6.3	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	L (ongoing)
6.4	Provide ongoing support for voluntary networks of national individuals with chronological, geographical and/or technical expertise in national CP before, during, and after emergencies, disasters, and conflicts.	2	L (ongoing)
6.5	Provide ongoing support for national CP inventories to aid in the protection of national CP.	2	L (ongoing)



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
- 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).