

ICOFORT Triennial Plan

2022- 2025

MAY 2023.

ICOFORT Bureau

#706 UNESCO House, 26 Myeongdong-gil
Jung-gu Seoul 04536 Republic of Korea
www.icofort.org - contact@icofort.org



ICOFORT BUREAU

President – Doo Won Cho (Republic of Korea)

Secretary General – Paulina Kaplan (Chile)

Vice President – Fernando Cobos (Spain)

Vice President – Sanaa Niar (Algeria)

Vice President - Shikha Jain (India)

REGIONAL COORDINATORS

AFRICA:

ARAB STATES:

ASIA AND THE PACIFIC: Zhou Yuan(China)

EUROPE: Gerco Meijer(Netherlands)

LATIN AMERICA AND THE CARIBBEAN: Milagros Flores-Roman(Puerto Rico)

NORTH AMERICA(USA and Canada):



Contents

INTRODUCTION

4

MISSION

5

VISION FOR THE FUTURE

6

PREMISES AND METHODOLOGY

7

Premises

Methodology

STRATEGIC OBJECTIVES

9

1. Structure
2. Strengthening Networks
3. Financial Resources
4. Process Improvement
5. Involvement with Society and Members
6. Continuity

STRATEGIC ACTIONS

10

ATTRIBUTIONS OF THE MEMBERS OF THE NEW BUREAU(2022-2025)

16

Objectives

Position of the Bureau members

SCHEDULE & RESPONSIBILITIES

20

CONCLUSION

26

INTRODUCTION

ICOFORT (ICOMOS International Scientific Committee on Fortifications and Military Heritage), exercising its role as an ICOMOS advisory committee related to fortifications and military heritage, developed this plan for the period from 2022 to 2025, aiming to coordinate the work of its members and officers to comply with its statute and apply participatory management methodologies, which bring together its staff and other agents of society in favor of Cultural Heritage on the types of interest of the committee.

All actions under this plan are based on its institutional mission, as provided for in the bylaws. Actions were created specifically designed so that each aspect of the ICOFORT Mission can be operationalized and generate real and relevant results.



MISSION

The International Scientific Committee on Fortifications and Military Heritage researches and promotes the understanding, protection, conservation, interpretation and management of historic fortifications and military heritage (including: tangible and intangible, historical, architectural, aesthetic and scientific values) which includes: structures, built or used for military and defensive purposes (including field fortifications, earthworks, fortified towns, naval ports, navigation marks and dredging, military bases, different kind of military accommodation buildings, works of military engineering and other enclaves and constructions); landscapes and water areas for mainly military purposes (including testing fields, territorial, coastal and naval defense structures and battlefields, naval routes and other sets of cultural and natural heritage); commemorative monuments and military memorabilia (including war memorials, military decorations, trophies, cemeteries, war graves and cenotaphs, and other plaques or markers); intangible heritage connected to all these areas of built military heritage. This mission is carried out through actions aimed at research, training and encouraging knowledge, appreciation, understanding and interpretation of fortifications and military heritage.



VISION FOR THE FUTURE

We intend that ICOFORT be the main world reference institution in Fortifications and Military Heritage for researchers, professionals, managers and society in general with representation on all continents and a high capacity to influence public opinion on the importance of this typology of heritage in local sustainable development and in the construction of the individual as a Citizen.



PREMISES AND METHODOLOGY - PREMISES

This plan has the premises of acting with Participation, Sustainability and Community- based.

Participation(SO1,2): we will involve as many members as possible in all our activities and, at the same time, stimulate the participation of other institutions, researchers and professionals in the exchange of ideas and projects with ICOFORT members

Sustainability(SO3,4): all recommendations arising from ICOFORT activities should follow principles that favor sustainable solutions

Community-based(SO5,6): ICOFORT's actions should focus on solutions that benefit sustainable development and the inclusion of communities located around the sites.



PREMISES AND METHODOLOGY - METHODOLOGY

This plan presents 6 strategic objectives that summarize the goals desired by the current Bureau for the period 2022-2025. Each Strategic Objective has several Strategic Actions that together will contribute to each goal being achieved. To this, we indicate the Activities necessary for the Actions to be executed, within each year of mandate, of the current Bureau. Each Activity has a Bureau officer and an executive team, who, with the support of other members, must conduct the necessary work.

Those responsible for each Activity should detail the planning for their specific actions, integrated to the other activities of each Strategic Action.



STRATEGIC OBJECTIVES (SO)

1. Structure

Expand the capacity for international representativeness of ICOFORT through the decentralization of actions and incentive to regional and local initiatives

2. Strengthening Networks

Act collaboratively through the establishment and strengthening of networks with institutions, researchers, professionals and ICOFORT members

3. Financial Resources

Raise funds to support projects and actions of the triennial plan of ICOFORT

4. Process Improvement

Develop a continuous improvement process to streamline the management of ICOFORT so that the objectives of this plan are achieved

5. Involvement with Society and Members

Expand the World Society's interest in Fortifications and Military Heritage and the participation of members in ICOFORT discussions and activities

6. Continuity

To continue with the activities and projects initiated during the management of the previous Bureau



STRATEGIC ACTIONS - PARTICIPATION

1. Structure

Expand the capacity for international representativeness of ICOFORT through the decentralization of actions and incentive to regional and local initiatives

1.1 Create, regulate and promote ICOFORT Regional Subcommittees

1.2 Regulate and promote local groups and associations for Fortifications and Military Heritage in cooperation with each ICOMOS NC

1.3 Create a Technical Advisory Board composed of ex-presidents, ex-vice presidents and ex-secretary-generals to give their opinion on high-level topics at the request of the ICOFORT Bureau



STRATEGIC ACTIONS - PARTICIPATION

2. Strengthening Networks

Act collaboratively through the establishment and strengthening of networks with institutions, researchers, professionals and ICOFORT members

2.1 Contact and partnerships with the World Heritage Center and other international organizations of cultural and natural heritage

2.2 Establish partnerships with other ICOMOS/ISCs

2.3 Active participation in ICOMOS activities, events and campaigns

2.4 Contact and relationship with Scientific Subcommittee on Fortifications and Military Heritage of ICOMOS/NCs

2.5 Encourage interaction between ICOFORT members of different continents

2.6 Expand membership representation in Africa, Arab States, Asia and the Pacific, Europe, North America (USA and Canada), Latin America and the Caribbean Regions



STRATEGIC ACTIONS - SUSTAINABILITY

3. Financial Resources

Raise funds to support projects and actions of the triennial plan of ICOFORT

3.1 Develop fundraising processes and obtain funds that allow the financing of ICOFORT activities

3.2 Institutionally support members, subcommittees and working groups or research in the search for financial resources from projects of thematic interest of ICOFORT



STRATEGIC ACTIONS - SUSTAINABILITY

4. Process Improvement

Develop a continuous improvement process to streamline the management of ICOFORT so that the objectives of this plan are achieved

4.1 Improve existing management gaps and add new processes

4.2 Improve member evaluation and approval processes

4.3 Improve proposal process for ICOFORT meetings



STRATEGIC ACTIONS – COMMUNITY-BASED

5. Involvement with Society and Members

Expand the World Society's interest in Fortifications and Military Heritage and the participation of members in ICOFORT discussions and activities

5.1 Disseminate ICOMOS Guidelines on Fortifications and Military Heritage to the World Societies

5.2 Expand communication with Society and ICOFORT Members via social networks and website

5.3 Expand the interest of the Society in the Fortifications and Military Heritage

5.4 Develop actions for Emerging Professionals



STRATEGIC ACTIONS – COMMUNITY-BASED

6. Continuity

To continue with the activities and projects initiated during the management of the previous Bureau

6.1 Conduct dissemination and interpretation of ICOMOS Guidelines on the Fortifications and Military Heritage

6.2 Continue supporting projects that had been conducted by ICOFORT partnership/support to members

6.3 Continuing all scientific cooperation agreements already signed by ICOFORT



Attributions of the members of the new Bureau(2022-2025)

In compliance with ICOFORT Bylaws 2019

1. OBJECTIVES

- Promote awareness of the structures, landscapes and monuments, including its historical, architectural, artistic and scientific, and to promote the conservation and maintenance of military fortifications, structures, landscapes strength and other objects and places related to military heritage.
- Be available to help achieve ICOMOS his role as advisor to the UNESCO World Heritage Site.
- Conduct specialized studies and encourage the application of professional experience in relation to the problems of conservation of historic fortifications and military heritage
- Active pursuit of international cooperation for the identification, protection and preservation of historic fortifications, military structures, landscapes and military sites, other military heritage monuments.
- Nevertheless the most impressive part is helping ICOMOS as an advisor on Fortifications and Military Heritage World Heritage Committee and its contribution to assist in the evaluation of the fortifications universal value in terms of three criteria requirements for declaration of value that are universal, authenticity, integrity and management of the nominated property.



Attributions of the members of the new Bureau(2022-2025)

In compliance with ICOFORT Bylaws 2019

2. POSITION OF BUREAU MEMBERS(1)

President;

- Represents ICOFORT with respect to ICOMOS
- Represents all international authorities with respect to ICOMOS
- Represent all international authorities with which ICOFORT has relations
- Directs the activities of ICOFORT in accordance with the rules defined in the Bylaws
- In the case the absence of the President, is to be replaced temporary by the Secretary General
- In case the Secretary General not available, the temporary replacement for President will be by one of the Vice-President, to be selected by internal voting to take place within the ICOFORT Bureau Members



Attributions of the members of the new Bureau(2022-2025)

In compliance with ICOFORT Bylaws 2019

2. POSITION OF BUREAU MEMBERS(2)

Secretary General;

- Assist the President in the management of ICOFORT and its external and internal relations
- Assist ICOFORT's Bureau guidelines and maintaining constant and close communication with the ICOFORT's Bureau
- Is responsible for: the Secretariat for and during ICOFORT sessions
- Assist the preparation of the agenda in co-operation with the President
- Assist the invitation of the Members
- Assist the preparation of draft minutes of meetings.
- Is responsible for the historical files of ICOFORT
- Is responsible for the effective communication of ICOFORT matters
- In case the President unable to continue his role for any reason, the Secretary General will temporarily assume the position of President until next general elections are to be held



Attributions of the members of the new Bureau(2022-2025)

In compliance with ICOFORT Bylaws 2019

2. POSITION OF BUREAU MEMBERS(3)

Vice-Presidents

- Following ICOFORT's Bureau guidelines and maintaining constant and close communication with the ICOFORT's Bureau
- Cooperate in all ICOFORT decisions
- Assist the President and Secretary General in the management of ICOFORT
- Assist its external and internal relations, belong from different countries than the President and Secretary General.
- Members of the Bureau should represent different countries and key regions wherever possible.



SCHEDULE & RESPONSIBILITIES

1. Structure – Participation(SO)

Expand the capacity for international representativeness of ICOFORT through the decentralization of actions and incentive to regional and local initiatives

Strategic Actions		Year	Bureau Responsible	Team
1.1	Create, regulate and promote ICOFORT Regional Subcommittees/Regional Coordinators	2022-2025	Doo Won	Bureau
1.2	Regulate and promote local groups and associations for Fortifications and Military Heritage in cooperation with each ICOMOS NC	2022-2025	Doo Won	Bureau
1.3	Create a Technical Advisory Board composed of ex-presidents, ex-vice presidents and ex-secretary-generals to give their opinion on high-level topics at the request of the ICOFORT Bureau	2022-2025	Doo Won	Paulina

SCHEDULE & RESPONSIBILITIES

2. Strengthening Networks – Participation(SO)

Act collaboratively through the establishment and strengthening of networks with institutions, researchers, professionals and ICOFORT members

Strategic Actions		Year	Bureau Responsible	Team
2.1	Contact and partnerships with UNESCO World Heritage Center and other international organizations of cultural and natural heritage	2023-2025	Doo Won	Paulina Bureau
2.2	Establish partnerships with other ICOMOS/ISCs	2023-2025	Doo Won	Paulina
2.3	Active participation in ICOMOS activities, events and campaigns	2023-2025	Doo Won	Bureau
2.4	Contact and relationship with Scientific Subcommittee on Fortifications and Military Heritage of ICOMOS/NCs	2023-2025	Doo Won	Paulina
2.5	Encourage interaction between ICOFORT members of different continents	2023-2025	Doo Won	Bureau
2.6	Expand membership and representation	2023-2025	Regional Coordinator	-
	in Africa		Regional Coordinator	-
	in Arab States		Regional Coordinator	-
	in Asia and the Pacific		Regional Coordinator	Zhou Yuan
	in Europe		Regional Coordinator	Gerco Meijer
	in North America		Regional Coordinator	-
	in Latin America and the Caribbean		Regional Coordinator	Milagros Flores-Roman

SCHEDULE & RESPONSIBILITIES

3. Financial Resources – Sustainability(SO)

Raise funds to support projects and actions of the triennial plan of ICOFORT

Strategic Actions		Year	Bureau Responsible	Team
3.1	Develop fundraising processes and obtain funds that allow the financing of ICOFORT activities	2022-2025	Paulina	Doo Won
3.2	Institutionally support members, subcommittees and working groups or research in the search for financial resources from projects of thematic interest of ICOFORT	2022-2025	Doo Won	Paulina

SCHEDULE & RESPONSIBILITIES

4. Process Improvement – Sustainability(SO)

Develop a continuous improvement process to streamline the management of ICOFORT so that the objectives of this plan are achieved

Strategic Actions		Year	Bureau Responsible	Team
4.1	Improve existing management gaps and add new processes	2022-2025	Paulina	Fernando
4.2	Improve member evaluation and approval processes (logo use, representation etc.)	2022-2025	Doo Won	Paulina Fernando
4.3	Improve proposal process for ICOFORT meetings	2022-2025	Paulina	Fernando

SCHEDULE & RESPONSIBILITIES

5. Involvement with Society and Members – Community-based(SO)

Expand the World Society's interest in Fortifications and Military Heritage and the participation of members in ICOFORT discussions and activities

Strategic Actions		Year	Bureau Responsible	Team
5.1	Disseminate ICOMOS Guidelines on Fortifications and Military Heritage to the World Societies	2023-2025	Doo Won	Fernando
5.2	Expand communication with Society and ICOFORT Members via social networks and website	2023-2025	Paulina	Sanaa
5.3	Expand the interest of the Society in the Fortifications and Military Heritage	2023-2025	Paulina	Doo Won
5.4	Develop actions for Emerging Professionals	2023-2025	Sanaa	Doo Won

SCHEDULE & RESPONSIBILITIES

6. Continuity – Community-based(SO)

To continue with the activities and projects initiated during the management of the previous Bureau

Strategic Actions		Year	Bureau Responsible	Team
6.1	Conduct dissemination and interpretation of ICOMOS Guidelines on the Fortifications and Military Heritage	2022-2025	Doo Won	Fernando
6.2	Continue supporting projects that had been conducted by ICOFORT or in partnership/support to members	2022-2025	Doo Won	Paulina
6.3	Continuing all scientific cooperation agreements already signed by ICOFORT	2022-2025	Doo Won	Paulina

CONCLUSION

As with any plan, this is also a path and not a trail, and must be flexible to adapt to new contexts. The participatory ways of planning and practice should encourage the monitoring and adjustments necessary for the objectives to be achieved. And even what is not concluded in the current management, will be an indication of future continuity, for all work at ICOFORT it is a constant addition of steps, towards the maximum objectives defended by ICOMOS in favor of Fortifications and Military Heritage.

Monitoring

Monitoring will take place by publicly following goals through online dissemination tools. Each activity must have indicators that allow the measurement of the work developed by the team.



ICOFORT



International Scientific Committee on Fortifications and Military Heritage

ICOMOS