



ICOFORT

International Scientific Committee on Fortifications and Military Heritage



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Triennial Plan 2019/2020



ICOFORT Bureau

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International Scientific Committee on Fortifications and Military Heritage

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ICOFORT TRIENNIAL PLAN 2019-2022

ICOFORT BUREAU

President - José Claudio dos Santos Júnior

Secretary General - Doo Won Cho

Vice President - Fernando Cobos

Vice President - Sanaa Niar

Vice President - Shikha Jain

REGIONAL COORDINATORS

AFRICA: Philippe La Hausse

ARAB STATES: Sanaa Niar

ASIA AND THE PACIFIC: Doo Won Cho

EUROPE: Gerrit Meijer

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Table Of Contents

INTRODUCTION	4
MISSION	4
VISION FOR THE FUTURE	5
PREMISES AND METHODOLOGY	5
Premises	5
Methodology	5
STRATEGIC OBJECTIVES	7
Structuring	7
Strengthening Networks	7
Financial Resources	7
Process Improvement	7
Involvement with Society and Members	7
Continuity	7
STRATEGIC ACTIONS	9

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 2019 to 2020, 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, exposing and management of historic fortifications and military heritage (including: tangible and intangible, historical, architectural, artistic 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 (5.a, 5.b), Sustainability (5.c, 5.d) e Community-based(5.e, 5.f).

- **Participation:** 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:** all recommendations arising from ICOFORT activities should follow principles that favor sustainable solutions
- **Community-based:** ICOFORT's actions should focus on solutions that benefit sustainable development and the inclusion of communities located around the sites.

Methodology

This plan presents 6 strategic objectives that summarize the goals desired by the current Bureau for the period 2019-2022. 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

STRATEGIC OBJECTIVES

Structuring

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

Strengthening Networks

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

Financial Resources

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

Process Improvement

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

Involvement with Society and Members

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

Continuity

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



STRATEGIC ACTIONS

STRATEGIC ACTIONS

1. STRUCTURING: 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

1.1.1 Choose coordinators for regional subcommittees

1.1.2 Conduct the creation of the Asia and Pacific Subcommittee as a model project

1.1.3 Advise coordinators in structuring other regional subcommittees based on learning obtained in the creation of the Subcommittee of Asia and Pacific

1.1.4 Complete the structuring processes of regional subcommittees

1.2 Regulate and promote ICOFORT local groups

1.2.1 Map groups of ICOFORT members who act coordinately as a team in their countries

1.2.2 Create a normative process for approving the creation and operation of new local groups

1.2.3 Encourage the creation of new local member groups

1.2.4 Encourage the relationship between local groups and ICOMOS/National Scientific Committees on Fortifications and Military Heritage

1.2.5 Encourage the integration and coordination of work between local groups and regional subcommittees

1.3 Create scientific research groups in the various areas of knowledge related to Fortified and Military Heritage

1.3.1 Prepare an initial proposal for thematic areas for each research groups (the proposal may be the result of prior online research with all members)

1.3.2 Send call to raise volunteer members in creating and leading thematic research groups within ICOFORT

1.3.3 Define with the Bureau who will be the leaders of research groups

1.3.4 Define with group leaders the scientific research lines and initial work plan

1.3.5 Create an online directory for scientific publications of members and research groups

- 1.3.6 Study the feasibility of being created an online journal to disseminate the production of research groups
- 1.3.7 If feasible, create an online journal for ICOFORT
- 1.3.8 Encourage Research Groups to hold academic events and publications to discuss and disseminate the production of their members

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

- 1.4.1 Submit the proposal to the presidents of the previous Bureaus
- 1.4.2 Officialising the creation of the board

1.5 Create a multidisciplinary advisory subcommittee to analyze the admission of new members and for monitoring and upgrading members

- 1.5.1 Objectively define the criteria for classifying member categories
- 1.5.2 Define the areas of expertise
- 1.5.3 Invite members to compose the subcommittee
- 1.5.4 Create the subcommittee

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

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

2.1.1 Map recent contacts, initiatives or partnerships made by the previous Bureau

2.1.2 Define and establish priority contacts

2.1.3 Coordinate partnerships and initiatives generated

2.2 Establish partnerships with other ICOMOS/ISC

2.2.1 Map recent contacts, initiatives or partnerships made by the previous Bureau

2.2.2 Define and establish priority contacts

2.2.3 Coordinate partnerships and initiatives generated

2.3 Participate, actively, in ICOMOS activities, events and campaigns

2.3.1 Monitor ICOMOS activities, events and campaigns and

2.3.2 Plan / propose ICOFORT participation in ICOMOS events

2.4 Establish contact and relationship with ICOMOS/National Scientific Committees on Fortifications and Military Heritage

2.4.1 Establish contact initially with ICOMOS National Committees

2.4.2 Establish contact with ICOMOS/National Scientific Committees on Fortifications and Military Heritage

2.5 Establish partnerships with local government agencies for projects and research on management, conservation, interpretation and reuse of fortified and military heritage, with emphasis on Local and Community Development

2.5.1 Map recent contacts, initiatives or partnerships made by the previous Bureau

2.5.2 Develop methodology for an advisory program in Cultural Management of Fortified Heritage and Military Heritage for Development for Local Communities aimed at public managers and community leaders

2.5.3 Compose groups of members interested in participating as teachers or advisers in the program

2.5.4 Disseminate and make available information about the program on the ICOFORT website and produce information material for Regional Coordinators and members

2.5.5 Establish and coordinate the requested partnerships

2.6 Encourage interaction between ICOFORT members of different continents

2.6.1 Create tools for online interaction between members

2.6.2 Encourage participation in ICOFORT Research Groups (according to strategic action n ° 1.3)

2.7 Expand membership representation in Arab States

2.7.1 Map members and non-members of ICOMOS in the region that act as researchers or professionals in the areas of knowledge and interest of ICOFORT

2.7.2 Invite mapped researchers and professionals to learn about ICOFORT activities and join as members

2.8 Expand membership representation in Africa

2.8.1 Map members and non-members of ICOMOS in the region that act as researchers or professionals in the areas of knowledge and interest of ICOFORT

2.8.2 Invite mapped researchers and professionals to learn about ICOFORT activities and join as members

2.9 Expand membership representation in Asia and the Pacific

2.9.1 Map members and non-members of ICOMOS in the region that act as researchers or professionals in the areas of knowledge and interest of ICOFORT

2.9.2 Invite mapped researchers and professionals to learn about ICOFORT activities and join as members

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

3.1.1 Develop programs, and campaigns, to raise funds from international and national organizations

3.1.2 Develop programs, and campaigns, to raise funds obtained by ICOFORT on its own initiative, such as revenue from publications and other

3.1.3 Develop programs, and campaigns, to raise funds from any other source provided as a gift, legacy, donation or sponsorship

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

3.2.1 Raise resource needs for ICOFORT projects and work groups

3.2.2 Support project managers and group leaders in the search for local resources

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 Perform a mapping and analysis of processes to improve existing management gaps and add new processes

4.1.1 Map and diagnose existing processes

4.1.2 Redesign processes

4.2 Improve member evaluation and approval processes

4.2.1 Create the Membership Subcommittee

4.2.2 Redesign new member processes and monitoring and upgrade of members

4.3 Improve proposal process for ICOFORT meetings

4.3.1 Map and diagnose existing processes

4.3.2 Redesign processes

4.4 Create a normative process for approving the creation and operation of new local groups

4.4.1 Map and diagnose existing processes

4.4.2 Redesign processes

5 INVOLVEMENT WITH SOCIETY AND MEMBERS: Expand the World Society's interest in Fortified and Military Heritage and the participation of members in ICOFORT discussions and activities

5.1 Promote the ICOFORT Charter on Fortifications and Related Heritage; guidelines for Protection, Conservation and Interpretation after the strategic action 6.1

5.1.1 Create digital information material about the ICOFORT Charter for distribution after the strategic action 6.1

5.1.2 Present conferences and workshops about the ICOFORT Charter at any ICOFORT event after the strategic action 6.1

5.1.3 Create online forum about the ICOFORT Charter, open to society after the strategic action 6.1

5.1.4 Disseminate academic papers and other productions carried out about the ICOFORT Charter after the strategic action 6.1

5.1.5 Create an advisory working group formed to support doubts and guidance on the application of ICOFORT Charter concepts after the strategic action 6.1

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

5.2.1 Create space on the website for dissemination of the names of members, subcommittees, working groups and ICOFORT projects

5.2.2 Create a online space (blog, online magazine, etc) for the dissemination of news about ICOFORT, about the activities of members and about any topic related to the areas of interest of the committee

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

5.3.1 Disseminate and support projects, campaigns and good practices in the use of Fortified Heritage to generate development for local communities

5.3.2 Disseminate and support projects, campaigns and good practices on Interpretation in Fortified and Military Heritage

5.3.3 Disseminate and support projects, campaigns and good practices on Heritage Education in Fortified and Military Heritage

5.4 Develop actions for emerging professionals

- 5.4.1 Participate or prepare a webinar with the EPWG on promoting our actions to the Ep's.
- 5.4.2 Encouraging ICOFORT member to prepare activities involving Ep's within there NC's and Regional Groups.
- 5.4.3 Participate to "the Journey to Authenticity" project led by the EPWG and ICOMOS.
- 5.4.4 Prepare a specific activity for April 18th that could be organized either online or presential in the differents NC's
- 5.4.5 Prepare information on EP on the ICOFORT website
- 5.4.6 Create ICOFORT membership form, specifies for emerging professionals
- 5.4.7 Prepare and offer workshops for universities aimed at the public of undergraduate students

6 CONTINUITY: to continue with the activities and projects initiated during the management of the previous Bureau

6.1 Conduct the final approval of ICOFORT Charter on Fortifications and Related Heritage; guidelines for Protection, Conservation and Interpretation

6.1.1 Conduct the final approval of ICOFORT Charter on Fortifications and Related Heritage; guidelines for Protection, Conservation and Interpretation at the 20th Triennial General Assembly of ICOMOS

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

6.2.1 Map ongoing projects of ICOFORT and members requesting institutional support

6.2.2 Continue supporting Project Fortalezas.org - Coordinator: Roberto Tонера

6.2.3 Continue supporting Project Monumental Inventory of American Fortifications - Coordinator: Milagros Flores-Román

6.2.4 Continue supporting Project: Exhibit and Publication on Bautista Antonelli in the Caribbean. Coordinator: Milagros Flores-Román

6.3 Continuing all scientific cooperation agreements already signed by ICOFORT

6.3.1 Map all scientific cooperation agreements already signed by ICOFORT

6.3.2 Contact partner institutions and propose new work plans if the current ones are completed

1 STRUCTURING: Expand the capacity for international representativeness of ICOFORT through the decentralization of actions and incentive to regional and local initiatives					
Strategic Actions	Year	Imposed activities		Bureau Responsible	Team
1.1 <i>Create, regulate and promote ICOFORT Regional Subcommittees</i>	2019/2020	1.1.1	Choose coordinators for regional subcommittees	José Claudio dos Santos	• Bureau
	2020	1.1.2	Conduct the creation of the Asia and Pacific Subcommittee as a model project	Doo Won Cho	• Shikha Jain
	2020/2021	1.1.3	Advise coordinators in structuring other regional subcommittees based on learning obtained in the creation of the Subcommittee of Asia and Pacific	José Claudio dos Santos	• Doo Won Cho • Regional Coordinators
	2022	1.1.4	Complete the structuring processes of regional subcommittees	José Claudio dos Santos	• Regional Coordinators
1.2 <i>Regulate and promote ICOFORT local groups</i>	2020	1.2.1	Map groups of ICOFORT members who act coordinately as a team in their countries	Fernando Cobos	• Regional Coordinators
	2021	1.2.2	Create a normative process for approving the creation and operation of new local groups (according to item xx.xx)	José Claudio dos Santos	• Fernando Cobos • Regional Coordinators
	2021	1.2.3	Encourage the creation of new local member groups	José Claudio dos Santos	• Fernando Cobos • Regional Coordinators
	2021	1.2.4	Encourage the relationship between local groups and ICOMOS/National Scientific Committees on Fortifications and Military Heritage	José Claudio dos Santos	• Fernando Cobos • Regional Coordinators
	2022	1.2.5	Encourage the integration and coordination of work between local groups and regional subcommittees	José Claudio dos Santos	• Fernando Cobos • Regional Coordinators
1.3 <i>Create scientific research groups in the various areas of knowledge related to Fortified and Military Heritage</i>	2020	1.3.1	Prepare an initial proposal for thematic areas for each research groups (the proposal may be the result of prior online research with all members)	Sanaa Niar	• Bureau
	2020	1.3.2	Send call to raise volunteer members in creating and leading thematic research groups within ICOFORT	José Claudio dos Santos	• Sanaa Niar • Regional Coordinators
	2020	1.3.3	Define with the Bureau who will be the leaders of research groups	José Claudio dos Santos	• Sanaa Niar
	2020	1.3.4	Define with group leaders the scientific research lines and initial work plan	José Claudio dos Santos	• Sanaa Niar
	2020	1.3.5	Create an online directory for scientific publications of members and research groups	José Claudio dos Santos	• Sanaa Niar
	2021	1.3.6	Study the feasibility of being created an online journal to disseminate the production of research groups	Sanaa Niar	• Bureau
	2021 / 2022	1.3.7	If feasible, create an online journal for ICOFORT	José Claudio dos Santos	• Sanaa Niar
	2022	1.3.8	Encourage Research Groups to hold academic events and publications to discuss and disseminate the production of their members	José Claudio dos Santos	• Sanaa Niar • Regional Coordinators
1.4 <i>Create a Technical Advisory Board composed of ex-presidents, ex-vice presidents and ex-secretaries-general to give their opinion on high-level topics at the request of the ICOFORT Bureau</i>	2020	1.4.1	Submit the proposal to the presidents of the previous Bureaus	José Claudio dos Santos	• Doo Won Cho
	2020	1.4.2	Officialising the creation of the board	José Claudio dos Santos	• Doo Won Cho
1.5 <i>Create a multidisciplinary advisory subcommittee to analyze the admission of new members and for monitoring and upgrading members</i>	2020	1.5.1	Objectively define the criteria for classifying member categories	Fernando Cobos	• Bureau
	2020	1.5.2	Define the areas of expertise	Fernando Cobos	• Bureau
	2020	1.5.3	Invite members to compose the subcommittee	José Claudio dos Santos	• Bureau
	2020	1.5.4	Create the subcommittee	José Claudio dos Santos	• Bureau

ICOFORT Triennial Plan

2 STRENGTHENING NETWORKS: <i>Act collaboratively through the establishment and strengthening of networks with institutions, researchers, professionals and ICOFORT members</i>						
	Strategic Actions	Year	Imposed activities		Bureau Responsible	Team
2.1	<i>Establish contact and partnerships with the World Heritage Center and other international organizations of cultural and natural heritage</i>	2020	2.1.1	Map recent contacts, initiatives or partnerships made by the previous Bureau	Shikha Jain	<ul style="list-style-type: none"> • Bureau • Former Bureau
		2020 / 2022	2.1.2	Define and establish priority contacts	Shikha Jain	<ul style="list-style-type: none"> • Regional Coordinators
		2020 / 2022	2.1.3	Coordinate partnerships and initiatives generated	José Claudio dos Santos	<ul style="list-style-type: none"> • Shikha Jain • Regional Coordinators
2.2	<i>Establish partnerships with other ICOMOS/ISC</i>	2020	2.2.1	Map recent contacts, initiatives or partnerships made by the previous Bureau	Shikha Jain	<ul style="list-style-type: none"> • Bureau • Former Bureau
		2020 / 2022	2.2.2	Define and establish priority contacts	Shikha Jain	<ul style="list-style-type: none"> • Regional Coordinators
		2020 / 2022	2.2.3	Coordinate partnerships and initiatives generated	José Claudio dos Santos	<ul style="list-style-type: none"> • Shikha Jain • Regional Coordinators
2.3	<i>Participate, actively, in ICOMOS activities, events and campaigns</i>	2020 / 2022	2.3.1	Monitor ICOMOS activities, events and campaigns and	Doo Won Cho	<ul style="list-style-type: none"> • Regional Coordinators
		2020 / 2022	2.3.2	Plan / propose ICOFORT participation in ICOMOS events	Doo Won Cho	<ul style="list-style-type: none"> • Shikha Jain • Regional Coordinators
2.4	<i>Establish contact and relationship with ICOMOS/National Scientific Committees on Fortifications and Military Heritage</i>	2020	2.4.1	Establish contact initially with ICOMOS National Committees	José Claudio dos Santos	<ul style="list-style-type: none"> • Regional Coordinators
		2020	2.4.2	Establish contact with ICOMOS/National Scientific Committees on Fortifications and Military Heritage	José Claudio dos Santos	<ul style="list-style-type: none"> • Fernando Cobos • Regional Coordinators
2.5	<i>Establish partnerships with local government agencies for projects and research on management, conservation, interpretation and reuse of fortified and military heritage, with emphasis on Local and Community Development</i>	2020	25.1	Map recent contacts, initiatives or partnerships made by the previous Bureau	José Claudio dos Santos	<ul style="list-style-type: none"> • Bureau • Former Bureau
		2020	25.2	Develop methodology for an advisory program in Cultural Management of Fortified Heritage and Military Heritage for Development for Local Communities aimed at public managers and community leaders	José Claudio dos Santos	<ul style="list-style-type: none"> • Doo Won Cho • Shikha Jain • Regional Coordinators
		2020	25.3	Compose groups of members interested in participating as teachers or advisers in the program	José Claudio dos Santos	<ul style="list-style-type: none"> • Regional Coordinators
		2021	25.4	Disseminate and make available information about the program on the ICOFORT website and produce information material for Regional Coordinators and members	José Claudio dos Santos	<ul style="list-style-type: none"> • Doo Won Cho • Shikha Jain • Regional Coordinators
		2020 / 2022	25.5	Establish and coordinate the requested partnerships	José Claudio dos Santos	<ul style="list-style-type: none"> • Regional Coordinators
2.6	<i>Encourage interaction between ICOFORT members of different continents</i>	2020	2.6.1	Create tools for online interaction between members	José Claudio dos Santos	<ul style="list-style-type: none"> • Regional Coordinators
		2020 / 2022	2.6.2	Encourage participation in ICOFORT Research Groups (according to strategic action n° 1.3)	José Claudio dos Santos	<ul style="list-style-type: none"> • Regional Coordinators
2.7	<i>Expand membership representation in Arab States</i>	2020	2.7.1	Map members and non-members of ICOMOS in the region that act as researchers or professionals in the areas of knowledge and interest of ICOFORT	Sanaa Niar	<ul style="list-style-type: none"> • Regional Coordinators
		2020 / 2022	2.7.2	Invite mapped researchers and professionals to learn about ICOFORT activities and join as members	Sanaa Niar	<ul style="list-style-type: none"> • Regional Coordinators
2.8	<i>Expand membership representation in Africa</i>	2020	2.8.1	Map members and non-members of ICOMOS in the region that act as researchers or professionals in the areas of knowledge and interest of ICOFORT	Fernando Cobos	<ul style="list-style-type: none"> • Sanaa Niar • Regional Coordinators
		2020 / 2022	2.8.2	Invite mapped researchers and professionals to learn about ICOFORT activities and join as members	Fernando Cobos	<ul style="list-style-type: none"> • Sanaa Niar • Regional Coordinators
2.9	<i>Expand membership representation in Asia and the Pacific</i>	2020	2.9.1	Map members and non-members of ICOMOS in the region that act as researchers or professionals in the areas of knowledge and interest of ICOFORT	Doo Won Cho	<ul style="list-style-type: none"> • Shikha Jain
		2020 / 2022	2.9.2	Invite mapped researchers and professionals to learn about ICOFORT activities and join as members	Doo Won Cho	<ul style="list-style-type: none"> • Shikha Jain

3 FINANCIAL RESOURCES: <i>Raise funds to support projects and actions of the triennial plan of ICOFORT</i>						
	Strategic Actions	Year		Imposed activities	Bureau Responsible	Team
3.1	<i>Develop fundraising processes and obtain funds that allow the financing of ICOFORT activities</i>	2020 / 2022	3.1.1	Develop programs, and campaigns, to raise funds from international and national organizations	Doo Won Cho	<ul style="list-style-type: none"> • Bureau • Regional Coordinators
		2020 / 2022	3.1.2	Develop programs, and campaigns, to raise funds obtained by ICOFORT on its own initiative, such as revenue from publications and other	Doo Won Cho	<ul style="list-style-type: none"> • Bureau • Regional Coordinators
		2020 / 2022	3.1.3	Develop programs, and campaigns, to raise funds from any other source provided as a gift, legacy, donation or sponsorship	Doo Won Cho	<ul style="list-style-type: none"> • Bureau • Regional Coordinators
3.2	<i>Institutionally support members, subcommittees and working groups or research in the search for financial resources from projects of thematic interest of ICOFORT</i>	2020 / 2022	3.2.1	Raise resource needs for ICOFORT projects and work groups	José Claudio dos Santos	<ul style="list-style-type: none"> • Bureau • Regional Coordinators
		2020 / 2022	3.2.2	Support project managers and group leaders in the search for local resources	José Claudio dos Santos	<ul style="list-style-type: none"> • Bureau • Regional Coordinators

4 PROCESS IMPROVEMENT: <i>Develop a continuous improvement process to streamline the management of ICOFORT so that the objectives of this plan are achieved</i>						
	Strategic Actions	Year		Imposed activities	Bureau Responsible	Team
4.1	<i>Perform a mapping and analysis of processes to improve existing management gaps and add new processes</i>	2020	4.1.1	Map and diagnose existing processes	José Claudio dos Santos	<ul style="list-style-type: none"> • Bureau • Former Bureau
		2021	4.1.2	Redesign processes	José Claudio dos Santos	<ul style="list-style-type: none"> • Bureau
4.2	<i>Improve member evaluation and approval processes</i>	2020	4.2.1	Create the Membership Subcommittee	José Claudio dos Santos	<ul style="list-style-type: none"> • Bureau
		2020	4.2.2	Redesign new member processes and monitoring and upgrade of members	José Claudio dos Santos	<ul style="list-style-type: none"> • Bureau
4.3	<i>Improve proposal process for ICOFORT meetings</i>	2020	4.3.1	Map and diagnose existing processes	José Claudio dos Santos	<ul style="list-style-type: none"> • Bureau • Former Bureau
		2020	4.3.2	Redesign processes	José Claudio dos Santos	<ul style="list-style-type: none"> • Bureau
4.4	<i>Create a normative process for approving the creation and operation of new local groups</i>	2020	4.4.1	Map and diagnose existing processes	José Claudio dos Santos	<ul style="list-style-type: none"> • Fernando Cobos • Regional Coordinators
		2020	4.4.2	Redesign processes	José Claudio dos Santos	<ul style="list-style-type: none"> • Fernando Cobos • Regional Coordinators

ICOFORT Triennial Plan

5 INVOVEMENT WITH SOCIETY AND MEMBERS: <i>Expand the World Society's interest in Fortified and Military Heritage and the participation of members in ICOFORT discussions and activities</i>						
	Strategic Actions	Year		Imposed activities	Bureau Responsible	Team
5.1	Promote the ICOFORT Charter on Fortifications and Related Heritage; guidelines for Protection, Conservation and Interpretation after the strategic action 6.1	2021	5.1.1	Create digital information material about the ICOFORT Charter for distribution after the strategic action 6.1	José Claudio dos Santos	<ul style="list-style-type: none"> • Bureau • ICOFORT Charter Group
		2021 / 2022	5.1.2	Present conferences and workshops about the ICOFORT Charter at any ICOFORT event after the strategic action 6.1	José Claudio dos Santos	<ul style="list-style-type: none"> • Bureau • Regional Coordinators • ICOFORT Charter Group
		2021	5.1.3	Create online forum about the ICOFORT Charter, open to society after the strategic action 6.1	José Claudio dos Santos	<ul style="list-style-type: none"> • Bureau • Regional Coordinators • ICOFORT Charter Group
		2021 / 2022	5.1.4	Disseminate academic papers and other productions carried out about the ICOFORT Charter after the strategic action 6.1	José Claudio dos Santos	<ul style="list-style-type: none"> • Bureau • Regional Coordinators • ICOFORT Charter Group
		2020	5.1.5	Create an advisory working group formed to support doubts and guidance on the application of ICOFORT Charter concepts after the strategic action 6.1	José Claudio dos Santos	<ul style="list-style-type: none"> • ICOFORT Charter Support Group: • Milagros Flores Román(Coordinator) • Bureau • Invited Expert Members
5.2	Expand communication with Society and ICOFORT Members via social networks, website and online newsletters	2020	5.2.1	Create space on the website for dissemination of the names of members, subcommittees, working groups and ICOFORT projects	José Claudio dos Santos	<ul style="list-style-type: none"> • Regional Coordinators
		2020	5.2.2	Create a online space (blog, online magazine, etc) for the dissemination of news about ICOFORT, about the activities of members and about any topic related to the areas of interest of the committee	José Claudio dos Santos	<ul style="list-style-type: none"> • Regional Coordinators
5.3	Expand the interest of the Society in the Fortified and Military Heritage	2020/ 2022	5.3.1	Disseminate and support projects, campaigns and good practices in the use of Fortified Heritage to generate development for local communities	José Claudio dos Santos	<ul style="list-style-type: none"> • Bureau • Regional Coordinators • Voluntary members
		2020/ 2022	5.3.2	Disseminate and support projects, campaigns and good practices on Interpretation in Fortified and Military Heritage	José Claudio dos Santos	<ul style="list-style-type: none"> • Bureau • Regional Coordinators • Voluntary members
		2020/ 2022	5.3.3	Disseminate and support projects, campaigns and good practices on Heritage Education in Fortified and Military Heritage	José Claudio dos Santos	<ul style="list-style-type: none"> • Bureau • Regional Coordinators • Voluntary members
5.4	Develop actions for emerging professionals	2020	5.4.1	Participate or prepare a webinar with the EPWG on promoting our actions to the Ep's.	Sanaa Niar	<ul style="list-style-type: none"> • Bureau • Regional Coordinators • Volunteers members
		2020 / 2022	5.4.2	Encouraging ICOFORT member to prepare activities involving Ep's within there NC's and Regional Groups.	Sanaa Niar	<ul style="list-style-type: none"> • Bureau • Regional Coordinators • Volunteers members
		2021	5.4.3	Participate to "the Journey to Authenticity" project led by the EPWG and ICOMOS.	Sanaa Niar	<ul style="list-style-type: none"> • Bureau • Regional Coordinators • Volunteers members
		2020 / 2022	5.4.4	Prepare a specific activity for April 18th that could be organized either online or presental in the differents NC's	Sanaa Niar	<ul style="list-style-type: none"> • Bureau • Regional Coordinators • Volunteers members
		2020	5.4.5	Prepare information on EP on the ICOFORT website	Sanaa Niar	<ul style="list-style-type: none"> • Bureau • Regional Coordinators • Volunteers members
		2020	5.4.6	Create ICOFORT membership form, specifies for emerging professionals	Sanaa Niar	<ul style="list-style-type: none"> • Bureau • Regional Coordinators • Volunteers members
		2020 / 2022	5.4.7	Prepare and offer workshops for universities aimed at the public of undergraduate students	Sanaa Niar	<ul style="list-style-type: none"> • Bureau • Regional Coordinators • Volunteers members

6 CONTINUITY: to continue with the activities and projects initiated during the management of the previous Bureau						
	Strategic Actions	Year		Imposed activities	Bureau Responsible	Team
6.1	<i>Conduct the final approval of ICOFORT Charter on Fortifications and Related Heritage; guidelines for Protection, Conservation and Interpretation</i>	2020	6.1.1	Conduct the final approval of <i>ICOFORT Charter on Fortifications and Related Heritage; guidelines for Protection, Conservation and Interpretation</i> at the 20th Triennial General Assembly of ICOMOS	José Claudio dos Santos	ICOFORT Charter Approval Group: ● Milagros Flores Román(Coordinator) ● Bureau
6.2	<i>Continue supporting projects that had been conducted by ICOFORT or in partnership/support to members</i>	2020	6.2.1	Map ongoing projects of ICOFORT and members requesting institutional support	José Claudio dos Santos	Bureau Former Bureau
		2020 / 2022	6.2.2	Continue supporting Project Fortalezas.org - Coordinator: Roberto Tonera	José Claudio dos Santos	● Bureau ● Project Coordinator
		2020 / 2022	6.2.3	Continue supporting Project Monumental Inventory of American Fortifications - Coordinator: Milagros Flores-Román	José Claudio dos Santos	● Bureau ● Project Coordinator
		2020 / 2022	6.2.4	Continue supporting Project: Exhibit and Publication on Bautista Antonelli in the Caribbean. Coordinator: Milagros Flores-Román	José Claudio dos Santos	Bureau Project Coordinator
6.3	<i>Continuing all scientific cooperation agreements already signed by ICOFORT</i>	2020	6.3.1	Map all scientific cooperation agreements already signed by ICOFORT	José Claudio dos Santos	● Bureau ● Former Bureau
		2020 / 2021	6.3.2	Contact partner institutions and propose new work plans if the current ones are completed	José Claudio dos Santos	● Bureau ● Former Bureau

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 nature of planning and execution 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.

