



Cultural Emergency Response



Impact
Report

2024

“In cultural heritage,
community is
essential—we need
each other and diverse
voices to protect it
effectively. We can’t
do it alone.”

Halcyon Wiltshire-Busby,
CER Regional Hub
in the Caribbean

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CER Board

As we reflect on 2024, we are acutely aware of the devastating impact of conflicts and disasters on cultural heritage worldwide. From Ukraine and Palestine to Lebanon, Sudan, and Myanmar, heritage sites, archives, and traditions have faced severe threats. In response, CER has remained steadfast in its mission to support communities in safeguarding their cultural heritage in times of crisis.

This year, CER received 98 requests for urgent emergency support from 13 countries, including but not limited to Ecuador, Bosnia and Herzegovina, Yemen, Palestine, and Ethiopia, leading to 31 new cultural emergency response actions. We expanded our CER Network of Regional Hubs by launching a new CER Regional Hub in the Black Sea Region, coordinated by three trusted partner organisations. The new Regional Hub builds on the partnerships developed over the past years in Ukraine and makes sure actions are coordinated and experience is institutionalised and shared. The CER Regional Hub in the Black Sea joins our Network of Regional Hubs in the Caribbean Region, the Levant, the Western Balkans, and Central America, focusing on strengthening local response networks, and ensuring rapid response where it is most needed. We are incredibly grateful for their partnership. Without our partners on the ground, we could not do what we do.

A key milestone this year was our partnership with the Dutch Government for the high-level conference commemorating the 70th anniversary of the 1954 Hague Convention on the protection of cultural heritage in armed conflict. This event reaffirmed the international commitment to safeguarding cultural heritage as a shared responsibility across the cultural, security, and humanitarian sector. We are also grateful for the continued support of our funders, including the Dutch Government, the Cultural Protection Fund, the Whiting Foundation, and other partners whose contributions have made our actions possible.

Amidst the challenges, CER remains committed to supporting communities to protect their heritage. Whether through emergency interventions, training initiatives, or advocacy, our work is a testament to the resilience of those fighting to preserve cultural heritage in the most difficult circumstances.

On behalf of the CER Board, I extend my sincere gratitude to our team, partners, and supporters. Together, we will continue to respond, protect, and restore cultural heritage, ensuring its survival for future generations.

Dr Bijan Rouhani
Chairperson, CER Board

CER Board



Dr Bijan Rouhani
Chairperson



Mechtild van den Hombergh
Treasurer



Alexander Ribbink
Secretary until 24/03/2025



Marieke van Schaik
Board member from 1/1/2025

“Amidst the challenges, CER remains committed to supporting communities to protect their heritage. Whether through emergency interventions, training initiatives, or advocacy, our work is a testament to the resilience of those fighting to preserve cultural heritage in the most difficult circumstances.”

Director's Letter

Sanne Letschert

In today's world, it is sometimes difficult to see the light. Images of smoke, rubble, and violence darken our vision. The easy choice would be to stop looking, stay silent, and turn away—to focus only on what is close and familiar. But now, more than ever, when the world is on fire, we cannot isolate ourselves. Community, collaboration, and solidarity are essential for building a more peaceful and just society.

Halcyon Wiltshire-Busby, one of the coordinators of the CER Regional Hub in the Caribbean Region, phrased it perfectly:

“Synergies arise when we work together to achieve more than we could do alone. In cultural heritage, community is essential: we need each other to protect it effectively.”

At Cultural Emergency Response (CER), cultural heritage is about much more than buildings, sites, or collections. It is about protecting who we are and what connects us. In the projects we support, people and the culture they care about are at the heart of our work. Our emergency actions demonstrate that heritage protection is, at its core, about community.

These challenging times also remind us that we cannot do this alone. Culture is under pressure, and so are the organisations and communities safeguarding it. More than ever, we recognise the need to stand together—to amplify our voices, strengthen our resilience, and increase our impact. That is why I am incredibly grateful to our partners and supporters, our board, and my team for uniting to protect culture in crisis.

It is also why I am proud of the new collective we have formed with three other organisations dedicated to international cultural collaboration: DutchCulture, the European Cultural Foundation, and the Prince Claus Fund. Together, we move into a shared home in 2025, committed to achieving more than we ever could alone.

Community is essential. The challenges we face today cannot be tackled in isolation. I invite you to read the stories in this report from our partners and see what we have achieved together. For me, they clearly show that culture is what keeps us together—and often, it is what brings light when it is hardest to see.

Thank you for being part of our community.

Sanne Letschert
Director

Director's Letter

“Community is essential. The challenges we face today cannot be tackled in isolation. Culture is what keeps us together—and often, it is what brings light when it is hardest to see.”

Sanne Letschert
Director

Introduction

Why heritage?

Cultural heritage forms the backbone of community identity, cultural continuity, and social cohesion. It represents our shared histories, values, and memories. In times of crisis, cultural heritage can offer us a sense of belonging. It provides a foundation for recovery and reconstruction, helping communities to heal and regain their strength.

When disasters strike or conflicts erupt, focus quickly turns to the important task of saving lives, providing those affected with basic needs such as food, water, and shelter. Just as these efforts are indispensable, we witness in our work that the protection of cultural heritage is also of crucial significance—as are the people who dedicate their lives to preserving and revitalising this heritage, keeping it alive for future generations. Their efforts ensure cultural continuity to offer strength, identity, and resilience, especially in times of hardship.

The destruction or loss of cultural heritage can have an immense psychological impact on affected communities. Losing monuments, artefacts, sites, and traditions can feel like losing parts of oneself. Preserving cultural heritage therefore supports emotional and mental wellbeing, offering a source of comfort and hope during difficult times.

At its core, cultural heritage protection is not just about preserving monuments, artefacts, or traditions—it is about people. The true value of cultural heritage lies in the connections it fosters between individuals, among communities, and across generations. It is the people who keep these traditions alive, who pass down stories, skills, and values that define their communities' memory.

When we protect cultural heritage, we are protecting the identity of the people who cherish it. By ensuring that cultural heritage survives crises, we help communities maintain their sense of self, offering a path to recovery. This is why cultural heritage protection matters—because it is fundamentally about safeguarding people.

Who we are

Cultural Emergency Response (CER) is an international NGO dedicated to protecting cultural heritage at risk. Founded in 2003 by the Prince Claus Fund for Culture and Development, CER is an independent organisation as of 2022. CER is the only organisation in the Netherlands, and one of few worldwide, that provides immediate assistance to protect culture during crises. Beyond rapid response and first-aid, CER works to prepare local actors for crisis situations by strengthening local systems, building networks, and sharing vital knowledge and tools. In close collaboration with local experts, we do everything we can to prevent the permanent loss of culture.

What we do

CER protects cultural heritage from permanent loss by working directly with local partners in the most vulnerable regions of the world. Our approach, known as cultural first-aid, involves providing immediate financial support and expertise when cultural heritage is threatened by conflict or disaster. Over the past two decades, CER has supported cultural emergency projects across the globe, whether rescuing historic buildings after the explosion in Beirut, safeguarding museum collections in Afghanistan, or salvaging manuscripts in Sudan.

Our local partners, who have the deepest connection to—and understanding of—their cultural treasures, lead these efforts. By working closely with those who know their heritage best, our responses are rapid, locally-driven, and tailored to the unique needs of each situation. This approach actively shifts power into local hands, promoting inclusivity and accessibility. We also develop and strengthen decentralised systems for cultural emergency response, ensuring that support is both effective and sustainable. Our ultimate goal is to build a future that recognises the protection of cultural heritage as a critical element of humanitarian aid, vital for the wellbeing and resilience of people and communities.

Mission

Our mission is to coordinate and support locally-led protection of heritage under threat. We promote inclusivity and accessibility by developing and strengthening decentralised infrastructures for cultural emergency response. We provide fast, flexible support to fit the needs of local actors in crisis situations, and we invest in the capacities of our partners through dialogue, training, and sharing expertise. Our advocacy work makes the case that cultural rescue is a vital component of humanitarian aid.

Vision

We envision a future in which all heritage communities can safeguard their culture in times of crisis. We want to build a strong and inclusive heritage system in a world that acknowledges the importance of cultural heritage for the wellbeing of people and communities—a world that recognises its protection as a humanitarian issue.

CER in Numbers

98

Requests for
emergency support

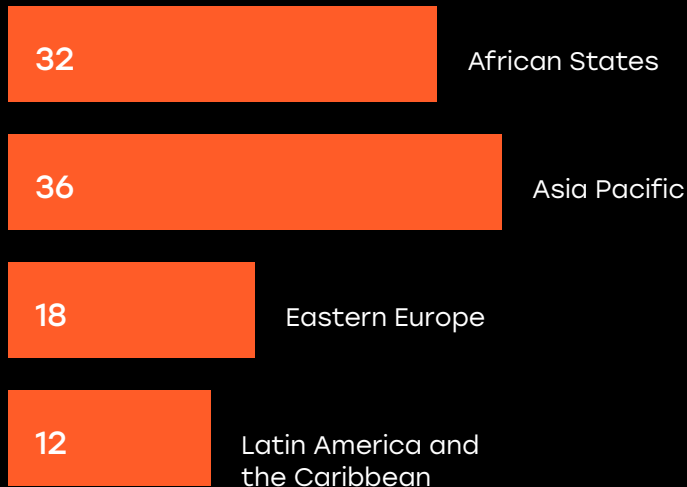
5

CER Regional Hubs

265,689

Number of raised voices online
(engagement)

Requests for urgent emergency
support by region



33

Cultural leaders
trained

13

Countries that benefited
from CER support

8

New local partners in cultural
emergency response

12

Target countries reaching
by CER projects and training
(as defined by CER and Dutch
Ministry of Foreign Affairs)

28

Advocacy events

31

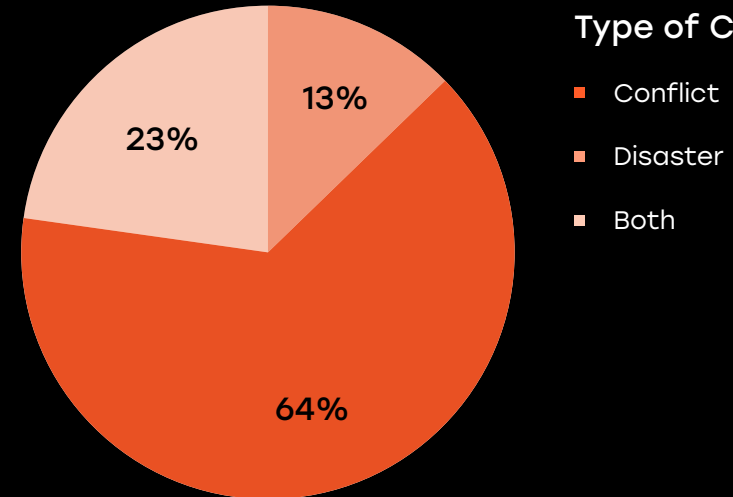
New cultural emergency
response actions

CER in Numbers

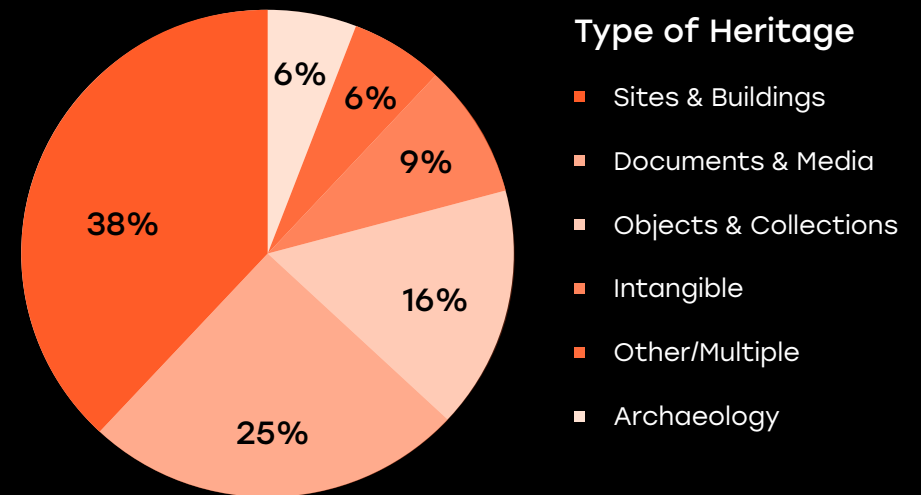
Type of Emergency Actions Supported



Type of Crisis



Type of Heritage





2024



Our Journey



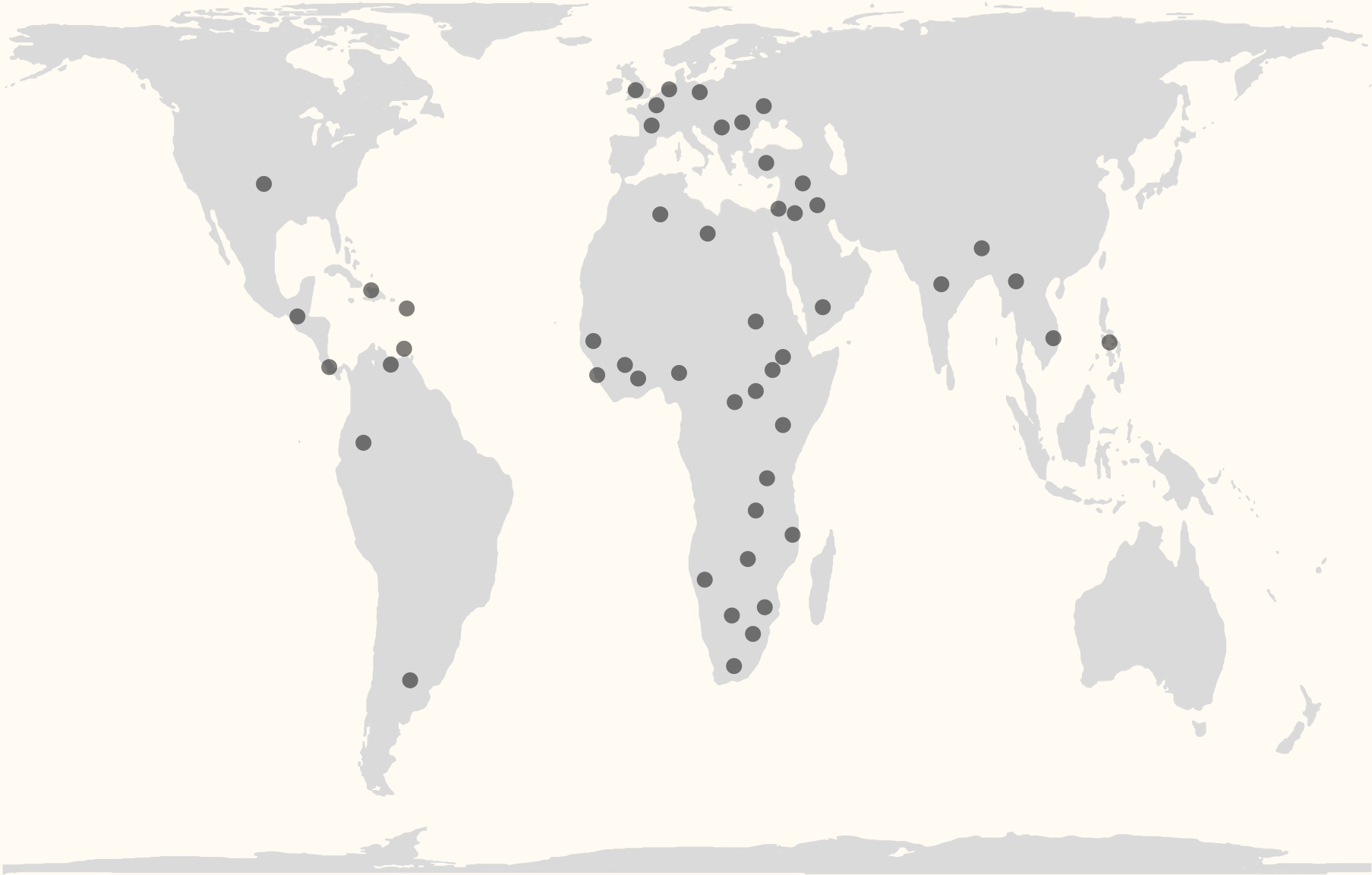
CER Map

Click on a location
for more impact



CER Map

Click on a location
for more impact



CER Map

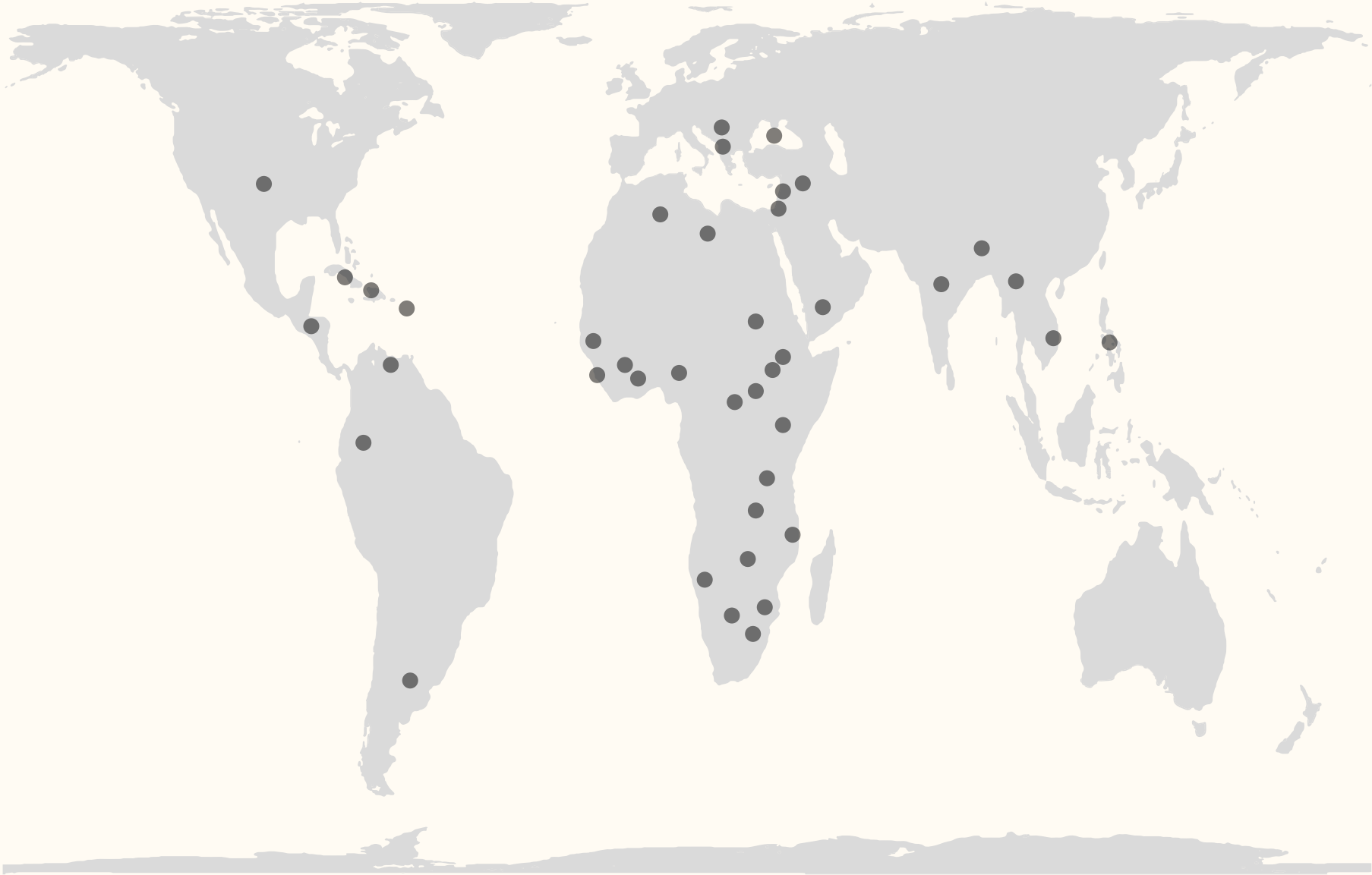
33 participants from 28 countries
trained:

Barbados	Mozambique
Bhutan	Namibia
Botswana	Nigeria
Burundi	Philippines
Eswatini	Senegal
Ethiopia	Sierra Leone
Ghana	South Africa
Haiti	Trinidad & Tobago
India	Uganda
Iraq	Ukraine
Jordan	United States
Kenya	Vietnam
Lesotho	Zambia
Malawi	Zimbabwe



CER Map

Click on a location
for more impact



1

Cultural Emergency Response



1

Cultural Emergency Response

The global landscape poses increasing threats to culture, necessitating collective action to safeguard cultural heritage for future generations.

At CER, the effectiveness of our emergency grant mechanism hinges on a dynamic network of trusted partners in vulnerable regions around the globe. This network enables the continuous monitoring of crisis situations and a proactive readiness to respond to threats to cultural heritage arising from disasters or conflicts. CER's emergency mechanism involves providing rapid and flexible emergency grants to local actors, empowering them to safeguard endangered

sites, collections, or buildings. Local actors determine the priorities and approaches needed to stabilise the heritage, prevent further damage, and implement basic repairs. CER is always on standby to offer technical support and advice while facilitating connections with international experts when needed. Applications for grants are accepted at any time.

Since our first responses to the Bamiyan Buddhas and the looting of the Iraq Museum two decades ago, CER has made a substantial impact, overseeing more than 565 projects in over 85 different countries.



Action Plan

Ukraine Action Plan

Budget
€ 872,885

Type of emergency
Conflict

Project coordinator
Multiple

Supporting partner
Ministry of Foreign Affairs of the Netherlands, Smithsonian Cultural Rescue Initiative (SCRI), Mondriaan Fonds

Advancing urgent first-aid in Ukraine

In Ukraine, 2024 saw CER continue to support both locally-led initiatives and smaller, independent heritage organisations with financial resources and expertise. In each case, our assistance steered first-aid actions that sought to prevent loss or further damage to heritage sites and collections under imminent threat. CER has maintained its pooled fund for Ukraine, through which it was able to support the evacuation of private artists' collections via Asortymentna Kimnata.

With CER's support, the Heritage Monitoring Lab (HEMO) was able to continue implementing rapid damage assessment missions. These missions provide relevant stakeholders with critical information for the ongoing response phase (stabilisation needs, damage assessments, and collection of forensic data), as well as basic information for the recovery phase, when in-depth restoration and conservation efforts begin to take shape. The Agency for Cultural Resilience (ACURE) was able to further professionalise its distribution of materials that are required for the evacuation and salvage of affected cultural heritage across Ukraine. Both HEMO's damage assessment missions and ACURE's critical distribution of materials across Ukraine were made possible by CER's collaboration with the Smithsonian Cultural Rescue Initiative (SCRI), and by the support of the Ministry of Foreign Affairs of the Netherlands.

Through a generous collaboration with Mondriaan Fonds, CER has been able to support both ACURE and HEMO in scaling up their complementary initiatives aimed at the digital transformation of Ukraine's cultural heritage sector. ACURE was able to expand the operations of its mobile labs to meet the growing needs of museums and collections located near the frontline. For HEMO, scaling up meant establishing a digitisation centre in Kyiv to cater to the needs of a high concentration of museums and collections of national importance.

CER has also continued its flexible emergency support for Museum for Change, whose important work focuses on the protection of museums and cultural institutions across southern regions of Ukraine.

In 2024, we launched the Regional Hub in the Black Sea in partnership with Museum for Change, HeMo: Ukrainian Heritage Monitoring Lab, and the Agency for Cultural Resilience (ACURE). The establishment of the Regional Hub is a vital step in CER's ongoing strategy to support our partners in Ukraine in safeguarding cultural heritage in their region. [Read more about the CER Regional Hub in the Black Sea here.](#)

Stabilising built heritage

CER has continued to collaborate with the World Monuments Fund (WMF) to provide rapid support for heritage buildings, stabilising historic structures and working to make them as resilient as possible to the effects of surrounding bombardment. In collaboration with WMF, protective interventions were carried out at museums in Odessa, Kharkiv, and Sumy. These interventions were made possible by funding received from the Ministry of Foreign Affairs of the Netherlands.

In 2024, financial support from the Ministry of Foreign Affairs of the Netherlands also allowed CER to support the work of Museum for Change, which concentrates its emergency response actions in the southern regions of Ukraine—namely the regions of Odessa, Mykolaiv, and Sumy.

As the full-scale invasion continues, cultural emergency response in Ukraine remains one of CER's key priorities. The situation is urgent, with acute needs only growing and evolving over the past year. CER's trusted network on the ground has signalled that there is still much to be done and is already coordinating efforts to meet the needs they see on the horizon.



Action Plan

Palestine Action Plan

Budget
€212,426

Type of emergency
Conflict

Project coordinator
Riwaq, Centre for Cultural Heritage Preservation (CCHP), & others (confidential)

Supporting partner
British Council's Cultural Protection Fund, Whiting Foundation

Assessing the devastation to heritage in Gaza

With the troubling escalation of the Israel-Hamas war, Palestine has suffered severe losses from Israeli bombardment and ground operations. Beyond the devastating human toll in Gaza, Palestinian cultural heritage is also under threat; Gaza is home to numerous active heritage sites with immense community value, including over 400 historic buildings found mostly in the Old City of Gaza, Deir al-Balah, and Khan Younis. A damage and risk assessment produced and published by our partners in Palestine, the Centre for Cultural Heritage Preservation (CCHP), details that of 316 culturally-significant sites surveyed in Gaza, 138 have sustained severe damage, 61 have sustained moderate damage, and the remaining 27 have sustained minor damage. These figures include 155 historic buildings, 23 monuments, 3 natural heritage sites, and 45 archaeological sites.

In response to unfolding events, CER activated its emergency mechanism to support first-aid interventions for affected cultural heritage sites by developing an action plan that placed the wellbeing and livelihood of cultural workers in Palestine at its core. This action plan was based on CER's established cultural emergency response model, previously implemented during major emergencies in Lebanon (2020), Ukraine (2022–2024), Sudan (2023), and Syria and Türkiye (2023).

Implementing a three-step response plan

The action plan has three lines of focus, all of which aim to support locally-developed and locally-implemented projects on the ground. We allocated €212,426 towards eight projects within this action plan. This was made possible by the support of the Ministry of Foreign Affairs of the Netherlands, the Cultural Protection Fund—managed by the British Council in partnership with the Department for Digital, Culture, Media & Sport (DCMS) of the United Kingdom—and the Whiting Foundation.

Through our first line of focus, we supported first-aid and stabilisation efforts for cultural heritage through locally-coordinated initiatives, such as those by Riwaq and the Centre for Cultural Heritage Preservation (CCHP).

Both organisations had well-developed networks in Gaza that they were able to mobilise with our support. In Gaza, key priorities included the protection of affected sites, their stabilisation where possible, and the streamlining of direct support to heritage professionals. Keeping cultural continuity and the importance of a locally-led response at the core of its work, CER recognised early on that the best way to safeguard cultural heritage in this specific context was to ensure that the caretakers of cultural heritage—museum workers and cultural heritage first-aiders—were able to receive humanitarian assistance. Through Riwaq, we implemented income stabilisation initiatives for cultural heritage workers in Gaza, and through CCHP, we supported the stabilisation of two historic sites. In the West Bank, CER's support focused on helping heritage institutions protect their archives.

Our support included retrieving and safely storing historic rubble at Souq Al Qaisariya while stabilising the damaged structure; establishing Gaza's Heritage Rescue Lab; digitising and enhancing the physical security of Riwaq's archive; supporting the cultural continuity of Majdalawi weaving; providing emergency support for artists in the West Bank; and retrieving and safely storing historic rubble at the Khan of Amir Younis with stabilisation of the surviving structure. [See more information here.](#)

Through our second line of focus, CER sought to promote cultural continuity in the midst of destruction by supporting heritage practices and cultural activities among the affected communities. The aim was to ensure that spaces for community gathering and wellbeing could continue to operate. With this in mind, CER partnered with a local cultural organisation to stabilise the incomes of cultural practitioners working across the West Bank. CER also partnered with Nöl Collective to support affected artisans with income stabilisation and recovery.

With our third line of focus, CER mobilised itself as a knowledge hub, connecting partners on the ground with other specialists in our network, developed over the past 20+ years. To this end, we hosted an expert meeting in Amsterdam, where various stakeholders—from the government, the humanitarian sector, and the heritage grantmaking network—were able to directly consult our trusted partners on the ground, exploring options for future collaborations and funding opportunities- as well as aligning their activities.

As we move into 2025, CER is committed to supporting its partners in Palestine and across the wider Arab region.





Emergency Response Actions:

Fostering solidarity across Lebanon's cultural landscape at a time of national crisis

Grant
€ 26,000

Location
Lebanon

Type of emergency
Conflict

Project coordinator

Joanne Farchakh Bajjaly, coordinator of the CER Regional Hub in the Levant, President of NGO Biladi

Supporting partner

British Council's Cultural Protection Fund

Building on its commendable efforts to safeguard endangered cultural heritage in Lebanon since October 2023, 2024 saw the CER Regional Hub in the Levant—hosted by NGO Biladi—mobilise yet further. Working with both public authorities and independent civil society institutions, Biladi coordinated a range of preventative actions: providing emergency supplies, training heritage custodians on-site, and advising stakeholders on safeguarding archaeological sites, museums and galleries, archives, monuments, and other vulnerable sites across Lebanon, particularly in vulnerable regions such as southern Lebanon and the Bekaa Valley.

As conflict escalated, the CER Regional Hub in the Levant undertook vital emergency preparedness interventions, with support from the International Council of Museums (ICOM) Netherlands. Initially, this meant enhancing physical security and steering preservation efforts for institutions, including the National Museum of Beirut, the Modern and Contemporary Art Museum (MaCaM), and the Archives of the Directorate General of Antiquities. The Regional Hub was later able to expand these efforts, providing shelters for collections at the Beirut Museum of Art (BeMA) and the Baakline National Library, upgrading storage conditions for the Arab Image Foundation, and further securing the National Museum of Beirut.

Despite the operational challenges of working amid extreme uncertainty, Biladi successfully secured many sites whilst strengthening local capacities, fostering a pronounced solidarity within Lebanon's cultural sector. The project is a testament to the impact of Jouhouzia, the multilevel, multi-stakeholder training that the Regional Hub instituted across Lebanon from 2022 until September 2023—just a month before a number of trainees were pushed to apply their new knowledge in an emergency.

Even with these triumphs, Lebanon's cultural landscape remains catastrophically damaged. The Regional Hub has sought to pioneer post-disaster response by designing a multifaceted project to document heritage destruction with volunteer students, conduct first-aid for damaged heritage, advise stakeholders on medium- and long-term recovery plans, and engage the public in heritage restoration efforts. Prioritising locally-led coordination and using flexible response models, Biladi proposes a foundation for sustainable recovery, placing cultural heritage at the centre of community resilience. An additional €98,000 has been granted for 2025.



Emergency Response Actions: Planning for post-war reconstruction in the Old City of Gaza

Grant
€ 25,850

Location
Palestine

Project coordinator
Centre for Cultural Heritage Protection (CCHP)

Type of emergency
Conflict

Supporting partner
British Council's Cultural Protection Fund

The iconic Souq al-Qassariyya was constructed in the 14th century CE as an extension of the Great Omari Mosque. Registered as a protected monument, it has served as a commercial hub for centuries—in a land long considered an important gateway between the continents of Asia and Africa. Now a gold market, the Souq al-Qassariyya was an important source of livelihood for 120 families living in the Old City of Gaza. The recent renovation of the souq, carried out between 2020 and 2023, had revitalised the site for shop owners and the wider craft ecosystem, as well as inspiring other creative industries.

Early in 2024, however, the souq was damaged by Israeli bombardment, causing major structural damage and leaving it in urgent need of intervention. With this support, the CCHP's Gaza team was able to rapidly secure the historic rubble of the souq and the adjacent Great Omari Mosque. These materials will be critical for any future restorations of either site. The team also stabilised the structural elements of the souq to avoid further damage and to prevent its complete collapse. We also supported the CCHP team with income stabilisation, enabling Palestinians to access the financial support needed to sustain their livelihoods throughout the project.

2

Network of CER Regional Hubs





Cultural Emergency Response
**Regional Hub
Caribbean**



Cultural Emergency Response
**Regional Hub
Black Sea**



Cultural Emergency Response
**Regional Hub
Western Balkans**



Cultural Emergency Response
**Regional Hub
Central America**



Cultural Emergency Response
**Regional Hub
Levant**

2

Network of CER Regional Hubs

Decentralising cultural emergency response ensures faster, locally-led action tailored to community needs. The Network of CER Regional Hubs strengthens this approach by developing regional response mechanisms, coordinating expert networks, and sharing resources. Regional Hubs also engage international heritage stakeholders at a regional level, enhancing collaboration in heritage protection.

Hosted by existing civil society organisations, Regional Hubs play a central role in cultural emergency response,

always working with the full consent of local authorities and communities. With deep-rooted local connections and insight into regional needs, they also foster partnerships with major international organisations, delivering coordinated, effective action.

Strategically placed in crisis-prone regions, Regional Hubs serve as key centres for protecting cultural heritage.

2

CER Regional Hub in the Black Sea

Partner organisations

ACURE, HeMo,
Museum for Change

Since

2024

Region of action

Ukraine and neighbouring countries where possible

Heritage at risk

Museums, universities, libraries, churches, archaeological sites, cultural buildings, and other significant landmarks

Supporting partners

Ministry of Foreign Affairs of the Netherlands, Mondriaan Fonds

Type of emergency

High threat of damage and destruction from attacks targeting Ukrainian heritage, or occurring near heritage sites and cultural properties

In 2024, we launched the Regional Hub in the Black Sea in partnership with Museum for Change, HeMo: Ukrainian Heritage Monitoring Lab, and the Agency for Cultural Resilience (ACURE). The establishment of the Regional Hub is a vital step in CER's ongoing strategy to support our partners ([see Ukraine Action Plan here](#)) in Ukraine in safeguarding cultural heritage and preserving and protecting Ukrainian identity itself. With a strong network of partners on the ground, led and coordinated by Museum for Change, HeMo, and ACURE, CER is increasingly able to reach stakeholders across Ukraine, support grassroots cultural protection initiatives, and facilitate the sharing and exchange of expertise.

The new Regional Hub will ensure continued emergency response operations while also investing in sustainable approaches to preparedness and response. The partners will variously focus on sharing knowledge across the heritage sector and with the uniformed sector; creating and disseminating methodologies based on emergency response work since 2022; and streamlining emergency response, triage, and training operations. Work has already begun with urgency and determination, and the Regional Hub hopes to share some outputs in 2025. Additionally, all the partners remain extremely active in ongoing emergency preparedness and response projects, including, but not limited to, training, resource provision, mapping heritage and threats,

damage assessment and analysis, and facilitating triage to cultural properties.

The partners launched the Regional Hub during a series of stakeholder meetings in September 2024, during which experts from across Ukraine discussed urgent needs and considered collaborative programming to address shared challenges. This comes at a crucial time: the war in Ukraine continues, and heritage across the Black Sea region faces ongoing threats. The establishment of the Regional Hub reflects the partners' shared objective of continuous regional network development, outreach to smaller actors, and fostering consolidation and growth in the Ukrainian heritage sector.

In collaboration with the Ministry of Foreign Affairs of the Netherlands, and with the additional support of Mondriaan Fonds, CER is proud to continue supporting the custodians of Ukraine's cultural heritage through the many challenges they face. We wish them well as we together embark on the development of this ambitious new Regional Hub.

2

emergency response projects initiated

2

training opportunities supported

4

advocacy and network strengthening opportunities supported

3

new activities commenced

3

additional strategic partners gained

ACURE AGENCY for CULTURAL RESILIENCE

MFC
hemō
Ukrainian Heritage Monitoring Lab



Ihor Poshyvailo
Regional Hub coordinator



Dariia Diakova
Regional Hub coordinator



Vasyl Rozhko
Regional Hub coordinator

“In 2024, the partnership between CER and the Agency for Cultural Resilience transformed into a more sustainable and effective emergency response model, co-founding CER’s Regional Hub in the Black Sea and working towards a first-aid response and training centre—with a strong commitment to making the Ukrainian cultural ecosystem more resistant to crisis.”

Ihor Poshyvailo
Regional Hub coordinator for the
Agency for Cultural Resilience



2

CER Regional Hub in the Caribbean

Organisation
CHEN of CARBICA

Since
2023

Type of emergencies
Very high threat of regular crisis due primarily to extreme weather and other environmental hazards

Region of action
Caribbean region, including Suriname, Guyana, French Guiana and Belize

Heritage at risk
Cultural practices, archaeological sites, historical cities and villages, museums and their collections, libraries and archives

Supporting partner
Het Cultuurfonds

5
new activities commenced

2
emergency response projects in development

The Cultural Heritage Emergency Network (CHEN) is an initiative of the Caribbean Regional Branch of the International Council on Archives (CARBICA), created in 2019. It began hosting the CER Regional Hub in the Caribbean in 2023.

2024 marked the first full year of the Regional Hub's activities, which have proven both promising and productive. Beginning with a launch event in Curaçao, the Regional Hub's programming has frequently emphasised inclusivity, diversity, and broad stakeholder engagement. The launch connected stakeholders from both the region's heritage sector and uniformed sector, from heritage experts in built heritage, archives and libraries, museums and collections, and intangible heritage, to regional and national emergency response professionals—who all exhibited a willingness to collaborate with cultural custodians on shared solutions.

So far, the Regional Hub's activities have included a workshop led by the Cultural Heritage Monitoring Lab (CHML) on how to integrate damage assessments whilst mapping heritage and risks, as well as how to integrate damage assessments. Another forum sought to identify regional training needs and the criteria for the creation of satellite hubs, to further decentralise emergency response across the region. The meeting concluded

with a memorandum of understanding to collaborate in the creation of the Regional Hub, which was warmly welcomed by attendees.

Simultaneously, the Regional Hub coordinators were highly active in regional and international advocacy, participating in conferences in Panama, France and the Netherlands. At these events, they each highlighted the unique needs and priorities of the Caribbean region, sharing their extensive experiences in responding to environmental threats, and advocating for cooperation between international stakeholders to mitigate threats to culture caused by the climate crisis.

The enthusiasm surrounding the Regional Hub's launch was much-needed: as the year progressed, the region faced several severe climate-related disasters, including the devastating Hurricane Beryl. The Regional Hub responded with a variety of emergency response efforts, which it hopes to see through to completion in 2025. With vital support from Het Cultuurfonds, the Regional Hub in the Caribbean is up and running, ready to respond, and heading into 2025 with resilience and vigour.

2
training opportunities supported

6
advocacy and network-strengthening opportunities supported

1
additional strategic partner gained

CARBICA
CARIBBEAN REGIONAL BRANCH
BRANCHE RÉGIONALE ANTILLAISE





Halcyon Wiltshire-Busby
Regional Hub coordinator



Maximiliaan Scriwanek
Regional Hub coordinator



Rita Tijenfooh
Regional Hub coordinator



2

CER Regional Hub in the Levant

Partner organisation
NGO Biladi

Since
2022

Region of action
Lebanon, Syria, Jordan, and Iraq

Type of emergencies
High threat posed by man-made disasters and economic and political instability

Heritage at risk
Cultural practices, archaeological sites, historical cities and villages, museums and their collections, libraries and archives

2024 was a turbulent and challenging year for the Regional Hub in the Levant, but one that its host organisation, NGO Biladi, navigated with extraordinary determination and skill. In late 2023, the Regional Hub mobilised to assist the Directorate General of Antiquities (DGA) in preparing archaeological sites and storage facilities for an escalating conflict between Hezbollah and the Israel Defense Forces (IDF), which by then was affecting much of southern Lebanon. In the early months of 2024, the Regional Hub was also highly active in documenting the destruction of cultural heritage in Gaza and engaging in international advocacy work, including its participation in the conference Building on 70 Years of the UNESCO Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict. During this period, the Regional Hub also launched an emergency response project to deliver first-aid to documentary heritage at the Archives of the DGA and the Baakline National Library. Working in partnership with both institutions, the project was supported by CER and the Whiting Foundation.

In September 2024, these activities were forced into the background, when conflict between Hezbollah and the IDF intensified, bringing devastation to much of Lebanon. In the face of this threat, the Regional Hub mobilised to prepare a wide range of public and private institutions for war, with support from International Council of Museums (ICOM) Netherlands. This large-scale mobilisation followed several years in which the Regional Hub had trained countless personnel from civil society and the uniformed sector, effectively putting heritage protection on the national agenda.



3

new activities commenced

3

emergency response projects initiated

6

institutions supported via preventative interventions

3

training opportunities supported

3

advocacy opportunities supported

2

While the institutions with which Biladi collaborated were fortunately spared the worst of the destruction, Lebanon's cultural heritage, its natural and urban landscapes, and its social fabric have nevertheless been devastated. In early 2025, with the generous support of the J.M. Kaplan Fund, the Regional Hub has initiated an extensive project documenting damage to heritage sites and implementing first-aid and stabilisation. Additionally, CER is supporting the Regional Hub in the continuation of its long-running training initiative, Jouhouzia, implementing additional courses for civil society stakeholders and creating a cadre of coordinators from civil society.



“2024 was a year full of fear, commitment, and solidarity. To have CER’s support at every step was heartwarming.”

Joanne Farchakh Bajjaly
Regional Hub coordinator



Rana Dubeissy
Regional Hub coordinator



Joanne Farchakh Bajjaly
Regional Hub coordinator



2

CER Regional Hub in the Western Balkans

Partner organisation

CHwB Albania, Kosovo,
and Bosnia & Herzegovina

Since

2021

Region of action

Albania, Bosnia and Herzegovina, Kosovo,
and neighbouring countries where possible

Type of emergencies

High threat posed by natural hazards
such as earthquakes and floods, as well
as urban hazards such as urbanisation
and accidental fires

Heritage at risk

Archaeological sites, historical cities and
villages, museums and their collections,
and archives and libraries

In 2024, the Regional Hub in the Western Balkans underwent significant organisational developments, as well as executing numerous emergency response operations. After a major strategic review—informed by extensive evaluation and feedback from key regional stakeholders—the Regional Hub developed a new plan for the growth of its activities in the coming years. This vision for the future begins immediately in 2025 with several training initiatives: one to train regional professionals in an advanced damage assessment tool via an extended workshop in Kosovo, and another in flooding preparedness and response training for public and civil society stakeholders in Bosnia and Herzegovina. In Albania, the further development of a national digital application for built heritage condition assessment—in partnership with the National Institute for Cultural Heritage—is another important goal.

The Regional Hub in the Western Balkans has also been exceptionally active in the field of emergency response. In Bosnia and Herzegovina, CHwB successfully coordinated a major cleaning and stabilisation operation at the Husejnija Mosque following an egregious arson attack in 2023 (see pages 50). Later, in the aftermath of devastating flooding across central and southern Bosnia and Herzegovina in October 2024, the Regional Hub planned and initiated an extensive mission to the regions of Jablanica, Konjic, Kreševo, Kiseljak, and Fojnica to

assess damage to nationally listed monuments, as well as to vernacular heritage and monuments of significant local importance.

In Albania, efforts to save the endangered churches of Saint Nicholas and Saint Dëllia in the region of Gjirokastër were also successful. These churches constitute First Category monuments of immense historical and cultural importance, both as vital places of worship for local villagers within the Orthodox Church of Mitropolia community, and as symbols of the community's heritage and identity. Having suffered collapsing roofs due to excessive rainfall in recent years, both churches—known for their stunning examples of sixteenth- and seventeenth-century art and architecture—were stabilised through a CER-supported emergency intervention in 2023. In 2024, their future was secured with the support of the Gerda Henkel Stiftung, which generously funded their full rehabilitation by CHwB Albania, to the joy and relief of local communities.

1

emergency
response project
completed

1

new emergency
response project
commenced

2

first-aid
projects finding
support for full
rehabilitation

3

new activities
commenced



“It’s quite rare to have continuous support and collaboration, even during critical situations. Our planning for a damage assessment mission after extreme flooding in Bosnia & Herzegovina was rapidly aided by CER, which once again proved itself to be a trustworthy partner.”

Adisa Džino Šuta
Regional Hub coordinator



Adisa Dzino
Regional Hub coordinator



Erinë Mulolli
Regional Hub coordinator



Elena Mamani
Regional Hub coordinator



2

CER Regional Hub in Central America

Partner organisation
Casa K'ojom

Since
2018

Type of emergencies

High threat posed by natural hazards such as earthquakes, volcanoes, hurricanes, and floods, as well as urban hazards such as pollution and accidental fires

The Regional Hub in Central America is hosted by Casa K'ojom, which has been instrumental in regional cultural protection since its founding in 1987; it has collaborated closely with CER since 2016. In 2024, Casa K'ojom carried out extensive public engagement, advocacy, and training programmes through partnerships with myriad international organisations.

In Ecuador, Peru, Brazil, and Costa Rica, Regional Hub coordinator Samuel Franco Arce engaged with countless local stakeholders on regional heritage safeguarding priorities and advised on best practices based on his decades of experience in the field. Internationally—in the United Kingdom, the Netherlands, and Qatar—his advocacy work drew attention to prevailing threats to cultural heritage in Central America, as well as to possible strategies for mitigating these threats in the coming years. Notably, this included moderating an exceptional panel on innovations in the preservation of cultural heritage in emergencies at the major international anniversary conference, Building on 70 Years of the UNESCO Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict.

From its base in Guatemala, the Regional Hub trained a significant number of stakeholders from the national uniformed sector with support from UNESCO, breaking ground on new cooperative initiatives with government ministries. The Regional Hub also looked inward to develop a long-term institutional sustainability plan,



Region of action

Guatemala, Honduras, El Salvador, Nicaragua, and other countries in the region where possible.

Heritage at risk

Archives, libraries, museums, archaeological sites, built heritage, and underwater heritage

which it aims to complete in 2025. In line with its wider aim of encouraging sustainable, bottom-up approaches to cultural protection, several new projects scheduled for launch in 2025 will raise awareness about the importance of heritage protection among the general public. These plans include a public engagement campaign focused on heritage protection during times of uncertainty and turbulence, as well as two new museum exhibitions—one permanently situated at the museum Casa K'ojom, and one travelling across the country. Both exhibitions will teach the public, particularly young people and children, about the principles of cultural safeguarding through interactive education.

3

new activities commenced

1

organisational sustainability plan

1

training opportunity supported

2

advocacy opportunities supported

2



“Combining traditional wisdom with new technologies is a powerful formula for future generations, especially in a region with such a rich intangible cultural heritage.”

Samuel Franco Arce
Regional Hub Coordinator



Samuel Franco
Regional Hub coordinator



Maria Jose Ramos
Regional Hub coordinator



Emergency Response Actions:

Securing Ecuador's precious pre-Colombian treasures for future generations

Grant
€ 18,600

Location
Ecuador

Type of emergency
Conflict, political instability

Project name
Protecting the Incawasi Archaeological Complex

Project coordinator
Ramiro Endara, Executive Director of Conservartecuator

The Incawasi Archaeological Complex, part of the UNESCO-listed Andean Road system, holds over 8,000 artifacts reflecting regional cultures such as the Inca, Caranqui, and Piartal, dating from 500 BCE to 1500 CE. Rumoured to have belonged to Inca King Atahualpa, these artifacts find themselves at risk due to escalating gang violence in Ecuador and inadequate storage conditions in Ibarra. Issues like humidity, fungal microorganisms, and exposure to dirt threaten the collection's long-term preservation, leaving its contents vulnerable to theft and deterioration.

CER supported Conservartecuador in implementing first-aid measures, from inventorying 2,000 artifacts and site cleaning to running a chemical analysis to determine conservation needs. Workshops were established where members of the local community were trained to implement urgent conservation treatments, such as fragment repairs. Later, microbiological interventions were undertaken to prevent and mitigate future deterioration caused by biological factors.

The local community has shown great support for this initiative, recognising the importance of protecting and celebrating its cultural identity. Meanwhile, training for the Quichua-Caranqui community to serve as museum guides promises to enrich the cultural exchanges surrounding the artifacts.

The collection is now relocated to a new exhibition space in Caranqui. Designed to serve as a museum and educational space, visitors can enjoy a direct connection to the region's rich pre-Colombian past.



Emergency Response Actions: Preserving the Manuscripts of Yemen's Sultanate Library

Grant
€ 14,800

Location
Yemen

Project coordinator
Mohammed Awad & Tahir Ali Ba-znbur, Takween Cultural Club

Type of emergency
Biological infestations and conflict

Supporting partner
Whiting Foundation



Takween Cultural Club successfully carried out an urgent intervention to assess, inventory, and stabilise the manuscript collection of the Sultanate Library (مكتبة السلطنة) in Mukalla, an institution of significant historical and cultural value. The library's 3,000 manuscripts, covering theology, sciences, and history, had suffered severe deterioration due to pest infestations, extreme heat and humidity, and water damage. Thousands of books were reportedly rotting, with many already illegible. The library also lacked reliable electricity, air conditioning, adequate shelving, and computers, preventing the implementation of a digital inventory system for its collection of over 30,000 documents.

This project addressed these challenges by conducting a full inventory, digitising the most critically-damaged texts, and carrying out basic conservation where possible. New shelving was installed to accommodate 4,500 books and volumes, alongside an electricity generator and temperature control units to improve storage conditions. Three computers were provided to facilitate digital archiving, and library staff and volunteers received training in bookbinding, conservation techniques, and digital inventory management. A light panel was also installed to enhance accessibility and visibility.

The project has significantly improved the library's capacity to manage and preserve its collection, whilst Takween Cultural Club has strengthened the library's role as a cultural and educational resource for the community, ensuring the long-term safeguarding of its invaluable manuscripts.





3

Training & Mentorship



3

Training & Mentorship

As part of our commitment to supporting locally-led responses, CER collaborates with other cultural heritage emergency organisations to strengthen the capacity and infrastructure required for effective intervention. Our approach is centred on empowering international heritage professionals with the skills and knowledge necessary to address cultural emergencies. In 2024, CER co-organised two courses: one in The Hague, the Netherlands, and one in Pretoria, South Africa. These courses brought together 33 participants from 28 different countries.



3

Leadership Course for Cultural Heritage Stewards in Challenging Circumstances

From 22 to 27 September 2024, Cultural Emergency Response (CER) and the Smithsonian Cultural Rescue Initiative (SCRI) hosted the sixth edition of the Leadership Course in The Hague. This year, 13 participants from 12 countries—including India, Jordan, the United States, Bhutan, Senegal, the Philippines, Barbados, Vietnam, Trinidad and Tobago, Iraq, Ukraine, and Haiti—joined the programme.

The five-day course featured interactive workshops on leadership and project management, expert talks on psychosocial well-being and team care, and panel discussions on fundraising. Participants also attended lectures on project development, funding, management, and communication, gaining essential skills for implementing and designing heritage preservation projects.

A key moment of the course was the mock funders' panel, moderated by Robert J. Quarles van Ufford, a Dutch diplomat and advocate for cultural heritage. The panel included representatives from the ALIPH Foundation, the Cultural Protection Fund, The J.M. Kaplan Fund, and Europa Nostra, providing participants with real-world insights into funding challenges and opportunities.





“Synergies arise when we work together to achieve more than we could alone. In cultural heritage, community is essential; we need each other to protect it effectively. Building these synergies requires a network of engineers, cultural heritage professionals, disaster preparedness experts, psychologists, and more. This interdisciplinary approach not only strengthens our efforts but helps people understand that culture is about them—it’s about lived experiences.”

Halcyon Wiltshire-Busby
Secretary of CARBICA & coordinator
for the CER Regional Hub in the
Caribbean

3

Regional Course for Emergency Response to Documentary Heritage

From 11 to 15 November 2024, we co-organised the Regional Course for Emergency Response to Documentary Heritage in Pretoria, South Africa. This initiative, held in collaboration with the National Library of South Africa (NLSA), the British Library's Endangered Archives Programme (EAP), the International Council on Archives (ICA), and the University of Lesotho, with support from the Whiting Foundation.

A week-long training programme brought together 20 professionals from 16 countries across South and East Africa, including Botswana, Burundi, Eswatini, Ethiopia, Ghana, Kenya, Lesotho, Malawi, Mozambique, Namibia, Nigeria, Sierra Leone, South Africa, Uganda, Zambia, and Zimbabwe. Participants were selected from 128 applicants based on their expertise in documentary heritage care and their ability to implement and share the knowledge gained. The programme combined theoretical insights and practical exercises to equip participants with effective strategies for safeguarding documentary heritage during crises.

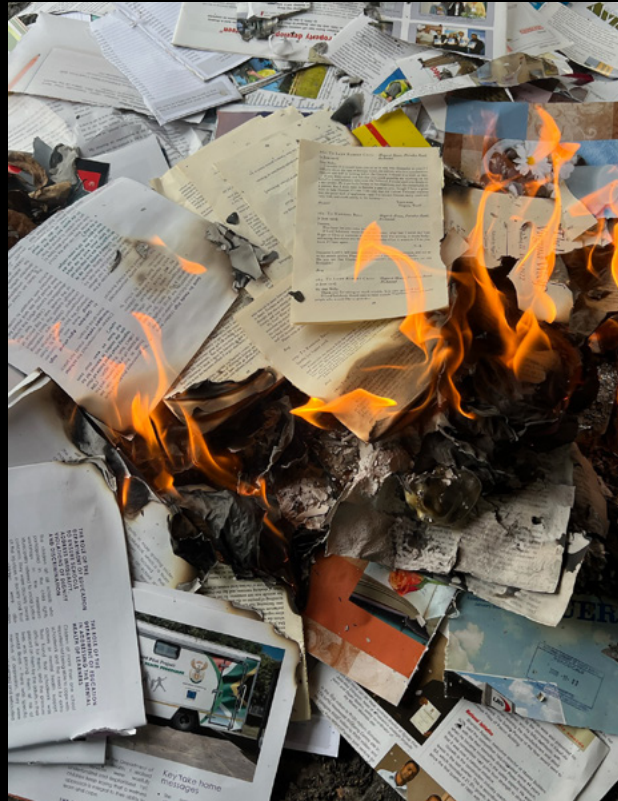
The week began with a conference at the National Library of South Africa, bringing together leading experts, high-level representatives, and regional organisations such as ESARBICA, the Library and Information Association of South Africa (LIASA), the EAP Regional Hub, and grantmakers in the field of documentary heritage protection. With over 176 attendees from 18 countries, the conference addressed critical challenges facing the field today. The course programme, led by regional experts, was designed to provide participants with a comprehensive understanding of key actions at every stage of the disaster management cycle: mitigation, preparedness, response, and recovery. Participants engaged in sessions covering risk mitigation strategies, emergency planning, and emergency response, culminating in a final simulation exercise.

The 2024 Regional Course for Emergency Response to Documentary Heritage marked a significant step in addressing the challenges faced by the region in preserving its documentary heritage. The collaboration between CER, NLSA, and other partners highlighted a shared commitment to capacity building and regional cooperation.

“Thank you for this valuable experience. It’s been a wonderful time—bonding and building an extended family of shared interest.”

Amadi Eke-Nkemka

Assistant Director, National Archives
of Nigeria



“I promise to be a real ambassador for what we learned and bring change to the management of documentary heritage in Kenya.”

Sam Ndege

Assistant Director Archivist,
Kenya National Archives

Emergency Response Actions: Restoring hope through the rehabilitation of a fire-afflicted mosque

Grant
€ 16,700

Location
Bosnia & Herzegovina

Type of emergency
Fire, arson

Project coordinator
Cultural Heritage without Borders Bosnia and Herzegovina,
CER Regional Hub in the Western Balkans

In November 2023, an arson attack caused significant damage to the Husejnija Mosque in Gradačac, Bosnia and Herzegovina, devastating the entire structure; historic wall paintings were discoloured by fire and soot, various wooden elements were badly affected, and the mosque's installations for heating, sound, and electrical systems were completely destroyed. This was particularly devastating for the community of Gradačac, as the mosque was nearing the end of a decade-long restoration process.

The Husejnija Mosque is a domed mosque built in the classic Ottoman style, one of few remaining examples in the region following the destruction of numerous mosques in Bosnia and Herzegovina in the 1990s. Recognising the cultural significance of the mosque, Cultural Heritage without Borders Bosnia and Herzegovina (CHwB BiH), hosts of the CER Regional Hub in the Western Balkans, mobilised to limit further damage and catalyse a broader recovery effort.

Coverings for damaged windows were set up, and scaffolding was erected to facilitate further recovery efforts. Subsequently, the materials and equipment required to safely clean the site were procured, and an extensive first phase of dry cleaning the wall paintings and other interior elements was conducted.

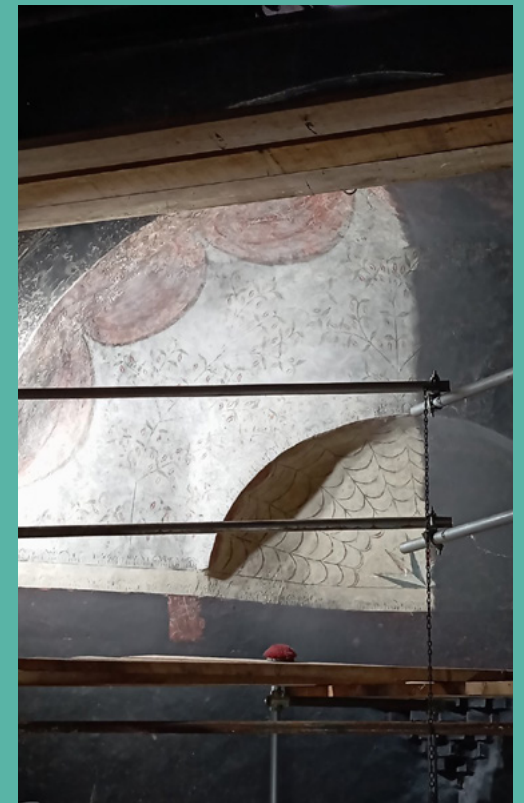
Crucially, this first-aid was delivered quickly enough for the local community to begin fundraising for the mosque's full rehabilitation, returning it to its previous state of restoration. Most importantly, the intervention restored the community's faith that the project would not be abandoned—the solidarity, care, and speed of this response had a profound impact on the user community.

Before fire ↓



After fire ↓





4

Making the Case



4

Making the Case

Cultural heritage is a crucial part of our individual and collective identities; it enriches our lives in countless ways, connects us to our past, helps keep communities together, and provides a foundation for our future. Culture makes us human, yet cultural heritage protection is often overlooked in disaster-response mechanisms. To address this, we actively create or engage in dialogue to demonstrate the urgency and importance of heritage protection.

Our objective is not only to highlight this urgency, but also to explore the synergies between heritage protection and humanitarian aid. We see culture as a basic human need, one that plays a critical role in the recovery, resilience, and wellbeing of communities following crises. With these goals in mind, CER participated in 28 advocacy opportunities across 15 different countries in 2024.

This year marked the 70th anniversary of the 1954 Hague Convention, an occasion CER commemorated through various events and collaborations. As the only Dutch organisation dedicated to locally-led cultural protection, CER played a pivotal role in the UNESCO International Conference, Cultural Heritage and Peace. Here, CER Director Sanne Letschert spoke alongside ALIPH, ICCROM, and Blue Shield International on collaboration in preserving cultural heritage during emergencies. Regional Hub Coordinators Joanne Farchakh Bajjaly (Biladi NGO), Samuel Franco Arce (Casa K'ojom), and Rita Tijenfooh (CHEN) shared their insights on integrating cultural heritage protection within humanitarian efforts. At our conference booth, we showcased CER initiatives, underlining the critical importance of protecting heritage as a humanitarian priority.

Later that week, we co-hosted the panel discussion Documenting the Destruction of Heritage & Seeking Solutions at The Hague Humanity Hub in partnership with the Smithsonian Cultural Rescue Initiative and Blue Shield International. Moderated by Bijan Rouhani, Chair of the CER Board, the panel examined the contemporary relevance of the 1954 Hague Convention. Speakers such as Vasyl Rozhko from the Ukrainian Heritage Monitoring Lab, Emma Cunliffe, Secretariat of Blue Shield International and Senior Research Associate at Newcastle University, and Marina Lostal, Senior Lecturer at the University of Essex, shared proactive measures in heritage protection.

In March, CER participated in The European Fine Art Foundation (TEFAF) Maastricht's inaugural Summit, focused on safeguarding cultural heritage. CER Director Sanne Letschert moderated a discussion titled Bridging Crisis, Culture, and Community, featuring Mohammad Fahim Rahimi and Veronica Davila. Together, they highlighted community-centred emergency responses to culture in crisis in Ecuador and Afghanistan, underscoring the power of collaboration.



4

In Ukraine, the CER Regional Hub in the Black Sea launched at a local media crisis centre where CER announced the regional hub was created in partnership with Ukrainian NGOs—the Agency for Cultural Resilience (ACURE), the Ukrainian Heritage Monitoring Laboratory (HeMo), and the Museum for Change. Over the following two days of stakeholder meetings in Lviv and Kyiv, heritage professionals co-created decentralised systems to address urgent challenges in the region. This was made possible with the help of the Ministry of Foreign Affairs of the Netherlands, whose representatives attended the launch.

CER also contributed to an EU expert sub-group advising on safeguarding cultural heritage in Ukraine. Over the past year, in collaboration with the Black Sea Regional Hub and 25 international organisations, we developed policy recommendations for the reconstruction of Ukraine’s cultural heritage. These recommendations prioritise risk management, documentation, and cross-sector collaboration, advocating for placing cultural heritage at the centre of post-war recovery efforts. The document is now available in both English and Ukrainian [here](#).

Looking ahead, CER remains committed to protecting cultural heritage through advocacy, innovation, and collaborative impact. By addressing challenges posed by conflict and disasters, we strive to demonstrate the essential role of cultural heritage in resilience and recovery.

Emergency Response Actions: Safeguarding Sufi knowledge in Ethiopia's precarious Jimma region

Grant
€ 19,995

Location
Ethiopia

Project coordinator
Redsea Cultural Foundation

Type of emergency
Conflict

Supporting partner
Whiting Foundation

The Redsea Cultural Foundation, in partnership with Addis Ababa University and the Ethiopian National Archives and Library Agency (ENALA), is working to document and digitise Qadiriyya manuscripts across the Jimma region of Ethiopia. Dating from the 19th and 20th centuries, these manuscripts reflect knowledge produced in the region on medicine, religion, and politics, among other subjects. They also show how the Islamic faith was localised in the Jimma area, providing insight into scholarly thought through time, and revealing how Islamic traditions were interpreted to make sense within local communities. The Qadiriyya Sufi tradition is one of the oldest Sufi orders in Africa, making these historically-significant collections essential to safeguard. The manuscripts in question are currently in active use among students, making them vital knowledge repositories within Jimma's local educational ecosystem.

The Qadiriyya manuscripts have been put at risk by the ongoing conflict in Ethiopia and the economic difficulties it stirs. In fragile condition, most have not been catalogued or digitised, making them highly vulnerable to looting. In addition, the Sufi origins of these collections makes them a possible target for radical groups in the region. Worse still, their current storage conditions render them susceptible to extreme weather, fire, high humidity levels, and heavy rains. One of the centres has already lost 60% of its collection to a devastating fire.

With the support of CER, the team is working to document and digitise the collections from at least five historic centres. This will provide an overview of the types of collections that exist across the Jimma region and their current condition, marking an essential first step for both ENALA's future interventions and its inclusive caretaking strategies for the region's documentary heritage.



Emergency Response Actions: Resurrecting craftsmanship and community in flood-hit Myanmar

Grant
€ 15,455

Location
Myanmar

Project coordinator
Turquoise Mountain

Type of emergency
Flood, conflict

Supporting partner
British Council's Cultural Protection Fund



Turquoise Mountain, through its Myanmar office, is working to support 62 weavers in seven villages of the Nyaung Shwe Township—to preserve their heritage and protect their livelihoods after devastating floods caused by Typhoon Yagi in September 2024. With 80% of the township submerged, Inle Lake weavers lost wooden looms and other essential tools for practising their craft. The intensity of the flooding also left many weavers and their families displaced.

For these families, weaving has long been a primary source of livelihood and a vital cultural practice. Inle Lake is home to the Burmese tradition of Inle ikat, or Inle Zinmae, a unique craft that stands out within Myanmar's rich textile heritage. Inle ikat fabrics are a cornerstone of the country's textile traditions, with each of Myanmar's 135 ethnic groups contributing distinctive woven styles. The textiles of Inle Lake hold significant international cultural value; prior to Myanmar's political unrest, they were a key attraction for tourists from around the world. The 400 weavers of Nyaung Shwe Township are both custodians and living repositories of this indigenous knowledge—preserving intricate weaving techniques, loom configurations, and the use of plant fibres and natural dyes. Weaving workshops have also served as communal gathering places where women come together to connect, share ideas, and support one another.

This project will secure the stabilisation of income for 62 women weavers from the affected area, as well as their ability to continue fostering a strong sense of community, which will be essential to recovery.





CER in 2025

As we enter 2025, our team remains committed to working with our partners to ensure that cultural heritage is not only protected but also recognised as a vital force for resilience, recovery, and identity.

In the first year of our new strategic period, we aim to be a leader in protecting culture in crisis, guided by three key strategic priorities:

- **First-Aid:** Providing rapid emergency grants and expertise to prevent the irreversible loss of cultural heritage during crises.
- **Decentralised Response Systems:** Strengthening our Network of CER Regional Hubs to equip local teams and networks with the tools and knowledge to lead emergency responses in the most vulnerable regions.
- **Collaborative Impact:** Fostering partnerships across sectors to advocate for cultural heritage as an essential part of crisis response and recovery.

We strive to empower the heritage community to ensure that cultural heritage is safeguarded in a locally-led and inclusive manner, precisely where it matters most.

Our work focuses on regions disproportionately affected by conflict and disasters, with limited access to financial resources and expertise. Our **Network of CER Regional Hubs** is playing an increasingly vital role in delivering cultural aid through decentralised approaches, enabling us to create a more lasting and intentional impact.

To achieve this, we are actively nurturing strategic partnerships with like-minded organisations to exchange knowledge, share expertise, and pool resources—because together, we stand stronger. Our work extends beyond the protection of physical sites and artefacts; it strengthens identities, fosters well-being, and provides hope in times of crisis. By sharing our stories and experiences, we continue to integrate cultural heritage into humanitarian aid and disaster response, reinforcing the understanding that preserving heritage is not merely about protecting places, objects, and sites—it is about safeguarding identity and supporting communities when they need it most.

Support culture in crisis



What if your favourite museum was destroyed?

As culture increasingly comes under threat, Cultural Emergency Response works to save countless heritage sites, collections, and cultural spaces all over the world.

Looking to the future, we envision a world where cultural heritage stands resilient amidst global crises.

We are CER, an international NGO working with local partners to protect heritage under threat.

Help us protect culture in crisis.

Thank you to our team,
partners, and donors.

Thank you!

The CER team is extremely grateful for the renewed commitment of partners as our organisation continues to thrive. We would like to express our heartfelt gratitude to all the heritage heroes around the world for their hard work and dedication. Their efforts bear important consequences for current and future generations; we feel honoured to work alongside them in protecting cultural heritage.

We would also like to express our gratitude to the CER Regional Hub coordinators who have taken the lead in advocating for cultural inclusion in emergency relief mechanisms at a regional level and have carried out effective actions to provide immediate support to damaged cultural heritage in recent crises affecting their regions.

Our support has been flexible, fast, and impactful, thanks to the guidance and unwavering support of the Prince Claus Fund for Culture and Development, our Board Members (Bijan Rouhani, Mechtild van den Hombergh, Alexander Ribbink), and all the co-funding organisations that have supported our work in multiple ways.

Special appreciation is extended to grant-makers who have co-funded or contributed to pooled funding initiatives to support our emergency work, and to the Dutch Ministry of Foreign Affairs for direct funding, enabling CER's autonomy. The continuous support ensures the effectiveness of CER's mission to protect cultural heritage, unleashed by a collaborative effort with partners worldwide.

Partners:

ABN Amro | ALIPH Foundation | Ambassadors Fund for Cultural Preservation (AFCP) | American Library Association (ALA) | Arcadia | Bain & Company | Bamboo Bouwadvies | Blue Shield International | Blue Shield the Netherlands | Broersma Wonen | Bubble Shooters Network | Bureau LUX architectuur en advies | Caribbean Regional Branch of the International Council on Archives (CARBICA) | Casa K'ojom | CBF, Toezicht op goeddoen | Cultural Heritage Emergency Network (CHEN) | Cultural Heritage Monitoring Lab (CHML) at the Virginia Museum of Natural History Foundation | Cultural Heritage Without Borders (CHwB) | Cultural Protection Fund, managed by the British Council in partnership with the Department for Culture, Media and Sport (DCMS) of the United Kingdom | DutchCulture | Embassy of the Kingdom of the Netherlands in Ukraine | Endangered Archives Programme of the British Library (EAP) | Europa Nostra | European Commission | European Cultural Foundation | Europeana | Fundación Conservartecuator | Gemeente Amsterdam | Gerda Henkel Stiftung | Getty Foundation | Han Valk Fundraising Consultancy (HVFC) | HeMo: Ukrainian Heritage Monitoring Lab | Heritage for Peace | Heritage Management Organisation | Het Cultuurfonds | Honor Frost Foundation | Humanity Hub The Hague | H'Art Museum | ICCROM | ICOM | ICOM Netherlands | ICOMOS | International Council on Archives (ICA) | International Federation of Library Associations (IFLA) | Iron Mountain | Jac's den Boer en Vink | Ministry of Defence of the Netherlands | Ministry of Education, Culture and Science of the Netherlands | Ministry of Foreign Affairs of the Netherlands | Modern Endangered Archives Program (MEAP) UCLA Library | Mondriaan Fonds | Moonwater Foundation | Museum for Change | Museum Vereniging Nederland | Myriad USA | National Library of South Africa (NLSA) | NGO Biladi | OpenUp | People Like Us | Prince Claus Fund for Culture and Development | Qatar National Library of the Qatar Foundation | Reinwardt Academy | Ribbink Van Den Hoek Familiestichting | Rijksdienst voor Cultureel Erfgoed | Smithsonian Cultural Rescue Initiative of the Smithsonian Institution | Studio Thonik | Talk & Trust | TEFAF | The Agency for Cultural Resilience (ACURE) | The British Library | The J.M. Kaplan Fund | The Whiting Foundation | Turquoise Mountain | UNESCO | UNESCO Netherlands Commission | University of Amsterdam – Amsterdam School for Heritage, Memory, and Material Culture | WITH Accountants | World Monuments Fund



Ministry of Foreign Affairs of the
Netherlands

“It is the human impact of cultural heritage—and the social cohesion that unites communities after disaster—that inspires us.”

Veronica Davila
President of Conservartecuator

Annex 1 – Statement of Account

CER Board

According to the articles of association, the board consists of at least three persons.

Board members are appointed for a maximum period of four years. After the first four-year term has expired, they may be re-appointed once for an equal period. The hereunder resignation schedule provides an up-to-date overview of the appointments.

Name	Entry	End period 1	End period 2
Bijan Rouhani	22 June 2022	22 June 2026	22 June 2030
Mechtild van den Hombergh	22 June 2022	22 June 2026	22 June 2030
Alexander Ribbink	22 June 2022	24 March 2025	
Marieke van Schaik	1 January 2025	1 January 2029	1 January 2033

In accordance with the articles of association, article 4, paragraph 8, board members receive no remuneration for the work they do for the foundation. In incidental cases, board members do receive compensation for the costs incurred on behalf of the foundation.

Individual board members report their ancillary positions to the board. A brief overview of the most relevant ancillary positions is given below. Additional functions will be listed on the CER website.

In 2024 the board met four times for the regular board meetings. In addition, interim consultations on strategic and financial issues took place with (part of) the board. The board was also active in the approval of emergency projects above € 35,000.

For all four board meetings, the attendance rate of the board was 100%.

Annex 1 – Statement of Account

Management and staff

As per the 1st of July 2022, Sanne Letschert was appointed as the director of CER. Before the establishment of the foundation, she was Head of the CER programme under the Prince Claus Fund for Culture and Development.

In determining the remuneration of the director, CER follows the regulation on the remuneration of directors of charitable organisations. The regulation provides a maximum standard for the annual income based on weighing criteria, considering the director's duties, the field in which the organisation operates, and the size and complexity of the organisation. This assessment is weighed with the 'Basis Score voor Directiefuncties' (BSD) or Basic Score for Directorships. The number of BSD points determines which job group a director falls into. In total there are eight job groups, each with its own maximum annual income. The weighing of the situation at CER was executed by the board. This led to a BSD score of 385, placing the organisation in function group G of the remuneration regulation with a maximum annual income of € 129,292 for 2024.

The relevant annual income of the director remained within the applicable maximum.

The amount and composition of the remuneration are explained in the financial statements in the notes to the statement of income and expenditure.

In 2024, **the average number of FTEs was 5.89**.
In 2023 this average was **5.64 FTEs**.

The average number of FTEs increased, as CER operated the full year with the staff expansion implemented in Q3 of 2023, when CER added a staff member focusing on operations and financial administration and increased the FTE of the employee focused on communications and development.

CER aims to offer its employees a remuneration that is in line with other organisations in the field. The remuneration policy includes salary scales connected to generic job descriptions for all roles in the organisation, and each employee works in line with a detailed description of tasks and responsibilities. Additionally, there are individual- and team training opportunities.

Office of CER in 2024

Sanne Letschert, Director
Vanessa Fraga Prol, Head of Programmes
Vera Santana, Communications & Development Coordinator
Emily Brady, Operations Coordinator
Frederick Thomson, Project Coordinator
Nimalka Passanha, Project Coordinator
Romana Delaporte, Project Coordinator

Internship and volunteer policy

In 2024, CER was supported by two interns, both for six months, from February until July, and from June until December. CER is grateful to them for their valuable contribution. All interns work based on a contract in which tasks, responsibilities, and obligations are described. Interns receive an allowance that is in line with the allowance that other cultural organisations provide. CER was not supported by volunteers in 2024. Based on this experience, CER is in the process of developing a protocol for interns and volunteers to facilitate a constructive and positive learning experience for them.

Governance

CER endorses the CBF-Code and the Good Governance Code for Cultural Organisations - the nine principles. CER acts in accordance with the regulations of these codes. The principles of good governance - with the separation of functions, good governance, and accountability at its core - are embedded in the internal regulations.

Annex 1 – Statement of Account

CER meets the criteria of the CBF - the Netherlands Fundraising Regulator - and has received official accreditation on 1 December 2024 (<https://cbf.nl/organisaties/cultural-emergency-response>).

The tasks and responsibilities of the board and director are described in the statutes of CER (22 June 2022) and the Management Regulations (9 January 2023). The director and the board members are aware of their own role and the division of tasks, responsibilities and powers between them and act accordingly.

The board is responsible for governing the organisation. The board approves the annual plan, the long-term plan, the annual budget, and the annual statement of accounts as well as major collaborations. The board also approves project allocations exceeding € 35,000.

The director is responsible, within the aims of the organisation, for the daily management of the organisation, developing its strategy and realising the core objectives. This includes general policy development and implementation, financial management, development and fundraising, external representation, public relations policy, managing the office and staff, implementing the general terms of employment, and preparing and implementing the decisions of the board.

The management and board are independent and act with integrity. They are alert to conflicts of interest, avoid undesirable conflicts of interest and deal with conflicts of interest transparently and carefully. The articles of association set out the procedure to be followed in the event of a conflict of interest (articles 4 and 5).

In 2024 CER continued to refine its Administrative Organisation (AO) in line with its strategy and independent operations. In the AO authorities, rules and procedures are described, forming the framework

for the administrative process. The document reflects financial- and operational workflows and processes and includes the interfaces of finance within a wider context and external organisations. The AO is the guideline for the management and board to steer the organisation transparently in the right direction and aims to harmonise operations and provide adequate information at the right time. The AO is a living document and always subject to improvement to ensure transparent and efficient operations.

This year, CER also updated its integrity policies. Currently, the organisation has a complaints procedure, a whistleblowing procedure, a code of conduct, an ethical fundraising policy, and terms of employment in place. These protocols and guidelines were all formalised in 2023 and, where relevant, updated in 2024 in accordance with the operations and values of CER. The reporting procedure for complaints has been made more accessible. Also, the team was introduced to a new external confidential councillor. In 2024, no complaints were filed nor was the code of conduct breached. Additionally, an employee mental health and well-being programme was developed and introduced to the team. CER consistently aims to operate and engage with its staff and all its partners according to its values and standards.

The rules for risk management and control have been revised and updated in Q4 2024 and are currently being discussed by the board. This update includes the mitigation measures CER will take in case needed. The management and the board will revisit these regulations regularly and will meet with the external auditor annually.

Appointment of a member of the board is based on nomination by the board. The board has a broad composition, considering substantive expertise and diversity aspects such as gender and cultural background. The director of CER takes on an advisory role in this process. In December 2024, a new board member

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was appointed, starting her function per 1 January 2025. The director reports to the board at least four times a year on the progress and realisation of the established annual plans and budget. The annual plan, budget, report, and accounts are prepared by the director and adopted by the board.

The board convenes a self-evaluation meeting at least once a year and conducts an annual assessment interview with the director.

CER performs evaluation of its activities and their impact on a regular basis. The organisation has developed a monitoring, evaluation and learning protocol and aims to become more result and impact driven in the coming year.

Quality of Organisation and activities

CER strives to maintain optimum quality in all its activities. It achieves this by continuous research, network building and involving good and independent advisors in its judgements and implementation, and by specially training staff members for these tasks. Quality and care are at the core of CERs work, and staff members, partners and donors are aware of this not only in terms of implementing projects and processing applications, but also in correspondence and communication.

Risk management

With the ambition of operating in a responsible, transparent, and reliable way, Cultural Emergency Response (CER) is committed to mitigate any risks related to finances and implementation to its best ability. The following policy includes a risk assessment, which is regularly reviewed by the CER board, as well as the mitigation measures CER is taking to avoid corruption and the misuse of funds.

The risk policy is related to:

- **Financial and reputational risks with respect to the allocation of grants, selection, and expenditure on projects.** The consequences of risk in this field are high; however, the chance of actual occurrence has been assessed as small. Measures taken are reflected by the governance structure and the internal control within the organisation. Additional mitigation is embedded in the contracting of partners and the heavy emphasis on research, monitoring and evaluation in the assessment and implementation of individual projects. Sufficient mitigation measures have been taken.
- **Risk related to financial management and administration of funds.** The consequences of risk in this field are limited; the chance of occurrence has been assessed as small. Measures taken are reflected by the governance structure and the internal control within the organisation. This includes the practice of the four eyes principle for all decisions on grant allocations and payments, with an additional check on board level for allocations above € 35,000. These procedures are to be formalised in the AO. The organisation works with an independent financial administration organisation and engages an external auditor for review and closing of the books. Sufficient mitigation measures have been taken.
- **Risks related to IT, digital services, and data protection.** The consequences of risks in this field are high; the chance of occurrence has been assessed as average. Measures taken are reflected using a Service Level Agreement applicable to the services delivered by an external IT supplier, with a special emphasis on data security. CER has an ongoing secured back-up licence to safely store its data. All devices and applications are password protected and require multi-step verification for access. Personal data is stored according to EU legislation for data protection. Sufficient mitigation measures have

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- been taken.
- **Risks related to fundraising targets.** The consequences of risks in this field are great; the chance of occurrence has been assessed as average. Measures taken are related to the permanent monitoring of the fundraising policy and the achieved results, combined with an incorporated flexibility within the budget in case of setbacks, based on detailed fundraising scenarios. Sufficient mitigation measures have been taken.
 - **Risks related to over expenditure on budgets.** The consequences of risks in this field are limited; the chance of occurrence has been assessed as small. Measures taken are related to the execution of a systematic budget control and the monitoring of the monthly planning and control cycle. Regular budget reviews are integrated on board, as well as staff level. Sufficient mitigation measures have been taken.

To mitigate risks in terms of funding allocations, CER has a strict policy in place to research potential projects and partners before approval. Besides in-depth desk research, applicants are interviewed by CER staff on the activities and feasibility of their projects. Additionally, applications are submitted to at least 3 to 5 external experts to give their opinion on the project activities, the reliability of the partner, the feasibility of the project and the requested amount. Negatively recommended projects are not recommended for support. In this process, the CER team also aims to develop a relationship of trust with the project partners to ensure quick support and transparent implementation of the project. Projects are being evaluated at least twice - once through a mid-term report, and once through a final report. Larger projects are monitored more frequently, with a monthly check-in for the most complex cases. Funding tranches are only released to partners on the ground when the assessment of these reports is positive. Through these procedures, which have been developed and tested over the past 20 years, CER feels it strongly minimises the risk of misuse of

funds and inadequate implementation of grants. This risk assessment was conducted and approved by the Board in March 2024. In Q4 of 2024 the reassessment of the risks of CER was started and the mitigation measures are currently being expanded and reviewed to consider the current political climate and prospects. The entire policy is currently being updated and will be finalised in Q1 of 2025.

Policy and function reserves and funds

Continuity reserve

In the case of no or insufficient follow-up financing after the subsidy period, CER formed a continuity reserve. For a specific period (approximately four to six months) CER can deal with current affairs and fulfil the contractual obligations.

In 2024, based on the risk analysis, the CER board decided to aim for the maintenance of a minimum continuity reserve of 50% of the essential operational budget of CER for a year. The board considers it safe, reasonable, and justifiable for the current size, scope, and position of the organisation in the current political and funding landscape. The continuity reserve policy will be reevaluated annually, based on the changing needs and risks.

At the end of 2024, the continuity reserve is € 296,146. The budget for essential operational costs for CER in 2025 is € 661,590. The desired continuity reserve in line with the policy is € 330,795. This means the aim is to increase the continuity reserve in 2025 with circa € 34,649.

Investment policy

CER is currently not investing the resources at its disposal, to avoid risks and speculation. CER's revenue is only deposited in current and savings accounts.

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Public Benefit Institution (ANBI)

On 15 September 2023 notification was received from the Dutch Tax Authorities that CER has been classified as an ANBI and is registered as cultural institution as per 1 January 2023.

VAT

As of 8 August 2022, CER is registered in the administration of the Tax Authorities as an entrepreneur who only performs services that are exempt from VAT.

Corporate income tax

CER is not regarded as a taxpayer for corporate income tax purposes.

Gift tax

The grants allocated by CER are exempt from gift tax.

Administration

Jac's den Boer & Vink, a business economics consultancy firm for non-profit organisations, was appointed by CER to manage its administration and to draw up the financial statements of 2023. 'With Accountants' was appointed to audit the financial statements.

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Income aspects

For the years 2022-2024, the Minister of Foreign Affairs has awarded through Prince Claus Fund a subsidy amount of € 600,000 a year, € 1,800,000 in total. This grant is un-earmarked and intended to stably establish CER as an independent organisation from 2022-2024. In a memorandum of understanding between Prince Claus Fund and CER, of which 2024 was the final year, the terms and conditions have been agreed upon supporting CERs transition to independence, as well as the relationship between the two organisations after CER has become formally independent. In addition, by letter of 8 December 2022 the Minister of Foreign Affairs changed the grant decision through a budget increase of € 1,000,000 (€ 530,000 for 2022, € 240,000 for 2023 and € 230,000 for 2024) for the growth and strengthening of CER as an independent organisation from 2022 until 2024. Of this, € 412,240 was used in 2024, completing the expenditure on this government grant.

In addition to the subsidy amount, the Ministry of Foreign Affairs has awarded to CER directly an additional grant of € 725,000 for the protection of cultural heritage in Ukraine. Of this grant, € 681,857 was spent in 2024. The remainder of € 43,143 will be spent in Q1 of 2025.

Next to the support of the Dutch government, CER receives funding from several individual donors, organisations, and foundations. The total income of CER in 2024 is € 2,933,326. This is € 126,911 higher than budgeted. This is the result of additional investment in fundraising efforts and high success rate on grant applications for additional projects in Ukraine and the larger scale response to the crises in Palestine and Lebanon, for which additional funding was received from the Cultural Protection Fund of the British Council.

Regarding the income from private individuals, € 5,000 was included in the budget as target for 2024. However, as this was not the focus for fundraising efforts this year, this target was not met.

For all contributions that are part of strategic partnerships, such as the collaboration with the Whiting Foundation and the Qatar National Library, the budget includes the full contribution that was committed. The realisation of this income is only accounted for to the extend this funding has been spent in 2024. The budget for these activities is reserved for 2025.

Expenditure aspects

The total expenditure in 2024 is € 2,788,575. Expenditure for direct costs of programmes and projects was € 2,099,031, while indirect spending (personnel, housing, office and depreciation) was € 653,291. Fundraising expenses in 2024 are € 36,253.

Expenditure in 2024 is € 66,911 above budget. Of this amount, € 60,967 was spent on direct costs for programmes and projects. The remainder of € 5,944 was spent on indirect costs. This is in line with the additional funding that was raised for project and programme activities.

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Balance of income and expenditure 2024, allocation of the balance

The positive balance of income and expenditure 2024 amounts to € 174,675.

The positive balance of income and expenditure is above budget. This is the result of successful fundraising efforts in 2024. The balance will be allocated to the continuity reserve (€ 149,675) and the restricted fund Maanwater Foundation (€ 25,000).

Financial ratios

According to the regulations of RJ650, the ratios are presented as part of the total expenses in three sections of the statement of income and expenditure: charitable activities, fundraising costs, and management and administration costs.

CER strives to keep to its policy for the desired ratios, informed by the guidelines offered by Goede Doelen Nederland and Centraal Bureau Fondsenwerving (CBF) to ensure transparency and comparability in the sector.

	Realisation 2024	Budget 2024	Realisation 2023
Internal standard			
1. Ratio of direct costs of programmes and projects divided by total expenditure (Preferably at least 70%)	75,3%	74,9%	80,7%
General			
2. Costs of fundraising divided by total income	5,4%	4,9%	3,0%
3. Share in expenditure			
• charitable activities (desired minimum ratio 85%)	88,9%	89,0%	93,8%
• fundraising costs (desired maximum ratio 15%)	5,7%	5,0%	2,9%
• management & administration costs (desired maximum ratio 5%)	5,4%	6,0%	3,3%
Total	100.0%	100.0%	100.0%

The distribution of costs is based on the time that each staff member is expected to spend on the various activities. This estimation is then checked against the actual situation.

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Ratio of direct costs of programmes and projects divided by total expenditure

CER continues to use the internal condition that of all spending, preferably 70% must be spent on direct contributions to programmes and projects. In 2024 this condition is being met with the result of 75.3%.

Share in expenditure: charitable activities

The total percentage spent on charitable activities is 88.9%. The benchmark of the sector in 2023 was 88%. In 2024, CER has operated in line with its desired ration of a minimum of 85%

Share in expenditure: fundraising costs

In 2024, CER increased its gradually investing more staff time and additional resources in fundraising. This results in a ratio of 5.7%. With a maximum of 15% as a desired ratio, this is in line with our policy. CER strives towards a more intentional and focused investment in fundraising, growing its investment to 10% over the coming four years.

Share in expenditure: management and administration costs

CER has set the ratio for management and administration expenses at 5% of total expenditure. In 2024 this ratio is 5.4%.

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Balance sheet as at 31 December 2024

	31-12-2024	31-12-2023
	€	€
Fixed assets		
• Tangible fixed assets	2.858	5.459
Total fixed assets	2.858	5.459
Current assets		
• Receivables	315.185	434.240
• Cash and cash equivalents	2.161.942	1.590.113
Total current assets	2.477.127	2.024.353
Total assets	2.479.985	2.029.812
Reserves and funds		
Reserves		
• Continuity reserve	296.146	146.471
Total reserves	296.146	146.471
Funds		
• Restricted funds	25.000	0
Total funds	25.000	0
Accruals		
• Long term project allotments	0	0
• Short term project allotments	949.650	515.366
• Other short term accruals	1.209.189	1.367.975
Total accruals	2.158.839	1.883.341
Total liabilities	2.479.985	2.029.812

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Statement of income and expenditure 2024

	Realisation 2024	Budget 2024	Realisation 2023
	€	€	€
Income			
Income from private individuals	418	5.000	2.869
Income from government grants	681.857	725.000	0
Income from other non-profit organisations	<u>2.251.051</u>	<u>2.076.415</u>	<u>2.571.108</u>
Total income	<u>2.573.977</u>	<u>2.806.415</u>	<u>2.573.977</u>
Expenditure			
Program Expenditure			
• Cultural Emergency Response Projects	1.502.144	1.362.783	1.739.911
• Network of Regional Hubs	600.826	667.678	333.181
• Training & Mentorship	144.466	159.945	136.866
• Making the Case	53.740	57.478	89.181
• CER Programme Expenses	187.205	172.478	151.880
Release	<u>-8.482</u>	<u>0</u>	<u>-27.370</u>
Total programme expenditure	<u>2.479.899</u>	<u>2.420.362</u>	<u>2.423.649</u>
Costs of generating funds	157.765	137.184	76.198
Management and administration	<u>150.911</u>	<u>164.118</u>	<u>84.664</u>
Total expenditure	<u>2.788.575</u>	<u>2.721.664</u>	<u>2.584.511</u>
Balance before financial income and expenses	144.751	84.751	-10.534
Financial income and expenses	<u>29.924</u>	<u>2.500</u>	<u>12.725</u>
Balance of income and expenditure	<u>174.675</u>	<u>87.251</u>	<u>2.191</u>
Allocation balance of income and expenditure			
• Continuity reserve	149.675	87.251	2.191
• Restricted fund Maanwater Foundation	<u>25.000</u>	<u>0</u>	<u>0</u>
Total	<u>174.675</u>	<u>87.251</u>	<u>2.191</u>

Colophon

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The CER team would like to thank each and every partner who has worked with us throughout the years. We hope to have provided the right credits for all images used. If this is not the case, please inform us.

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Impact
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2024