



# Cultural Emergency Response



Impact  
Report

2025

“Maybe we won’t reach justice during our lifetime. But maybe our children will – if we do this work for them.”

Vasyl Rozhko, Ukrainian  
Heritage Monitoring Lab (HeMo),  
CER Regional Hub  
in the Black Sea

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# Director's Letter

## Sanne Letschert

Throughout 2025, heightened global instability has further underlined the importance of protecting culture. As well as the threat posed by armed conflicts, unexpected disasters, and climate crises, there were quieter developments too: shrinking civic space and growing polarisation each put pressure on environments in which culture is found. When the ability to speak, create, remember, and disagree openly is no longer guaranteed across many societies, spaces narrow – and culture is often among the first to feel the strain.

Joanne Farchakh Bajjalay, Regional Hub coordinator and founder of NGO Biladi, reminds us that “heritage protection is not just about preserving stones, but about protecting identity, dignity, and continuity for people under threat.” Her words resonate throughout this report and reflect a reality we encounter daily in our work.

At Cultural Emergency Response (CER), protecting cultural heritage is never restricted to objects, sites, or collections. It is about safeguarding what they represent: identity, memory, and the very basis that allows societies to understand themselves and one another. Culture keeps conversations alive where division grows, opens doors where dialogue seems impossible, and helps communities find common ground.

Despite its essential role in civil society, culture remains structurally overlooked. Cultural actors defend freedom of expression, create space for critical thinking, and build trust in fragile contexts. International cultural collaboration strengthens these efforts, providing space for conversations and connecting people across borders when other forms of cooperation become difficult.

In a time when democratic values are under pressure, standing for culture is not optional – it is essential. Protecting culture means protecting diversity, dialogue, and spaces where diverse stories can exist. Together with our partners, CER works to protect these spaces and support those who continue to care for culture under threat.

I am deeply grateful to our partners on the ground, our supporters, our board, and to my team for standing together to protect culture in times of crisis. I invite you to read the stories in this report and discover what we have achieved together. These stories show how culture connects us, helping us move forward together – especially when that matters most.

Thank you for standing with us.

**Sanne Letschert,**  
Director

# CER Board Letter

2025 was a year of intensified global crisis for cultural heritage and its custodians. Armed conflicts, climate-related disasters, and prolonged instability continued to place heritage, memory, and identity at risk – often in situations where communities were already facing immense human suffering. For many of our partners, protecting heritage was no abstract concern, but a daily act of resilience and responsibility.

At the same time, global funding for cultural heritage protection has become increasingly constrained. In this environment, the role of a trusted, agile, and locally-led organisation like CER has become more crucial than ever – able to respond quickly, work alongside local professionals, and direct support where it can make an immediate difference.

In 2025, CER received 81 requests for urgent emergency support and provided assistance across 15 countries, resulting in 35 new emergency response actions. Behind these figures are humans working under extraordinary pressure: colleagues evacuating collections under fire in Ukraine, conservators and volunteers safeguarding manuscripts and historic buildings amid devastation in Gaza, and regional teams in Latin America and the Caribbean responding to hurricanes, floods, and fires that threatened archives, museums, and community memory.

One of the year's most encouraging developments was the growing strength of CER's network. With five Regional Hubs now active, and 15 new partner organisations joining our work on the ground, CER has become increasingly decentralised, responsive, and rooted in local leadership. Through training and mentorship, 20 professionals from 15 countries strengthened their skills and connections, extending the impact well beyond individual emergencies.

As we look ahead to 2026, the Board remains committed to standing with local responders, acting ethically and transparently, and working in partnership across the cultural and humanitarian sectors. Above all, we remain committed to people – because cultural heritage endures only when those who care for it are supported.

On behalf of the Board, I extend my sincere thanks to CER's team, partners, supporters, and funders for their trust, courage, and dedication.

**Dr Bijan Rouhani,**  
Chair, CER Board of Directors

# CER Board



**Dr Bijan Rouhani,**  
Chairperson



**Mechtild van den Hombergh,**  
Treasurer (until 13 August)



**Deirdre Carasso,**  
Secretary



**Marieke van Schaik,**  
Board member



**Alexander Ribbink,**  
Board member (until 24 March)

# Introduction

**Cultural Emergency Response (CER)** is an international NGO dedicated to protecting cultural heritage at risk. Founded in 2003, 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.

## Why heritage ?

Cultural heritage forms the backbone of community identity, cultural continuity, and social cohesion. In times of crisis, it offers a sense of belonging, helping communities heal and rebuild.

The destruction of cultural heritage can therefore feel like losing part of yourself. Preserving it supports emotional and mental well-being, and keeps communities anchored.

At its core, cultural heritage protection is not about things – it's about people. It fosters connection across generations, protects dignity, and helps ensure that communities can recover from hardship with meaning and identity.

While emergency response often focuses on saving lives and meeting basic needs, protecting cultural heritage is also vital. Equally important are the people who safeguard that heritage, whose work ensures that traditions endure – offering strength, identity, and hope in times of upheaval.

## Why now ?

Heritage is both achingly fragile and fiercely vital. Every year, thousands of heritage sites are threatened by crises – including war, earthquakes, fires, and floods – yet very little emergency aid supports culture.

Armed conflicts and climate change are increasingly threatening both tangible and intangible heritage. Organisations like Blue Shield International warn that the deliberate destruction of cultural heritage is now a common tactic in warfare, with devastating consequences for community identity and cohesion.

When cultural landmarks, museums, sacred sites, and archives are lost each day, communities lose essential places for people to gather, learn, heal, and remember. Without support from emergency response plans, their damage goes unrecorded. Most are never rebuilt.

In crisis situations, heritage sites are often the first to be targeted, looted, or forgotten, as well as the first to offer refuge. When formal systems collapse, people gather in what remains: churches become clinics, mosques become shelters, and libraries become classrooms. These centres of daily life become de facto humanitarian infrastructure. Far from relics of the past, they are valuable lifelines in the present.

[Watch the introduction video here](#)

## Why CER ?

CER prevents the permanent loss of cultural heritage by working directly with local partners in some of the world's most vulnerable regions. 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, investing 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 well-being of people and communities, and that recognises its protection as a humanitarian issue.

2025

# Our Journey



# CER in Numbers

81

requests for emergency support

15

countries that benefited from CER support

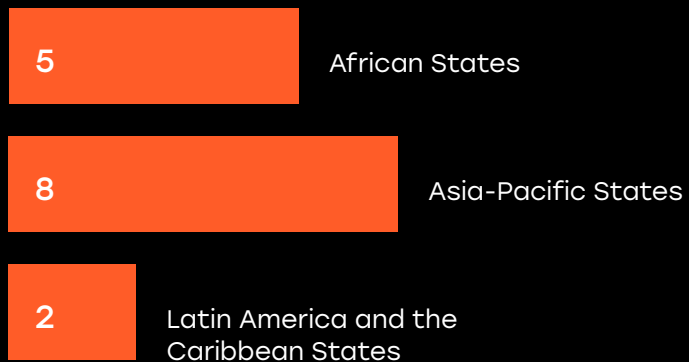
## Requests for urgent emergency support by region



# CER in Numbers

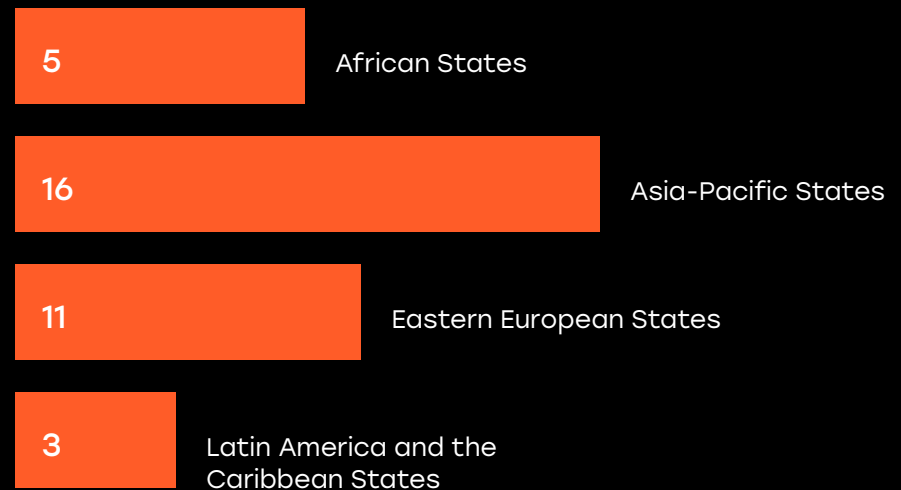
# 15

New local partner organisations in cultural emergency response



# 35

New cultural emergency response actions



## CER in Numbers

5

CER Regional Hubs

15

20 participants trained across 15 countries through our training and mentorship activities

Countries represented in our training & mentorship activities

8,501

Total online engagement

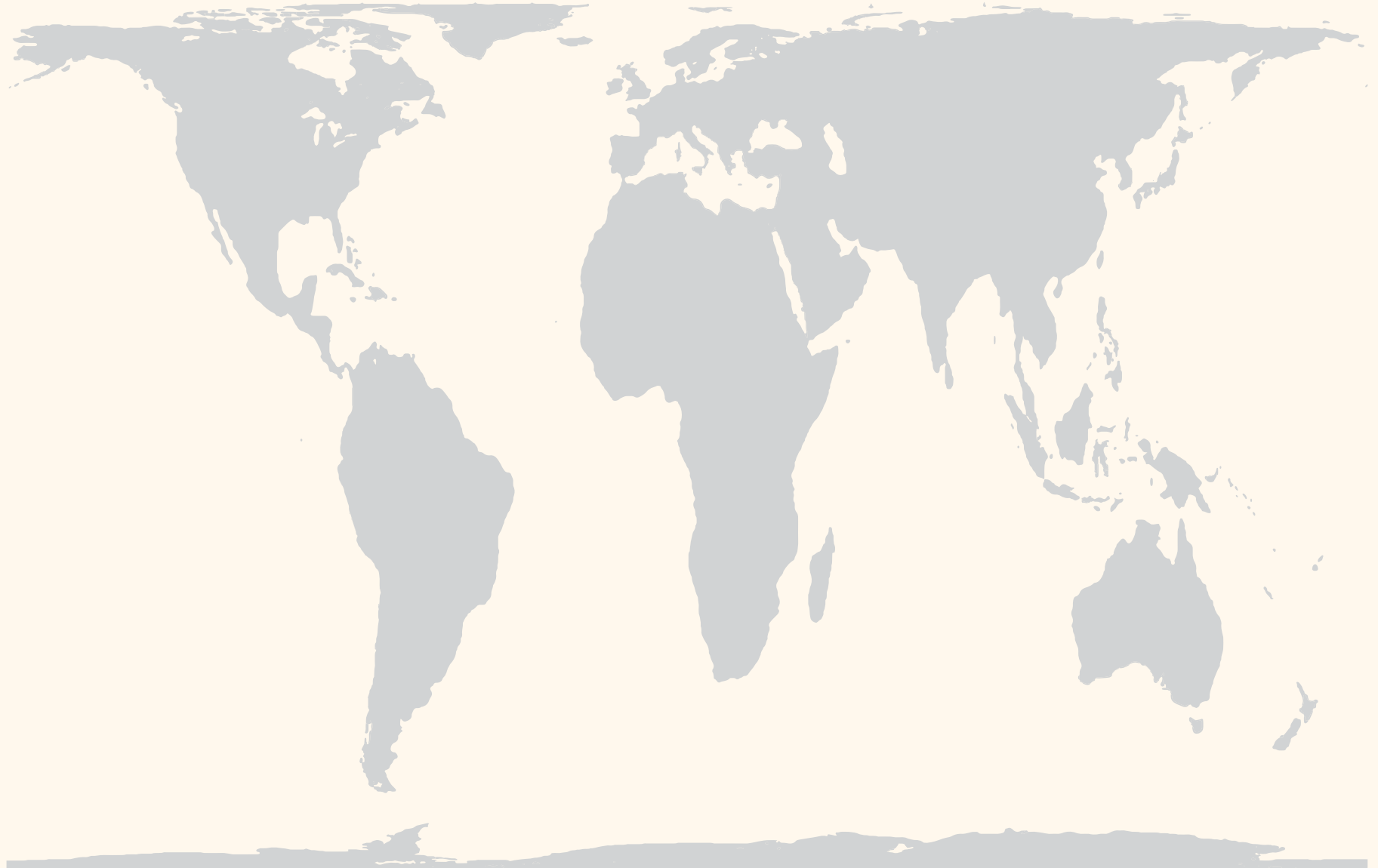
262,186

Total online reach

Across LinkedIn, Instagram, and Facebook, CER's content reached 262,186 people in 2025, generating 8,501 engagements and a total of 13,619 followers.

## CER Map

This interactive map shows the emergency response actions we supported in 2025. Hover over or click on the orange dots to see what cultural heritage our partners have safeguarded, and where these efforts have taken place.



1

# Cultural Emergency Response



# Cultural Emergency Response

In 2025, Cultural Emergency Response continued to operate in a context defined by overlapping crises, protracted conflicts, and increasingly frequent disasters linked to natural hazards. Across all contexts, the guiding principle of CER's emergency response remained unchanged: safeguarding cultural heritage is only possible when those who care for it are supported to act, decide, and lead.

CER's emergency mechanism is built on a standing network of trusted partners in regions most exposed to risk. This network allows for the continuous monitoring of unfolding situations, enabling CER to respond rapidly when heritage is threatened by conflict, climate-related disasters, or other acute emergencies. Through flexible emergency grants, CER supports locally-led first-aid actions that stabilise sites and collections, prevent further loss, and create the conditions for future recovery. Priorities and methods are defined by partners on the ground; CER's role is to provide timely financial support, technical accompaniment, and a network of connections where useful.

Throughout the year, CER responded to major ongoing emergencies in Palestine and Ukraine, as well as maintaining active engagement in Lebanon and monitoring new developments in Sudan. At the same time, the scope of emergency response increasingly reflected CER's strategic focus on climate vulnerability, with related projects approved or planned in the Caribbean, the Western Balkans, South Asia, and Latin America. Regional Hubs played a central role in this work, coordinating evacuations, stabilisation efforts, documentation, and expert deployment in their respective regions.

In a year marked by both acute crises and slow-burn emergencies, CER's emergency response demonstrates the value of flexible, locally-led action: targeted support that protects heritage by sustaining the people and systems responsible for its care.

# 1

## Action Plan

# Ukraine Action Plan

**Granted amount**  
€467,851.36 for 12 projects

**Location**  
Ukraine

**Type of emergency**  
Conflict

**Project coordinators**

CER Regional Hub in the Black Sea; Atrocity Crimes Advisory Group (ACA) for Ukraine

**Supporting partners**

Ministry of Foreign Affairs of the Netherlands; Mondriaan Fonds

Since 2022, CER's Ukraine Action Plan has been grounded in locally-led emergency response. In 2025, this approach was strengthened through greater coordination and consolidation of response efforts. CER supported twelve projects under 2025's iteration of the ongoing Ukraine Action Plan, ten of which were implemented directly through the Regional Hub in the Black Sea. This shift enabled CER to scale up emergency support while keeping decision-making, expertise, and implementation firmly within the hands of Ukrainian partners.

At the centre of this approach were the Regional Hub's founding organisations – Museum for Change, the Agency for Cultural Resilience (ACURE), and the Heritage Monitoring Lab (HEMO) – acting as frontline response leaders. Through sub-granting, coordination, and direct implementation, they translated CER's support into rapid, context-specific action in frontline and high-risk areas.

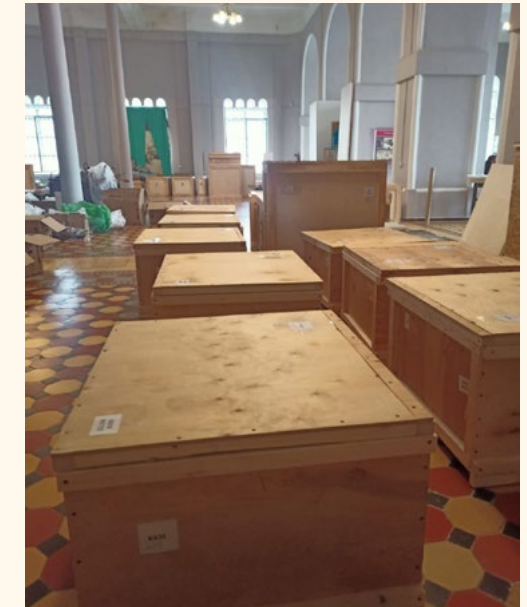
Across Ukraine, this resulted in a range of tangible protection outcomes. So far, ACURE has distributed emergency materials, tools, and protective equipment to 47 cultural institutions across seven regions; supported evacuation efforts; trained more than 200 heritage professionals from over 40 institutions; and established the foundations of a permanent emergency response depot in Kyiv. Elsewhere, Museum for Change deployed mobile digitisation labs to endangered museums, digitising over 9,000 objects and ensuring institutions retained permanent access to their data. HEMO, meanwhile, continued its national damage monitoring efforts; supported evacuations in cooperation with the Western Ukrainian Union of Museums; and rehabilitated storage infrastructure, including the creation of 700 m<sup>2</sup> of new secure storage space in Western Ukraine.

# 1

Alongside direct action, CER supported Ukrainian Regional Hub partners in consolidating and sharing their expertise through common tools and systems. This included an open-access guide for first-aid in war-damaged heritage sites, developed by Ukrainian practitioners to make field-tested approaches accessible to heritage workers both nationally and across the Black Sea region.

Additionally, CER supported a targeted legal capacity-building initiative with the Atrocity Crimes Advisory Group (ACA) for Ukraine. In a bid to strengthen case-building, evidence use, and indictment-drafting related to the destruction of cultural heritage as a war crime, a specialised three-day workshop brought together international and Ukrainian legal experts with the Office of the Prosecutor General.

Together, CER's 2025 interventions demonstrate how localisation operates as a practical strategy. By resourcing core actors within Ukraine's cultural emergency response infrastructure, and embedding coordination through the Regional Hub, CER supported faster responses, broader reach, and durable impact.



# 1

## Action Plan

# Palestine Action Plan

**Granted**  
€327,163 for 9 projects

**Location**  
Palestine

**Type of emergency**  
Conflict

## Project coordinators

Centre for Cultural Heritage Preservation (CCHP); Cooperazione Internazionale Sud Sud (CISS) – Palestine; Dar al Sabagh; Taawon Welfare Association; Palestinian Museum; Riwaq Centre for Architectural Conservation (Riwaq)

## Supporting partners

Cultural Protection Fund of the British Council; Ministry of Foreign Affairs of the Netherlands; Whiting Foundation; Qatar National Library

In 2025, CER continued its emergency response in Palestine through a focused Action Plan supporting nine Palestinian-led initiatives across both Gaza and the West Bank. CER was able to sustain and deepen its support to long-standing partners Riwaq and CCHP, while also establishing new working relationships with CISS Palestine, Dar al Sabagh, the Palestinian Museum, and Taawon Welfare Association. All six organisations have spent decades building relationships with the communities they serve, earning their trust and respect in the process. CER’s goal has been to reinforce this existing leadership by providing the flexible financial support needed for their work to continue under extreme conditions.

In Gaza, CER’s support centred on emergency first-aid to damaged heritage sites and collections, combined with income stabilisation for cultural workers. Across multiple interventions, Palestinian teams recovered and safeguarded thousands of historic stones, stabilised severely damaged buildings and mosques, and salvaged hundreds of manuscript pages and fragments buried under rubble. Emergency works reopened blocked alleys and access routes, allowing displaced residents to return to the historic Old City. At the same time, CER’s funding helped sustain more than 30 local heritage workers, artisans, engineers, and conservators – ensuring that knowledge and livelihoods were protected alongside material heritage itself.

# 1

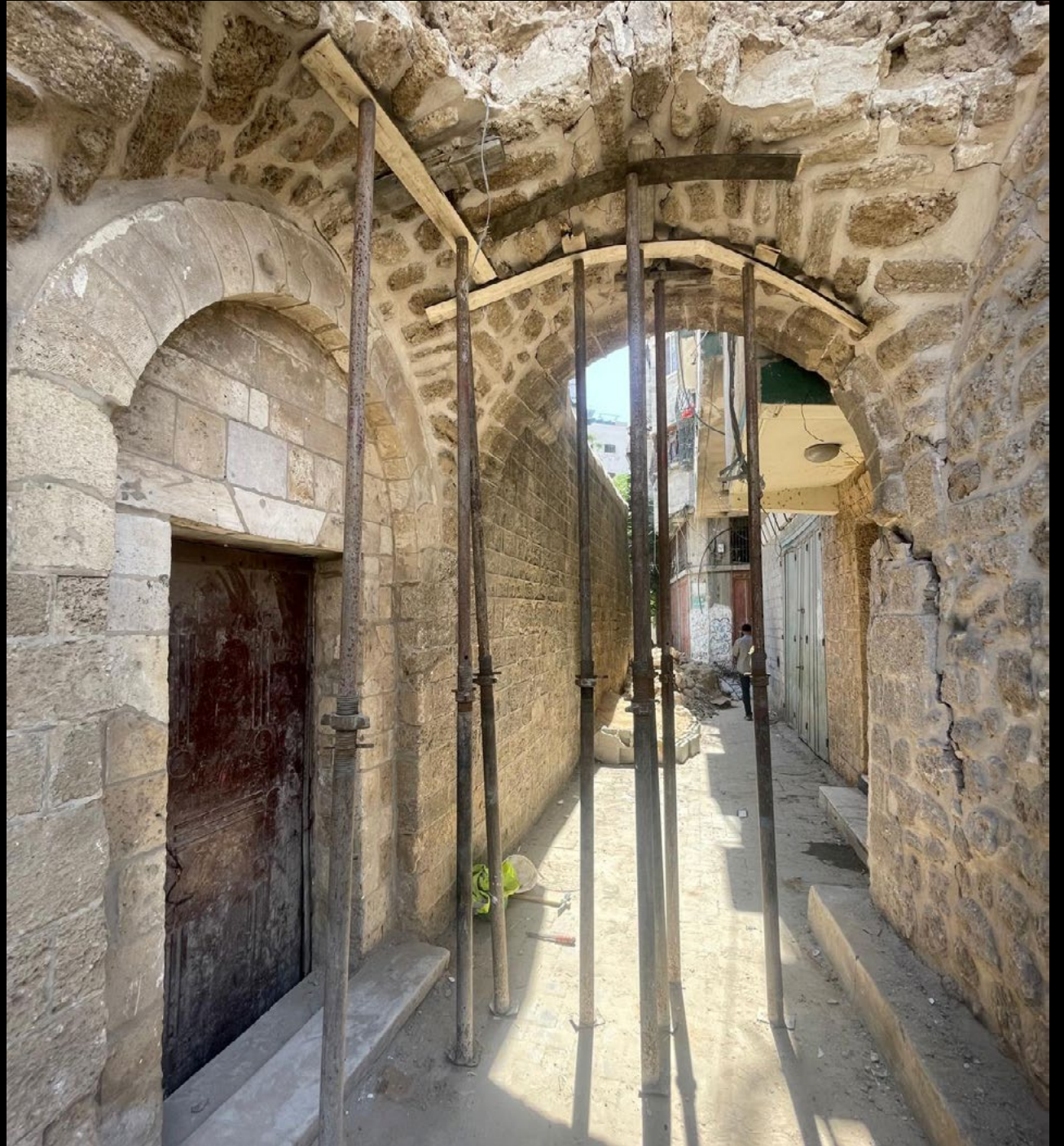
In the West Bank, project partners focused on preventative protection and cultural continuity. Their ongoing interventions are committed to securing and digitising at-risk archives and movable collections, strengthening evacuation readiness, and providing income stabilisation to cultural practitioners whose work sustains community. Here, the emergency is cumulative: without intervention, the gradual loss of archives, skills, or cultural practices would result in permanent erasure.

Across all nine projects, CER's targeted financial support enabled far-reaching impact. By funding Palestinian-led organisations to act in accordance with their own priorities, CER helped protect hundreds of heritage assets, stabilise critical sites and collections, and sustain the people responsible for their care. This demonstrates how well-directed funding, rooted in local leadership and trust, delivers meaningful protection even under the most challenging conditions. CER's Palestine Action Plan will continue in 2026, building on the leadership and expertise of its Palestinian partners.



**“This project gave us the tools and confidence to protect our heritage even in the most difficult moments. It feels good to know that we can make a real difference.”**

**Project manager,**  
Centre for Cultural Heritage Preservation (CCHP)



# 1

## Action Plan

# Lebanon Action Plan

### Granted

€154,399 for 3 projects

### Location

Lebanon

### Project coordinators

CER Regional Hub in the Levant;  
Ettijahat – Independent Culture

### Supporting partners

J.M Kaplan Fund

### Type of emergency

Conflict

In 2025, CER continued its emergency response in Lebanon, building on interventions that began in 2024 following the escalation of hostilities in Southern Lebanon and the Bekaa Valley. As damage to civil and cultural infrastructure mounted, CER's response centred on rapid, locally-coordinated action through the CER Regional Hub in the Levant, led by NGO Biladi, as well as targeted direct support to cultural workers whose livelihoods had been disrupted by the conflict, via Ettijahat – Independent Culture.

NGO Biladi's efforts drew on years of preparatory work and trusted relationships with municipalities, universities, civil defence actors, and Lebanon's Ministry of Culture. In 2025, they led the most comprehensive heritage damage documentation programme ever undertaken in Southern Lebanon. By late-2025, more than 400 site assessments had been completed across five municipalities in Nabatiyeh, and more than 300 assessments in Baalbek. In several of these areas, these reports provide the first formal record of cultural heritage, becoming foundational documents for emergency stabilisation, longer-term recovery planning, and potential legal use. A full account of the operation will be published in 2026.

Beyond documentation, the Regional Hub initiated preventative and first-aid interventions where security conditions allowed. An emblematic example was the emergency stabilisation of Beit el Fadel in Nabatiyeh, where temporary structural supports, protective roofing, and 3D documentation prevented the total collapse of a historic building, as well as informing its future restoration. In another example, the team led the consolidation of the Centre de Lecture et d'Animation Culturelle (CLAC), one of Baalbek's only indoor public cultural spaces.

# 1

In parallel, through Ettijahat – Independent Culture, 18 artists and cultural workers received direct financial support to meet basic needs and continue their practices. This intervention recognised that Lebanon’s cultural heritage is not only embodied in sites and collections, but also in living cultural ecosystems that sustain social cohesion and collective resilience.

With both project partners, CER’s support reached over 500 heritage sites, involved 29 core team members and volunteers, engaged seven municipalities, and supported dozens of cultural professionals at risk of leaving the sector. CER’s Lebanon Action Plan demonstrates how regional coordination, trusted local leadership, and flexible funding enable meaningful impact—even in highly constrained environments.



**“Documenting heritage under such conditions became a statement of resilience, a way for residents to assert their presence and dignity in the face of destruction.”**

**Joanne Farchakh Bajjalay,**  
CER Regional Hub of the Levant coordinator,  
founder & president of NGO Biladi

**Location**  
Palestine

**Project coordinator**  
Cooperazione Internazionale Sud Sud (CISS) – Palestine

**Type of emergency**  
Conflict

**Supporting partner**  
Cultural Protection Fund & Qatar National Library

The manuscript collection of the Great Omari Mosque in Gaza is one of the most significant documentary heritage collections in Palestine. Dating from the fourteenth century onwards, the manuscripts cover Islamic sciences, jurisprudence, literature, poetry, and local history. Largely authored by Palestinian scholars, they form an irreplaceable record of intellectual life, cultural continuity, and collective memory.

The Dar al Saada Dome, a thirteenth-century Mamluk structure that housed the manuscript centre, was severely damaged by bombardment, burying the collections under rubble. Exposure to weather, pollutants, and further instability placed the manuscripts at immediate risk of irreversible loss. Access to the site was limited and hazardous, requiring careful coordination to ensure both human safety and the protection of heritage.

Across two consecutive phases, CER supported CISS to carry out an integrated, locally-led emergency response. The first phase focused on securing the site, coordinating with local authorities to clear and stabilise rubble, to recover scattered manuscripts and fragments, and to establish safe, temporary storage. The second phase concentrated on stabilisation and care, including triage, cleaning, documentation, preliminary conservation, and the rehousing of evacuated manuscripts.

Throughout both phases, Palestinian conservators from the Eyes on Heritage team led daily implementation, supported by peer expertise and remote guidance. CER's flexible funding enabled work to continue despite rapidly changing conditions.

In total, 147 complete manuscripts and 43 manuscript folios were salvaged and stabilised, alongside extensive documentation of the collection and the damaged site. Beyond these tangible results, the project strengthened local capacity, created shared methodologies for emergency manuscript care, and ensured that decision-making remained with those closest to the material. The intervention marked a critical first step in safeguarding an invaluable collection for Palestinian cultural identity.



**“From salvage to documentation, the driving force and inspiration has come from those on the ground, and the most profound impact is seen in how the community is rallying to do everything possible.”**

Project manager,  
Cooperazione Internazionale Sud Sud (CISS)

# Emergency Response Actions

# Overcoming fire and flood at the National Archives of Barbados

**Location**  
Barbados

**Project coordinator**  
National Archives of Barbados, CER Regional Hub in the Caribbean

**Type of emergency**  
Fire caused by lightning strike, hurricane-related water damage

**Supporting partner**  
Whiting Foundation

The National Archives of Barbados is the country's central repository of documentary heritage, preserving public and private records dating from the seventeenth century to the present. Its holdings include colonial legislation, parish registers, architectural plans, government records, photographs, and artefacts that underpin legal rights, historical research, and national memory.

During an intense storm in July 2024, the archives suffered a major fire when a rare lightning strike ignited one of its repository buildings. Part of the structure was destroyed, and approximately one third of the collection was severely damaged. Fire suppression efforts and subsequent heavy rainfall placed additional pressure on the damaged collections, requiring rapid decision-making to protect what had been salvaged.

The emergency response was mobilised through CER's Caribbean Regional Hub, enabling rapid coordination with regional conservation expertise and peer institutions. CER supported ROAD Conservation with an emergency grant to stabilise salvaged materials and pilot methods for treating severely fire- and water-damaged documents. The intervention focused on controlled defrosting, separation, stabilisation, documentation, and preparation for digitisation.

Crucially, the project combined hands-on conservation with capacity-building. Local conservators and staff from the National Archives of Barbados were involved from the outset, ensuring knowledge transfer, skills development, and long-term ownership of the recovery process. The Regional Hub played a key role in connecting expertise, facilitating funding, and embedding the response within a wider, decentralised regional emergency framework.

By November 2025, thousands of pages had been stabilised, documented, and prepared for digitisation, with scripts and dates made legible again despite severe damage. Beyond immediate salvage, the pilot demonstrated that heavily impacted archival material can be recovered through regionally-led expertise. It also produced clear, practical guidance to support the institution as it moves from emergency response towards long-term recovery.



# 2

## Network of CER Regional Hubs



Cultural Emergency Response  
**Regional Hub  
Central America**



Cultural Emergency Response  
**Regional Hub  
Caribbean**



Cultural Emergency Response  
**Regional Hub  
Western Balkans**



Cultural Emergency Response  
**Regional Hub  
Black Sea**



Cultural Emergency Response  
**Regional Hub  
Levant**



# 2

## Network of CER Regional Hubs

The Network of CER Regional Hubs is a unique programme within the cultural protection sector. Operating in multiple countries, the Regional Hubs build decentralised humanitarian response systems in times of calm, and lead emergency response efforts during crises. The Regional Hubs are hosted by established civil society organisations embedded in their national and regional heritage sectors. Strategically positioned in crisis-prone regions, Regional Hubs serve as key centres for cultural emergency response. In collaboration with CER, they identify projects and partners, coordinate emergency interventions, and strengthen regional ecosystems for heritage protection.

In partnership with the Network of CER Regional Hubs, we:

- Create strong, inclusive, localised infrastructures that put local leadership at the heart of cultural emergency response
- Collaborate with local communities, governments, civil society, and security and humanitarian actors to strengthen local capacities and improve coordination
- Advocate for the role of culture in security, peacebuilding, and recovery

In 2025, the Regional Hubs flourished both independently and as a network. They mobilised to lead or facilitate 15 emergency response operations in 6 countries, and worked towards building better response systems in their regions. In our ongoing commitment to the Regional Hubs, we supported four individual training opportunities (in technical expertise, NGO management skills, and heritage studies) and facilitated 13 individual advocacy platforms for Regional Hub coordinators.

As a group, we convened in Lviv, Ukraine, for the Annual General Meeting of the Network of CER Regional Hubs, hosted by the Regional Hub in the Black Sea. Here, the week-long programme centred on collective capacity building in trauma sensitivity and psychosocial coping with Trauma International, and crisis management and communications with Compaijen C&C. With many further opportunities for peer exchange, collaboration, and to discuss the experience of our Ukrainian colleagues, the Annual General Meeting provided invaluable space for Regional Hub teams to strengthen relationships and share best practices.

Representatives of the Regional Hubs also attended the Leadership Summit and a Mini Regional Hubs Meeting in The Hague, where the Network revised its approach to fundraising and identified themes for collaborative projects. These gatherings reinforced the Network's role as a peer-driven ecosystem of decentralised emergency response leadership, strengthening CER's collective capacity to safeguard cultural heritage under threat.

# 2

## Network of CER Regional Hubs

# 2

## CER Regional Hub in Central America

### Regional Hub coordinators

Samuel Franco Arce, María José Romero

Established as a Regional Hub  
2018

### Types of emergency

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

In 2025, the CER Regional Hub in Central America carried out an extensive programme of public education, advocacy work, and emergency preparedness training activities. Central to these efforts is a belief in the enduring promise of young people: that to make cultural protection sustainable across generations, young people need to be engaged early and educated consistently. The Regional Hub thus focused on designing educational exhibitions and a poster campaign aimed primarily at children and youths, to be launched in full in 2026.

At the start of the year, the Regional Hub organised a range of outreach activities at the Children's Museum in Guatemala City, where more than 75 museum guides received risk management training. Thereafter, Casa K'ojom welcomed multiple school groups and integrated risk awareness into tours, reaching more than 300 students by May. Later in the year, in Santa Catarina Ixtahuacán, the team engaged over 250 students and their families through a programme organised in collaboration with the Ministry of Education. These activities helped connect cultural memory with an awareness of heritage risks and the importance of safeguarding.

Elsewhere, through a series of joint planning and training activities, the Regional Hub strengthened its collaboration with national and local stakeholders to



### Name of host organisation

Casa K'ojom

### Region of action

Guatemala, Honduras, El Salvador, Nicaragua, other nearby countries where possible

### Heritage at risk

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

build a more resilient emergency response ecosystem. This included a specialist training programme on disaster risk reduction (DRR) and GIS documentation methods, hosted in Petén. Organised in collaboration with the Cultural Heritage Monitoring Lab (CHML), the Municipality of Flores, and the Japan International Cooperation Agency – who generously contributed through in-kind support – trainees included local archaeological staff seeking to reinforce their knowledge of preparedness systems in an area where heritage sites face both environmental and human-made risks.

In July, Guatemala was struck by an enormous string of earthquakes, causing extensive damage across the south of the country. The Regional Hub led in fact-finding, advising authorities and institutions, as well as sharing tools and resources to inform both response efforts and preventative measures as the aftershocks continued. This underlined, in the minds of stakeholders across the country, the vital importance of preparedness and cooperation in times of calm.

# 1

training opportunity supported for 20 professionals

# 2

new educational exhibitions created

# 1

public awareness campaign launched

# 3

advocacy opportunities supported

# 2

As ever, the Regional Hub travelled widely in its mission to strengthen partnerships and reinforce disaster preparedness frameworks at home and abroad. The team delivered training to documentary heritage specialists at the University of San Carlos, Mexico; participated in international and regional conferences; hosted a visit from the U.S. Embassy to Guatemala; engaged local communities through public-facing cultural events; and facilitated equipment donation to the Municipal Firefighters of La Antigua. Throughout the year, Casa K'ojom continued renovation and outreach work to ensure preparedness, awareness, and long-term sustainability of heritage protection efforts in Guatemala and the region.



**“We hope, by now, that everybody has no doubt we live on shaky ground – and we need to have preventative strategies.”**

**Samuel Franco Arce,**  
Regional Hub coordinator



**Samuel Franco**  
Regional Hub coordinator



**María José Romero**  
Regional Hub coordinator



# 2

## CER Regional Hub in the Western Balkans

### Regional Hub coordinators

Adisa Džino Šuta, Elena Mamani,  
Erinë Mulolli Zajmi, Sali Shoshi

Established as a Regional Hub  
2021

### Types of emergency

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

In 2025, the Regional Hub in the Western Balkans implemented a wide-ranging project which focused on strengthening regional ecosystems for cultural heritage preparedness and response. The Regional Hub worked across Albania, Bosnia and Herzegovina, and Kosovo to improve monitoring systems, advance the use of new technologies, and strengthen coordination between heritage professionals and emergency response actors.

In Albania, Cultural Heritage without Borders (CHWB) collaborated with the National Institute of Cultural Heritage and Regional Directorates of Cultural Monuments to standardise the assessment of immovable cultural heritage assets, and to upload data into a new unified national digital platform created by CHWB. Between June and August, 1,085 cultural heritage assets in the regions of Berat and Gjirokastër were digitised and made accessible through the system, improving monitoring capacity and supporting long-term emergency preparedness. CHWB also trained personnel to use the new system effectively, establishing a strong precedent for its sustained application.

In Bosnia and Herzegovina, the Regional Hub also implemented training initiatives in first-aid to cultural heritage: specifically, a flood-response course in Konjic

### Name of host organisation

Cultural Heritage without Borders (CHWB)  
Albania; CHWB Bosnia and Herzegovina; and  
CHWB Kosovo

### Region of action

Albania, Bosnia and Herzegovina, Kosovo,  
other nearby countries where possible

### Heritage at risk

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

brought together 24 participants from civil defence, the Red Cross, local heritage institutions, and search and rescue teams. Largely based on the First Aid to Cultural Heritage in Times of Crisis (FAC) Toolkit and Handbook by ICCROM, these courses helped reinforce coordination between heritage professionals and emergency responders, strengthening the wider ecosystem of preparedness.

In Kosovo, the Regional Hub strengthened professional capacity through the Regional Cultural Heritage Camp, where 12 professionals representing 10 institutions received hands-on training in laser scanning, photogrammetry, and documentation methodologies. Going forward, these advanced skills will support both preventative monitoring and post-disaster response, ensuring that local professionals can deploy appropriate technologies efficiently and accurately in future emergencies.

# 36

professionals  
trained across 4  
training activities

# 1

new emergency  
response project  
commenced

# 3

emergency  
response  
projects  
completed

# 3

new activities  
commenced

# 2

training  
opportunities  
supported

# 2

The Regional Hub also carried out several emergency interventions in 2025. CHwB Bosnia and Herzegovina finalised first-aid support to a historic mosque that was damaged in a 2023 arson attack, as well as an ambitious project assessing flood damage to around 70 rural vernacular heritage sites following devastating floods in 2024, reflecting the increasing climate-related risks affecting built heritage in the region. Meanwhile, CHwB Albania commenced and completed stabilisation works for the [Monastery of Saint Ioulita and Kyriakos in Dhujvan](#), ensuring that the local community could continue to use this historic site as it has for centuries.



**“Digital transformation is essential for the future of heritage management. When combined with institutional capacity building, it can reshape the system, strengthen trust, and ensure decisions are based on evidence.”**

**Elena Mamani,**  
Regional Hub coordinator



**Adisa Džino Šuta,**  
Regional Hub coordinator



**Erinë Mulolli Zajmi,**  
Regional Hub coordinator



**Elena Mamani,**  
Regional Hub coordinator



**Sali Shoshi,**  
Regional Hub coordinator



# 2

## CER Regional Hub in the Levant

### Regional Hub coordinators

Joanne Farchakh Bajjaly, Rana Dubeissy

### Established as a Regional Hub

2022

### Types of emergency

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

### Supporting partner

J.M. Kaplan Fund

The Regional Hub in the Levant, hosted by Biladi, continued extensive emergency response operations in Lebanon throughout 2025, addressing widespread damage to civilian infrastructure and cultural heritage in Southern Lebanon and the Bekaa Valley. Building on years of foundational work, the Regional Hub mobilised in close collaboration with local civil society organisations, municipalities, the Lebanese Ministry of Culture, the Lebanese Armed Forces, and the Lebanese University.

In the first half of the year, operations focused on the systematic documentation of damage in the worst-affected regions. The Regional Hub equipped and trained a team of 17 volunteer students from the Lebanese University Department of Architecture, who conducted paid field assessments with municipal authorities – who themselves had formally welcomed the mission, secured permissions, and facilitated introductions with local residents. In the second half of the year, the team led the consolidation of five iconic buildings and vital community sites in the south and Baalbek. Guaranteeing their rehabilitation and survival was a means to ensure their continued use, as well as to offer a crucial symbol of hope to communities that have faced destruction on an unimaginable scale. The projects had a profound impact on local stakeholders and participants, generating pride and ownership among communities

### Name of organisation

NGO Biladi

### Region of action

Lebanon, Syria, Jordan, Iraq, other nearby countries where possible

### Heritage at risk

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

where built heritage was being recognised, documented, and saved – often, for the first time in its history.

Separately, the Regional Hub completed an emergency response project launched before the Israel-Lebanon conflict escalated in September 2024, working with the Directorate General of Antiquities to reduce risks to vulnerable archives and provide essential preservation materials. The team designed and built a protective vault at the Baakline National Library to safeguard collections endangered by the conflict, and following a ceasefire, conducted a training and practical conservation workshop for 20 heritage professionals from five institutions: librarians, archivists, community members, and university students.

All the while, NGO Biladi managed to be vocal, sharing news of its work both in Lebanon and abroad. Most notably, the Regional Hub co-hosted a high-level stakeholder event with the Ministry of Culture of Lebanon in July, attended by the Minister of Culture, the Director General of Antiquities, municipal leaders, architects, academics, and community representatives from across the country. The event not only ensured national recognition, but also created a unique moment for solidarity, cooperation, and a shared commitment to a full recovery; a moment of sincere hope in an otherwise challenging context.

# >700

sites documented

# 7

new activities commenced

# 2

emergency response projects initiated

# 2

emergency response projects completed

# 37

professionals trained across 2 training activities

# 2



“Heritage protection is not just about preserving stones, but about protecting identity, dignity, and continuity for people under threat.”

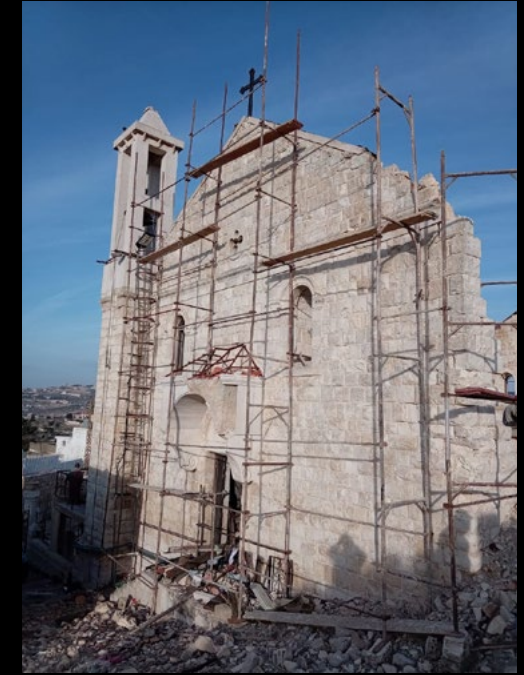
Joanne Farchakh Bajjaly,  
Regional Hub coordinator



Rana Dubeissy,  
Regional Hub coordinator



Joanne Farchakh Bajjaly,  
Regional Hub coordinator



AFTER

biladi بلادي

**CONSOLIDATION WORK AT THE PUBLIC LIBRARY IN BAALBEK**  
**أعمال تعزيز في المكتبة العامة في بعلبك**

BEFORE & AFTER  
 قبل وبعد

# 2

## CER Regional Hub in the Caribbean

### Regional Hub coordinators

Marcellia Henry, Maximiliaan Scriwanek, Rita Tijen Fooh, Halcyon Wiltshire

Established as a Regional Hub 2023

### Types of emergency

Very high threat of regular crisis due to extreme weather events and other environmental hazards

### Supporting partners

- Het Cultuurfonds
- UNESCO Kingston Cluster Office for the Caribbean
- The International Council on Archives

Hosted by the Cultural Heritage Emergency Network (CHEN) and based at the National Archives of Curaçao, the Regional Hub in the Caribbean spent much of 2025 balancing post-disaster mobilisation with efforts to enhance regional preparedness and emergency response capacity, with highly promising results.

A central priority since the Regional Hub's inception in 2023 has been to institute the comprehensive mapping of heritage, threats, stakeholders, resources. With additional support from the International Council on Archives, the team has both piloted a new approach to GIS mapping and published its risk map of vulnerable heritage sites and collections across Curaçao online.

A major milestone was the successful launch of the first subsidiary – or 'Sub Hub' – of the CER Regional Hub in the Caribbean, located in St. Maarten. Approximately 50 heritage experts, disaster management agency representatives, military personnel, and other stakeholders participated. Under the leadership of Marcellia Henry, Secretary General of the UNESCO

### Name of host organisation

Cultural Heritage Emergency Network (CHEN), an initiative of the Caribbean Regional Branch of the International Council of Archives (CARBICA)

### Region of action

Caribbean nations, including Suriname, Guyana, French Guiana, Belize

### Heritage at risk

Documentary heritage, built heritage, museums and collections, intangible heritage, and archaeological sites

National Commission for Sint Maarten, the Sub Hub will cover nearby islands such as Anguilla, Antigua, Barbuda, Saba, St. Eustatius, St. Kitts & Nevis, and St. Barths. The launch also saw the delivery of cultural first responder training by Dr Emilie Leumas and Halcyon Wiltshire, with active participation from the Royal Dutch Marines during hurricane simulation drills. Follow-up actions will include the formation of a St. Maarten crisis coordination team, as well as further platforms to enhance connectivity and cooperation between the islands.

Concurrently, the Regional Hub was instrumental in responding to several emergencies. Following a fire at the Barbados National Archives in 2024, the Regional Hub mobilised to support a project to salvage, treat, and store damaged archives. Elsewhere, the team oversaw the commencement of a salvage operation for the Carriacou Museum – damaged by Hurricane Beryl in 2024 – with a training initiative led by Dr Gretchen Ruiz Ramos of the Alianza Cultural para Emergencias de Puerto Rico (ACEPR-HASER), who generously offered support and expertise to make the operation possible.

# 2

emergency response projects commenced

# 1

Sub Hub launched

# 52

people trained

# 5

advocacy and network-strengthening opportunities supported

# 2

Emergency operations like these demonstrated the Regional Hub's growing capacity to mobilise expertise while strengthening trust with regional authorities and communities. This same capacity would also prove valuable in late 2025, when the Regional Hub began to coordinate stakeholders in Jamaica in response to Hurricane Melissa. The resulting intervention plans will be realised in 2026.





**Halcyon Wiltshire-Busby,**  
Regional Hub coordinator



**Maximiliaan Scriwanek,**  
Regional Hub coordinator



**Rita Tijen Fooh,**  
Regional Hub coordinator



# 2

## CER Regional Hub in the Black Sea

### Regional Hub coordinators

Dariia Diakova, Oleksandra Kovalchuk, Ihor Poshyvailo, Vasyl Rozhko

Established as a Regional Hub 2024

### Types of emergency

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

### Supporting partners

- Ministry of Foreign Affairs of the Netherlands
- Mondriaan Fonds

The Regional Hub in the Black Sea, established as a tripartite coalition between the Agency for Cultural Resilience (ACURE), HeMo: Ukrainian Heritage Monitoring Lab, and Museum for Change, continued to strengthen Ukraine’s cultural emergency response ecosystem throughout 2025 in the context of full-scale invasion. The Regional Hub continued in its mission of stakeholder engagement, the development of knowledge resources, and rapid emergency deployment support for heritage institutions under threat.

HeMo expanded its secure online knowledge base platform, offering curated guidance on documenting destruction, emergency response methodologies, digitisation, and heritage management. More than 200 cultural heritage experts joined the platform, supported by training sessions and moderation systems to ensure content quality. HeMo also developed mapping and reporting systems for damaged heritage, including documentation of 2338 sites damaged between 2023 and 2025. This work was complemented by a new youth outreach initiative encouraging future generations to

### Partner organisations

Museum for Change; the Agency for Cultural Resilience (ACURE); HeMo: Ukrainian Heritage Monitoring Lab

### Region of action

Ukraine, other nearby countries where possible

### Heritage at risk

Museums, universities, libraries, archives, places of worship, archaeological sites, cultural buildings, and other significant landmarks

pursue careers in architecture, restoration, and heritage protection. Additionally, the team was highly active in the field of emergency response, as well as facilitating museum evacuations and the rehabilitation of storage facilities.

ACURE, meanwhile, established an operational base in Kyiv’s historic district; launched acure.in.ua as a communications and requests platform for cultural first-aid teams; brought its mobile digitisation lab to 16 museums, digitising over 11,000 objects; and strengthened its rapid deployment capacity through the procurement and distribution of protective materials and equipment, supporting more than 50 institutions across multiple regions. The organisation also hosted numerous rescue operations and training programmes in cultural first-aid – including at the missile-damaged Boichuk State Academy of Decorative and Applied Arts and Design – with 650 artifacts triaged, stabilised, and documented. In 2025, ACURE’s increased capacity for fast deployment proved invaluable on a weekly basis, bringing much-needed protective and first-aid materials

# >100

museums/  
libraries/archives/  
sites supported

# >350

people trained

# 9

emergency  
response  
projects  
commenced

# 12

training  
opportunities  
supported

# 6

advocacy  
and network  
strengthening  
opportunities  
supported



# 2

to museums, libraries, and other vital community sites near frontline territories in extraordinary acts of coordination and commitment to cultural protection.

Likewise, Museum for Change facilitated myriad emergency response operations across the embattled territories of Kharkiv, Dnipro, Zaporizha, Mykolaiv, Odesa, Sumy, Chernihiv, and Kherson. In Odesa, the team prepared and led a multi-week hybrid training programme for more than 100 local volunteers, with contributions from 10 experts from Ukraine and abroad, culminating in a special filmed training event which will be shared online in 2026. Following in the footsteps of ACURE and HeMo, Museum for Change also launched a mobile digitisation lab in 2025; since then, the lab has already reached eight institutions, digitising more than 9,000 objects.

Once more, the Regional Hub in the Black Sea demonstrated that professionals in different sectors, civilian volunteers, and partners from across the world can unite to provide critical support in a time of sustained crisis. Through training, resource sharing, and the deployment of materials, a pathway emerges to protect both culture under threat and the social fabric of a nation.





**Ihor Poshyvailo,**  
Regional Hub coordinator



**Dariia Diakova,**  
Regional Hub coordinator



**Vasyl Rozhko,**  
Regional Hub coordinator



**Oleksandra Kovalchuk,**  
Regional Hub coordinator

“Over the past year, ACURE’s work as part of the CER Regional Hub in the Black Sea has been a lifeline for endangered cultural institutions facing the realities of war.”

**Ihor Poshyvailo,**  
Regional Hub coordinator for the  
Agency for Cultural Resilience



# Emergency Response Actions

# Restoring a cherished community museum in Bonoua

Location  
Côte d'Ivoire

Type of emergency  
Vandalism and extreme humidity

Project coordinator  
International Council of Museums (ICOM) - Côte d'Ivoire

Supporting partner  
Ministry of Foreign Affairs of the Netherlands



The Parc M'Ploussoué Museum in Bonoua is a community-owned ethnographic museum co-managed by the Abouré people, the indigenous population of the South Comoé region. Established in 1986, the museum houses objects linked to customary governance, royal succession, and social organisation, reflecting the history and culture of the Abouré community. Located within a botanical park, the museum has long served as a space for cultural transmission, education, and community gathering.

Over several years, the museum was repeatedly targeted by vandalism and looting: doors and roofs were damaged, whilst parts of the collection were stolen. Furthermore, its location in a humid, forested environment exposes the buildings and collections to water ingress and accelerated deterioration.

In 2025, CER supported ICOM Côte d'Ivoire (ICOM-CI) with an emergency grant to stabilise the museum and safeguard the remaining collections. The response focused on structurally critical interventions: repairing walls and floors, replacing damaged roofing, installing reinforced metal doors and locks, and clearing vegetation to improve access and reduce environmental risks. In parallel, salvageable objects were stabilised and restored. All works were implemented with local artisans, technicians, and heritage practitioners, in close coordination with the museum's community management committee.

Three museum buildings were rehabilitated and secured, whilst 89 ethnographic objects were stabilised, preventing further deterioration and loss. The museum, closed and vulnerable for years, was reopened once again. Beyond physical protection, the project restored a key cultural space for the Abouré community, strengthening local stewardship and cultural continuity. The rehabilitation also supported local livelihoods through paid engagement and renewed the museum's potential to contribute to education, social cohesion, and cultural life in Bonoua.



**“The rehabilitation of Parc M'Ploussoué has restored more than a building. It has returned a place of memory and pride to the community.”**

Project coordinator,  
ICOM Côte d'Ivoire

# Emergency Response Actions

# Safeguarding a living sanctuary in the hills of Albania

Location  
Albania

Type of emergency  
Structural instability leading to partial collapse

Project coordinator  
Elena Mamani, Cultural Heritage without Borders Albania (CHwB Albania)

Supporting partner  
Iron Mountain's Living Legacy Initiative



For more than four centuries, the Monastery of Saint Ioulita and Kyriakos has stood above the Drinos Valley in Southern Albania. Built from 1588 onwards, it is a first category cultural heritage monument and one of the region's most significant examples of post-Byzantine religious architecture. Beyond its architectural value, the monastery remains a living sanctuary, cared for and used by the local Orthodox Christian community for worship, feast days, and moments of reflection.

In recent years, structural collapse, severe moisture damage, and accelerating climate-related deterioration placed the monastery complex at imminent risk. Parts of the historic konaks, auxiliary spaces, and the stone slate entrance gate had either partially or fully collapsed, whilst the remaining walls, wooden ties, vaults, staircases, and bell tower were critically compromised. Despite these dangers, the site continued to be used by local communities, increasing the urgency of intervention.

In response, Cultural Heritage without Borders Albania led a ten-week emergency operation with support from CER and Iron Mountain's Living Legacy Initiative. A locally-led team carried out damage assessments, stabilised vulnerable structures, cleared invasive vegetation, and consolidated around 90 cubic metres of stonework using traditional techniques. Original materials were salvaged and reused to preserve the site's authenticity.

The impact was immediate. Access was restored, safety risks reduced, and areas long considered too dangerous were reopened. The community returned with renewed pride, and a strengthened sense of responsibility. By reducing the most urgent threats, the intervention safeguarded both a remarkable monument and the living cultural practices it sustains, ensuring that the monastery can continue to serve its community for generations to come.

**“Witnessing the transformation of the monastery – from an overgrown site threatened by decay to a stabilised and partially-restored heritage site – was deeply inspiring.”**





Elena Mamani,  
Executive director of Cultural  
Heritage without Borders Albania

# 3

## Local Network & Capacity

Expanding Funding Models for Heritage V



 <p>Liz Kirby Grants Development Specialist, Smithsonian Cultural Rescue Initiative</p>	 <p>Paul van den Biesen Head of Collectors &amp; Museums, TEFAF</p>	 <p>Cindy van de Luitgaarden Partner Tax, Lead Private Client Services, Deloitte</p>	 <p>Will Raynor Programme Director Conservation</p>
Moderator	Panelists		



# 3

Since 2018, Cultural Emergency Response and the Smithsonian Cultural Rescue Initiative (MCI-SCRI) have co-organised the Leadership Course for Cultural Heritage Stewards in Challenging Circumstances, bringing together heritage professionals from high-risk countries to strengthen leadership and project management skills for safeguarding heritage during crises.

In 2025, this initiative culminated in a co-hosted Leadership Summit in The Hague, running from 30 September to 2 October. Across three days of workshops, reflection, and networking, the Leadership Summit brought together 20 alumni from Bhutan, Cambodia, Chile, Colombia, Ecuador, Egypt, Georgia, Guatemala, India, Namibia, Puerto Rico, Senegal, Trinidad & Tobago, Ukraine, and the United States.

Over the course of the summit, participants discussed programme lessons, developed fundraising strategies, and co-created and tested a train-the-trainer version of the Proposal Writing Manual, to be published in 2026. With funding landscapes shifting, discussions focused on diversifying support across private donors, family funds, investors, and public sources. Sessions also explored how to work more effectively with government, navigating political change and administrative barriers while identifying opportunities for long-term collaboration. Knowledge-sharing circles enabled open exchange, peer learning, and collective problem-solving, reinforcing the value of the network.

The summit engaged national and international partners, including UNESCO Netherlands; the Prince Claus Fund; the National Archives of the Netherlands; the Department for Culture, Media and Sport; the Cultural Protection Fund; Gerda Henkel Stiftung; the Kaplan Fund; Kunsten '92; Deloitte; and The European Fine Art Foundation.

The week concluded with *When Heritage Speaks: Voices From the Field*, a storytelling event hosted by Başak Layıç, a storyteller and the Artistic Director of Rederij Lampeduza. In this context, six practitioners shared personal stories of resilience, identity, and hope.





# Emergency Response Actions

## Restoring hope through the rehabilitation of a fire-afflicted mosque

Location

Yemen

Type of emergency

Biological infestations, heavy rainfall

Project coordinator

Save Yemen Organisation

Supporting partner

Qatar National Library

Yemen's capital, Sana'a, is home to some of the most important manuscript collections in the Islamic world. Here, several public and private manuscript libraries – such as Dar Al-Makhtutat (the House of Manuscripts) – hold tens of thousands of manuscripts, including some of the first known Qur'anic parchment fragments in early Hijazi and Kufic scripts. These materials hold exceptional historical, religious, and scholarly value, reflecting Yemen's long-standing role as a centre of knowledge, learning, and textual transmission.

Yemeni heritage professionals have continued to care for this collection under prolonged structural constraints, with limited resources, interrupted institutional support, and increasing pressure on cultural infrastructure. Within this context, and in the absence of a comprehensive inventory, the most fragile materials were particularly exposed to environmental damage, making targeted support necessary to reinforce existing local efforts and prevent further loss.

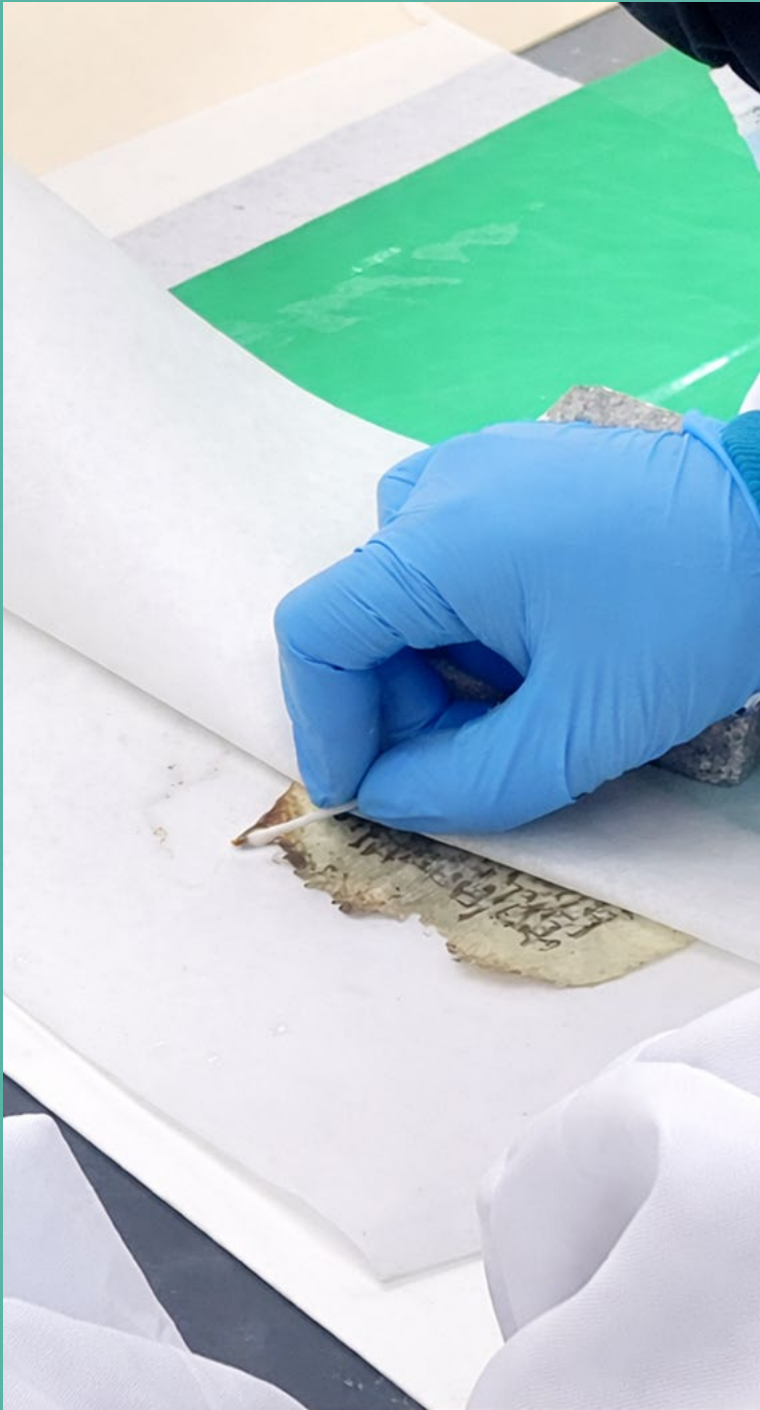
CER supported the Save Yemen Organization with an emergency grant to safeguard 360 of the most fragile parchment fragments, many of which had been compromised by water, insects, or rodent related damage. Designed and implemented by Yemeni professionals, the project focused on practical, achievable actions: damage assessment, systematic classification and cataloguing, conservation and restoration, and permanent rehousing using new archival materials. The project involved advanced training initiatives in manuscript and Qur'anic parchment conservation, thereby strengthening local expertise and long-term custodianship.

While the project focused on safeguarding at-risk parchment fragments, its impact extended far beyond these materials. Save Yemen Organisation's work prompted the Yemeni Ministry of Culture to initiate the first comprehensive, state-led inventory of entire manuscript libraries, creating the conditions for the long-term protection of the national manuscript collection.



**“Not only did we preserve parchments;  
we strengthened the foundations for  
protecting Yemen’s manuscript heritage.”**

Project coordinator,  
Save Yemen Organization



# 4



# Events

# 4

## Domo: Our Shared Home for International Cultural Collaboration

In February, CER moved into a new shared space in Amsterdam to establish and grow **Domo**, the Netherlands' new home for international cultural collaboration. Developed collaboratively with DutchCulture, the European Cultural Foundation, and the Prince Claus Fund, Domo was created in response to increasing global pressures on the cultural sector and the need for places that foster solidarity, exchange, and collective action.

Located at Nieuwe Herengracht 14 within the H'ART Museum complex, Domo brings together organisations working internationally in culture to share resources, ideas, and responsibilities, as well as creating space for reflection and joint action in times of uncertainty. It serves as a hub for dialogue, events, and collaboration across borders.

In October, we marked the public opening of Domo with the first edition of Domo Talks, titled Cities that Connect. Held during the World Cities Culture Summit, the event explored how international cultural collaboration can strengthen solidarity and togetherness in cities. The discussions reflected on culture as a space for empathy, belonging, and shared responsibility, particularly at a time when cultural life is increasingly shaped by conflict, political change, and crisis.

With support from the City of Amsterdam, the launch set the foundation for Domo as an open and engaged platform for international cultural collaboration.



# 4

## CER x TEFAF Talks: Preserving Heritage Through Weaving and Textile Arts

As a beneficiary partner of TEFAF, CER organised its annual TEFAF Talks in Maastricht on the importance of preserving heritage. This year's edition, *Preserving Heritage Through Weaving and Textile Arts*, focused on the role of textile traditions in sustaining identity, resilience, and community knowledge.

Artist Enam Gbewonyo joined CER Director Sanne Letschert and Nathalie Paarlberg, CPO of Turquoise Mountain, in a conversation on how weaving and textile practices continue to shape cultural expression and empower communities, particularly in times of crisis.

The discussion reflected on CER-supported initiatives in Myanmar, where fair trade craft practices have helped preserve heritage while supporting artisans affected by conflict and disasters. Additionally, Gbewonyo shared how weaving, embroidery, and wirework enable alternative forms of storytelling, identity expression, and spiritual healing, connecting personal experience with collective memory. The conversation offered a nuanced perspective on textile arts as living heritage – and as a means to ensure cultural continuity under pressure.

[Watch the full conversation here](#)

# 4

## National Action Day for Resilient Heritage

In May, CER co-hosted the first National Action Day for Resilient Heritage with the UNESCO Netherlands Commission and Blue Shield Netherlands. Held on 14 May, the Action Day served as a call for collaboration, awareness, and concrete action to protect heritage in the face of growing risks. It emphasised the urgency of acting now – so that cultural heritage can be safeguarded for the future – and the importance of building a resilient heritage sector together.

As part of the programme, CER joined Erfgoed Jong, Jong VNK, and the UNESCO Jongerencommissie in a public symposium at the Mauritshuis Museum, The Hague. The discussion focused on how heritage is affected by crises, and how younger generations can play a role in protecting it in a rapidly changing world. The Mauritshuis' *Facing the Storm – A Museum in Wartime* exhibition provided a powerful and fitting context for this important conversation.

In honour of the 1956 Hague Convention for the Protection of Cultural Property in the Event of Armed Conflict, the National Action Day for Resilient Heritage will now take place annually, reinforcing its continued relevance today.

[Watch the aftermovie here to see the first edition of the Action Day](#)

# 4

## When Heritage Speaks: Voices from the Field

2025 saw CER host its first storytelling evening, *When Heritage Speaks: Voices from the Field*, a space for reflection and storytelling rooted in lived experience. Six cultural practitioners, each working on the frontlines of crisis and recovery, introduced their work protecting heritage under threat, as well as their personal reflections and doubts – moments of vulnerability rarely heard in formal settings.

The evening highlighted storytelling as both a form of heritage and a means of protecting it. Through sharing stories, memory is sustained, resilience is strengthened, and the importance of culture in times of crisis becomes visible.

*When Heritage Speaks: Voices from the Field* was organised in collaboration with the Smithsonian Cultural Rescue Initiative (MCI-SCRI), marking the conclusion of our 2025 **Leadership Summit**. Moderated by Basak Layic, this special storytelling event featured contributions from Dariia Diakova, Joanne Farchakh Bajjaly, Repaul Kanji, Gretchen Ruiz Ramos, and Veronica Davila.

“CER helped us understand that we are capable of doing something important. To react quickly, to support others.

If you are on speed dial with the right people, it will affect your readiness and response mechanisms enormously.”

Khyrstyna Kundyra,  
Ukrainian Heritage Monitoring Lab (HeMo),  
CER Regional Hub in the Black Sea

Annex 1

Our culture is under  
attack. Together,  
we can protect it.

First-aid for cultural heritage is a lifeline in times of crisis. Across the world, conflict and climate catastrophe threaten the heritage that holds communities together. Your support helps Cultural Emergency Response deliver first-aid where it's needed most.

[Donate Here](#)

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 heritage heroes around the world for their hard work and dedication. Their efforts leave important legacies 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 the regional level. Their approach has ensured that emergency actions to support damaged cultural heritage in various crises have been both effective and lasting.

Our support has been flexible, fast, and impactful, thanks to the guidance and unwavering support of our Board Members, 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. This continuous support ensures the effectiveness of CER's mission to protect cultural heritage, protect cultural heritage, enacted in collaboration with our 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 Familienstichting | 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

“Cultural heritage is both unique and vulnerable. If you lose it, you can never get it back.”

Max Scriwanek,  
CARBICA/CHEN, CER Regional  
Hub in the Caribbean

# 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 (chair)	22 June 2022	22 June 2026	22 June 2030
Mechtild van den Hombergh	22 June 2022	13 August 2025	
Alexander Ribbink	22 June 2022	24 March 2025	
Marieke van Schaik	1 January 2025	1 January 2029	1 January 2033
Deirdre Carasso	1 May 2025	1 May 2029	1 May 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 2025, both Alexander Ribbink and Mechtild van den Hombergh have ended their board membership to make space for different priorities and/or to avoid conflict of interest with other ancillary positions. Being part of the foundational board of CER, both have played a significant role in the establishment of CER, its growth, and professionalisation. We are extremely grateful for their contributions.

We welcomed Marieke van Schaik (interim Treasurer) and Deirdre Carasso (Secretary) to the CER board in 2025.

In 2025 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 as per the regulation published in December 2024. 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 of € 129,292 for 2025. The calculation is updated in Q1 2026 in line with the newly published regulation. 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 € 133,171 for 2026.

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 2025, the **average number of FTEs was 7,00**. In 2024 this average was **5.89 FTEs**.

The average number of FTEs increased due to two factors. First, a staff change occurred involving the

Operations Manager; a 1.5-month overlap with the new Operations Manager was established to ensure a smooth transition. Second, CER became a Recognised Sponsor for visa purposes. Consequently, the Emergency Response Programme Coordinator, who was previously hired as external staff, was added to the payroll as of April 2025. Besides a new Operations Manager July 2025, CER also welcomed a new Head of Emergency Response in May 2025.

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 2025

Sanne Letschert, Director  
Lucía Vilariño Fiore, Head of Emergency Programme  
Vera Santana, Communications & Development Coordinator  
Emily Brady, Operations Coordinator (until 20 August 2025)  
Irma Nugrahanti, Operations Manager  
Frederick Thomson, Programme Manager CER Regional Hubs  
Nimalka Passanha, Programme Coordinator Emergency Response  
Romana Delaporte, Programme Coordinator Networks & Capacity

# Annex 1 – Statement of Account

## Internship and volunteer policy

In 2025, CER was supported by two interns, from January until March 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 2025. 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.

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).

CER continues to refine its Administrative Organisation (AO) in line with its strategy and 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.

CER also continues to ensure its integrity policies are clear and up to date. 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 accordance with the operations and values of CER. All documents are publicly available and can be found on the CER website (<https://www.culturalemergency.org/programs/organisation>).

# Annex 1 – Statement of Account

In 2025, no complaints were filed nor was the code of conduct breached. Our employee mental health and well-being programme, launched in 2024, continued to support CER staff this year. 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 Q3 2025 and are currently being finalised 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 following an open or closed recruitment procedure. 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 2025 two new board members were appointed (see 'Board' section).

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 intends to convene a self-evaluation meeting at least once a year and conducts an annual assessment interview with the director. For 2025, both assessments take place in Q1 2026.

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

# Annex 1 – Statement of Account

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 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 three to five 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 by the Board in December 2024. In Q3 of 2025 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 2026. In 2026, CER will also continue to develop its Security Risk Management policy.

## Policy and function reserves and funds

### Continuity reserve

Over the past several years, CER has strategically built a continuity reserve designed to mitigate financial volatility, manage unforeseen expenditures, and offset fluctuations in fundraising. This reserve ensures that CER can maintain operations and fulfil all contractual obligations for a period of four to six months during periods of financial uncertainty.

In 2025, based on the risk analysis, the CER board decided to aim for the maintenance of a minimum continuity reserve of 50% of the 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. The next evaluation will take place in Q1 2026.

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At the end of 2025, the continuity reserve is € 283,546. The budget for essential operational costs for CER in 2026 is € 648,125. The desired continuity reserve in line with the policy is € 342,062. This means the aim is to increase the continuity reserve in 2026 with circa € 58,516.

## 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.

## 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 2025. 'With Accountants' was appointed to audit the financial statements.

## Annex 2 – Financial Statement

### Income aspects

For the years 2025-2028, the Ministry of Foreign Affairs has awarded a subsidy amount of € 1,350,000 in total. This grant is un-earmarked and intended to support CER in achieving its vision, mission, and strategic priorities. Of this subsidy, € 412,049 was used in 2025.

In addition to the subsidy amount, the Ministry of Foreign Affairs has awarded to CER directly an additional grant of € 375,000 for the protection of cultural heritage in Ukraine and an additional grant of € 150,000 for cultural heritage projects in Palestine. The full grants were completed in 2025.

In addition to the foundational support provided by the Dutch government, CER's mission is sustained by a diverse network of individual donors, organisations, and foundations. In 2025, total income amounted to € 2,165,981, representing a € 624,744 variance against the original budget. This shortfall is largely reflective of an increasingly volatile global funding landscape and reflects a broader trend of tightening global aid budgets and shifting geopolitical priorities, particularly within the US, which directly impacted our initial revenue projections and fundraising outcomes for the year.

While a target of € 20,000 was initially budgeted for individual giving in 2025, actual returns fell below this projection. This variance is attributable to a strategic decision to prioritise other high-impact revenue streams throughout the year, resulting in a deliberate reduction in fundraising activities directed toward private individuals.

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 extent this funding has been spent in 2025. The remainder of the budget for these activities is reserved for 2026.

### Expenditure aspects

In 2025, CER's total expenditure amounted to € 2,221,434. Of this, € 1,537,026 was allocated to direct program delivery, while indirect operational costs accounted for € 684,408.

Total spending remained € 579,291 under budget, a variance largely attributable to the proportional scaling of project activities in response to the funding climate. By adjusting direct program costs by € 571,509, CER ensured that expenditures remained in balance with realised income, while maintaining stable indirect costs and a dedicated fundraising investment of € 35,229.

## Annex 2 – Financial Statement

### Balance of income and expenditure 2024, allocation of the balance

The negative balance of income and expenditure 2025 amounts to € 37,600. Budgeted was a zero balance.

The balance will be financed from the continuity reserve (€ 12,600) 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 2025	Budget 2025	Realisation 2024
<b>Internal standard</b>			
1. Ratio of direct costs of programmes and projects divided by total expenditure (Preferably at least 70%)	69,2%	75,3%	75,3%
<b>General</b>			
2. Costs of fundraising divided by total income	7,6%	5,6%	5,4%
3. Share in expenditure			
• charitable activities (desired minimum ratio 85%)	85,9%	89,4%	88,9%
• fundraising costs (desired maximum ratio 15%)	7,4%	5,6%	5,7%
• management & administration costs (desired maximum ratio 5%)	6,7%	5,0%	5,4%
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

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.

## Annex 2 – Financial Statement

### 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 2025 this condition is slightly less with the result of 69.2%.

### Share in expenditure: charitable activities

The total percentage spent on charitable activities is 85.9%. In 2025, despite the challenging funding climate, CER maintained a strong commitment to its mission with a focus on impact, and operated in line with its desired ration of a minimum of 85%.

### Share in expenditure: fundraising costs

In 2025, CER is gradually investing more staff time and additional resources in fundraising. This results in a ratio of 7.4%. 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 years.

### Share in expenditure: management and administration costs

CER has set the ratio for management and administration expenses at 5% of total expenditure. In 2025 this ratio is 6.7% due to the aforementioned underspending on direct project costs.

## Annex 2 – Financial Statement

### Balance sheet as at 31 December 2025

	31-12-2025	31-12-2024
	€	€
Fixed assets		
• Tangible fixed assets	<u>3,668</u>	<u>2,858</u>
Total fixed assets	<u>3,668</u>	<u>2,858</u>
Current assets		
• Receivables	135,790	315,185
• Cash and cash equivalents	<u>1,565,964</u>	<u>2,161,942</u>
Total current assets	<u>1,701,754</u>	<u>2,477,127</u>
<b>Total assets</b>	<b><u>1,705,422</u></b>	<b><u>2,479,985</u></b>
Reserves and funds		
Reserves		
• Continuity reserve	<u>283,546</u>	<u>296,146</u>
Total reserves	<u>283,546</u>	<u>296,146</u>
Funds		
• Restricted funds	<u>0</u>	<u>25,000</u>
Total funds	<u>0</u>	<u>25,000</u>
Total reserves and funds	<u>283,546</u>	<u>321,146</u>
Accruals		
• Long term project allotments	0	0
• Short term project allotments	968,466	949,650
• Other short term accruals	<u>453,409</u>	<u>1,209,189</u>
Total accruals	<u>1,421,875</u>	<u>2,158,839</u>
<b>Total liabilities</b>	<b><u>1,705,421</u></b>	<b><u>2,479,985</u></b>

# Annex 2 – Financial Statement

## Statement of income and expenditure 2025

	Realisation 2025	Budget 2025	Realisation 2024
	€	€	€
<b>Income</b>			
Income from private individuals	2,813	20,000	418
Income from government grants	980,192	825,000	681,857
Income from other non-profit organisations	1,182,976	1,945,725	2,251,051
<b>Total income</b>	<b>2,165,981</b>	<b>2,790,725</b>	<b>2,933,326</b>
<b>Expenditure</b>			
Program Expenditure			
• Rapid Response	1,357,060	1,594,970	1,502,144
• Decentralised Response Infrastructures			
• Network of CER Regional Hubs	227,540	433,549	600,826
• Local Network & Capacity	121,182	198,179	144,466
• Collaborative Impact	54,318	68,336	53,740
• CER Programme Expenses	151,114	209,871	187,205
Release	-2,207	0	-8,482
<b>Total programme expenditure</b>	<b>1,909,007</b>	<b>2,504,905</b>	<b>2,479,899</b>
Costs of generating funds	163,766	155,622	157,765
Management and administration	148,661	140,198	150,911
<b>Total expenditure</b>	<b>2,221,434</b>	<b>2,800,725</b>	<b>2,788,575</b>
Balance before financial income and expenses	-55,453	-10,000	144,751
Financial income and expenses	17,853	-10,000	29,924
<b>Balance of income and expenditure</b>	<b>-37,600</b>	<b>0</b>	<b>174,675</b>
Allocation balance of income and expenditure			
• Continuity reserve	-12,600	0	149,675
• Restricted fund Maanwater Foundation	-25,000		25,000
<b>Total</b>	<b>-37,600</b>	<b>0</b>	<b>174,675</b>

# 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.

2026, Cultural Emergency Response (CER)



Cultural  
Emergency  
Response

Impact  
Report

2025