

Annual Report 2014

1. About CIE

1.1 Vision and Mission

CIE – Centre for International Heritage Activities believes that international cooperation benefits cultural heritage management and is therefore worthy to invest in. Cultural heritage is seen to be more than just monuments and sites. It is the intrinsic value heritage that engages people to an object, place or practice and shapes collective identities as well as stirs up emotion. All forms of heritage are imbued with multiple meanings and perspectives, sometimes binding and sometimes conflicting. We believe these meanings are a source of inspiration for sharing ideas and practices. CIE has through time played a critical role in bringing together different stakeholders under the banner of heritage through the use of participatory methods to create commonly shared understandings to improve heritage management. It also recognizes this as one of its major skills. Through international cooperation, knowledge sharing and creation all parties have a platform and opportunity to add value to cultural heritage understanding and management worldwide.

CIE is a non-profit and independent knowledge center for international cultural heritage cooperation. Its aim is to increase collaboration and knowledge sharing in the cultural heritage field by bringing professionals together in order to enhance the knowledge of new practitioners with little experience in the field, as well as those still in training. This is done by facilitating the implementation of commonly agreed projects in a number of countries throughout the world. CIE further maintains a worldwide network of heritage professionals and functions as a resource center for the international heritage field. The experiences gathered from working on a variety of projects worldwide in partnerships has given the organization valuable insights which are shared with an aim of achieving best practices in the management of cultural heritage through capacity building.

Through working with affiliated networks of communities with common interests across diverse geographies, CIE strives to connect people and create cultural and professional ties over long distances. One of our core aims in all aspects of our work is to bring together young practitioners with more seasoned professionals. CIE aims to increase collaboration and knowledge sharing in the field of heritage through bringing together passionate individuals, disseminating expertise and developing international heritage projects. It is our intention to actively engage in intercultural dialogues and pursue new pathways for cooperation and heritage management with a more integrated model of heritage, one that has a much more multi-vocal approach and consists of locally driven initiatives.

1.2 Our Approach

Our work is characterized by a collaborative, participatory and inclusive approach which can also be understood as our core value. We always strive to uphold a high standard of ethics bearing in mind that ethics may be defined differently by some of our partners. We co-construct our objectives with partners through a 'culture-conscious' approach, tailor-made for each context. In some activities CIE is initiator, while in others it joins existing initiatives and contributes through its specific knowledge and know-how. All programs and projects have built-in frameworks and activities with the specific goal of achieving sustainable growth.

1.3 Network of Affiliated Experts

CIE has an active network of affiliated experts who often work with us with expertise in the fields of restoration, history of built heritage and landscapes, museology, archives and archaeology. Our experts are available for advice, training and consultancy work.

1.4 Our Services

Through our work and our network, CIE offers interdisciplinary heritage services such as inventories of heritage activities, analyses and evaluations of heritage policies and strategies. CIE makes itself available for a wide variety of training and advice services, and is highly experienced in the management of intercultural and interdisciplinary heritage projects and programs.

2. Partners

The work of CIE is supported by the contributions of governments, international bodies and regional and local organizations. Some of our major partners, donors and sponsors are:

ACHA – African Centre for Heritage Activities
Arsip Nasional
CCF – Centre Cultural Fund
RCE – Netherlands Cultural Heritage Agency
Huygens Institute for Dutch History
Indonesia Heritage Cities Network
Indonesian Heritage Trust – BPPI
Indonesian Ministry of Public Works
Leiden University
MAU – Maritime Archaeological Unit
Ministry of Education of Afghanistan
Ministry of Education, Culture and Science of the Netherlands
Ministry of Foreign Affairs of the Netherlands
Ministry of Information and Culture of Afghanistan
Museum Volkenkunde
National Archives of the Netherlands
National Museum of Afghanistan
National UNESCO commission Netherlands
Netherlands Cultural Fund
Netherlands Institute for Heritage
NewAfir Architects
New York University Abu Dhabi Institute
Prince Claus Fund
Research Centre National Museum of World Cultures
Rijksmuseum Amsterdam
SAHRA – South African Heritage Resources Agency
Stadsherstel Amsterdam
UNESCO Paris
UNESCO Maputo
University of Western Australia
Utrecht University
WAM – Western Australian Museum

3. Programs and Projects

3.1 Maritime and Underwater Cultural Heritage (MUCH) program

The field of Maritime and Underwater Cultural Heritage (MUCH) has moved beyond the confines of physical maritime or underwater cultural heritage towards an integrated and holistic, seamless study of heritage associated with various bodies of water within which tangible and intangible heritage can be explored.

MUCH activities and research combine context congruent approaches and techniques used in archaeology, anthropology, cultural heritage management and marine and material sciences. CIE holds a license of the Nautical Archaeological Society (NAS) to conduct training programs in underwater archaeology and is an official partner of the 2001 UNESCO Convention on the Protection of the Underwater Cultural Heritage.

Mozambique

CIE has worked in Mozambique since 2009 when we were invited to advise on maritime and underwater cultural heritage issues, particularly in regard to the protection and management of underwater cultural heritage sites around Ilha de Mozambique. Over the years, we have continuously organized and been involved in many activities to bring together local stakeholders in Mozambique, and to build local capacity for the protection and management of the underwater cultural heritage sites.

Training against treasure hunting

In cooperation with our South African partner ACHA, the African Centre for Heritage Activities, and with the support of the Cultural Emergency Response (CER) of the Prince Claus Fund, we again continued our work in Mozambique in 2014. After a preparatory visit in late 2013, in February 2014 we organized a training program in underwater archaeology for the local community of Ilha de Mozambique. The aim of this program is to empower the community by providing them with the basic framework, theory, and skills for heritage management to fight against treasure hunting. One of the main pillars of this program is the knowledge that local awareness and commitment are the key factors in safeguarding and developing heritage.

Australia

From 2006 onwards, CIE has been involved in Australia. Joining hands with both Dutch and Australian partners, our goal has been to strengthen heritage cooperation between the Netherlands and Australia. One of our biggest activities in the country has been the large-scale inventory of heritage projects and related experts and organizations in Australia leading to the inclusion of Australia in the online mutual heritage database Cultural Heritage Connections, now managed by the center for international cooperation DutchCulture as part of the shared heritage program of the Dutch Ministries of Foreign Affairs and Education, Culture and Science. Prior to the database project, we have been involved in the repatriation of the ANCODS (Agreement between Australia and the Netherlands Concerning Old Dutch Shipwrecks) Collection to Australia.

Transcription for the University of Western Australia (UWA)

In 2013 CIE prepared a research report for the Western Australian Museum on VOC shipwrecks off the West Australian coast. Relating to this, in 2014 we were commissioned by the University of Western Australia to provide a transcription of a number of handwritten early modern Dutch texts, belonging to the travel journal of a crewmember of one of those wrecks.

3.2 Shared Heritage

Shared heritage represents tangible and intangible cultural heritage related to Dutch history in foreign countries. Through a shared heritage policy, the Netherlands Ministry of Foreign Affairs and the Ministry of Education, Culture and Science aim at cooperating with eight priority countries: Brazil, Ghana, India, Indonesia, The Russian Federation, South Africa, Sri Lanka and Surinam. The policy was renewed at the end of 2012. From 2013 onwards Australia, the USA and Japan have been added to the list of shared heritage countries.

Between 2007 and 2013 CIE has worked on the development of the 'Shared Cultural Heritage Database', later to become Cultural Heritage Connections for which the main tool for inventory and analysis consisted of the many Heritage Days we organized in both the Netherlands and the partner

countries to the policy. Although the database is now managed by DutchCulture, and the final research report was presented to the Ministries in 2013, the policy was renewed and activities connected to this shared heritage policy still take place.

Indonesia

CIE has been active in Indonesia since the Indonesia Heritage Day was organized in 2007. More activities relating to the mutual heritage database followed, among which the four-day symposium 'Making Heritage Our Resource – Discussions on the Mutual Cultural Heritage Cooperation between Indonesia and the Netherlands', that we organized together with the Indonesian Heritage Trust – BPPI (Badan Pelestarian Pusaka Indonesia) in 2010.

Exploratory mission and seminar on Public-Private Partnerships (PPP)

The idea of Public-Private Partnerships for heritage conservation was first tested in Indonesia during a workshop in 2013, aimed at municipalities and the private sector. An important message stemming from PPP practices in other countries is that the government and private sectors need to cooperate in order to ensure that investment will be beneficial not only for the investors but for the general public as well. Government agencies can support private investment through policies and regulations. Private investors also need to have some percentage of idealism to save heritage aside from proportional profit making goals.

Between 20-24 October we were part of a team comprised of people from the RCE, Stadsherstel Amsterdam, Indonesia Heritage Cities Network, Indonesia Heritage Trust, the Indonesian Ministry of Public Works, and of course CIE. As a follow up to the 2013 workshop the team undertook an exploratory visit to the three pilot cities Semarang, Yogyakarta and Jakarta with the aim of identifying pilot PPP projects for implementation, for which numerous government agencies and private investors were met with in. Following these meetings a general training seminar was organized at the Ministry of Public Works in Jakarta. The outcomes were positive and will be continuing to assist with the implementation process of the PPPs in the future.

Workshop Historical Data for Inner City Development

Archives can be important elements in heritage conservation, especially where cities are concerned. However, it is often the case that not all related stakeholders are familiar with accessing and using such archives. This also very much goes for Indonesia. As such, on 27-28 October 2014 CIE together with Arsip Nasional, the Centre for Architecture Documentation, Badan Pelestarian Pusaka Indonesia and the RCE held a workshop on the role of history and historical data, particularly regarding town planning and architecture, in revitalizing inner cities in Indonesia. The workshop took place in Jakarta, and aimed at providing tools and methods for collecting, managing and interpreting historical data and information; exchange of knowledge and experiences; and integration of historical data into current (urban) planning projects.

About thirty participants, representing government institutes and municipalities, and non-government organizations such as heritage institutions, but also researchers and individual heritage practitioners, attended the workshop.

3.3 Culture and Development

CIE is committed to cooperate in programs that have chosen culture as its initial step towards capacity building and in programs that facilitate the engagement of communities in ways that contribute to economic development. The central aspect of our Culture and Development program line is the promotion of local ownership. We involve ourselves as facilitators in this aspect, bringing tools and lending expertise, to help develop the heritage sector in a given area. We believe that heritage can be a stimulus for encouraging empowerment of communities and using culture to work towards the improvement of quality of life and fostering more stable societies.

We use our diverse international network to bring together people from a multitude of different backgrounds, professionals and countries in order to bring different perspectives and experiences together, while working towards a common goal. CIE is interested in enabling local stakeholders and communities to develop their own tradition, perspectives and visions on (world) heritage sites.

One method that is a major feature in much of our work with culture and development is the establishment of local heritage teams, made up of members of the local communities and organizations. We work with these teams as our partners throughout the projects, helping them through individually tailored and assessed needs training, thus providing them with the tools to continue in heritage management once a project ends. This further helps to reinforce a local identity and feeling of ownership and empowerment through heritage, enabling people to harness, as well as generate, awareness and knowledge about both intangible and tangible values attached to their heritage. This further helps to support existing management systems as well as explore new methods, which will continue beyond specific projects and into the future.

Afghanistan

Since 2006, CIE participates in an innovative capacity building program initiated by the Ministry of Information and Culture of Afghanistan. The Afghanistan Program for Culture and Development has over the past nine years contributed to turning museum spaces in conflict countries such as Afghanistan into privileged spaces of belonging. The rehabilitation of the National Museum, the renovation of the Bagh-e Jehn Nama Palace and the establishment of a cultural centre were main focuses that aimed towards creating a shared sense of responsibility for the preservation of cultural diversity in Afghanistan. By nourishing the need for culture, the program aimed to broaden the horizons of the Afghan youth, strengthen self-esteem, and help encourage the active participation and learning of young men and women and their communities. This program has shown the important role culture can play in conflict and post-conflict countries.

In 2014 the Afghanistan Program for Culture and Development entered into its last phase, meaning that all projects have been finalized. The priority for 2014 was to ensure a 'safety net' for the sustainability of the activities that we have facilitated over the course of the program. For this reason we invested in the expansion of networks and fundraising skills for our Afghan partners. As was stated in the initial project proposal of 2012, when the program was renewed, the main goals of the last phase of the program were to ensure sustainability and to change the Dutch-Afghan relationship from a donor-partner relation to one of equal partnership.

The plan of action for 2014 was based on recommendations made by our Afghan partners, and underlined three main objectives. Firstly we wanted to safeguard sustainability of the build capacity and the developed infrastructure for cultural cooperation; our second aim was to assist in the fundraising for the continuation of the program; and finally we needed to evaluate the program in order to develop best practices for future use and recommendation.

As such, the planned activities for 2014 contributed to strengthening the skills, capacity and independency of our Afghan partners through improving skills in project cycle management and planning, setting up of educational programs, exhibition making, expert meetings, workshops, networking and fundraising; consequently leading to further empowerment of the stakeholders, which will ensure a sustainable continuation of the museum activities. Following the framework of proposed activities in 2012 and in line with the suggestions from the Afghan partners, in 2014 special emphasis was given to five main themes of activities: the Bagh-e Jehan Nama Palace, the National Museum, training and workshops, project cycle management and management plans, and fundraising.

Bagh-e Jehan Nama Palace

During the last phase of the program we assisted in formulating plans for the renovation and development of the east wing of the Bagh-e Jahan Nama Palace, and in raising funds for that renovation. Therefore, for the Bagh-e Jehan Nama Palace our main priority was to ensure sustainability and the continued use of the building as a cultural centre, which in the future will grow into a museum. After consultation with our Afghan partners two activity lines were proposed for 2014. The first was a continuation of the educational program for children, the second the realization of a photo exhibition. Both the educational program and the exhibition were completed in the second half of 2014.

Educational program

The 2014 educational program for children attracted about 600 children from eight governmental schools in the Kholm District (Zikor Khulm High school, Pohan Abdul Rawoof Khulmi High school, Ahmad Sha Mahsoud High School, Zakor Khowja Borhan High School, Mirza Shams High school, Unas Ahmad sha Masoud High School, and Ferdawosi High School). According to Mr. Khalid Dawari, the director of our Afghan partner NewAfir, the only history book available in the North of Afghanistan is Khum Dar Daraznay Tarikh (Kholm throughout History), which has never been thought in schools. In order to make us of this book as well as other relevant historical texts, a textbook was compiled and used during the educational program for heritage education. The texts were written in Dari and were simplified so they would be understandable for school children. Each of the children that took part in the course received a copy of the textbook.

Photo exhibition

The first awareness exhibition at the Bagh-e Jehan Nama Palace was opened in 2008. In 2013 CIE in cooperation with NewAfir and under supervision of Khalid Dawari organized the second exhibition, this time dedicated to the biodiversity of the palace gardens and with the aim to raise awareness among local peoples about the rich natural heritage of their surroundings.

In 2014 CIE and NewAfir organized a photo exhibition in the main hall of the Palace. This exhibition was organized in close cooperation with the local Ministry of Information and Culture and the Ministry of Education in Kholm. The exhibition directly involved the local community by displaying photographs of and/or made by local community members, linked to their personal memories, making the exhibition one that the community can relate to and identify with on a close and personal level. The photo exhibition consisted of 8 panels, each panel showing eight photographs. In total 64 pictures were presented depicting the Tangi Tashqurghan, Balah-e- Ehsar, daily activities of the people, and portrait photographs, but also the renovation works and educational activities at the Bagh-e Jehan Nama Palace.

Reflecting on the value of this exhibition, its organiser Khalid Dawari said: “The people of Khulm district people have suffered a lot during three decades of war. Many families left the country and migrated abroad. Poverty is not the only price that they have to pay as a result of three years of war. People are culturally and ethnically divided and the way they understand each other has changed. This exhibition looks closer at this problematic context, and helps the community to relive past memories, untold stories, at the same time making link with the present, encouraging dialogue and mutual understanding”.

The photo exhibition was opened on the 10th of December 2014. The opening speeches were given by the Head of Culture and Information of Mazar-i-Sharif Mr. Rahis Khalik, the Head of the Governor Office of Mazar-i-Sharif Mr. Merahen, the Head of the Kholm District Mr. Haji Abrar, CIE and NewAFIR representative Mr. Khalid Dawari, and the head of the Pilgrimage Office. The opening ceremony was also attended by the Director and office members of the Head Office of the Ministry

of Information and Culture in Mazar-i-Sharif, by provincial session members, provincial museums representatives, Mazar-i-Sharif National Television, and the Bedar newspaper.

National Museum

In order to raise awareness about the collection of the museum and about the activities that were organised in the last years for the last phase of the project, in 2014 we aimed towards increasing the educational role of the museum and develop educational material as planned in the proposal from 2012. The educational activities were planned upon request of the Afghan partners.

Educational Program

The initiative for organizing educational activities at the National Museum came from the curators who, after having organized a few school visits, realized the importance of the involvement of the younger population. The educational activities organized in Kholm gave great results and so in 2013 the idea was born to expand the educational activities to Kabul.

Prior to the educational program, NewAfir architects in cooperation with the museum curators produced a mini travelling exhibition, brochures, notebooks, pens, posters, and banners to use in the program. The team of curators from the National Museum contacted the Afghan Ministry of Education and obtained a list of 10 schools that they visited as part of the educational program.

The first school that was visited was the Afghan Yar public school located in District 4, Karte-Parwan, Kabul. During the presentation the school children asked different questions about the Museum artefacts, history of Afghanistan, and looting of the objects from the museum. At the end of the program the students were asked to fill in an evaluation form and answer some basic questions about the museum and the educational program. In that way, the students provided very useful feedback on the program. They appreciated the educational program and wished it to continue in the future so that they could get to know more about the history and culture of their country.

According to Noor Agha, the head curator at the National Museum: "The program was very impressive and liked by the students and teachers very much. They were very happy with our program. At the end of the program we had a questioner form to fill out by all the students to know their opinion and it was very impressive. We also distributed pen, brochures and notebook among the students. Next time when we will visit the schools I will invite local newspaper and television to broadcast it."

Workshop

A one-day workshop was held on the 24th of November 2014 at the National Museum. The workshop was designed by NewAfir and the curators from the National Museum and had as its main goal to bring together experts, stakeholders, donors, relevant organizations such as UNESCO and DAFA, the Archaeological Institute, students, and university professors, to deliver 30-40 minute presentations on future pathways for the National Museum and the significance of its educational programs.

The agenda for the workshop was prepared in both English and Dari, and includes speeches by Dr. Omara Khan Masoudi, Director of the National Museum; His Excellency Mr. Sayed Mossadeq Khalili, Deputy Minister for Culture; Mr. Noor Agha Noor, of the National Museum; Mr. Masanori, Head of Culture Unit of UNESCO, Kabul Office; Prof. Nazar Mohammad Azizi, Director of Kushan studies, Academy of Science, Kabul; Mr. Sarmiento Julio, Director of DAFA; Mr. Ajmal Maiwandi, Agha Khan Trust for Culture; Mr. Abdul Wahab, Turquoise Mountain; and Prof. Esmatullah Usmani, Head of Archaeology Department, University of Kabul. Themes of the workshop were the protection and return of cultural property, preventing illegal trade in cultural property, the role of cultural institutions in raising awareness, and museums as educational institutes.

Publication

With the Afghanistan program drawing to a close, it was our ambition to conclude it with a publication summarizing the entire experience. Over the course of the year we have worked towards writing and putting together a book that chronicles the program as a whole, bringing together an overview of the program and activities undertaken in the period from 2006 – 2014, an evaluation of those activities, and interviews with a wide range of people involved. The book is written and designed in a way to appeal to a wider audience, and will hopefully serve as an inspiration for years to come.

Conference

On 15 and 16 December 2014 CIE in cooperation with New York University Abu Dhabi Institute (NYUAD) organized an international conference on the role that museums can play in society. The conference was entitled *The Unpredictable Past – National Museums and Stable Civil Societies*, and took place at the premises of NYUAD in Abu Dhabi. Part of this conference was an evening session on the experiences drawn from our Afghanistan program entitled *National Museums: Peace Brokers or Peace Breakers?*, serving as an inspirational case study to the rest of the conference.

The conference aimed to encourage and inspire creative discourse and debate, rethinking the role of national museums. Focus lay on the relevance of national museums in postcolonial and post-conflict countries and young emerging nations, all dealing with identity building processes. The aim of the conference was to foster an inclusive approach to cultural heritage as an important element in the development of stable civil societies. Another objective was to present the Afghanistan Program for Culture and Development and discuss its relevance and future perspectives. The conference was meant for museum practitioners, academics, researchers, policy makers, educators, thinkers, and students. Nearly 60 participants attended.

The conference ran for a total of two days and included two sessions per day. Each session again consisted of two parts; first there were presentations and keynote speeches, the second part constituted of a panel discussion on the same theme. To close the conference all session moderators were invited to make a summary of their respective sessions, thus providing an overview of the entire event. The conference included a diverse group of individuals from both local and international spheres and in that way acted as a platform for knowledge-exchange, and sharing of experiences.

Evening Lecture: Afghanistan Case Study

The conference was closed with an evening session on the Afghanistan Program, which was open to the public. Together with our Afghan partners we presented the results of the eight-year Culture and Development Program, illustrating the crucial role and relevance of culture for building and strengthening identities through the museum sector. Representatives from UNESCO and the National Museum from Kabul were invited to reflect on the role museums can play in (post)conflict countries such as Afghanistan. The discussion inspired a multitude of creative ideas for the future of the rehabilitation of Afghan Heritage. NGO's, governmental representatives, academics, foundations and anyone with an interest in preserving Afghan heritage was invited to participate and join in. Speakers during the lectures part of the evening were Mr. Omara Khan Massoudi – Director of the National Museum of Afghanistan, Mr. Omar Sultan – former Deputy Minister of Culture in Afghanistan, Mr. Robert Parthesius – Director of CIE and Visiting Professor at NYUAD, and Mr. Brendan Cassar – Former Chief of the UNESCO Cultural Unit in Kabul. The discussion was moderated by Miss Susanne Annen – former Senior Advisor to the Ministry of Information and Culture in Afghanistan.

Online platform

As a networking organization at heart, we are always looking for ways to connect people and organizations, and for new and better ways to develop and maintain our network. Because this network spans the entire globe and because we see ourselves as facilitators rather than enforcers, aiming towards local capacity for issues identified at a local level, we felt that there is a need for an online environment where heritage practitioners from all over the world can talk to each other and discuss issues and dilemmas they face in small and trusted groups formed around themes or locations. As there was nothing yet that satisfied all our needs on this account, over the course of 2014 we started designing and developing such a space ourselves.

The online platform, or *Heritage Emporium*, is envisioned to serve as a platform for sharing and involving know-how available across groups and societies. The main goal of the platform is to exchange knowledge, create awareness of current projects, archive past heritage activities, obtain support for new projects, stimulate inspiration, and provide training and education. The structure of the platform is such that it will generate interdisciplinary research and brings together the creative minds of young professionals, the experience of the field workers, and the profound understanding of the academics. This will be achieved through the creation of small working communities within countries and regions or around specific themes. The platform will connect heritage practitioners to new information and will also stimulate collaboration between countries, regions and networks of professionals and communities in order to find real, practical solutions to heritage issues.

Information on the aims, contents, and results of different projects will be also stored in a database that will be part of the platform. All participants will be invited to the platform because of their specific use to it, either by CIE at the start, or by other members later on. They will be the only users who can upload content. These invited participants will be heritage and museum professionals, government officials, NGO representatives, representatives of local communities etc. The platform will eventually have a public space as well, where the participants can choose to share material they feel confident about and which has passed the scrutiny of an editorial board. This material can be about successful projects, but also interesting debates, lessons learned etc., and can take the form of a text, movie, audio clip, or a (series of) photographs.

The first (test) phase of the Heritage Emporium will focus on heritage in Afghanistan, but following this pilot version the plan is to expand with platforms for other countries, regions and themes. Eventually, it is envisioned that all these small groups can connect to each other as well, benefitting from all the knowledge available in the network at large.

Development of app as communication tool

The central and main element for communication as part of the online platform is an app that is created to be the main source of information and lectures for the workspace of the Heritage Emporium. The app is designed for simple android devices because in the selected regions not everyone has access to the latest smart phones. The app allows easy uploading and sharing of content, which is related to specific keywords that will make it easy to classify and organize the content in the workspace.

Heritage Mentoring Network

There is growing recognition that traditional attitudes towards heritage management based on an expert-driven model do not always provide appropriate or sustainable solutions and that exploration of alternative approaches towards heritage practice is becoming increasingly necessary. Heritage plays a much larger role in society than simply preservation and conservation of historical sites, and thus an approach is needed which factors in the inclusion of multiple stakeholders with access to the heritage discourse and heritage management process. CIE has therefore designed the Heritage Mentoring Network which will provide a platform for dialogue within a more integrated heritage management model that can explore new pathways for cooperation and heritage management with

a much more multi-vocal approach and locally driven initiative. Key is to create an equal playing field for all stakeholders, and organize effective and open communication. In order to overcome the issues with building extensive databases, which become static, we will instead focus on smaller units of trusted networks.

The Mentoring Network will be built up of small teams that are focused on certain geographical regions, sites, or themes. These teams will consist of young professionals and researchers, who, through workshops, training, communication and reflection among each other will grow to be heritage experts in their own rights. To help them on their way, the teams will have access to a large pool of **mentors** who are already experts in their respective fields. With their guidance, the young professionals that make up the teams will in time be able to educate new generations of heritage professionals themselves (**training the trainer & coaching the mentor**). A large part of our work with the local communities will be on-site, but in addition to this we also feel that there is a great opportunity to harness new technology within a platform, which will link these diverse projects, communities, individuals, students and practitioners together.

As such, alongside training initiatives and hands-on heritage and museum projects, the online platform or Heritage Emporium will play an important role in the development and workings of this Heritage Mentoring Network. One of the highlights of this program will be helping to establish trusted networks in each area that could also grow into established alliances or formalized associations of local organizations or independent NGO's, to continue in the profession and to put their acquired skills and training into practice.

Eastern Cape Oral History project

CIE is partner in a community based heritage program in the Eastern Cape Province in South Africa. The African Centre for Heritage Activities (ACHA) is the main implementing organization, while the project is funded by the South African Heritage Resources Agency (SAHRA). The project serves as a pilot or first phase of a far larger community based heritage program, and focuses on collecting maritime oral histories from communities living along the Wild Coast, between Port St. Johns and the Msikaba River Mouth in the Eastern Cape. The activities started mid-February with the training of the interviewers who would be collecting the local oral histories. The actual fieldwork was then conducted during March and April, and in May the gathered data was processed. The preliminary results of this first fieldwork season in the form of audiovisual clips of people telling their stories, accompanied by stunning photographs can be viewed and listened to online at www.acha.co.za.

Turkey

Turkey holds a unique position as a bridge between east and west, connecting several cultures through history, sharing cultural connections with Europe, Asia and the Near East. This has been reflected in the many cultural, artistic and scientific programs that have been conducted over the years, reflecting the country's diverse traditions. However, the majority of these projects lack a focal emphasis upon the role of the communities that are linked to these sites through history, tradition or locality. As such, CIE is currently working on the development of an extensive community based heritage program in Turkey that will develop infrastructure and a reflexive methodology to fill this void.

The protection of a monument or site as heritage is worthless if there is no connection or feeling of responsibility and inclusion felt and inspired within local communities. This is something that cannot be forced by heritage officials through a top-down approach; a better rate of success can be achieved through a more bottom-up focused method towards heritage preservation and conservation. Through the training of young professionals and incorporation of local stakeholders, this is what the program aims to achieve.

Pilot project Istanbul Grand Bazaar

At CIE we believe that needs should come out of the region or community itself, instead of being designated by others. As such, this new program was kicked-off at the end of 2014 with a smaller pilot project to find our footing in the region and build a local network. As part of this pilot, local students have conducted fieldwork in the Istanbul Grand Bazaar to gather stories and heritage narratives of the people working and living there. Instigator and coordinator of the project is long-standing CIE affiliate and Istanbul based Nurcan Yalman. In time the stories that have been collected as part of the project will be shared through the online platform.

3.4 Museums and Collections

Museums are not only a tool to protect and spread knowledge, improve awareness and safeguard objects and heritage, but they are also a means through which to improve and disperse knowledge. CIE holds that when thinking about cultural heritage we should seek beyond the museum building itself. We work closely with museums of all types in relation to all of our core themes and major projects, often being the central feature in our Culture Development programs, such as our work in rebuilding the cultural sector of Afghanistan through national and regional museums.

Museums are a very public face to archaeology and heritage, thus as well as being community-focused and attractive for tourists, they should also take on educational roles, enhancing their accessibility for visitors of all ages and social groups. One of our central focuses looks at the lowering of institutional isolation of museums and opening them up for local communities. The way in which a community, group or nation displays its cultural heritage can tell us much about how they see themselves. It is therefore essential for museums to increase community ownership and empowerment through consultation and outreach programs, to become an institution with the community rather than for the community.

TTT Expert Meetings

In 2013 we had established the so-called TTT working group, a small working group of CIE members and external academic experts with the aim to discuss and exchange thoughts on the role of museums in international heritage cooperation. Over the years the Afghanistan program provided for a multi-layered learning experience concerning the interplay of material culture, heritage, national identity, nation-building and museums, and we recognized this same interaction in other museum programs around the globe. As such we became interested in investigating how national narratives are conveyed within western traditional museums, and the role national museums can play within postcolonial, (post-)conflict, and young emerging nations. From the working group researching these issues, in 2014 the TTT expert meetings were established, with the aim to provide a platform of and for heritage and museum experts in which to discuss, debate, consider, and reflect upon these complex issues. With the international conference on museums and stable civil societies on the calendar for December, the goal for the 2014 meetings in this new series was also to gather ideas and discussions points, and to see what was going on in the field in order to work towards and prepare for that conference.

First TTT expert meeting

On February 13 the first of these TTT expert meetings took place at the Leiden location of the Dutch National Museum of World Cultures. For this first installment of the series we focused on the concept of a Western national museum from a Dutch perspective. The key question was what it means to be a Dutch national museum, with speakers discussing the formation of national museum collections, the importance of national collections in identity development in non-western cultures, and what it means for the museum consumer to be exposed to these collections. The speakers were Dr. Gijs van den Ham – Senior Curator of the Department of History at the Rijksmuseum, Dr. Laura van Broekhoven – Curator of Middle and South American collections at the Dutch National Museum of Ethnology, and Drs. Steph Scholten – Director of Heritage Collections at the University of

Amsterdam. The event was then closed by a panel discussion chaired by Umayya Abu-Hanna – a writer and researcher specializing in cultural policy, identity and future planning, and a closing summary presented by Paul Ariese, who is involved with numerous cultural institutions in the Netherlands and has participated in various international projects.

Second TTT expert meeting

This time hosted in cooperation with the Research Centre of the National Museum of World Cultures, the second installment of the meeting series focused on national museums in colonial and postcolonial environments, and transforming museum narratives in an age of change. Taking place on October 16 the meeting was again held at the Leiden location of the Dutch National Museum of World Cultures. The day's speeches discussed the need of dialogue and exchange in order for the often outdated and biased colonial museums to be able to adapt to new and current narratives; the need for outreach, collaboration, and sharing in museums; the use and validity of concepts such as national, (post)colonial, and age of change themselves; and the importance of stories in connecting with the broader audiences. The Speakers were Dr. Bambi Ceuppens – anthropologist and member of the steering committee of the Belgian Royal Museum of Central Africa, Dr. Fanny Wonu Veys – Curator Oceania collections at the Dutch National Museum of Ethnology, and Prof. Pieter ter Keurs – Head of Collections and Research at the Dutch National Museum of Antiquities. The event was closed by a panel discussion moderated by writer and researcher Umayya Abu-Hanna, after which Dr. Wayne Modest of the Research Center of the National Museum of World Cultures presented the closing remarks.

UNESCO Photo Exhibition

One of the CIE images that was shot during the renovations of the Bagh-e Jehan Nama Palace, which were part of our Afghanistan Program for Culture and Development, was selected for the UNESCO photo exhibition celebrating sixty years of the Hague Convention 1954. The exhibition opened on May 12 at the Peace Palace in The Hague. CIE attended the opening ceremony, and took part in the round-table discussion about the future of the Convention that followed it. The exhibition was a travelling one, and after the Peace Palace it went to Brussels for the summer, and then spent the fall in the grounds of the Dutch National Museum of Ethnology in Leiden.

4. Research and Academic Cooperation

CIE fosters academic research in the field of international heritage by actively encouraging the development of academic and theoretical frameworks in support of the practical work of heritage activities. CIE stimulates and contributes to scholarly research programs at universities and other relevant institutes and participates in university courses in international heritage.

University Courses

Leiden University, where Robert Parthesius holds a position as Associate Professor, has been an important and trusted CIE partner for our bachelor and master courses for years now. More recently another academic partner has been added with the appointment of Robert Parthesius as visiting professor at New York University Abu Dhabi Institute in 2013. In 2014, he taught his second January-term field school with the Institute. The theme for this year's field school was 'Sharing Heritage on the Arabian Trade Route', and the course was taught in both Abu Dhabi and Stone Town on Zanzibar, where the practical part took place.

CIE is also developing a foundation course on shared heritage called 'Global Heritage Sites and Universal Collections'. The purpose of this course is to introduce the theory and current academic debate on the subject of shared cultural heritage, offering unique insights on cultural heritage by zooming in on local communities and societies across the world and understanding its role on a broad scale in terms of global heritage and the sharing of international (museum) collections. The course will be taught at New York University Abu Dhabi Institute in the spring of 2015.

PhD students

In 2014 Robert Parthesius in his capacity as Associate Professor at the Faculty of Archaeology of Leiden University guided the work of Jonathan Sharfman, an expert in cultural heritage based in South Africa. Jonathan Sharfman is expected to finish his dissertation in 2015.

Blue Shield Conference

CIE delivered a presentation at the Blue Shield 'Culture under Threat: the Future of the Hague 1954 Convention' conference that took place from 15-21 May in Rome. 2014 marks the 60th anniversary of the Convention, which concerns the protection of cultural property during armed conflicts. Many armed conflicts have taken place since 1954, and cultural property has been damaged in all of them, not only through collateral destruction, but through military insensitivities and extensive looting as well. The conference reviewed the actions that are currently taken to mitigate the destruction of cultural property during conflict and addressed what might be done in the future to enhance its protection.

The presentation given by CIE was entitled 'Recovering Afghanistan's Cultural Heritage: Reflections on a Program for Culture and Development in Afghanistan' and focused on the CIE Afghanistan program concerning our work with the local heritage sector, showing that cultural development in a post-conflict situation can improve basic human needs as well as overall quality of life.

Student seminar development online platform

From 25-26 July a seminar was organized bringing together CIE staff, members of the broader CIE network and a number of students and young heritage professionals from various disciplines, in order to discuss the design of and needs for the online platform. With many specialties present, ranging from ICT to film making, oral history, networks, graphic design, and everything in between, within a short span of time it was possible to ensure a clear and viable starting point for the development of the Heritage Emporium.

DAST Research and Database Project

Together with the Huygens Institute for Dutch History and Utrecht University CIE works on the online research and database project 'Dutch Asiatic Shipping and Trade (DAST)'. At present, this database has already been made available to Harvard University and Wageningen University, both of which are conducting research on long term economic processes.

5. Press and Publications

5.1 CIE Online

The website of CIE: www.heritage-activities.org

International LinkedIn group 'Centre for International Heritage Activities': www.linkedin.com

Facebook group 'CIE – Centre for International; Heritage Activities':
www.facebook.com/heritageactivities

Twitter: @CIEHeritage

International LinkedIn group 'Cultural Heritage Connections': www.linkedin.com

Regional LinkedIn group Maritime and Underwater Cultural Heritage (MUCH) Africa:
www.linkedin.com

6. Finances

Balance	31/12/2014	31/12/2013
Fixed assets		
Tangible fixed assets		
Assets	0	0
Total fixed assets	0	0
Current assets		
Receivables	195,143	92,516
Liquid assets	59,713	144,392
Total current assets	254,856	236,908
Total assets	254,856	236,908

Liabilities	31/12/2014	31/12/2013
General reserve	46,068	26,988
Reserves for special purposes	0	2,550
Reserves for following year	0	0
Total equity	46,068	29,538
Short-term debts	208,788	207,370
Total debts	208,788	207,370
Total liabilities	254,856	236,908

Statement of income & expenditure	Realization 2014	Realization 2013
Income		
Project income	320,325	268,884
Other income	0	50
Received interest	793	1,296
Total income	334,410	270,230

Expenditures		
Expenditures personnel	160,446	128,785
Other management expenses	27,954	23,408
Communication	4,629	3,005
Research and documentation	394	2,164
Program development	204	5,186
Direct expenditure programs	123,811	128,374
Banking costs	442	1,172
Total expenditures	317,880	292,094

7. Organization

7.1 The Board

Frits van Dulm (secretary and acting chairman)

September 2006 –

Frits van Dulm has a PhD in history from Leiden University and is an expert on heritage conservation policy. He was, until September 2006, coordinator for the international activities of the Netherlands' Department for Conservation. He was alderman for the council of the municipality of Naarden.

Charles van Schelle (treasurer)

September 2006 –

Charles van Schelle is managing director at Kempen en Co and a former managing director of ABN AMRO Bank NV.

Willem Willems (board member)

April 2009 – December 2014

Willem Willems was Professor for International Archaeological Resource Management and Provincial Archaeology at Leiden University, where he was Dean of the Faculty of Archaeology until 2013. From 1989-1999 he was director of the former State Archaeology Department (ROB) and State Archaeologist of the Netherlands.

Koosje Spitz (board member)

December 2013 –

Koosje Spitz is Policy Officer for Culture at the Netherlands National Commission for UNESCO. In the past she was Staff Member Heritage and later Project Officer Heritage and coordinator of the Australian-Dutch Heritage Cooperation project at CIE.

Albert van Nunen Karioen (board member)

December 2013 –

Albert van Nunen Karioen is a rule of law, police and justice reform expert and program manager and currently works at the EU – GFA Group Project, an EU funded project for support to the Iraqi Ministry of Interior Higher Institute for Security and Administration Development.

7.2 Staff

Management Team

Robert Parthesius PhD

Robert Parthesius is the director and founder of CIE. He is a maritime historian, holds a PhD degree from the University of Amsterdam and is a former museum curator. In 2009 he was appointed associate professor at the Faculty of Archaeology of Leiden University.

Leonie Kerver MA

Leonie Kerver worked as Office Manager for CIE from September 2013 until March 2014.

Sarah-Jayne Nogarede MA

Sarah-Jayne Nogarede started working as Office Manager in March 2014. Previously she was Staff Member Heritage and an intern at CIE. Besides her work as Office Manager she was involved in the organization of various events, such as the TTT expert meetings.

Biljana Volchevska MA

Biljana Volchevska is all-round Staff Member Heritage at CIE, and specifically project coordinator of the Afghanistan program. In 2014 she oversaw the rounding up of this program and was one of the main organizers of the International Conference on National Museums and Stable Civil Societies.

Hasti Tarekat

Hasti Tarekat worked as a Staff Member Heritage at CIE from May – December 2014, during which she set up and realized a number of workshops on Indonesian-Dutch heritage cooperation.

Abi Taylor MA

After an internship at CIE, Abi Taylor worked as a Staff Member Heritage between September – December, during which she assisted in the organization of the International Conference as well as

was involved in many other projects. In 2015 she will return to her native Great Britain where she has been granted a PhD position at Durham University.

The 2014 Team

Paul Ariese – advisor, member of the TTT working group

Umayya Abu-Hanna – senior advisor, co-writer of the book on the Afghanistan project

Khalid Dawari BSc – worked for our Afghanistan program with his team

Olivia de Dreuzy BA – intern at CIE, was involved in various projects

Jason Falkenburg MA – instigator of our internal ethics working group

Charlotte de Hoogd MA – was involved in various projects

Bill Jeffery PhD – involved in our MUCH program

Menno Leenstra MSc – extensive archival research on the European expansion, worked on the transcripts for the University of Western Australia

Ruud Paesie PhD - extensive archival research on the European expansion, worked on the transcripts for the University of Western Australia

Jonathan Sharfman MA – worked for our MUCH program

Kim Stegeman BA – intern at CIE, worked on our Afghanistan project

Nurcan Yalman PhD – advisor, worked on developing a community heritage project in Turkey

8. Donations and Legal Status

CIE is an *Algemeen Nut Beogende Instelling* (ANBI) for the purposes of the authorities in the Netherlands. Any donation will therefore give a resident in the Netherlands the possibility of a potential tax deduction. If you consider supporting the activities of CIE please contact us, and we will gladly provide you with more information.

Name: Stichting Centrum voor Internationale Erfgoedactiviteiten

Bank: ABN AMRO

IBAN: NL08ABNA0470248947

BIC: ABNANL2A

8.1 Legal Status

CIE is established as a non-profit foundation (*stichting*) and registered at the Chamber of Commerce in Amsterdam with number 334257403.

Following the decision by UNESCO Director General Irina Bokova, CIE was admitted as international non-governmental organization into official relations with UNESCO. CIE also received a UNESCO collaboration and consultation accreditation to work with the Convention on the Protection of Underwater Cultural Heritage.

9.2 Contact Information

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