

The Dutch Caribbean Cultural Heritage Landscape: A Baseline Assessment of Aruba, Bonaire, Curaçao & the Netherlands Using Comparative Analysis Methods

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Abstract

For centuries, there have been debates about insular identity within the Dutch Kingdom, and the need to identify and preserve the islands' multicultural heritage. The aim of this exploratory research is to thoroughly investigate the current cultural heritage landscape of Aruba, Bonaire, and Curaçao. In the Netherlands, a different research approach was chosen due to the size of the heritage field in the Netherlands and time limitations. Furthermore, it is to identify commonalities and differences between the countries to strengthen capacity building initiatives in the future. As a case study, this research primarily used qualitative research methods. Relevant data was collected through semi-structured interviews with the use of a SWOT matrix and thematic overview. A total of 34 participants contributed to the results of this research between the territories. An in-depth analysis of the results was conducted through thematic analysis, the SWOT analysis method followed by the TOWS analysis method. From the data analysis, a total of 65 strategies materialized for further consideration and debate. The results of this research suggest that special attention should be placed on capacity building through local centralization and capacity building, and regional exchange and collaboration.

Keywords: Cultural Heritage, Capacity Strengthening, Intangible Cultural Heritage, Cultural Landscape, Dutch Kingdom, Dutch Caribbean, SWOT Analysis, TOWS Analysis

1. Introduction

Culture plays a key role in all societies around the world, influencing various facets of peoples' lives, from identity formation to defining meaningful cultural traditions. The role of culture in sustainable development has also recently emerged as an essential policy matter to solve numerous socio-economic challenges in societies. However, the preservation and respect of each individual culture as well as the distinctive qualities of other cultures is the

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challenge that must be met worldwide (UNESCO, 2009). The cultural heritage within the Dutch Kingdom is a rich and diverse legacy that shows evolution through four centuries of shared colonial and post-colonial history. The Dutch Caribbean landscape is the result of a long process of human activity in the physical environment, which makes the cultural landscape concept remarkable. Despite its growing interest, most cases are still exposed to different types of threats that can compromise their permanence. Given cultural variety, its consideration requires a multidisciplinary approach to provide scientific knowledge and to assess its values from different points of view (e.g., cultural participation, valorization, education, capacity exchange, etc.). The priority of viewing culture as an equal contributor to sustainable development as other socio-economic indicators is based on the notion that “culture promotes social cohesion and intercultural dialogue, creates a collective identity and sense of belonging, encourages participation in political and cultural life and empowers marginalized groups. It also contributes to policymaking making, understanding of the city’s history and the valorization of urban spaces” (UNESCO, 2018, p.63). In the local context of the Dutch Caribbean islands Aruba, Curaçao and Bonaire, tourism serves a primary catalyst for economic growth. New developments such as cultural tourism which is a “type of tourism activity in which the visitor’s essential motivation is to learn, discover, experience and consume the tangible and intangible cultural attractions/products in a tourism destination” (UNWTO, 2020). Seemingly, in the international academic and public discourse on culture, other conceptual frameworks such as cultural landscape, cultural heritage, tangible cultural heritage and intangible cultural heritage (ICH) manifested themselves and created policy instruments for government institutions, NGOs, and academia to use in materializing these efforts. According to UNESCO (2003) in the convention for the safeguarding of intangible cultural heritage, ICH translates into “practices, representations, expressions, knowledge, skills - as well as the instruments, objects, artefacts and cultural spaces associated therewith - that communities, groups and, in some cases, individuals recognize as part of their cultural heritage. This intangible cultural heritage, transmitted from generation to generation, is constantly recreated by communities and groups in response to their environment, their interaction with nature and their history, and provides them with a sense of identity and continuity, thus promoting respect for cultural diversity and human creativity” (Art. 2). The significant components that truly improve the understanding within local community contexts are the underlying definitions. These include the traditional yet contemporary element of culture, the inclusive nature of communities expressing these

cultural elements, the equal representation of traditions, and the community-based foundation of how ICH elements thrive and evolve.

In the same way, in the 1990s the term cultural landscape was adopted by various international bodies as a conservation category. UNESCO's World Heritage Committee agreed in 1992 on revised operational guidelines specifying that cultural landscapes could be protected in accordance with the World Heritage Convention of 1972 (Jones, 2003). Different disciplines have used them in different ways, dependent on the academic traditions and methods into which the practitioners of different disciplines have been schooled or socialized. "The term cultural landscape embraces a diversity of manifestations of the interaction between humankind and its natural environment" (World Heritage Convention, 1992). The natural evolution of these conceptual frameworks has led to the current Sustainable Development Goal (SDG) 11.4 which aims at strengthening efforts to protect and safeguard of both the world's cultural and natural heritage. Over the years, the progress towards ICH safeguarding as stipulated by UNESCO has been a common yet a different reoccurring challenge on Aruba, Bonaire and Curaçao.

Cultural evolution has for centuries been impacted by immense influxes of migrants on Aruba, Bonaire, and Curaçao. What it means to be Aruban, Bonairean, or Curaçaoan has created a strong discourse amongst these communities, historians, and cultural professionals. The islands' distorted relation to the Netherlands implores many questions regarding insular identities. In addition, contemporary migrations have deeply impacted insular demographics and understandings of what it means to be Aruban, Bonairean, or Curaçaoan. Seemingly, this is heavily reflected in the results of this assessment. Finally, mass tourism became a central pillar of the insular economies, adding to the changes in the demographic make-up of the islands. This unsettled question together with the socio-economic realities of these islands, the Traveling Caribbean Heritage (TCH) program has the goal of identifying and questioning the dynamics of heritage creation, and developing a multigenerational human resource base as well as a digital infrastructure for the preservation of insular cultural heritage, for outreach activities, and ultimately for stimulating the sustainable development of these non-sovereign SIDS. The objective of this research study is to offer a baseline assessment through a SWOT analysis of the experienced needs in the area of heritage management in the TCH project territories of Aruba, Bonaire, Curaçao and The Netherlands in order to answer the main academic research question: *"What were and are the dominant definitions of tangible and intangible heritage of Aruba, Bonaire and Curaçao, either jointly or*

separately, and how do changes in definitions and priorities over time relate to debates about (post)colonialism and non-sovereignty, migrations and nation-building, and tourism and nation-branding?" Accordingly, this paper provides an overview of the needs, challenges and expectations experienced by the surveyed stakeholders in their areas of work, and in addition also offers a tool to formulate strategic interventions in an effort to meet the surveyed outcomes.

2. Methodology

Considering the objectives of this needs-assessment it was decided that the relationship between theory and research would be primarily inductive. With an inductive viewpoint, theory formation is the outcome of the results of the research. In other words, the process of induction involves drawing generalizable inferences out of observations. With the emphasis, rigorous examination of the cultural settings of each territory and the nature of a needs-assessment this study therefore, relies on a multiple case study research design, seeing that "case study research is concerned with the complexity and particular nature of the case in question" (Bryman, 2012). Each territory is a case study on its own, which means that data collection and data analysis is never combined. This is necessary to ensure limited bias and data contamination.

2.1 Research Respondents

In order to produce the results of this needs-assessment, a two-tier stakeholder selection took place, of which the primary tier contains the project consortium while the secondary tier concerns the larger group of relevant stakeholders. Both groups together make up the territory's professional field in the area of cultural heritage. However small, each island territory, and perhaps precisely for this reason, one should take the matter of subjective-, in-group- and confirmation bias into consideration when assessing the composed group of selected stakeholders. Particularly because no extensive stakeholder analysis has preceded the listing of the considered organizations leading up to the performed survey. One may assume that the relatively small size of the communities makes an uncomplicated mapping of the professional field of heritage possible. However, this is not the case since many organizations have the same representation, and cultural organizations can be highly fragmented in some of the islands. Furthermore, the overarching research queries informing the project's trajectory mainly set out a research population of heritage makers and heritage professionals: a community, in which the latter segment represents the dominant heritage discourse occupied by the organizations

composing the institutionalized system of heritage management and production. For the purpose of the TCH research trajectory, the snow-ball sampling and in-depth research was performed to assess the selection of stakeholders, their views and to validate the survey outcome more extensively. These organizations all represent the following sub-sectors: Data Heritage Institutions, Policy and Public Administration Departments, Monumental Heritage Organizations, Educational Institutions, Neighborhood Organizations, Environmental Organizations, Arts & Crafts Organizations, Museums, UNESCO National Commission, and the Tourism Industry.

A total of 76 stakeholders were approached to participate in this needs-assessment. In Aruba 13 organizations, Bonaire 7 organizations, and in Curaçao 56 organizations were considered as relevant organizations. Noticeably, Curaçao has a more extensive amount of organizations who are working in cultural and heritage related fields. From all these organizations, on Aruba only 7 organizations participated (53.8%), on Bonaire only 3 organizations participated (42.9%), and on Curaçao only 20 organizations participated (35.7%). In the Netherlands, the four participating organizations included the National UNESCO Commissie en UNESCO Memory of the World Comité Nederland, Nationaal Museum van Wereldculturen (Tropenmuseum Amsterdam; Volkenkundig Museum Leiden; Afrikamuseum Berg en Dal; Wereldmuseum Rotterdam), SPLIKA, and OCAN. The limited representation compared to the other territories can be explained by the fact that the heritage field in the Netherlands as a whole is too large for a comparable SWOT analysis, thus a questionnaire was used to have a dialogue with the organizations. Next to this, in Curaçao there is a cluster data collection group between Kunst in de Wijk, Federacion Ortrabanda, Fundashon Ser'I Ortrabanda, and Oassis Caribe Movement since one person represented all four organizations.

Table 1. Participating Organizations

Territory	Participating Organizations
Aruba	Archivo National Arubano (ANA) / Biblioteca National Arubano (BNA) / Fundacion Museo Arubano (FMA) / Directie Cultuur Aruba (DCA) / UNESCO Aruba / Monumentenbureau / Cosecha
Bonaire	Directie Ruimte en Ontwikkeling / Directie Samenleving en Zorg (SKAL) / Stichting Kunst en Cultuur
Curaçao	Unidat di Bario / Unsebako / SEFBA / Kunst in de Wijk / Fedarashon Ortrabanda / Fundashon Ser'I Ortrabanda / Oassis / Caribe Movement / Stichting Mongui Maduro / Monumentenraad / Monumentenfonds / Monumenten Experts / Museo Kas di Palu di Maishi / Dina Vries / Amigu Tera / Museum Kai Orgel / NAAM / Children's Museum Curaçao

/ Plein Air Art Museum / Landhuis Bloemhof / UNIARTE / Teatro Kadaken / Fundacion Kas di Arte Korsou / Carambi

The Netherlands / National UNESCO Commissie / Nationaal Museum van Wereldculturen / SPLIKA / OCAN

Table 2. Research Participation Rate

Country	Approached	Participants	Participation rate
<i>Aruba</i>	13	7	53.8%
<i>Bonaire</i>	7	3	42.9%
<i>Curaçao</i>	56	20	35.7%
<i>The Netherlands</i>	4	4	100%
Total	80	34	42.5%

The overall participation rate in this needs-assessment (only on the island territories) research is 39.5%, which is below average. This can be the case because in Bonaire the participation rate is also below average and in Curaçao this is even higher due to the amount of organizations that did not participate in the needs-assessment on cultural heritage.

2.2 Data Collection Method

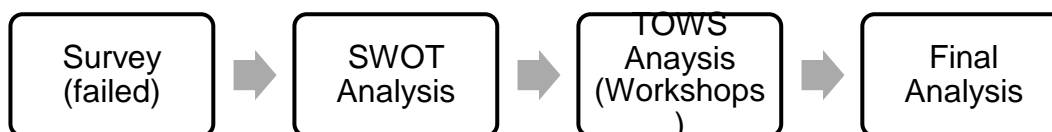
In the initial stages of research, a survey was designed to reach a base-line assessment, but the actual method to analyze the output of the survey was not extensively considered in its design. In its application, the survey was experienced to be too comprehensive to conduct. Particularly due to the multitude of open questions and the relative complexities following from the questions themselves. Both the interviewees and a variety of respondents have indicated experiencing difficulties when confronted with the administering of the survey. For this reason, decisions were made to have the questionnaire utilized as a guideline in semi-structured interviews and focus group meetings held in the various territories, in a time-span of 3-months (April-June).

2.3 Data Analysis Method

In analyzing and presenting the survey output, there was great inspiration of best practices and have therefore utilized the SWOT-analysis method. Surveying the large variety of stakeholders has allowed the mapping of internal and external factors with regards to the sustainability of the cultural heritage sector. By way of categorizing the survey outcome in a SWOT-

matrix, the internal (Strengths and Weaknesses) and external (Opportunities and Threats) factors determining the realization of the organization's objectives in the area of heritage were explored. This analysis will set out the organization's current position and facilitate strategic planning, by matching the internal and external factors and (cross) converting these matches into specific activities or recommendations for a sustainable way forward. The survey has largely generated an output emphasizing factors which impede a constructive way forward in reaching the organizations objectives - in other words, greater emphasis on the bottlenecks hampering progress. Particularly the internal 'weaknesses', and external 'challenges' and 'opportunities' were highlighted in the interviews, while little attention has been set on gauging the internal strengths of each organization. The results on Aruba, in contrasts, show more of an emphasis on the internal strengths of the considered organizations. But again, this initially tells us something about the direction the conversations took and where the emphasis was placed on in these conversations, and need not disclose substantial information on the effective functioning of these organizations. This underlines the necessity of a concise analysis.

Figure 1. Data Analysis Method



After the initial data collection, workshops were held on each island with the goal to address these deficiencies to the extent possible. By seeking conformation and/or correction of the survey output with the surveyed respondents, the workshop participants collaboratively worked towards the formulation of strategies and activities in the project's focus areas of capacity strengthening/-exchange, heritage curriculum development and the heritage thematic area of historical canonization. The workshop participants worked together in groups, whereby each group developed strategies by matching and connecting the most relevant factors from the SWOT-matrix as follows: Utilize Strengths to take advantage of Opportunities, Overcome Weaknesses

by taking advantage of Opportunities, Utilize Strengths to avoid Threats, and Minimize Weaknesses and avoid Threats (TOWS Analysis).

Table 3. Needs-Assessment Thematic Overview - Heritage Concept

Heritage
<ol style="list-style-type: none"> 1. Heritage concept and themes <ol style="list-style-type: none"> a. Heritage definitions & most critical heritage element; b. Priorities pertaining to heritage element and migration c. Priorities pertaining to heritage element and The Netherlands d. Target group(s) e. Heritage in relation to ideas about identity in the context of the Dutch Kingdom 2. Heritage on site <ol style="list-style-type: none"> a. Priorities pertaining to prevalent heritage themes (e.g. Oral traditions; Canons for insular history; Music and Dance; Popular art and culture; Rites of passage) b. Prioritized heritage element c. Most significant social actors/ communities with regard to the production of heritage/ and their level of organization d. Prioritized developments with regards to the most predominant heritage theme e. Heritage in relation to the multicultural society d. Heritage theme in relation to processes of globalization and tourism f. Heritage industry g. (Financial) Support with regard to most predominant heritage theme h. Accessibility and connectivity to the heritage community

The TOWS Analysis also known as a confrontation matrix goes beyond the SWOT Analysis in the sense that it seeks for concrete strategies to solve the potential threats and weaknesses highlighted through the SWOT Analysis. The only significant difference between TOWS Analysis and SWOT Analysis is that TOWS emphasizes the external environment whilst SWOT emphasizes the internal environment. By organizing the workshops participants could also be part of the analysis stage of the assessment. This is how the general data was compressed into two major strategic fields, namely the heritage concept itself and capacity strengthening of the cultural fields on the islands. A subsequent exercise(s) sought to connect these strategies to the TCH project deliverables that are aimed at especially the strengthening of local capacity on all islands. The actual topic lists used in throughout the questionnaire informing the needs-assessment and SWOT-matrix was considered and is indicated in tables 3 and 4. However, it must be emphasized that both the SWOT and TOWS method merely offers an initial and basic modeling of a strategic overview, but does not allow for a comprehensive analysis. In this case, an extensive research after these workshops took place is necessary to validate the survey outcomes and to make an internal assessment of the organization's functioning and effectivity

within the area of heritage management, which finalizes the last data analysis stage illustrated in the Appendix.

Table 4. Needs-Assessment Thematic Overview - Capacity Strengthening

Capacity Strengthening
3. Participation in the TCH research project
a. Willingness to cooperate in the TCH research project
b. Need and conduct of being kept informed on TCH project results
c. Linking up with of organization's developments and TCH research project
d. Contribution to TCH project
4. Capacity exchange
a. Interest to participate in TCH
b. Prioritized subjects (knowledge/ skillsets)
c. Prioritized work related area for capacity exchange
d. Specific area of interest (teaching & education; science & participatory research; policy and administration; community and participation; art and crafts)
e. Prioritized needs with regards to organization's developments
5. Traineeship
a. Interest and feasibility to make personnel available
b. Function and educational level
c. Need of capacity strengthening
d. Organization's contribution to traineeship
e. Growth opportunities within field of interest of candidate
f. Duration of traineeship
6. Support and contribution
a. Willingness to make time and resources available
b. Capacity exchange and contribution to TCH
7. Valorization
Contribution of TCH to organization's prioritized developments and/ or community at large

3. The Results

The results from the needs-assessment through the semi-structured interviews, address a diverse compilation of strategies related to cultural heritage and the capacity strengthening within the cultural sector on each territory. The objective of the TCH survey is to offer a situational analysis of heritage management in Aruba, Bonaire, and Curaçao. This section summarizes the results of the comparative analysis from the data gathered through the survey, semi-structured interviews, and focus group meetings accordingly. In the case of Bonaire and Curaçao, the most amount the focus is on capacity building rather than the conceptualization of heritage itself. For Aruba on the other hand, the focus is primarily on defining and solidifying

heritage within society, hence the increased focus on its strengths and opportunities going forward. As previously mentioned, after the initial cultural heritage landscape was laid out through data collection in the Netherlands between the four participating organizations, two specific thematic categories were identified; heritage conceptualization and capacity strengthening (building) within the cultural heritage sector. Besides in the Netherlands, on the island territories numerous strategies came forth which provide in depth understanding on commonalities and differences on in regards to these two themes.

Table 5. Overview Amount of Strategies

Island	Theme	S-O	W-O	S-T	W-T	Total
<i>Aruba</i>	Heritage	10	3	3	2	25
	Capacity Strengthening	1	3	1	2	
<i>Bonaire</i>	Heritage	2	2	2	2	17
	Capacity Strengthening	3	4	1	1	
<i>Curaçao</i>	Heritage	3	3	3	1	23
	Capacity Strengthening	5	5	2	1	
Total		23	20	12	9	65

Note: S-O Strength vs Opportunities; W-O Weaknesses vs Opportunities; S-T Strength vs Threats; W-T Weaknesses vs Threats.

3.1 Aruba

Heritage Concept

On Aruba, there seems to be a great motivation to solidify the inventory of Aruba's ICH, creating more connections between tangible and intangible cultural heritage, followed by an increased awareness of Aruba's ICH within the Aruban society. This also compliments the need for more oral history documentation within the cultural sector. With more data and safeguarded cultural heritage more value creation will come to place and the cultural output quality will increase. Common to the other two islands, the Papiamentu language is considered an area of a lot of debate and value creation of the language is important. Other positive strategies related to cultural heritage resemble best practices that should be further stimulated, such as leveraging street art, and supporting the evolution of traditional music culture. Lastly, considering Aruba's success with the tourism industry and that the entire economy is focused on catering to incoming tourists, one specific strategy seeks out to emphasize the need for a cultural tourism

policy. This way the attention shifts to considering possible ways to attract the right kind of tourist that will be interested in the cultural dynamics of the island, reassuring that Aruba's cultural heritage transcends horizons past our natural borders. Moreover, following up after the need for cultural tourism policy, researching the combination and dynamics of cultural heritage and nation branding / building is tremendously enlightening and can serve as a policy instrument. It is important to consider how local characters and identity could impact the continuous and sustainable socio-economic developments. The special attention towards cultural heritage and the embodied identity within the Aruban community could also help the cultural sector to improve their approachability. Furthermore, the attention should also be on increasing cultural participation, especially under the youth by making an Aruban cultural platform. A place where the youth but also young cultural entrepreneurs (and other minority groups) can have a voice and feel included. Furthermore, the Aruban society recognizes its multicultural character as a strength; however, it seems more difficult to have equal and "official" cultural representation within the Aruban cultural sector, which predominantly focusses on local traditional cultural elements, folk, and festivities. Having a more diverse cultural sector will reinforce not only cultural participation, but can elevate cultural richness. The diversity should not only be between ethnic groups but also between generations of Arubans. Cultural diffusion is important for the safeguard of cultural heritage and helps encourage young artists to further evolve the traditional elements so unique to the culture in subsectors (e.g. music, performance arts, visual arts etc.) within the creative industry. Finally, in order to solidify the cultural sector, it is important that in Aruba more is done on stimulating more cohesion and collaboration. This will not only reinforce the implementation of these strategies, but will also help with providing a more holistic development with the cultural sector. The ongoing and sensitive discourse regarding traditional versus the modernization of the Aruban culture will be more productive and fruitful if organizations are united and seek for common grounds to stand on.

Table 6. Strategies Heritage Concept - Aruba

Strength (+) / Opportunity (+) Strategy
<ul style="list-style-type: none"> • Value creation Papiamentu language • ICH inventory list • Oral history documentation • Development Creative Industry • Increased awareness ICH • Evolution cultural traditions in music industry • Cultural Tourism Policy • TCH vs ICH • Leveraging Street Art

Threats (-) / Strengths (+) Strategy
<ul style="list-style-type: none"> • Equal cultural diversity, representation, and inclusion • Encourage inter-generational transmittance of heritage • Encouragement of musical fusions

Opportunity (+)/ Weakness (-) Strategy
<ul style="list-style-type: none"> • Improve approachability of the heritage community • Increased youth participation and support youth entrepreneurs • Increased research on heritage related to Nation-building/branding

Weaknesses (-) / Threats (-) Strategy
<ul style="list-style-type: none"> • Collaboration within heritage community • Traditional Aruban culture vs Evolving Aruban culture

Capacity Strengthening

Capacity strengthening on Aruba is very much focused on building regional collaboration. The Dutch Caribbean Heritage Platform seems to be collaborative effort of six island territories in reaching awareness and exchange pertaining to monumental heritage. This could stimulate more exchange of cultural management knowledge, work on building the ability to exchange this capacity, and on strengthening the capacity in the areas of education. Furthermore, the realization of cultural best practices on the other island territories is what opens the possibility to better the cultural participation and volunteerism. Bridging the weak ties between volunteers, the heritage community artists, youth, educators, cultural professionals, and cultural researchers could stimulate more cohesive cultural development. On the political arena, this could lead to better cultural public expenditures, research and development, and training current cultural professionals. Due to the lack of the ability and expertise in the areas of inventorying, research, oral history & documentation, cultural exchange between Aruba and the

other islands could lead to increased knowledge diffusion and could ultimately reinforce professionalism and organizational unity.

On the other hand, in order to develop a thriving cultural sector effective evidence-based policy making is important. In this case Aruba, could also benefit of the Dutch Caribbean Heritage Platform to improve cultural policy making by making use of best practice cases and effective cultural policy methods. Due to the cultural commonalities between the islands, these best practices are not too distinctive and can be adopted and shaped to fit the local context even better. Finally, the poor political will pertaining to cultural policy has greatly affected the cultural sector. Due to the lack of sustained holistic and integral attention on cultural policy it is more likely to experience lack of quality output of culture, lack of unity between organizations, lack of respect for cultural entrepreneurs and artists, lack of appreciation and participation. The example should be displayed by the leaders and the government are also responsible for providing cultural policy for effective and productive cultural management.

Table 7. Strategies Capacity Strengthening - Aruba

<p style="text-align: center;">Strength (+) / Opportunity (+) Strategy</p> <ul style="list-style-type: none"> • Stengthen Dutch Caribbean colloboration, cultural exchange & education 	<p style="text-align: center;">Threats (-) / Strengths (+) Strategy</p> <ul style="list-style-type: none"> • Strengthen political attention to cultural policy within the Dutch Caribbean
<p style="text-align: center;">Opportunity (+)/ Weakness (-) Strategy</p> <ul style="list-style-type: none"> • Increased cultural public expenditure • Increased cultural R&D and education • Local and Regional cultural 	<p style="text-align: center;">Weaknesses (-) / Threats (-) Strategy</p> <ul style="list-style-type: none"> • Improved cultural policies • Revised vision and policymaling on cultural education

3.3 Bonaire

Heritage Concept

In Bonaire, monuments also known as tangible cultural heritage is well embedded within the Bonairean cultural identity. However, the challenge is still in providing cohesiveness between material and immaterial cultural heritage. So, connecting monumental heritage with the embedded ICH,

social & cultural NGOs, and oral histories of the buildings could bring a more holistic approach towards the preservation and safeguard of Bonaire's cultural heritage. Seemingly, Bonairean folkloric traditions are also well documented and upheld. Cultural traditions such as San Juan, Maskarada, Dia Di Rincon etc. However, community appreciation is lacking with regards to Bonairean heritage. Thus, increasing general awareness and acknowledgement of Bonairean cultural heritage, traditions, and icons is necessary. Through the establishment of for example a national cultural theatre & cultural center, Bonaireans can come together to participate and contribute to cultural development on the island. Therefore, the limited general awareness and communal ownership of cultural heritage is truly impacting the livelihood and the sustainability of all initiatives towards safeguarding the Bonairean cultural heritage. Insufficient inclusivity or participation from the community in the valuation of monuments, and implementation of policy plans by the governments results in a lack of commitment and interest by the people. Culture survives in a society because it is alive and lived out by the people. By providing the Bonairean community a safe space to give input is vital. Especially when it is concerning the younger generations. Disinterest amongst youth with regards to Bonairean traditions and cultural elements is increasing. The continuous decline in general interest pertaining to cultural activities amongst youth will keep increasing if this is not tackled. Furthermore, Bonaire is focusing on strengthening their tourism industry. However, it seems that the tourism industry, especially the tourist operators are disconnected from local cultural entrepreneurs and the history of the island. Through the increase of general awareness and acknowledgement of Bonairean cultural heritage, tradition and icons, Bonaire's cultural heritage can cross borders and can bring a unique characteristic within the growth of the tourism industry.

More so, having the tangible heritage well embedded in notions of Bonairean cultural, and the good documentation of folkloric traditions, such as San Juan, Maskarada, Dia Di Rincon, etc., is imperative. This way Bonaire should take into account the political changes in the country and how this could potentially threaten the effective cultural development of the island. The constitutional change of the Kingdom charter imposes a threat to the marginalizing effect on the conservation of Bonairean heritage. Together with the increased influx from European Dutch migrants induces imbalance in proportion to Bonairean population on a variety of levels, which ultimately impacts cultural heritage. Also, modernity brings about declining interest of Bonairean traditions and cultural elements, so, encouragement of synergies between the old and the new should be embraced. As previously mentioned,

weaknesses identified such as little awareness and ownership of cultural heritage, insufficient inclusivity or participation community in the valuation of monuments and implementation of policy plan, a decline in general interest pertaining to cultural activities amongst youth with regards to Bonairean traditions and cultural elements should all be managed in order to deal with the treat of globalization. Innovation is a key factor for survival in this matter. The modernization of the cultural sector should not take away from the traditions, but rather contribute to the unavoidable transitions within cultures. This can be achieved by treating the cultural sector as a professional, socio-economic platform focused on sustainable development as is known as developing a creative industry. It becomes a creative, innovative, knowledge filled platform for all professionals, artists, heritage managers, politicians, policy advisors, and content creators to contribute and edify the cultural scene and heritage in Bonaire. Finally, an asset for Bonaire is that they have proper research centers and archival records for example the Antilliana, Judaica, national archives, NAAM etc. but have trouble with improving the methodological expertise in regards to documentation, conservation and safeguarding of cultural heritage data is necessary. With help from the other islands more efforts should be taken to innovate and stimulate the digitalization of data. Safeguarding cultural heritage within the 21st century will require technological assistance and will help make the cultural sector more interactive and attractive. This goes hand in hand with the need for increased cultural education through developing educational products, courses, internships, and workshops. Lastly, the entire cultural sector is in need of cohesive cultural management and this should be both at the top and at the bottom of the chain. By for example creating structural conservation and safeguarding procedures complying with best practices found on Bonaire or even the other islands, organizations can work towards reaching the same goals and objectives.

Table 8. Strategies Heritage Concept - Bonaire

Strength (+) / Opportunity (+) Strategy	Threats (-) / Strengths (+) Strategy
<ul style="list-style-type: none"> • Tangible and Intangible Heritage embedding • Cultural participation and valorization 	<ul style="list-style-type: none"> • Safeguard Bonaire's ICH • Increase general interest in the continuation of cultural heritage livelihood

Opportunity (+)/ Weakness (-) Strategy	Weaknesses (-) / Threats (-) Strategy
<ul style="list-style-type: none"> • Develop cultural participation and valorization • Increase youth participation in cultural sector • Increase historical knowledge in tourism sector 	<ul style="list-style-type: none"> • Decrease lack of cultural participation through innovation of the cultural sector (e.g. creative industry development) • Increase political interest in the safeguard of ICH and policymaking

Capacity Strengthening

Considering the advantages Bonaire has it is still not enough to stimulate all data-based institutions and NGOs to focus on digitalization, but to also create a platform where all data can be accessed and stored. Through increasing accessibility to data, people are more aware of the cultural richness that exists. This is also helpful if more education is provided and especially if research initiatives increase. This platform will also serve as an incentive for NGOs, government institutions, and academic institutions to work more together. Decentralizing cultural heritage knowledge and its diffusion is especially beneficial in small societies such as Bonaire. Innovating the process of knowledge diffusion will encourage younger generations to create more interest in contributing to the development of the cultural sector. The large aging population in the cultural sector will be a problem moving forward if it is not tackled, because all the data, skills, and information could potentially get lost. Overall, the need for improves policymaking will help structure most of these strategies presented. The attention towards building a culturally strong society and the importance of cultural heritage should be represented by the government as well. Genuine political will for the further development of culture will remain a critical step moving forward. Finally, the centralization of data on cultural heritage in Bonaire could also assist NGOs in awareness creation within the community, especially amongst children and the youth. The inefficient investment in cultural awareness can be resolved through campaigns or even cultural movements concerning Bonairean heritage traditional elements. This lack of cultural awareness within the Bonairean community is also a representation of the non-conducive environment and lack of political will regarding cultural heritage initiatives, development, and implementation of policy.

Table 9. Strategies Capacity Strengthening - Bonaire

Strength (+) / Opportunity (+) Strategy
<ul style="list-style-type: none"> • Innovation through research and digitilization of ICH • ICH education • Improved cultural management

Threats (-) / Strengths (+) Strategy
<ul style="list-style-type: none"> • Centralizing monumental heritage awareness

Opportunity (+)/ Weakness (-) Strategy
<ul style="list-style-type: none"> • Centralize cultural data repository • Organize cultural NGOs under one platform • Stimulate cultural education and knowledge diffusion

Weaknesses (-) / Threats (-) Strategy
<ul style="list-style-type: none"> • Public management on cultural heritage, research and development

3.4 Curaçao

Heritage Concept

Similar the other islands, Curaçao is well known for their cultural enrichment and diversification due to acculturation processes stemming from migration and immigration over the centuries. This provides a new layer of cultural richness within the society. This strength is particularly important for cultivating opportunities regarding nation building and branding. Curaçao with regards to cultural and creative industry, and other economic pillars such as the tourism industry could benefit from the nation building of local neighborhoods while incorporating the interconnectedness of ICH and Tangible heritage, and nation branding the island to close the gap between cultural heritage, known as a preservative sector and tourism, known as an exploitive sector. A great way to start is to innovate the concept of cultural heritage and general functions of institutions by adapting to more contemporary societal dynamics. This also will stimulate a transition to empowering the youth through cultural empowerment, heritage educational activities, informative and social activities, and workshops targeting heritage education on a neighborhood level.

Having good cultural data accessibility is an important factor for knowledge diffusion and empowerment within and outside of the sector. Even though the sense of cultural identity is strong in Curaçao especially by those who identify with the culture and traditions, however, there is still limited awareness and communal ownership of the Curaçaoan cultural heritage, particularly amongst youth. Having the available data and traditional knowledge so detached from the community does contribute to the

lack of comprehension of cultural heritage. Making data more accessible can be achieved by centralizing all information or by innovating through digitalization. Furthermore, results indicate that the deficient spatial planning policy and safeguarding of natural heritage is insufficiently considered. Exposing this concern to the public and government/politicians is significantly beneficial for heritage management. This can be achieved through consistent advocacy and inclusion of the public within this process. The cultural deterministic notion of disposable tendencies within society with regards to heritage, the fact that awareness campaigns are often ineffective and not durable, combined with poor inter-generational transmittance of heritage do make it more difficult. However, the remedy is to treat the problem at its source. This starts at decolonizing heritage and raise awareness about the colonial experience and contested heritage, to revolutionizing the concept of heritage (e.g. contemporary meanings and prospective purpose of monumental buildings) and the functions of institutions by adapting to contemporary societal dynamics, to finally holding informative and social activities/workshops (community outreach) within regards to heritage education (targeting the youth) on a neighborhood level.

The strong sense of Curaçaoan cultural identity is the driver factor to avoiding treats. The impact Immigration and migration has on a cultural development is significant by provoking controversial thoughts about cultural identity. The balance between preservation of tradition and including what is not is considered a fine line within the society. Modernity also brings about loss of traditional knowledge (ICH) and material heritage resulting in a changing cultural landscape. On top of it, tourism has exclusionary effect as public space becomes politicized, resulting in lack of public ownership with regards to heritage sites and monuments. Thus, bringing these factors closer together, narrowing the gaps within the cultural sector will help the ultimate goal of using the strong cultural identity as a tool. The reoccurring challenge amongst all island remains cultural ownership within the community and this is especially targeted to the younger generation who are continuously influenced by external cultural triggers. The battle against the loss of cultural heritage, whether it be tangible or intangible, is undeniable. But by minimizing the lack of cultural ownership between generations will enable cultural empowerment and identity formation.

Table 10. Strategies Heritage Concept - Curaçao

Strength (+) / Opportunity (+) Strategy
<ul style="list-style-type: none"> • (Inclusive) cultural nation building and branding • Modernization cultural heritage • Youth cultural empowerment

Threats (-) / Strengths (+) Strategy
<ul style="list-style-type: none"> • Tradition vs Inclusion • Solidify ICH and TCH • Cultural Tourism vs TCH

Opportunity (+)/ Weakness (-) Strategy
<ul style="list-style-type: none"> • Increase cultural data accesibility and awareness (digitalization) • Improved cultural and natural heritage management • Neighborhood cultural education

Weaknesses (-) / Threats (-) Strategy
<ul style="list-style-type: none"> • Involvement youth in safeguard cultural heritage

Capacity Strengthening

Compared to the other island territories, Curaçao has the largest presence of organizations in the areas of culture and heritage which could benefit from having a platform for inter-organizations exchange of data, knowledge, human capital, and technical and practical support. Hence, by creating a general database of collections & artefacts of the various organizations, creating a heritage inventory and methodology adapted to local context might grow the sound knowledgebase pertaining to cultural heritage and support the present research centers and archival records institutions. Another aspect of building on building closer connections with cultural identity and the preservation of cultural heritage is by educating. Education through developing courses and masterclasses, giving workshops, setting up a learning work team between professionals, and by producing educational material. A positive effect of this is that a new generation of creative and cultural entrepreneurs are generated. This way you secure the expansion of the cultural and creative workforce and you can further diversify and build-up human capital. Lastly, even though the presence of cultural NGOs is immense, there is still an opportunity to foster the creation of structural conservation and safeguarding procedures that comply with the best practices experienced throughout the years. As previously mentioned, education is a key factor for strengthening the capacity of the cultural sector. This should not only be focused on creating more awareness within the community, but to also reinforce skills and knowledge (knowledge diffusion) of those working in the heritage management related institutions. The professionalization of the cultural sector is important to continue innovating within the sector. Further than this it will strengthen expertise within institutions who have the goals of improve methodological expertise for

example digitalization the process of documentation, conservation and safeguarding of ICH and TCH.

Table 11. Strategies Capacity Strengthening- Curaçao

<p style="text-align: center;">Strength (+) / Opportunity (+) Strategy</p> <ul style="list-style-type: none"> • Platform for inter-organizational exchange • Centralize cultural data repository • Strengthen cultural education • Enhance entrepreneurship within creative industry 	<p style="text-align: center;">Threats (-) / Strengths (+) Strategy</p> <ul style="list-style-type: none"> • Increase awareness on TCH
<p style="text-align: center;">Opportunity (+)/ Weakness (-) Strategy</p> <ul style="list-style-type: none"> • Strengthen heritage management education • Prioritize cultural policy making • Strengthen expertise in cultural data documentation and digitalization • Unite the cultural and creative sectors 	<p style="text-align: center;">Weaknesses (-) / Threats (-) Strategy</p> <ul style="list-style-type: none"> • Increase public cultural investment/expenditure

Next to this, there is a public responsibility, thus a need for public advocacy of cultural heritage. The aspiration should be on developing policy that provide relevant context, structure and criteria for art and culture while regarding notions on insular character, nation branding and cultural industry. It should also prioritize and increase societal inclusivity of monumental heritage policy, while creating structural conservation and safeguarding procedures that are aligned with best practices. Developing more inclusion, participation, and empowerment in these decision-making processes helps create more unity between cultural and creative NGOs and public institutions. Additionally, Curacao's comprehensive knowledgebase pertaining to monumental heritage and its diverse presence of organizations in culture and heritage sector could assist more on decreasing the inefficient investment in awareness (campaigns) concerning heritage elements and little continuity of socio-economic projects. Having many NGOs independently working towards heritage preservation makes the entire desired message come across very fragmented and unclear. More awareness of regarding ICH and TCH could be achieved through thorough inclusion of culture in community outreach activities, education policy,

cultural policy, tourism policy, environment policy and spatial planning and management policies. Finally, the non-conducive environment and lack of political will regarding cultural heritage initiatives, development and implementation of policy is a problem. The government and public organizations should be committed to the cultural heritage and landscape by accompanying changes in it. It should therefore prioritize investigation of the history, character and cultural-historical value of the landscape. Next to that, provide subsidies for the preservation of cultural and natural heritage by increasing public expenditures.

3.4 The Netherlands

Heritage Concept

The heritage of Aruba, Bonaire and Curaçao in the NL is the result of a shared past of 400 years, in which the Netherlands had a dominant position, first as the colonizing nation, later as the largest partner in the Kingdom. Part of this heritage consists of Dutch collections reflecting the entire Kingdom of the Netherlands, produced and collected in the Caribbean. It also has a local Dutch dimension, because of centuries of interconnection and migration from the Caribbean to Europe. Heritage of the islands is seen as the heritage of a minority in the Netherlands: there is little reflection on its relation to Dutch nation building and branding. Guan Anthony Sideron is an example of that: he was a Curaçaoan living in Den Haag in the 18th century, yet people like him are not included in Dutch ideas of identity and “nationness”. ‘Zomercarnaval’ in Rotterdam is another example of Antillean heritage that could potentially be used in the marketing of the Netherlands for tourism purposes. The overall heritage field in the Netherlands is extensive (it counts 435 museums approximately), thematically very diverse, and geographically layered. Regarding the conceptualization of heritage, respondents have pointed out both the cohesive context of the Kingdom and the specificity in insular heritage, within larger global contexts. They stress the need to also study the development of diversifying Caribbean heritage in different parts of the Netherlands, for example the different shapes and forms of Tambú in different Dutch cities. Partners are interested in the relationship between heritage, identity and social structures in the Netherlands among Antilleans and between Antilleans and other groups. They propose that heritage may be a means to combat social divides discernible in political and popular discourse.

Capacity Strengthening

In general, considering the fact that heritage originating in the islands is seen as the heritage of a minority in the Netherlands, within this context there are some heritage institutions and Antillean organizations that do aim for representation of inclusive heritage of the Kingdom, and the acknowledgement, protection and development of heritage of the islands. Collaborations between heritage partners are numerous and the focus varies from heritage policy, research, and education to the organization of commemorations, festivals, and exhibitions. Because of the scale and diversity of the heritage field in the Netherlands, the consortium of Dutch and Antillean Dutch organizations is small and prefers to limit new collaborations to concrete projects, building on existing collaborations and/or organizing projects with TCH and its partners. Other institutions and organizations in TCH's network have expressed the same interest and intentions. The partners would like to build bridges across the divides between Dutch heritage institutions and the Antillean community in the Netherlands, as well as to further collaboration between the four regions in the project, within larger Caribbean and global contexts. The ultimate goal is to connect people working towards a sustainable future.

4. Discussion

4.1 Commonalities

The desired outcome of TCH is mentioned making knowledge, data and collections transparent and accessible, for example by clustering databases. It therefore becomes clear where there are gaps that need to be followed up. Inspiring new insights. The wish is shared to give young people and new visions of heritage more of a stage, and to keep heritage alive and developing. The overarching factor binding the island territories is evidently set by the political structure of the Kingdom of the Netherlands. Each island territory, however, relates to this constellation in a different shape. The constitution defines Curaçao and Aruba as autonomous countries within the Kingdom. This is a major contrast with Bonaire, as the Bonairean nation holds the political status of a public body - as 'special municipality' - and does not have significant autonomy compared to the Kingdom countries. The Kingdom ties are legacies of a shared political, migratory, cultural and social history, which binds the island communities on a variety of cultural levels. Language, traditions and monumental buildings were considered the foremost valued heritage in all island territories. The predominant common wish expressed in this regard, was the need to seek (more) inter-insular

collaboration and exchange of expertise between the island territories, in an effort to strengthen local capacity. Particularly in the areas of: monumental heritage; conservation methodology (documentation; preservation; etc.); and education in the area of heritage (material and immaterial) management. On the negative side, an inadequate awareness with regards to heritage amongst the general population and particularly amidst youth was expressed on all islands. A generation gap was expressed as particularly worrisome, predominantly with regards to the transmittance of traditions and cultural knowledge. An often-heard explanation was a dwindling appreciation and ownership of cultural heritage due to modernity, tourism and effects of globalization.

4.2 Differences - Heritage Concept

For the respondents, the main objective is to see and make visible the bigger picture: cohesion in the Kingdom, the Caribbean, the wider world. Future-oriented work on connection. In the Netherlands, the interest is focused on the connection between heritage, identity and social structures among Antilleans and in relation to the Netherlands and other groups (especially because of family ties). Heritage, society and connection. Culture as a unifying medicine against the division that is stimulated in politics. On Aruba linkages between the tourism industry and cultural heritage were highlighted to offer advantageous possibilities, while the concept of heritage was strongly associated with folkloric traditions, national symbols and the Papiamentu language. Thus, the need for 'modernizing' the concept of heritage by acknowledging and incorporating heritage of younger generation's and ethnic/cultural minorities - with a migration background - in achieving inclusivity, general awareness and ownership with regards to Aruban heritage came to the fore. Tourism and branding surfaced as principle topics in various conversations, but connecting the industry with the actual actors active in the field of heritage seems to form a bottleneck. A further utilization of the public space for arts and craft and the acknowledgement of monumental heritage as part of the public space, was accentuated as offering opportunities in the ongoing development of the branding of Aruba. The mentioning of ethnic and cultural pluriformity characterizing Arubanness emerged in various conversations. Many respondents think of Aruban society as being well embedded regionally and holding a cosmopolitan and liberal attitude towards 'newcomers', evidenced by the multilingual and multicultural Aruban society. At the same time however, migration/immigration raise questions about authenticity with

regards to notions of Aruban cultural identity. This matter particularly relates to inter-generational transitions of ideas and knowledge pertaining to heritage. Migration/immigration was generally assessed as enriching Aruban cultural identity, however draws many discussion as to what exactly can be considered Aruban culture. It was furthermore recognized that the Kingdom structure and shared history particularly should stimulate a common interest between the island territories with regards to heritage.

Furthermore, on Bonaire, a few strengths of the various organizations, as opposed to Aruba, came to the fore in the conversations there. Whilst the Bonairean respondents unanimously mentioned the intergenerational gap experienced with regard to the transmittance and conservation of heritage, a strong sense of identity was expressed in terms of performing folkloric traditions. Bonaire seems to offer a wide range of possibilities to diversify the tourism industry. A variety of museums on site, calendar of folkloric events in combination of a large-scale tourist industry that caters to the consumers of the Bonairean brand as a nature island. However, the generation gap is seen as a bottleneck hereto, as knowledge and interest concerning Bonairean heritage and cultural traditions is steadily declining amongst Bonaireans generally, and particularly amongst the youth.

On Curaçao, in extension of the survey outcomes for Bonaire and Aruba pertaining to the concept of heritage, material heritage for example monumental buildings and structures - was also considered in multiple conversations on Curaçao. Specifically, the inter-relationship of these monumental buildings and the value of this heritage drawn from the histories and social ensembles embedding these buildings. Willemstad is a world heritage site and provides a best practice in terms of management and branding pertaining to this heritage. A strong sense of cultural identity with regards to notions of Curaçaoeness came forward often, but did bring about much discussion as opposed to a more balanced dialogue. Nonetheless, much thought did go into philosophies grounding a shared sense of identity. Mental heritage was believed to be a strong determinant in processes of identity formation and self-image. This topic which was frequently explored. A recurrent aspect with respect hereto were the effects of mental heritage in the community. A presumed general disregard and neglect of heritage was seen as a consequence of mental heritage, leading to a lack of awareness and lack of ownership within the island's community of its heritage at large, especially amongst the youth.

4.3 Differences - Capacity Strengthening

Initially a strong need was expressed by Aruban respondents to encourage the development of cultural activities and improve inter-insular exchange and collaboration between organizations active in the areas of culture and heritage. A strengthening of local capacity in professional and educational areas was presumed essential in order to meet exigencies of an inadequate middle and senior management, heritage conservation and documentation expertise and educational workers. Inadequate incentives, lacking ownership and insubstantial political will within the government organization to strengthen the field of heritage all result in an uncondusive environment for heritage management.

Furthermore, Bonairean respondents present strong notions on cultural identity, which, as similarly expressed on Aruba, emphasize folkloric traditions. The discussions on Bonaire have conveyed a large accentuation on external flaws (weaknesses) pertaining to structural developments in the area of heritage. Flaws which also seem to correlate with the Kingdom's constitutional structure and the islands government administration. More in depth research is highly required in order to map the current state of affairs of the municipal governing (public) body of Bonaire. Special interest should be drawn on the effectiveness of the Bonairean public entity in meeting the exigency of the nation's cultural development, thereby cultivating a sense of insular identity. As a direct consequence of its constitutional status, the Bonairean internal strengths of monumental regulation(s) and the cultural policy plan are striking. The large quantity of monumental heritage offers great opportunities to strengthen ties and exchange capacity with both island territories of Aruba and Curaçao; also, seeing the extent to which monumental heritage offers potential under the heading of branding activities, and tying into nation-building. However, deficient capacity within the policy and administrative areas seems to bring about poor conditions to carry through with a structural development of heritage management.

Also, even though the professional field of heritage on Curaçao contains the largest organization density and shows, in that regard, a more developed middle to senior level management structure, the most common concern expressed was the lack of cohesion amongst the organizations, which leads to the lack of efficiency. In the focus group conversations on Curaçao little thought was paid to the internal strengths of the organizations present, as opposed to the attention drawn on the room for improvement as regards the structural development of the field of heritage management. The general view is that there are opportunities to be gained by establishing more cohesion amongst organizations and within heritage communities, by connecting heritage makers with heritage professionals, developing policy

and administrative structures and by creating a general awareness in society of heritage and heritage management. A opportunity for the strengthening of local capacity was highlighted, by connecting the UoC with the large variety of stakeholders in an effort to further the development of the management structure of these various organizations.

Overall, it has been noted that there is a gap in knowledge at Dutch heritage courses about kingdom heritage, as well as at Dutch heritage institutions. In other words: capacity building is also widely needed in the professional field. The scale of the heritage field in the Netherlands offers advantages for all, on both sides of the Atlantic. These were the first ideas our partners in the NL proposed, aiming for attainable goals and building on existing work. First, Antillean organizations in the NL would like to intensify their work with organizations and institutions on the islands. This may entail exchanges and collaborations on the performative level, knowledge exchange, and collaborations regarding the safeguarding of shared heritage. Second, Wikimedia NL is interested in stimulating the representation of Caribbean themes and perspectives. Wikipedia is the 7th most used website in the world, so being part of wiki greatly increases your global visibility. Lastly, the Digital Heritage Network consists of 5 divisions: Libraries, Archives, Museums, Media and Science, (represented by the Koninklijke Bibliotheek, Nationaal Archief, Rijksdienst Cultureel Erfgoed, Beeld & Geluid, Koninklijke Nederlandse Academie van Wetenschappen). It aims to increase the visibility and accessibility of knowledge, data and collections, for example by clustering and connecting databases, into a sustainable interconnected digital infrastructure. The network is working on a national scale and is now offering to extend this cooperation to other regions in the Kingdom.

5. Conclusion

The analysis of the cultural heritage landscapes of Aruba, Bonaire, and Curaçao by conducting a baseline needs-assessment creates conversations on how these territories have evolved over the four centuries. In the Netherlands, a questionnaire was discussed with four organizations to define their heritage landscape situation within the Dutch community. The baseline needs-assessment initially focused on exploring cultural heritage landscapes through different angles, including: heritage as internal concept, heritage as external concept, participation in cultural research (such as the TCH), capacity exchange, traineeship, support and contribution of resources, and the valorization of the contribution. From this a SWOT analysis followed by a TOWS Analysis was performed. Data was collected through surveys, interviews and workshop style focus group meetings. A total of 65 strategies

materialized between Aruba, Bonaire and Curaçao with a significant amount of overlapping strategies. From the collected data and analysis, the result indicates that all islands had different ways of interpreting their strengths, weaknesses, opportunities, and threats. Heritage of Aruba, Bonaire and Curaçao in the Netherlands is hardly part of thinking about nation building and branding. The scale of the heritage field in the Netherlands, which has roughly 100 times more inhabitants than Curaçao, is many times larger. It includes general institutions and heritage organizations of various sizes as well as courses from academic to more practical level. In addition, there are Antillean interest groups and cultural entrepreneurs. In this context, capacity building mainly involves disseminating and further expanding knowledge about the islands among a wide group of institutions that is not specialized in the Antilles, and also build bridges between institutions and organizations and Antillean heritage carriers. In addition, the development of cooperation with the Caribbean part of the Kingdom is seen as indispensable.

Aruba has expressed a strong emphasis on the commercialization of heritage and developing the commercial brand of the island's tourism product. In connection, hereto, a focus on the organization's strengths has substantially had more attention in comparison to the other island territories. Monumental heritage, the arts, craft and the utilization of the public space are considered strong selling points in achieving these objectives and simultaneously offering possibilities of linking the island territories of Curaçao and Bonaire together. Seemingly, Bonaire also has many opportunities for commercial diversification of its tourism product and national brand, seeing the strong occurrence of traditional folklore and performative nature of this cultural heritage element. Much could be gained by coupling tourism operators and cultural entrepreneurs and/or social agents active in the area of culture and heritage, while simultaneously institutionalizing organizations active in the area of heritage. Lastly, Curaçao contains the largest community of heritage professionals of all considered island territories and offers a large knowledge-base and infrastructure pertaining to heritage management. More cohesion would improve the effectiveness and efficiency within the sector in order to reach large-scale community development by raising general awareness and bringing about ownership with regards to heritage preservation. The imperative aspect the data is revealing between all territories is the need for more institutional professionalization through education, training and capacity building; local centralization of cultural output, cultural heritage definition, cultural advocacy, youth empowerment, and effective policy making; and regional exchange of best practices and cultural data. Capacity building through these windows will not only enable

the islands to reach the next level but will reinforce the great current need for sectoral strengthening. The essence is to view culture and cultural heritage not only as something living in the past, but a catalyst of innovation for the future.

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7. Appendix

7.1 SWOT - Aruba

Strengths	Weaknesses
<ul style="list-style-type: none"> • Material heritage is well mapped • Architectural diversity of monumental (material/ build) heritage • Papiamento, National symbols, Dera Gai and Dande regarded as most valued Immaterial Heritage elements of Aruba. • Multilingual and -cultural society (Papiamento principle marker of 'Aruban' id.) • General acknowledgement of acculturation, cultural diversification and exchange due to (im)migration -emphasis on creolization as inherent to Aruban culture • National affiliation with Latin-America is considered special • Aruban cultural elements are adequately represented in the Netherlands • Notion of authenticity pertaining to 'Aruban' cultural identity • Notion of strong inter-insular cultural similarities (material-, ICH and mental heritage) of the Leeward Antilles as opposed to the Netherlands • Historical ties to NL - migratory opportunities and exchange; formation of trans-national communities • Common history of the Kingdom countries which forms a binding factor • Oral traditions - e.g. poetry nights • Music traditions maintained in modernization process • Street art is emerging as popular art form (particularly in San Nicolas and Oranjestad) • Sound amount of music- and dance schools • Adequate integration of migrants in mainstream society • Dutch Caribbean Heritage Platform - collaborative effort of six island territories (in reaching awareness and exchange pertaining to monumental heritage) 	<ul style="list-style-type: none"> • Heritage community is deemed difficult to reach • Multicultural society - assumed to lead to loss of autochthonous traditions/ cultural elements & cultural retentions regarding native history • Historical ties to NL - controversial/ ambivalent and carry a heavy load - colonial experience and slavery • (Kingdom) festivities commemorating the Dutch Kingdom nation are dwindling - e.g. Kingdom day celebrations has strongly decreased in popularity • Little research thus far on heritage theme of 'life cycle events'/ rites of passage and religious activities (ritual practices pertaining to gender, birth, death, etc.), particularly since age of industrialization. • Little knowledge of social histories of churches Alta Vista and Noord • Rivalry/ Competition within heritage communities • No structural (government) funding as regards the field of heritage and cultural entrepreneurs • Lacking ability and expertise in the areas of inventorying, research, oral history & documentation, educational workers • Little attention on holistic and integral cultural policy • Deficient higher educated personnel in middle and senior management • Deficient inter-organizational collaboration • Weak ties with community (volunteers, heritage community, artists, youth, educators, etc.)
Opportunities	Strengths
<ul style="list-style-type: none"> • Oral history regarded as fundamental ICH (e.g. in documenting Dera Gai and Dande; Ceri Noca and Rooi Frances) method • Multilingualism should be regarded more positively than presently the case • Youth (up to the age of 25) require special attention, as do migrant populations and tourists • Enhance general awareness and insights with regards to claims and conceptualization of heritage amongst youth • Cultural tourism: Branding of heritage in development of tourism products and connecting tourism industry and culture • Large-scale research on Nation-building and Nation-branding (ATA) • Connecting monumental (material/ build) heritage with the embedded ICH/ social-& cultural ensembles and histories of the buildings - particularly relevant for local population and tourist • Oral traditions - dialogue & debate events (Constructive criticism) • Development of quality standards pertaining to cultural activities • Living Heritage and participation of youth in development/ acknowledgment of 'new heritage' • General awareness of cultural history/ historical canon in constructing sense of identity • Public space is underused for art initiatives • Branding of art (projects) in the public space • Economic benefits accompanied by globalization not utilized sufficiently • Artists and youth would benefit from more support and acknowledgement • North American festivities, e.g. Halloween, is strongly increasing in popularity • Cultural exchange and collaboration Leeward Antilles 	<ul style="list-style-type: none"> • Little or insufficient inter-generational transmittance of heritage - threatening of heritage and deprives/ dispossesses youngsters in their process of cultural identity formation • Multiculturalism requires ethnic & cultural inclusive approach in culture and heritage policy/management • Globalization poses threat to inter-generational transmittance of heritage; increase of globalization's effects due to tourism and migration • Modernity (Cap.; industrialization; etc.) brings the matter of nation-building and id-construction to the fore, whilst raising issues pertaining to social inequality, power-relations, migration, and other more. • Personal networks impede constructive collaboration between organizations and structuring of management • Poor vision on education and educational training, heritage education • Poor political will pertaining to policy in the area of culture

- Digitalization of heritage documentation - e.g. unraveling of social- and cultural ensembles of monumental buildings.
- Organizations are willing to assist in the progress of TCH by means of data, know-how and facilities - its recognized that TCH offers advantages with regards to the professionalizing and HR development of the organizations (Particularly in the areas of culture and processes of identity formation)
- Collaboration, communication and commitment key components in strengthening capacity
- Necessity expressed of strengthening capacity in the areas of education:
- Necessity expressed of capacity exchange on local, insular, regional and transnational level - particularly pertaining to branding/marketing and monuments.
- Capacity building in terms of awareness raising and exchange of knowledge/ know-how to strengthen political leverage
- Documentation initiatives based on oral history practices (DCA)

7.2 SWOT - Bonaire

Strengths	Weaknesses
<ul style="list-style-type: none"> • ICH and monumental (material/ build) heritage policy and regulation • Inter-insular cooperation with regards to cultural heritage (Monumental & ICH) policy and management - Curaçao (NAAM & Monumentenzorg/-fonds). • Monuments (material/ build) heritage well embedded in notions of Bonairean cultural identity • Bonairean folkloric traditions are well documented • Inter-departmental cooperation (SKAL, Monumentenzorg) • Regatta crucial component in branding Bonaire • Folkloric traditions upheld (San Juan, Maskarada, Dia Di Rincon, etc.) 	<ul style="list-style-type: none"> • Little general awareness and communal ownership of cultural heritage (particularly targeting youth and public sector) • Insufficient inclusivity/ participation community in the valuation of monuments and implementation of policy plan • Insufficient branding of shared notion/ idea of Bonairean identity • Continual lacking of capacity (expertise, workforce, dedication, vision) in middle and higher management • Poor relations between various levels of management impeding policy tasks • Disinterest amongst youth with regards to Bonairean traditions and cultural elements • Little continuity of cultural initiatives • Decrease in interest for Bonairean heritage amongst general population, incl. public sector and particularly amongst youth • Decline in general interest pertaining to cultural activities amongst youth • Insufficient/ inadequate human resources; volunteerism crucial • Insufficient political will/ priority with regards to development of cultural education, policy and HR infrastructure • Tourist operators disconnect with local cultural entrepreneurs
Opportunities	Strengths
<ul style="list-style-type: none"> • Connecting monumental (material/ build) heritage with the embedded ICH/ social-& cultural ensembles and histories of the buildings • Inter-insular cooperation with regards to monumental heritage policy and management - Aruba • Holistic and integral approach in process improvement • Development of heritage education and educational materials/ curriculum related • Produce and disburse cultural calendar • Developing (societal) appreciation with regards to Bonairean heritage • Increase general awareness and acknowledgement of Bonairean cultural heritage, tradition & icons. • Institutionalize cultural organizations • Establish cultural national theatre & cultural center 	<ul style="list-style-type: none"> • Effects of globalization and modernity compromises Bonairean heritage • Constitutional change of the Kingdom charter of 10/10/10 imposes marginalizing effects on the conservation of Bonairean heritage • Influx of Dutch migrants induces imbalance in proportion to Bonairean population on a variety of levels • Modernity brings about declining interest of Bonairean traditions and cultural elements

7.3 SWOT - Curaçao

Strengths	Weaknesses
<ul style="list-style-type: none"> • Mapping monumental (material/ build) heritage and ICH on neighborhood (bario) level • Large variety of social and cultural formative activities • Large presence of organizations in culture and heritage • Sound knowledgebase/ expertise pertaining to monumental (material/ build) heritage (e.g. social-& cultural ensemble and histories of monumental buildings) • Proper research center (e.g. Antilliana & Judaica), archival recording • Heritage and education module/ masterclass at the TF, UoC. • Cultural enrichment and diversification due to acculturation processes stemming from migration/ immigration • Strong sense of Curaçaoan cultural identity 	<ul style="list-style-type: none"> • Little general awareness and communal ownership of cultural heritage • Insufficient HR to carry expertise pertaining to documentation/ registration/ conservation of heritage • Negative effects of mental heritage in the forming of self-image receives too little attention • General disinterest and/ or lacking knowledge with regards to heritage, particularly with youth • Lacking political will/interest; non-conducive environment for cultural initiatives, policy development and implementation • Deficient spatial planning policy; safeguarding of material (natural) heritage • Awareness campaigns are often ineffective/ not durable • Inter-generational discrepancies ('generation gap') • Exogenous fauna/ flora impedes natural heritage • Poor transfer of knowledge of cultural practices (ICH) to young generation • Inadequate knowledge-base and proficiency pertaining to heritage-management • Deficient human resources (expertise and staffing) • Little cohesion/ collaboration amongst organizations within field of culture and heritage • Insufficient awareness about organizations' internal registry • Large-scale aging of cadre sector-wide • Little governmental support and politicized climate pertaining to heritage • Cultural deterministic notion of 'disposable' tendencies
Opportunities	Strengths

- Decolonization of heritage
- Heritage inventory: connecting history
- Policy providing context, structure and criteria for art and culture with regards to notions on insular character, branding & cultural industry
- Public space (e.g. market) to showcase art and culture
- Prioritize and increase societal inclusivity of material heritage policy
- Strengthen capacity human resources/ workforce
- Produce heritage educational products
- 'Modernize' concept of material heritage and its function
- Make material heritage socially relevant
- Sensitize public & government
- Target youth in social educational activities pertaining to heritage
- Branding of local neighborhoods while incorporating the interconnectedness of ICH and Tangible heritage
- Hold informative & forming activities/ workshops pertaining to heritage education
- Improvement of methodological expertise (Documentation and conservation)
- Create pool of experts, connecting organizations and offers technical & practical support
- Create general database of collections/ artefacts
- Enhance entrepreneurship within field of culture & art and supporting of 'local' cultural entrepreneurs
- More inter-Insular and regional exchange of expertise
- Boost inter-/intra organizational contact; create platform/forum for organizational gatherings/meetings
- Create structural conservation and safeguarding procedures complying with best practices
- Preventative conservation and safety regulations/ covenant
- Make collections/ data available for public
- Produce inventory and adapt methodology to local context
- Comparative research and inherent development of a database encompassing a heritage inventory which also enables technical analysis
- Balancing of human and financial resources
- Internship and study areas development at UoC
- Inter-organizational management/ center of expertise
- Inter-organizational/ umbrella/ central platform for art and heritage sector
- Create inter-& intra insular and region (digital) repository/ knowledge database
- Extending heritage education program UoC; incorporating ICH
- Develop cross-cutting heritage training/ workshops in a collaborative effort
- Connect cultural entrepreneurs and general population with tourism industry
- Branding of Curaçao in the context of cultural industry
- Mental heritage (Colonialist and paternalistic thought) present against the backdrop of various societal structures and on the level of the individual's conceptualization of self
- Immigration and migration makes the matter of cultural identity urgent
- Modernity brings about loss of traditional knowledge (ICH) and material heritage (changing landscape)
- Tourism has exclusionary effect as public space becomes politicized, resulting in lack of public ownership with regards to natural heritage
- Little/ inefficient investment in awareness (campaigns) concerning particular
- heritage elements and little continuity of projects
- Profile TCH trainees would have to take aspect of volunteerism into account to meet local reality

7.4 TOWS - Aruba

Heritage Concept

1. S: Papiamento, National symbols, Dera Gai and Dande most valued Immaterial Heritage elements of Aruba/ Papiamento, National symbols, Dera Gai and Dande most valued Immaterial Heritage elements of Aruba.
O: Multilingualism should be regarded more positively than at present
2. S: Material heritage well mapped
O: Connecting monumental with the embedded ICH
3. S: Strong oral traditions
O: Oral history fundamental as documentation method
4. S: Sound amount of music- and dance schools
O: Economic benefits accompanied by globalization not utilized sufficiently
5. S: Monuments and Architectural diversity/ Strong notions of authenticity pertaining to 'Aruban' cultural identity
O: Create more general awareness of Aruban cultural history
- S-O 6. S: Musical traditions maintained in modernization process
O: Participation of youth in development and acknowledgment of 'new heritage' / Artists and youth would benefit from more support and acknowledgement
7. S: Street art emerging as popular art form
O: Public space underused for initiatives and branding activities pertaining to art
8. S: Multilingual and -cultural society / National affiliation with Latin-America / Substantial cultural similarities Leeward Antilles / Historical ties to NL formation of transnational communities
O: Cultural tourism has potential of generating income in field of heritage / Large-scale research on Nation-building and Nation-branding (ATA)
9. S: Material heritage well mapped / Monuments and Architectural diversity
O: Connecting monumental with the embedded ICH / cultural ensembles and histories of the buildings
10. S: Strong notions of authenticity pertaining to 'Aruban' cultural identity
O: Development of quality standards regarding cultural activities
1. W: Heritage community is deemed difficult to reach
O: Participation of youth in development and acknowledgment of 'new heritage'
2. W: Rivalry/ Competition within heritage communities
W-O O: Artists and youth would benefit from more support and acknowledgement / Development of quality standards regarding cultural activities
3. W: Little research thus far on heritage theme: 'life cycle events' and religious activities, particularly since age of industrialization / Little knowledge on social histories of churches Alta Vista and Noord
O: Large-scale research on Nation-building and Nation-branding (ATA)
1. S: Multilingual and - cultural society / General acknowledgement of cultural diversification due to (im)migration; creolization inherent to Aruban culture
S-T T: Culture and heritage management requires ethnic & cultural inclusive approach in order to mirror Aruban society
2. S: Strong notions of authenticity pertaining to 'Aruban' cultural identity
T: Tourism and migration undermine inter-generational transmittance of heritage

3. S: Musical traditions maintained in modernization process
T: Modernity provokes notions on cultural identity and nation-building

1. W: Rivalry/ Competition within heritage communities
T: Personal networks impede constructive collaboration between organizations and structuring of management

W-T

2. W: Multicultural society, assumed to lead to a loss of autochthonous traditions
T: Culture and heritage management requires ethnic & cultural inclusive approach in order to mirror Aruban society

Capacity Strengthening

1. S: Dutch Caribbean Heritage Platform - collaborative effort of six island territories in reaching awareness and exchange pertaining to monumental heritage
S-O O: Cultural exchange and collaboration Leeward Antilles / Capacity exchange on local, insular, regional and transnational level / Awareness raising and exchange of knowledge/ know-how of organizations to strengthen political leverage / Strengthening capacity in the areas of education: HBO-Plus; on-the-job-training; general employee's courses

1. W: No structural (government) funding as regards the field of heritage and cultural entrepreneurs
O: Collaboration, communication and commitment key components in strengthening capacity
2. W: Lacking ability and expertise in the areas of inventorying, research, oral history & documentation, educational workers / Deficient higher educated personnel in middle, senior management, and inter-organizational collaboration
W-O O: Strengthening capacity in the areas of education: HBO-Plus; on-the-job-training; general employee's courses

3. W: Weak ties with community (volunteers, heritage community, artists, youth, educators, etc.)
O: Capacity exchange on local, insular, regional and transnational level / Collaboration, communication and commitment key components in strengthening capacity

1. S: Dutch Caribbean Heritage Platform - collaborative effort of six island territories in reaching awareness and exchange pertaining to monumental heritage
S-T T: Poor political will pertaining to policy in the area of culture

- 1.W: Little attention on holistic and integral cultural policy
T: Poor political will pertaining to policy in the area of culture

2. W: Deficient higher educated personnel in middle, senior management, and inter-organizational collaboration/ Lacking ability and expertise in the areas of inventorying, research, oral history & documentation, educational workers
W-T T: Poor vision on (heritage) education and educational training
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7.5 TOWS - Bonaire

Heritage Concept	
	<p>1. S: Monuments (material/ build) heritage well embedded in notions of Bonairean cultural identity O: Connecting monumental (material/ build) heritage with the embedded ICH/ social- & cultural ensembles and histories of the buildings</p>
S-O	<p>2. S: Bonairean folkloric traditions are well documented and upheld (San Juan, Maskarada, Dia Di Rincon, etc.) O: Developing (societal) appreciation with regards to Bonairean heritage / Increase general awareness and acknowledgement of Bonairean cultural heritage, tradition & icons / Establish cultural national theatre & cultural center</p>
	<p>1. W: Little general awareness and communal ownership of cultural heritage / Insufficient inclusivity or participation community in the valuation of monuments and implementation of policy plan O: Increase general awareness and acknowledgement of Bonairean cultural heritage, tradition & icons.</p>
W-O	<p>2. W: Developing (societal) appreciation with regards to Bonairean heritage / Increase general awareness and acknowledgement of Bonairean cultural heritage, tradition & icons. O: Disinterest amongst youth with regards to Bonairean traditions and cultural elements / Decline in general interest pertaining to cultural activities amongst youth</p>
	<p>3. W: Tourist operators disconnect with local cultural entrepreneurs O: Increase general awareness and acknowledgement of Bonairean cultural heritage, tradition & icons.</p>
S-T	<p>1. S: Monuments (material/ build) heritage well embedded in notions of Bonairean cultural identity / Bonairean folkloric traditions are well documented and upheld (San Juan, Maskarada, Dia Di Rincon, etc.) T: Constitutional change of the Kingdom charter imposes a threat to/ marginalizing effect on the conservation of Bonairean heritage / Immigration or influx from Dutch migrants induces imbalance in proportion to Bonairean population on a variety of levels</p>
	<p>2. S: Bonairean folkloric traditions are well documented and upheld (San Juan, Maskarada, Dia Di Rincon, etc.) T: Modernity brings about declining interest of Bonairean traditions and cultural elements</p>

1. W: Little general awareness and communal ownership of cultural heritage / Insufficient inclusivity or participation community in the valuation of monuments and implementation of policy plan / Decline in general interest pertaining to cultural activities amongst youth / Disinterest amongst youth with regards to Bonairean traditions and cultural elements.
T: Globalization compromises Bonairean heritage / Modernity brings about declining interest of Bonairean traditions and cultural elements

W-T

2. W: Decrease in interest for Bonairean heritage amongst general population, incl. public sector
T: Constitutional change of the Kingdom charter imposes a threat to/ marginalizing effect on the conservation of Bonairean heritage / Immigration or influx from Dutch migrants induces imbalance in proportion to Bonairean population on a variety of levels

Capacity Strengthening

1. S: Proper research centers and archival records (e.g. Antilliana, Judaica, national archives, NAAM)

O: Improve methodological expertise (i.e. documentation, conservation and safeguarding) / Create inter & intra insular and region (digital) repository and exchange of expertise

2. S: Heritage and education module/masterclass at the TF, UoC

S-O O: Produce heritage educational products / Develop heritage education (incorporate ICH) and internship program of UoC / Develop heritage workshops in an effort of varied organizations

3. S: Sound knowledge base pertaining to monumental heritage (e.g. social & cultural ensemble and histories of monumental buildings)

O: Create structural conservation and safeguarding procedures complying with best practices / Prioritize and increase societal inclusivity of monumental heritage policy / Create heritage inventory adapted to local context

1. W: Lacking awareness of registries, catalogs, collections and repositories amongst organizations and public

O: Create general database of collections & artefacts of the various organizations / Create platform for inter-organizations exchange / Create inter & intra insular and region (digital) repository and exchange of expertise

2. W: Little cohesion & collaboration amongst organizations within field of culture and heritage

O: Create platform for inter-organizations exchange

W-O

3. W: Large scale aging sector wide

O: Expand workforce and build-up human resources / Create pool of experts: connecting organizations and offer technical & practical support

4. W: Non-conducive environment and lack of political will regarding cultural heritage initiatives, development and implementation of policy

O: Develop policy providing context, structure and criteria for art and culture while regarding notions on insular character, branding & cultural industry / Prioritize and increase societal inclusivity of monumental heritage policy

S-T

1. S: Sound knowledge base pertaining to monumental heritage (e.g. social & cultural ensemble and histories of monumental buildings)

T: Little/ inefficient investment in awareness (campaigns) concerning heritage elements and little continuity of projects

W-T 1. W: Non-conducive environment and lack of political will regarding cultural heritage initiatives, development and implementation of policy / Lacking awareness of registries, catalogs, collections and repositories amongst organizations and public / Little cohesion & collaboration amongst organizations within field of culture and heritage

T: Little/ inefficient investment in awareness (campaigns) concerning heritage elements and little continuity of projects

7.6 TOWS - Curaçao

Heritage Concept	
	<p>1. S: Cultural enrichment and diversification due to acculturation processes stemming from migration/ immigration O: Branding of Curaçao with regards to cultural industry / Branding of local neighborhoods while incorporating the interconnectedness of ICH and Tangible heritage</p>
S-O	<p>2. S: Strong sense of Curaçaoan cultural identity O: 'Modernize' concept of heritage (e.g. contemporary meanings and prospective purpose of monumental buildings) & functions of institutions by adapting to contemporary societal dynamics / Make material heritage socially relevant & inclusive, by e.g. seeking linkages with immaterial heritage</p> <p>3. S: Cultural enrichment and diversification due to acculturation processes stemming from migration or immigration / Strong sense of Curaçaoan cultural identity O: Target youth in heritage educational activities / Hold informative and social activities, workshops with regards to heritage education on neighborhood level (target youth in particular)</p> <p>1.W: Little general awareness and communal ownership of cultural heritage, particularly amongst youth O: Make collections/ data available for public</p> <p>2. W: Deficient spatial planning policy & safeguarding of natural heritage insufficiently taken into account O: Sensitize public and government/ politicians for heritage management</p>
W-O	<p>3. W: Cultural deterministic notion of disposable' tendencies within society with regards to heritage / Awareness campaigns are often ineffective & not durable / Poor inter-generational transmittance of heritage O: Hold informative and social activities/ workshops with regards to heritage education on neighborhood level (target youth in particular) / Target youth in heritage educational activities / 'Modernize' concept of heritage (e.g. contemporary meanings and prospective purpose of monumental buildings) & functions of institutions by adapting to contemporary societal dynamics / Decolonize heritage and raise awareness about the colonial experience and contested heritage</p>
	<p>1. S: Strong sense of Curaçaoan cultural identity T: Immigration and migration provokes thoughts about cultural identity</p>
S-T	<p>2. S: Strong sense of Curaçaoan cultural identity T: Modernity brings about loss of traditional knowledge (ICH) and material heritage (changing landscape)</p> <p>3. S: Strong sense of Curaçaoan cultural identity T: Tourism has exclusionary effect as public space becomes politicized, resulting in lack of public ownership with regards to heritage sites</p>
W-T	<p>1. W: Little general awareness and communal ownership of cultural heritage, particularly amongst youth T: Modernity brings about loss of traditional knowledge (ICH) and material heritage (changing landscape)</p>
Capacity Strengthening	
S-O	<p>1. S: Large presence of organizations in the area of culture and heritage</p>

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O: Create platform for inter-organizations exchange / Create pool of experts: connecting organizations and offer technical & practical support / manage a central database while holding a public and political consultative function

2. S: Sound knowledgebase pertaining to monumental (material/ build) heritage (e.g. social-& cultural ensemble and histories of monumental buildings) / Proper research centers and archival records (e.g. Antilliana, Judaica, national archives, NAAM)

O: Create general database of collections & artefacts of the various organizations / Create heritage inventory and methodology adapted to local context

3. S: Heritage and education module/masterclass at the TF, UoC

O: Develop heritage education (incorporate ICH) and internship program of UoC / Set-up 'leer-werk' team between educational sector and heritage & arts sector / Develop heritage workshops in an effort of varied organizations / Produce heritage educational products

4. S: Large presence of organizations in the area of culture and heritage

O: Enhance entrepreneurship within field of culture & art and support of 'local' cultural Entrepreneurs / Expand workforce and build-up human resources / Connect cultural entrepreneurs and general population with tourism industry

5. S: Large presence of organizations in the area of culture and heritage / Sound knowledgebase pertaining to monumental (material/ build) heritage (e.g. social-& cultural ensemble and histories of monumental buildings)

O: Create structural conservation and safeguarding procedures complying with best practices

1. W: Lacking expertise & human resources related to heritage management

O: Develop heritage education (incorporate ICH) and internship program of UoC / Set-up 'leer-werk' team between educational sector and heritage & arts sector / Develop heritage workshops in an effort of varied organizations / Produce heritage educational products

2. W: Non-conducive environment and lack of political will regarding cultural heritage initiatives, development and implementation of policy

O: Develop policy providing context, structure and criteria for art and culture while regarding notions on insular character, branding & cultural industry / Prioritize and increase societal inclusivity of monumental heritage policy / Create structural conservation and safeguarding procedures complying with best practices

3. W: Lacking awareness of registries, catalogs, collections and repositories amongst organizations and public

W-O O: Create platform for inter-organizations exchange / Create inter- & intra insular and region (digital) repository and exchange of expertise / Produce heritage educational products / Create heritage inventory and methodology adapted to local context / Improve methodological expertise (i.e. documentation, conservation and safeguarding) / Manage a central database while holding a public and political consultative function

4. W: Little cohesion & collaboration amongst organizations within field of culture and heritage

O: Create platform for inter-organizations exchange / Enhance entrepreneurship within field of culture & art and support of 'local' cultural entrepreneurs / Create platform for the arts and heritage sector: connect and represent individual initiatives / Connect cultural entrepreneurs and general population with tourism industry

5. W: Large scale aging sector wide

O: Expand workforce and build-up human resources / Set-up 'leer-werk' team between educational sector and heritage & arts sector

- S-T
1. S: Sound knowledgebase pertaining to monumental (material/ build) heritage (e.g. social-& cultural ensemble and histories of monumental buildings) / Large presence of organizations in the area of culture and heritage
T: Little/ inefficient investment in awareness (campaigns) concerning particular heritage elements and little continuity of particular projects
- W-T
1. W: Non-conducive environment and lack of political will regarding cultural heritage initiatives, development and implementation of policy
T: Little/ inefficient investment in awareness (campaigns) concerning particular heritage elements and little continuity of particular projects
 2. W: Little cohesion & collaboration amongst organizations within field of culture and heritage
T: Little/ inefficient investment in awareness (campaigns) concerning particular heritage elements and little continuity of particular projects
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