The Global Cultural Embassy Annual Report 2025 to 2026



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Introduction

The Global Cultural Embassy (GCE) is a collaborative body that seeks to build a global community committed to heritage justice. The GCE brings communities, practitioners, artists, researchers, curators and institutional actors to reimagine how heritage is cared for, represented and governed. The GCE aims to develop a more equitable form of global collaboration based on shared decision making, co-creation and co-governance.

June 2025 to June 2026 marked a significant phase of consolidation, strategic planning, and collaborative development as the Global Cultural Assembly (GCA) worked toward forming the GCE. Following the collective declaration **"Dignity – Transparency – Continuity"** initiated during the opening of the East Wing of the Humboldt Forum in 2022, the **GCA 2025** focused on moving "From Declaration to Action" through creating concrete governance structures, collaborative methodologies, and institutional transformation. This long-term global cooperation will be grounded in dignity, transparency, continuity, collaboration, justice, and care.

During the GCA 2025 held from 16 to 21 June 2025 at the Humboldt Forum in Berlin, a **Reference Group (RG)** representing regional hubs from Africa, Asia, Diaspora/Europe, Latin America, the Middle East, North America, and Oceania was elected. Together with the **Berlin Team (BT)**, the RG continued working to advance the Assembly's collective resolutions into an actionable operational structure and process. The BT is made up of staff from the **Stiftung Humboldt Forum (SHF)** as well as the **Ethnologisches Museum (EM)** and the **Museum für Asiatische Kunst (AKU)**, the latter two are part of the **Stiftung Preussischer Kulturbesitz (SPK)**. The work process included regular RG meetings, regional hub exchanges, and strategic workshops.
This structure strengthened the governance framework, clarified operational methodologies, drafted and initiated regional hub projects.

An important milestone was the workshop held in Berlin from 30 September to 7 October 2025, where the RG and the BT met and collectively reviewed the resolutions of the Assembly, following a triage process previously carried out by the RG, and consolidated them into a coordinated work plan for 2025 to 2027. The workshop also advanced governance and affiliation protocols, communication strategies, archival methodologies, regional hub coordination, and a focus on a Philosophy of Care framework addressing ethics, inclusion, institutional accountability, and trauma-informed museum practice. The RG also continued strengthening relationships with institutional and community stakeholders while preparing for future initiatives, including the proposed World Gathering on Rematriation, Repair, and Restitution in 2028. This report documents the activities, methodologies, collaborations, and reflections that shaped the GCA and the GCE during the 2025 to 2026 reporting period.



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About the Global Cultural Embassy

Context and Background
The origins of the GCA date back to September 2022 and the opening of the permanent exhibitions of the Ethnologisches Museum (EM) and the Museum für Asiatische Kunst (AKu) at the Humboldt Forum in Berlin. International collaborators who had participated in the development of the exhibitions gathered for a week of exchange, celebration, reflection, and critical dialogue concerning museum collections, representation, participation, and colonial histories. This gathering/meeting led to the 2022 declaration "Dignity – Transparency – Continuity" and to the formation of the **Preparatory Group (PG)**, the founding team responsible for establishing the processes that underpin the GCE. These developments called for more equitable and accountable international collaboration and marked the beginning of an ongoing commitment to rethinking institutional practices through the GCE and its global network.

The GCE emerged through a continuous collaborative processes associated with the Humboldt Forum and its broader commitment to creating spaces for dialogue, plurality, and critical engagement with histories and collections. The GCE operates through participatory and regionally connected structures that support long-term dialogue, shared responsibility, and community-centered collaboration.

Mission
The GCE seeks to build a global community committed to social, historical, and cultural justice by fostering equitable participation in decision-making processes related to collections, exhibitions, institutional policies, and collaborations. The mission of the GCE is to foster equitable and sustainable transnational collaboration rooted in dignity, continuity, transparency, and care. The GCE connects communities, institutions and individuals to engage in knowledge, exchange, and shared decision making around the care, interpretation, representation, and sharing of heritage.

Vision
The GCE envisions a future in which decision-making on heritage is no longer centralized solely within institutional authority, but cogoverned through reciprocal relationships with communities whose histories, belongings, and knowledge systems are represented in museums and institutions. Therefore, the GCE strives for collaborative futures grounded in relational accountability, shared knowledge production, institutional transformation, and collective responsibility.

Core Values
The GCE is guided by dignity, transparency, continuity, collaboration, justice, and care, grounded in trust, inclusivity, and mutual respect. It promotes respectful, long-term, and inclusive cooperation with communities, based on shared responsibilities, openness, and care. The approach is process-oriented, focusing on learning and unlearning, and it firmly rejects discrimination while affirming "Unity in Diversity and Diversity in Unity." The GCA additionally affirms a commitment to anti-racist, anti-discriminatory, and care-centered practice.

Goals
The goals of the GCE at the Humboldt Forum are to reshape how institutions work by grounding them in dignity, transparency, continuity, collaboration, justice, and care. Together, these values aim to move museums away from top-down control toward more equitable relationships with communities of origin, where heritage is treated with respect, shared authority, and responsibility. The focus is on long-term collaboration, open and accountable processes, and the active involvement of communities in how they are represented and interpreted.

Working Process & Methodology

Meeting Structure and Responsibilities
To ensure continuity, participation, and collective accountability, the GCE adopted a layered working structure. This structure is designed to balance strategic decision-making, operational coordination, and regionally grounded participation, while maintaining alignment across all working levels.

Rather than functioning as a single centralized body, the GCE distributes its governance and communication across multiple interconnected formats, each serving a distinct role in the overall ecosystem of collaboration.

Reference Group (RG)
The RG serves as the primary elected body for governance and coordination of the GCE. It is composed of seven representatives from different regional hubs — Africa, Asia, Diaspora/Europe, Latin America, Middle East, North America, and Oceania — and carries the mandate to translate Assembly resolutions into actionable workstreams, supporting regional hub processes, serving the evolving needs of the GCE process, and ensuring the continuity of working structures. In practice, the RG functions as a collective governance body rather than a fixed executive structure, ensuring that decision-making remains distributed, consultative, and accountable to the broader Assembly framework. The RG normally meets fortnightly online on Tuesdays as its baseline structure, at a time adapted to accommodate different time zones. However, the meeting schedule remains flexible based on urgency and availability. In the reporting period, a total of fourteen meetings were convened. Meetings are documented for internal purposes to support decision-making and accountability, and also to ensure that those unable to attend can review the discussion, decisions, and follow-up actions.



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Reference Group (RG) + Berlin Team (BT)
The RG and the BT meet monthly as a key coordination forum within the GCE governance structure. These meetings serve as a strategic interface among the RG, the GCA's elected body, and the institutional partners responsible for implementation and collaboration within the Humboldt Forum. They ensure continuous alignment between community-guided decision-making and institutional frameworks, allowing priorities emerging from the RG to be discussed, contextualized, and translated into operational and curatorial processes.

The RG and BT meetings also serve as a forum for addressing ongoing challenges, reviewing progress across workstreams, and clarifying roles, responsibilities, and next steps in a transparent and structured manner. By bringing together the GCE's representative governance with institutional actors from the Humboldt Forum, these meetings sustain a shared working framework grounded in accountability, coordination, and mutual responsiveness. The RG and BT meetings are documented internally to support informed decision-making, accountability, and access to key outcomes for those not present.

Transition Group (TG)
The Transition Group (TG) was formed to support continuity, onboarding, and role transitions within the GCE governance structure following the GCA 2025. The TG consisted of two members from the Preparatory Group (PG) – Augustine (Tina) Moukodi and Fabiano Kueva. The TG worked for three months in close collaboration with the RG and the BT, focusing on enabling smooth transitions rather than serving as a separate decision-making body. The TG's role was to support the handover of responsibilities, clarify emerging governance structures, and ensure that institutional memory and working knowledge were documented, shared, and accessible. It ensured that changes in roles and responsibilities did not disrupt ongoing workstreams and that the principles of continuity, transparency, and shared understanding were maintained across the evolving governance structure.

Regional Hubs
The Regional Hubs are local/regional bodies within the emerging Global Cultural Embassy (GCE) framework. They were established during the GCA 2025, enabling participation to be grounded in regional contexts, priorities, and capacities. A total of seven Regional Hubs were created: Africa Hub, Asia Hub, Diaspora/Europe Hub, Latin America Hub, Middle East Hub, North America Hub, and Oceania Hub. The Regional Hubs develop and coordinate activities internally at the hub level and contribute perspectives and inputs to the broader GCE structure through their respective RG representatives.

Each Regional Hub is coordinated by its respective RG representative, with the alternate stepping in in the representative's absence, to ensure alignment between regional discussions and the wider GCE governance framework as well as to ensure that diverse perspectives inform decision-making. Following the unavailability of an elected representative from the Middle East Hub during the reporting period after GCA 2025, the hub's alternate was appointed to ensure continuity of the role. Additionally, a leadership transition also occurred in the

Oceania Hub, where the elected Regional Group representative completed one year of service. Following her decision to step down due to professional commitments, the alternate representative assumed the role, ensuring continued representation and a smooth transition within the hub.

In line with the broader vision of the GCE at the Humboldt Forum, the hubs support a distributed model of collaboration based on participation, reciprocity, and shared responsibility across regions. Hub meetings are organized independently within each hub, with frequency and format varying according to urgency, time zones, and local availability. Some hubs operate with larger groups, while others have smaller memberships. Despite these differences, hubs remain active within the overall structure and continue to contribute to collective processes.

Working Groups
The Working Groups are thematic and task-oriented groups convened as needed to support the operational and conceptual work of the GCE. Working Groups were formed during the Berlin Workshop (30 September to 7 October 2025) as part of the GCA's commitment to translate collective priorities into structured, task-based implementation. These groups were formed between the RG and the BT to carry forward shared responsibilities across key areas, including governance development, communication, protocols, fundraising, and project implementation. They operate on a need-based basis and are convened as needed for specific tasks or urgent processes, rather than following a fixed schedule.

The Triage Process
The triage process was collectively led by the RG to organize and prioritize the resolutions and proposals emerging from the 2022 declaration "Dignity – Transparency – Continuity" and the GCA 2025 resolutions. Guided by the principles of dignity, transparency, continuity, collaboration, justice, and care, the RG assessed initiatives



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according to urgency, achievability, institutional relevance, community impact, and available capacity. The process helped identify immediate priorities, long-term goals, and areas requiring further consultation or institutional collaboration, particularly regarding governance, regional hubs, communication, documentation, and future programming.

The triage process served as an important mechanism before formal working structures were established. During the workshop in Berlin, the outcomes were collectively reviewed, refined, and consolidated into the 2025 to 2027 workplan.

DACI Governance Framework

The GCE adopted the DACI framework during the Berlin Workshop as a shared coordination and decision-making tool to clarify roles and responsibilities across governance and operational processes between RG, BT, and stakeholders. DACI stands for Driver, Approver, Consultant, and Informed. The Driver is responsible for coordinating and advancing a task or process, ensuring follow-through and alignment. The Approver holds final decision-making responsibility and confirms outcomes or directions. Consultants are individuals or groups whose expertise, perspectives, or contextual knowledge are actively sought during the process. The Informed category includes those who are kept updated on progress and outcomes but are not directly involved in decision-making. Within the GCE, the DACI framework is applied across the working groups comprising the RG and the BT to share responsibility for tasks. Working Groups function through distributed roles and are coordinated using the DACI framework to ensure clarity in responsibility, decisionmaking, and accountability while maintaining collective ownership.

Documentation Practices

To ensure transparency, continuity, and institutional memory, the GCE follows a shared documentation practice across all governance levels, while allowing flexibility based on context and consent. Documentation is understood not only as an administrative function, but as a core part of the GCE's commitment to accountability, shared authorship, and long-term continuity of the process. At the RG and BT levels, meetings are formally documented in minutes, with action points collectively agreed upon to support continuity and decision-making. Shared digital spaces are used to maintain governance materials, working documents, protocols, and evolving outputs. Action points and key outcomes are circulated collectively to ensure accessibility across the RG and the BT, including the Working Groups.

Regional Hub documentation practices are more flexible, locally determined, and adapted to hub settings. Recording and documentation practices vary by hub. Some hubs maintain structured notes, while others operate through more informal exchanges. Recording of meetings is subject to approval by hub members, reflecting a consent-based approach to documentation. The decision to document these meetings rests with the RG and the hub members.

Philosophy of Care

The GCE is underpinned by the Philosophy of Care that redefines approaches to responsibility, stewardship, and relationships within museums and cultural institutions. Rooted in the principles of Dignity — Transparency — Continuity, care is an ethical approach that shapes governance, collaboration, knowledge sharing, restitution, and cultural stewardship.

The GCE recognizes that cultural heritage is not simply a collection of objects, but a living connection between communities, regions, histories, languages, and knowledge systems. This approach prioritizes relationships over ownership, fostering partnerships built on trust, reciprocity, respect, and shared responsibility.

Through the Philosophy of Care, the GCE centers community voices and expertise, recognizing the inclusion of communities in the decisionmaking process as essential to care. The Philosophy of Care prioritizes relationships over ownership, collaboration over extraction, and heritage justice over institutional convenience. By valuing plural and diverse knowledge systems and communityled approaches, the GCE supports museums and cultural institutions in becoming spaces of dialogue, accountability, learning, and shared stewardship, contributing to more equitable, inclusive, and sustainable partnerships.



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GCA / GCE Activities 2025 to 2026

Global Cultural Assembly 2025
The GCA 2025, held from 16 to 21 June 2025 at the Humboldt Forum in Berlin, brought together approximately 80 delegates from around the world. Participants included artists, curators, scholars, activists, museum professionals, community representatives, and practitioners engaged in critical dialogue on collaborative governance, restitution and rematriation, institutional transformation, equitable partnerships, justice, and participatory museum practice. Through plenary discussions, workshops, thematic working groups, and regional consultations, the Assembly focused on translating the principles established in the 2022 declaration "Dignity — Transparency — Continuity" into actionable and sustainable structures for long-term collaboration, "From Declaration to Action".

Key Outcomes of the GCA 2025
- Establishment of Regional Hubs
- Election of the first Reference Group (RG)
- Development of collaborative working frameworks (RG + BT + TG)
- Reaffirmation of the declaration "From Declaration to Action."

A major outcome of the Assembly was the establishment of Regional Hub structures to decentralize participation, strengthen locally grounded engagement, ensure continuity between global gatherings, and guide the implementation of the Assembly's resolutions. Criteria for the hubs included regional representation, sustained engagement, community participation, local relevance, and alignment with GCE principles.

Building on this foundation, the Assembly elected the first Reference Group (RG), with one representative and one alternate from each of the seven newly established Regional Hubs, to support continuity and ensure sustained engagement in the RG and the Regional Hub.

Reference Group (RG) + Berlin Team (BT) + Transitional Group (TG) Workshop
The RG + BT + TG Workshop, held at the Humboldt Forum in Berlin from 30 September to 7 October 2025, marked an important step toward transforming the resolutions of the Global Cultural Assembly 2022 and 2025 into practical working structures and long-term implementation strategies. The workshop brought together members of the RG, BT, and TG, curators, the directors, the heads of the museums and the programme department for a week of collaborative planning, governance development, and strategic discussions.

A central focus of the workshop was the continuation and finalization of the triage process that the RG started prior to the Berlin gathering. Through collective working sessions, participants reviewed and prioritized Assembly resolutions according to urgency, achievability, institutional relevance, community impact, and available capacity. The process enabled the group to identify immediate priorities, medium-term actions, and long-term goals, which were consolidated into a coordinated work plan for 2025 to 2027.

The workshop also focused on strengthening governance and collaboration structures within the GCE. The RG, BT, and TG discussed meeting policies, committee structures, documentation systems, and the DACI governance framework (Driver, Approver, Consultant, Informed), which clarified responsibilities across governance, communication, fundraising, Regional Hubs, institutional collaboration, and GCE membership. Sessions further explored archival practices, Indigenous data sovereignty presented by Lisa Hilli (RG), ethical documentation, and the development of the "Dignity Archive." Additional discussions addressed power dynamics, equity, inclusion, and trauma-informed care within museums, as well as collaborative practices presented by Marcella Katjijova (RG), contributing to the development of the Philosophy of Care framework in the GCE. The workshop also advanced communication and outreach strategies, including the GCE



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website, an annual report, documentation systems, and outreach initiatives.

There were meetings with Hartmut Dorgerloh, the General Director of the SHF; Han Song Hiltmann, the director of Programs and Associate Advisor on Strategy and International Relations of the SHF; as well as curators, focused on institutional collaboration, participatory governance and future partnership structures. By the conclusion of the workshop, the RG and the BT established a clearer governance structure, finalized key implementation priorities, strengthened institutional collaboration, and developed a coordinated roadmap for future projects and regional hub engagement grounded in dignity, transparency, continuity, collaboration, justice, and care.

Building on the work plan established in 2025, the RG and the BT will convene in Berlin from 11 to 18 October 2026 for the second annual strategic workshop. The workshop will review progress on the 2025 to 2027 work plan, strengthen governance and institutional collaboration, advance ongoing projects, and identify priorities for the next phase of the Global Cultural Assembly.

RG on the Advisory Board of Stiftung Humboldt Forum (SHF)
Following the GCA 2025, members of the RG collectively elected Greta de León (Latin America Hub) as the RG member to represent the GCE on the Kuratorium (advisory board) of the Stiftung Humboldt Forum (SHF). The appointment ensures to strengthen the representation of GCE perspectives in institutional discussions and to support ongoing collaboration between the GCE and the Humboldt Forum, particularly regarding engagement with colonial collections, participatory governance, and institutional transformation.

Furthering this mandate, de León was elected Vice Chair of the Kuratorium by its members in 2026, becoming the first GCE representative to assume this role. This appointment further strengthened the connection between the GCE and the Humboldt Forum, supporting dialogue on institutional development, collaboration, and community-informed approaches. In her role as Vice Chair and RG representative in the SHF, de León also contributes to advancing the GCE's international development through strategic collaboration, institutional partnerships, and engagement with museums, universities, organizations, and cultural institutions. Through de León's role as Vice Chair in the Kuratorium, the GCE contributes community-informed perspectives to discussions on participatory governance, institutional accountability, collections, exhibitions, and the ongoing transformation of the Humboldt Forum.

Drafting Protocols
During the 2025 to 2026 reporting period, the RG developed a series of governance and strategy protocols for the GCA to support long-term sustainability, accountability, and ethical coherence of the emerging Global Cultural Embassy (GCE).

The protocols were developed using the DACI (Driver, Approver, Consultant, Informed) framework. A major outcome was the drafting of the Protocol of Affiliation and the Internal Protocol of the Reference Group. The Protocol of Affiliation defines how affiliation with the GCE is conferred through ethical alignment, sustained collaboration, and collective accountability, rather than through open membership or self-declaration. The protocol also establishes guidelines for representation, communication, institutional relationships, and the use of the GCE name and identity. The Internal Protocol of the RG clarifies the roles, responsibilities, and ethical obligations of RG members, including governance processes, regional hub coordination, conflict-of-interest procedures, institutional engagement, and collective stewardship.

In parallel, drafting of a Fundraising and Resource Mobilization Protocol is underway to establish transparent procedures for fundraising, grant applications, sponsorship requests, and financial partnerships conducted in the name of the GCE. The protocol will prevent unauthorized financial representation, strengthen collective oversight, and ensure ethical and equitable management of resources across projects and regional hubs.

3R World Gathering

Preparatory work has commenced for the World Gathering on Rematriation, Repair, and Restitution (**3R Conference**), a long-term international initiative of the GCE. The initiative seeks to reshape how cultural return is understood and practiced by centering the authority, knowledge, and agency of communities whose heritage has been displaced. Through artistic practice, critical dialogue, and collaborative research, it advances rematriation as a process of restoring relationships, continuity, and self-determination.

The process will begin with a meeting in Mexico in January 2027, bringing together international participants to co-develop the conceptual, ethical, and operational foundations of the initiative. During the reporting period, initial conceptual and groundwork was undertaken in collaboration with GCE members and partners. This included early discussions on thematic priorities, participation structures, and methodologies grounded in community-led perspectives and ethical frameworks of engagement.

The 2027 meeting will lay the foundation for a major global Gathering in Berlin in 2028, envisioned as an international platform for exchange, collaboration, and public engagement. Through this multi-year process, the initiative aims to foster new models of cooperation that move restitution, rematriation, and repair beyond institutional frameworks toward more equitable and future-oriented forms of cultural practice. The 3R World Gathering is envisioned as a key milestone in the GCE process, extending ongoing work into a transnational forum that fosters exchange, reflection, and collective action on restitution, rematriation, and repair.

GCE Glossary

The **GCE Glossary** is an ongoing collaborative activity within the GCE framework, focused on developing a shared, evolving vocabulary for use across exhibitions, governance processes, and community engagement. It brings together curators, artists, researchers, and delegates from different Regional Hubs to define and contextualize key terms central to the GCE, including concepts related to dignity, care, restitution, rematriation, repair, belongings, and shared governance. The glossary is not a fixed publication but a living process that reflects the evolving nature of the GCE, ensuring that language remains inclusive, accessible, and ethically grounded across diverse cultural and linguistic contexts.

The Polygon in the Family Matters Exhibition
The opening of the Family Matters thematic programme at the Humboldt Forum marked a significant moment within the GCA programme, with active participation of PG members. Family Matters brought together a series of exhibitions, interventions, and public programmes exploring themes of kinship, memory, and intergenerational relations across diverse cultural contexts. Within this framework, the PG developed *The Polygon: Words / Roots / Worlds*, presented as part of the wider programme.

PG members from Cameroon, Canada, Colombia, Ecuador, Nepal, Tanzania, and Turkey participated in the programme, reinforcing the GCA's commitment to inclusive participation, shared authorship, and sustained international collaboration across its network. Through collective presence and dialogue, it highlighted interaction and the role of personal and familial narratives in broader discussions of identity, memory, and belonging. *The Polygon: Words / Roots / Worlds* created a shared space for presentation and exchange, reflecting the GCA framework's relational and community-driven approach.

The GCA Room
The GCA Room, an exhibition space at the Humboldt Forum located on the 3rd floor in the East Wing, was curated by the PG and inaugurated in September 2024 as a dedicated space for dialogue, reflection, and engagement. The room continues to evolve through ongoing contributions and interventions rather than having a fixed final form. In 2026, the Diaspora Hub developed a healing intervention in the GCA Room through a collective project combining a sound installation, multilingual poetry recitation, and translation. Centered on the poem *The Storm* by Giuliana Kiersz, inspired by Augustine (Tina) Moukodi's *The Tree of Hope*, the intervention brought together voices in multiple languages. The poem has been translated and recited in multiple languages to reflect linguistic diversity and the plurality of cultural perspectives engaged within the GCA framework. These include Arabic,

Armenian, Brazilian Portuguese, German, Hebrew, Hindi, Nepali, Spanish, and Yakthung (Limbu). The immersive soundscape reflects themes of memory, restitution, displacement, and cultural return, creating a space for relational listening, reflection, and care in alignment with the GCA's commitment to collaborative and transformative museum practice.

The recording was done in the Humboldt Forum studio through a collaborative process, creating an archive of voices that embody different cultural interpretations and positionalities. The sound installation brings these recordings together into a layered, immersive soundscape in which language, rhythm, and voice interact to evoke themes of memory, restitution, displacement, and cultural return. Presented in the GCA Room, the work functions as both an artistic and reflective environment, contributing to the broader aims of the GCA by fostering dialogue, relational listening, and engagement with the entangled histories of museum collections and the ongoing processes of repair and transformation.

Pilot Projects of the Regional Hubs
The pilot projects developed by the Regional Hubs under the GCE framework were drafted and submitted to the Humboldt Forum in order to explore new collaborative and community-led methodologies for engaging with museum collections and cultural knowledge systems. The Oceania Hub's *"The Missing Fields"* focuses on restoring cultural and spiritual knowledge within Oceanic songs and images through close collaboration with communities of origin, reinterpreting archival materials, and reactivating them within digital and public knowledge spaces. The Latin American Hub's *"REvisit / REname / REconnect"* works with communities of origin to critically revisit and recontextualize museum "entities," developing intercultural databases and ethical research practices while also exploring pathways toward rematriation and more responsible knowledge relations. The Asia Hub's *"Echoes of Asia"* reconnects musical instruments from the Ethnological



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Museum Berlin (EM) with their communities of origin through co-created audiovisual work and networked exchanges, reframing instruments as living carriers and enabling processes of ethical co-curation and digital return. The Diaspora Hub's *"Threads of Return"* focuses on care-based transformation and shared governance within museum spaces, developing participatory structures for community decision-making, restitution dialogue, and global engagement, including the creation of a dedicated GCE space at the Humboldt Forum that supports workshops, textile-based installations, and digital access for distributed participation.

The Introductory Spaces

The *Introductory Spaces* – a project idea developed by the Humboldt Forum, led by staff from SHF, EM, and AKU aim at providing a general introductory orientation space for visitors across the Humboldt Forum exhibitions. They offer an initial point of entry, conceptual grounding, and guidance that helps visitors to understand the values and processes that shape the exhibition before entering the main space.

The RG is now involved in the ongoing development of these spaces, contributing GCE perspectives to strengthen collaborative, inclusive, and care-oriented approaches throughout the process. While the project was not originally initiated within the GCE framework, it is being further developed collaboratively with GCE to ensure greater coherence with the core values GCE has established/defined: transparency, accessibility, and participatory collaboration. The extent of GCE-specific display elements within the room is still under development.

Trauma-Informed Care Room

The Trauma-Informed Care Room is currently being developed within the GCE framework, guided by the Philosophy of Care, which positions cultural work as a relational, ethical, and process-oriented practice. The concept is in the initial phase of development, shaped by RG's contribution within the GCE process, and reflects a care-based approach to museum practice.

The initiative responds to the understanding that engagement with museum collections can involve histories of colonialism, displacement, and cultural loss, which may carry emotional and embodied impacts for visitors and participating communities. Grounded in the Philosophy of Care, the objective of the space is to embed care, attentiveness, and emotional responsibility into the museum experience.

The space is intended to provide an environment for pause, reflection, and grounding, supporting visitors in engaging with difficult narratives in ways that acknowledge both intellectual and emotional dimensions. Rather than treating care as an add-on, the room reflects care as a core curatorial principle emphasizing listening, humility, and sensitivity as essential parts of interpretation and engagement within the GCE process.

The Trauma-Informed Care Room reflects an ongoing commitment to care-based curatorial practice, where museums are understood as spaces of both knowledge and lived experience, requiring sensitivity to the well-being of all participants.

Outreach & Publications

The GCE and the GCA has been widely documented across institutional publications, academic research, press releases, podcasts, film, and cultural commentary between 2022 and 2026, reflecting its development as a participatory and experimental governance process within the Humboldt Forum.

GCE Website

The GCE Website serves as the primary digital platform for communication, documentation, and dissemination of the GCA's work towards a Global Cultural Embassy (GCE). It serves as a central hub for information on events, projects, governance structures, and collaborative processes. The newly inaugurated website has been launched as a platform bringing together information on the GCA/GCE providing a comprehensive and publicly accessible overview of GCE activities, projects and protocols. It plays a key role in making the GCE framework visible to a broader international audience, enabling engagement with its principles, methodologies, and evolving initiatives in an open and publicly accessible format.

GCA Documentary Film

The GCA documentary, directed by Carlos da Silva Pinto, presents the GCA's evolution to a wider audience. The documentary traces the development of the GCA from the opening of the Humboldt Forum in 2022, through the PG's work, to the formation of the RG and the Regional Hubs. The film on the GCA captures workshops and collaborative processes that reflect the transition from PG engagement to structured governance, highlighting how the GCA principles are incorporated in practice. The film contributes to a broader dialogue on process-based cultural work, shared governance, and collaborative methodologies, situating the GCA within contemporary artistic and visual documentation practices that focus on long-term, participatory forms of cultural production. The documentary premiered at the Slices of Life (SOL) film festival in Berlin-Dahlem on 19 May 2026. It has also been selected for the Festival de Cine Antropológico at the National Museum of Anthropology in Mexico, in August 2026.

Podcasts

The podcast series Gegen die Gewohnheit, produced by the Collaborative Museum (a project of the Ethnologisches Museum and the Museum für Asiatische Kunst), dedicated two episodes to the Global Cultural Assembly: CoMuse – #1 The Global Cultural Assembly and CoMuse – #14 The Global Cultural Assembly Revisited – 2025 Developments. The episodes reflect on the development of the GCA, collaborative governance structures, and ongoing institutional transformation processes within the Humboldt Forum.

Academic Publications and Research

The GCA was referenced and examined in several academic publications and research projects between June 2022 and June 2026, reflecting scholarly engagement with participatory governance, decolonial museum practice, and collaborative institutional models.

- Scholz, Andrea. 2023. Transkulturelle Zusammenarbeit – von kuratierter Partizipation zum "Kollaborativen Museum" und der "Global Cultural Assembly".
- Dias, Anna Sara P. G. 2025. Global Cultural Assembly: Decolonial (Im)Possibilities at the Humboldt Forum (2022–2024). Master's Thesis, Freie Universität Berlin.
- Sanan, Sophia. 2025. The Humboldt Forum and the Global Cultural Assembly: (im)possible expectations of museums? AVReQ – Centre for the Study of the Afterlife of Violence and the Reparative Quest.
- Shelton, A. A., and M. N. Yahgulanaas. 2025. "Forum or Assembly?: Governance and Diplomacy at the Humboldt Forum, Berlin." Museum Worlds 13(1): 187–190.

- Dias, Anna Sara; Anne-Karla Luedtke; Nele Reckweg; and Andrea Scholz. 2026. "Declaration to Action: The 2025 Global Cultural Assembly Report." Baessler-Archiv: Kulturen und Künste der Welt 70 (2024/2025).
- Scholz, Andrea; Dias, Anna Sara. 2026. Collaborative governance critical museology institutional transformation. Journal of Social and Cultural Anthropology.

Media Coverage

The GCA also received international press and media attention during the reporting period, highlighting its role in discussions on cultural justice, restitution, and institutional collaboration. Selected coverage includes:

- Imani, Tafari-Ama. 29 June 2025. "Berlin's Humboldt Forum Hosts Global Cultural Assembly." The Jamaica Gleaner.
- Kurdish Artist Participates in Global Cultural Forum in Berlin. June 29, 2025. Kurdistan Chronicle.

External Events and Engagement

The GCA was represented at selected external events and engagements, strengthening its international visibility and fostering dialogue on participatory governance, decolonization, and institutional transformation. In April 2026, the GCA was promoted by Greta de León and poet Celerina Sánchez, at a literary event hosted by the Embassy of Mexico in Berlin, providing an opportunity to engage with international cultural and diplomatic stakeholders.

The GCA was also featured at the Ecsite (European Network of Science Centres and Museums) Annual Conference 2026, where Amparo Leyman Pino (RG, North America Hub) and Anna Schäfers (BT) facilitated a concurrent "fishbowl" session on decolonization in museum practice. The session introduced the GCA's collaborative governance model and featured an excerpt from the GCA documentary, generating discussion among museum professionals and researchers on practical approaches to decolonization and participatory museum practice. Beyond these European engagements, the GCA documentary further enhanced the initiative's international visibility by being selected for the Festival de Cine Antropológico at the National Museum of Anthropology in Mexico in August 2026. The selection represents an important opportunity to bring the GCA's perspectives on decolonization, participatory governance, and institutional transformation into dialogue with cultural and academic audiences in the Americas.





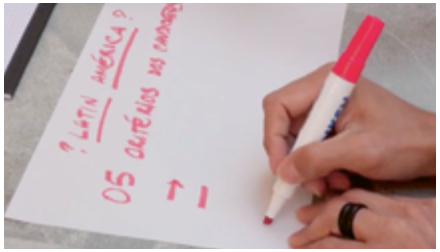












Credit: Stiftung Humboldt Forum im Berliner Schloss, Film: Carlos da Silva Pinto

Acknowledgments & Closing Statement

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The GCE further recognizes the contributions of **Prof. Dr. Hartmut Dorgerloh, Prof. Dr. Lars-Christian Koch, Dr. Henrietta Lidchi**, **Han Song Hiltmann**, **Christine Rieffel-Braune**, and collaborating colleagues who contributed to dialogue, institutional exchange, and the continued development of collaborative governance processes throughout the reporting period.

As the GCE moves forward, the Assembly remains committed to strengthening pluriversal dialogue, ethical collaboration, institutional accountability, and shared stewardship across regions, communities, and institutions. The work undertaken during this reporting period represents an ongoing process rather than a conclusion, one grounded in collective responsibility, critical reflection, and the continued pursuit of more equitable cultural futures.

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Global Cultural Embassy

HUMBOLDT FORUM

Ethnologisches Museum und Museum für Asiatische Kunst
Staatliche Museen zu Berlin

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