

# LOTTE RAVENHORST

Strategic Advisor | Policy & Programme Management | Heritage, Human Rights & Governance

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## PROFILE

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Strategic advisor and project manager with over 20 years of experience in public policy, multi-stakeholder governance, and cultural heritage. I have held senior advisory roles at the crossroads of heritage, human rights, and institutional cooperation — including leading national policies on museums, monuments, archives, and intangible heritage, and advising on the implementation of the UNESCO Convention on Intangible Cultural Heritage.

I am currently completing an Executive Master in International Relations at the Geneva Graduate Institute, with research focused on threats to cultural heritage in hybrid warfare. The programme includes courses in Diplomacy, Negotiation and Policy, and Conflict and Fragility Management. I have additionally completed a course in International Humanitarian Law at Leiden University.

I am seeking international advisory, policy and programme roles — particularly within multilateral organisations working on heritage protection, peacebuilding, human rights and governance.

## EDUCATION

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**Executive Master in International Relations** | Geneva Graduate Institute | 2025 – present

Research focus: threats to cultural heritage in hybrid warfare

Courses include: Diplomacy, Negotiation and Policy · Conflict and Fragility Management (August 2026)

**International Humanitarian Law (course)** | Leiden University / Coursera | 2025

**Expert Programme** | Netherlands Central Government | 2015

**BA Communication & Creative Industries** | Inholland University | 2005

## PROFESSIONAL EXPERIENCE

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**Director & Strategic Advisor** | *Ravenhorst Advies en Strategie, Delft* | March 2020 – present

- Strategic advisor to the Netherlands Institute for Advanced Study (NIAS); currently coordinating a European funding application for an international consortium on democracy and academic freedom, including specialist training in European grant management procedures.
- Strategic advisor to the Humanity Helpdesk, Netherlands Red Cross — supporting humanitarian access and accountability processes.
- Strategic advisor to Humanity House, The Hague — international humanitarian awareness organisation.
- Programme manager for arts, culture and heritage programmes at the Amsterdam Metropolitan Region, coordinating across multiple municipalities and cultural institutions.
- Strategic advisor to the Interprovisional Consultation (IPO) on interregional governance and policy frameworks.
- Strategic advisor to the Province of Zuid-Holland on cultural participation policy.
- Director of cultural coordination, Utrecht Culture Region — cross-municipal stakeholder coordination.
- Fundraising and grant strategy for multiple cultural organisations including Museum Valkhof, De Museumfabriek, Imagine IC and Filmhuis Den Haag.
- Secretary of peer review committees, Dutch Museums Association — responsible for quality standards and accountability in cultural institutions.
- Member of the Supervisory Board, Erfgoedhuis Zuid-Holland — strategic governance oversight for the provincial heritage organisation.

**Strategic Advisor** | *BMC Consultancy, Amersfoort* | May 2018 – March 2020

- Project lead for the business case development of the Central Library Rotterdam, including financial sustainability and social impact analysis.
- Project lead for integrated cultural policy plans for municipalities including Alphen aan den Rijn and Almere.

- Strategic advisor to the Province of Flevoland on cultural policy development and implementation.
- Process facilitator for regional profile development in Twente and the Leiden region.

**Strategic Advisor, Culture** | *Municipality of Rotterdam* | December 2016 – April 2018

- Led the development of Rotterdam's Strategic Vision for Culture 2037 — a long-term framework for cultural policy.
- Coordinated lobby activities and represented municipal interests at regional and national level.
- Account manager for the International Film Festival Rotterdam (IFFR) and the Nederlands Fotomuseum.

**Acting Head of Department** | *District Court The Hague* | May 2016 – November 2016

- Led the quality bureau and served as member of the management team.

**Senior Advisor** | *Dutch Council for Culture, The Hague* | September 2008 – December 2016

- Led policy advisory projects on national cultural heritage, with portfolio responsibility for museums, monuments, archives and archaeology.
- Project lead for the advisory report on intangible cultural heritage and the implementation of the UNESCO Convention on Intangible Cultural Heritage.
- Primary liaison between the Council for Culture and the Ministry of Education, Culture and Science on museum policy and labour market issues.
- Contributed to long-term vision development in cultural policy, with a focus on heritage sector sustainability.

**Government Trainee** | *Ministry of Education, Culture and Science* | September 2006 – September 2008

- Contributed to European projects on digital transformation and national archival policy.
- Contributed to accountability and reporting processes for European subsidies.

## LANGUAGES

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**Dutch** Native

**English** Fluent (professional)

**French** Reading proficiency; spoken French actively developing

**German** Basic

## KEY COMPETENCIES

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Multi-stakeholder coalition building · Strategic policy advisory · European grant management · Lobby & advocacy · Institutional governance & supervisory oversight · Cross-sectoral coordination · Stakeholder & power analysis · Cultural heritage policy · International humanitarian law · Research & evidence-based advising