



International Coalition of
SITES of CONSCIENCE

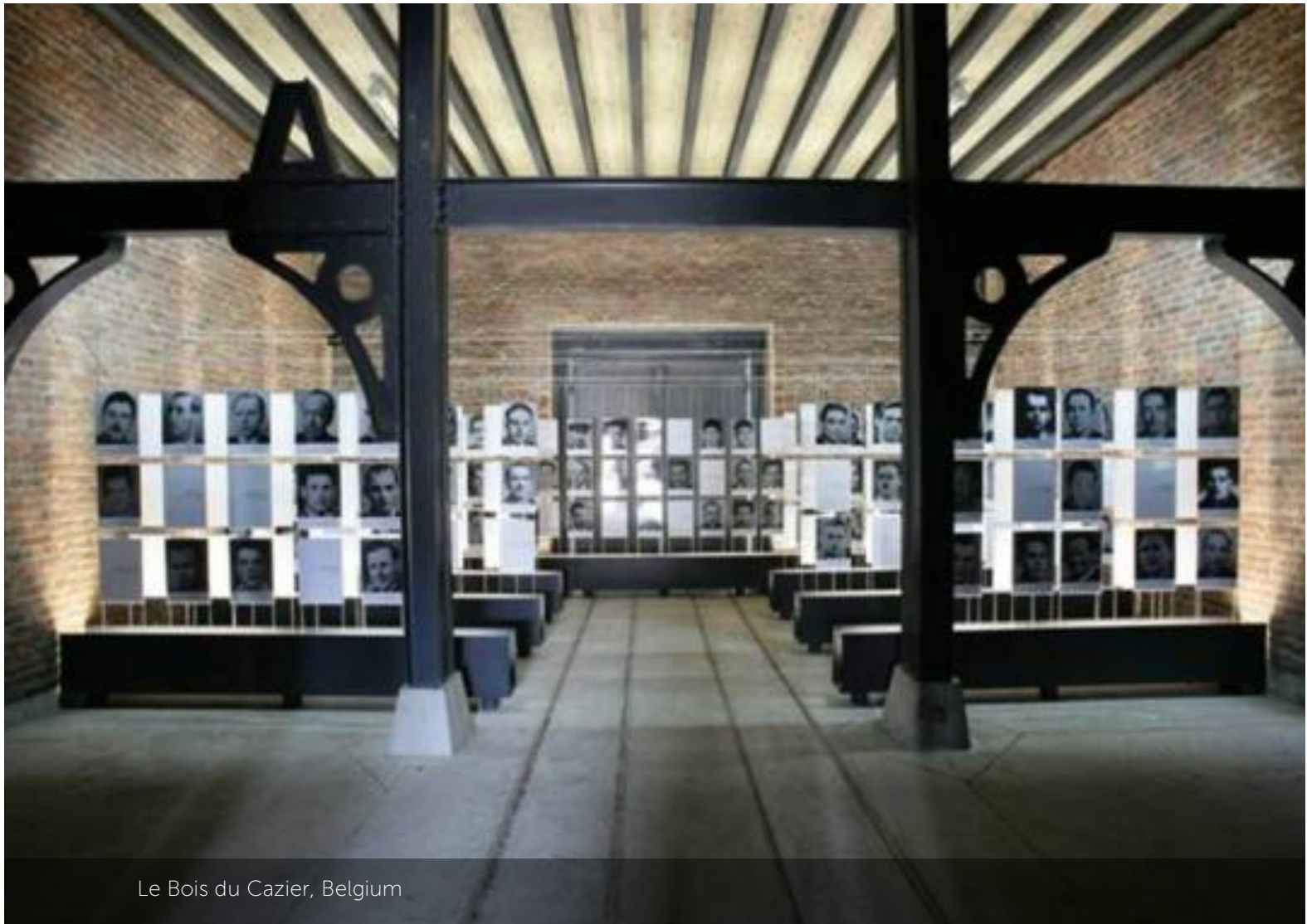
STRATEGIC PLAN

FY2020-FY2022

memory to action

MISSION STATEMENT

We are a global network of museums, historic sites and memory initiatives activating the power of places of memory to engage the public in connecting past and present in order to envision and shape a sustainable future based on justice and peace.



Le Bois du Cazier, Belgium

OPERATING PRINCIPLES

SITES OF CONSCIENCE:

- Interpret history through site.
- Engage the public in programs that stimulate dialogue on pressing social issues.
- Share opportunities for public involvement and positive action on the issues raised at the site.
- Promote justice and universal cultures of human rights.

STRATEGIC GOALS

1. Deepen and widen the Sites of Conscience movement, combining the strengths of memory, truth-telling, heritage, arts and culture, as an instrument to build ethical cultures embracing human rights, peace and democracy.
2. Deepen the concept and practice of existing members of the Sites of Conscience network.
3. Foster the development of new Sites of Conscience programs, continuing to respond to emerging global and regional challenges and urgent needs.
4. Develop an organizational infrastructure optimal for meeting the Coalition's mission and goals.
5. Increase and diversify funds to support, grow and sustain Coalition member and Secretariat activities.

STRATEGIC GOAL #1

Deepen and widen the Sites of Conscience movement, combining the strengths of memory, truth-telling, heritage, arts and culture, as an instrument to build ethical cultures embracing human rights, peace and democracy.



Memoria Abiera, Argentina

STRATEGIC GOAL #1

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OBJECTIVES

- Assess the ongoing impact of the movement and its role in relation to other factors in contributing to positive social transformation.
- Enhance the capacity of sites and/or engage them to serve as leaders of the movement within and outside of their own region.
- Identify and create opportunities for members, secretariat staff, and board to serve as experts both within and outside our circles of influence.
- Identify and secure funding from sources throughout the world.
- Support and position leaders at key member sites to act as spokespeople for the Coalition and its methodologies.

OUTCOMES

- Key actors in the public and private sectors recognize the work of Sites of Conscience as integral to social transformation.
- Key decision makers support and promote Sites of Conscience as a vital instrument in shaping a global culture of human rights and democracy.
- Local civil society organizations working in the areas of truth, justice and reconciliation recognize and support the role of Sites of Conscience in contributing to lasting peace and positive social reconstruction.
- Practitioners, activists, thought-leaders and organizations in the fields of human rights, transitional justice, arts and culture, museology, and heritage and historic preservation seek guidance from and collaborate with Sites of Conscience as they move forward their own work.
- Experts from the fields of human rights, transitional justice, arts and culture, museology, heritage and historic preservation are well represented among the members of the Coalition's leadership and staff as well as among participants in all Coalition activities.

STRATEGIC GOAL #2

Deepen the concept and practice of existing members of the Sites of Conscience network.



Thomas Jefferson's Monticello, USA

STRATEGIC GOAL #2

Deepen the concept and practice of existing members of the Sites of Conscience network.

OBJECTIVES

- Build new opportunities for cross-regional exchange and facilitate the development of global joint projects.
- Encourage and foster in-person and online opportunities for members to exchange information and also for them to act as mentors to other members.
- Support the development of innovative program models and toolkits through the Project Support Fund.
- Facilitate online learning opportunities that disseminate best practices to foster dialogue and action at member sites.
- Establish best practices through the development of toolkits and publications and share them with member sites through an enhanced and accessible Online Resource Center.
- Design and lead capacity development workshops for both members and non-members including, but not limited to, training in dialogue facilitation, evaluation methodology and transitional justice practice.
- Ensure that all members have access to Coalition resources that are targeted to their specific level of experience.

OUTCOMES

- The number of sites that launch, improve or deepen sustainable programs and foster dialogue and action on pressing contemporary issues will increase.
- The number of new tools and resources shared across the Coalition by both the Secretariat and member sites will increase.
- The number of members that engage in peer to peer exchange, training and mentoring will increase.
- Members will have new capacity to address common challenges through strengthened collaboration and connection with other members.
- Because of their experience at member sites, the visiting public will engage in wide and more productive dialogue and take action on pressing social justice and human rights issues.
- The number of staff members at Sites of Conscience who participate in Coalition programming will increase.

STRATEGIC GOAL #3

Foster the development of new Sites of Conscience programs, continuing to respond to emerging global and regional challenges and urgent needs.



A Global Initiative for Justice, Truth and Reconciliation workshop in Cambodia

STRATEGIC GOAL #3

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OBJECTIVES

- Prioritize support for under-represented themes, communities and regions.
- Support the programmatic and advocacy needs of members in crisis, and emerging regions and networks.
- Support marginalized groups such as women, youth, indigenous communities and survivors through targeted programming.
- Support Sites of Conscience in countries or regions in crisis by prioritizing documentation, digitization, memory and truth-telling activities with a view towards promoting justice and reconciliation.

OUTCOMES

- The number of historic sites, museums and place- and memory-based initiatives that join the Coalition and commit to serving as Sites of Conscience will increase.
- Member sites open public dialogue and provide avenues for civic action on pressing social justice and human rights issues including those not yet addressed by the Coalition.
- Members have enhanced capacity to address common themes through strengthened collaboration and connection with other sites and serve as centers of learning on those themes.
- Because of their experience at sites, the visiting public will engage in wider and more productive dialogue and take action on pressing social justice and human rights issues.
- Emerging Sites of Conscience in post-conflict and conflict contexts commit to serving as trusted and safe spaces for victim and community engagement on issues related to truth, justice and reconciliation.
- Sites of Conscience expand their reach to the public by working in partnership with local peer organizations.
- The number of participants representing marginalized groups increases in Sites of Conscience programs and in truth, justice and reconciliation initiatives.

STRATEGIC GOAL #4

Develop an organizational infrastructure optimal for meeting the Coalition's mission and goals.



Constitution Hill, South Africa

STRATEGIC GOAL #4

Develop an organizational infrastructure optimal for meeting the Coalition’s mission and goals.

OBJECTIVES

- Support emerging needs in regional operating structures to ensure effectiveness, efficiency and impact.
- Implement the evaluation system into all Secretariat-led and Coalition-supported regional activities.
- Build and diversify Board and Ambassadors Circle membership to reflect more closely the regions in which and issues on which the Coalition is working.
- Ensure that the Secretariat staffing structure is sufficient in number and expertise to support the Coalition’s evolving needs.
- Develop an internal structure that fosters collaboration and transparency among Secretariat staff and consultants.
- Create an operating framework that facilitates collaboration and sharing of best practices with members and outside partners.

OUTCOMES

- The Coalition will meet members’ needs to their satisfaction.
- The Secretariat staff and regional coordinating committees will have the operational infrastructure necessary to meet the region’s and the organization’s strategic goals.
- The Secretariat staff will pilot, develop and share an evaluation system and support members to adapt and implement the system to meet their specific needs and contexts to ensure that the growth of the movement is sustainable.
- The Coalition’s programs and methodology will be accessed by more members and shared among members and an increasing number of outside partners.

STRATEGIC GOAL #5

Increase and diversify funds to support, grow and sustain Coalition member and Secretariat activities.



Corporación Parque por la Paz Villa Grimaldi, Chile

STRATEGIC GOAL #5

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OBJECTIVES

- Expand the funding base to include supporters who are interested in engaging in specific components of the Coalition’s programs as well as those who are interested in providing general operating support that will allow the organization to continue to grow globally.
- Prioritize unrestricted funding opportunities, including with individual donors.
- Develop and implement a long-term fundraising plan that acknowledges evolving economic realities.
- Create opportunities to expose funders, donors and supporters first-hand to the Coalition’s work, allowing them to participate in the elements of our work that mean something to them personally.
- Leverage international reach to enhance fundraising potential.
- Expand sustainable earned income models.
- Maintain a portfolio of prospective regional, cross-regional and thematic projects to enable a nimble and timely response to relevant funding opportunities that arise.
- Partner with member sites to access local and regional funding sources.
- Harness technological advances to reach a larger audience of supporters; to gain and retain data helpful in fundraising; and to use innovative development and social media strategies as they evolve.

OUTCOMES

- The Coalition will have a sustainable fundraising program in place that allows it to meet the requirements of its annual operating budget and begin to build cash reserves.
- A diversity of funders, including individual, foundation, corporate and government sources among others, will commit to supporting the Coalition’s operating expenses.
- The Coalition will expand, diversify and market its earned income programs to increase revenue.
- The Coalition will partner with regional members to access regional and local funding sources.
- The Coalition is building designated reserve funds to cover organizational operating costs in the event of unforeseen economic vicissitudes.