



International Coalition of  
**SITES of CONSCIENCE**

**GLOBAL NETWORKS STRATEGIC  
PLAN REPORT 2021 – 2024**





# EUROPE SITES OF CONSCIENCE NETWORK STRATEGIC PLAN 2022-2025

## Overview: European Sites of Conscience Network

The European Sites of Conscience Network (Europe Network) brings together 48 members across 20 countries in using history and memory to protect human rights and build an open and peaceful society in the region.

The Europe Network possesses strong expertise and deep knowledge of the different historical and socio-cultural contexts in the region. Its members come together as Sites of Conscience under a European framework to build capacities, share experiences and partake in exchange to enrich their perspectives. European Sites of Conscience have the infrastructure, the resources, and the capacity to strengthen and advance collaborative work.

During the Strategic Planning process carried out from May 2021 to September 2021, the Europe Network identified its potential to influence policies and policy-makers on common regional pressing issues like revisionism, disinformation, racism, xenophobia and responsible citizenship, and lead a regional conversation on the root causes and implications of the social emergency made evident and worsened by the pandemic in the region.

They concluded that by acquiring new and improved skills in dialogue facilitation, adapting to the changing needs of their communities, and strengthening regional bonds through programming and advocacy, the Europe Network is primed to address new forms of discrimination and promote respect for human rights in Europe.

The Strategic Plan below outlines the main objectives and activities articulated by the Europe Network to strengthen their collective approach to shared challenges and advance towards lasting social change in their communities, countries and region.

## VISION STATEMENT

The Europe Network envisions an open and peaceful society that embraces diversity, protects human rights and fosters accountability; that critically engages with memory and history; that uses dialogue as a tool to heal divisions and promote understanding and self-reflection; and that empowers all its members to serve the common good by actively participating in democratic processes and public life with the goal to achieve human dignity for all.



Museu Nacional Resistência e Liberdade, Portugal



# STRATEGIC GOAL #1:

Strengthen the Europe network and the capacity of its members to achieve its vision.

## OBJECTIVE 1.1:

Strengthen the Europe Network and ICSC-Europe organizational structure and operations.

**Activity 1.1.1:** The Europe Network will strengthen internal communication, exchange and collaboration by:

- Sharing resources, best practices and updates on their projects and activities via monthly emails;
- Keeping each other informed and updated on contexts, narratives, memory policies, perspectives on cross-cutting themes and current socio-political and cultural situations by hosting quarterly virtual regional calls;
- Mapping the most pressing topics addressed and the main projects implemented by Europe Network members as part of the quarterly virtual calls; and
- Strengthening institutional bonds between member organizations and the Coalition to ensure long lasting engagement by stipulating that at least two staff representatives per member serve as Coalition's focal points.

**Activity 1.1.2:** The Europe Network will support its vulnerable members by:

- Advocating for the protection of members and promoting freedom of speech through joint statements. Joint statements can be issued following a request from a member or the ICSC-Europe Board of Directors, and/or on the occasion of a commemoration date;
- Giving visibility to particular at risk-programs or activities; and
- Strengthening the communication and support between ICSC-Europe Board of Directors and vulnerable members via email or zooms calls as needed.

**Activity 1.1.3:** ICSC-Europe will strengthen its institutional capacity to support its members, implement the network strategic plan, and contribute to the debates on truth, justice and memory in the region by:

- Raising funds from European public and private entities and setting the basis for a solid financial mechanism that supports long-term projects and in-person and/or virtual annual meetings;
- Generating income revenue: uncover the extensive experience and wide range of expertise in the network and provide training and/or consultancy services in the region; and
- Developing a visual identity for ICSC-Europe and its own communication strategy and channels.

## OBJECTIVE 1.2:

Strengthen the capacity of individual European Sites of Conscience to implement effective memorialization projects that address communities' needs and promote dialogue on the network's pressing social issues.

**Activity 1.2.1:** The Europe Network will hold at least two in person and/or virtual dialogue facilitation capacity building opportunities on the key topics to be addressed by the network from 2022-2025:

- Countering revisionism and disinformation;
- Tackling racism and xenophobia; and
- Promoting diversity, accountability and responsible and active citizenship in the region.



**Activity 1.2.2:** The Europe Network will hold at least two in-person and/or virtual programmatic capacity-building sessions on the following topics:

- Tackling disinformation and hate speech;
- Adapting to and addressing new community needs as a result of COVID 19;
- Evaluation and impact; and
- Building more inclusive organizations.

### OBJECTIVE 1.3:

**Ensure a gender transformative approach in all aspects of the Europe Network's work.**

**Activity 1.3.1:** Members of the Europe Network will develop internal structures and decision-making processes that offer opportunities for all members to actively challenge gender norms, promote positions of social and political influence for women, and address power inequities between persons of different genders.

**Activity 1.3.2:** The Europe Network will set project planning procedures to ensure their programmatic work supports and advances the SDGs as they refer to gender equality and the empowerment of women and girls.



## STRATEGIC GOAL #2:

**Develop new and expanded initiatives that promote diversity, accountability, understanding, self-reflection and responsible and active citizenship in the Europe region.**

### OBJECTIVE 2.1:

**Develop European Sites of Conscience initiatives that counter revisionism and disinformation, racism and xenophobia, and promote diversity, accountability, and responsible and active citizenship.**

**Activity 2.1.1:** Members of the Europe Network will address the relationship between memory, heritage and the migration phenomenon today by developing an interdisciplinary regional project. The project will include:

- Carrying out an in-depth analysis of and developing case studies on the relationship between memory, heritage and the migration phenomenon in partnership with European Universities and Coalition's members from former European colonies and/or countries on migration routes;
- Collecting the voices of descendants of former colonies and stories of migration; and
- Organizing civic engagement activities (pop up exhibitions and community dialogues) based on the research carried out and the stories collected to spark reflection on the connection between migration past and present and discrimination today.

**Activity 2.1.2:** Members of the Europe Network will tackle revisionism, disinformation and hate speech, and promote responsible and active citizenship by:

- Building a joint Social Media Campaign to raise awareness of the distortion of historical narratives, the consequences that vulnerable groups face offline as a result of radicalization, and the tangible steps that can be taken to promote inclusion in their communities; and
- Organizing youth joint educational projects and exchanges (i.e. international peace camps and international training opportunities) to strengthen regional cooperation and bolster critical thinking skills to identify and confront inflammatory and revisionist statements that lead to violence and hatred in the region.



**Activity 2.1.3:** Members will develop a regional-advocacy campaign on the fight against revisionism and impunity and on the right to access State archives. The regional campaign will be complemented with regional and/or national chapters and advocacy efforts targeting context-based issues like the protection of gravesites in Eastern Europe, access to State archives in post-soviet countries, or access to State archives in former colonial powers.

## STRATEGIC GOAL #3:

Expand the Europe network's scope of influence to achieve its vision in the region.

### OBJECTIVE 3.1:

Raise the profile of the Europe Network and enlarge its audience.

**Activity 3.1.1:** The Europe Network will work together to actively promote activities carried out by its members and to strengthen the network's external reach by:

- Carrying out a mapping of other like-minded organizations and institutions and actively developing new partnerships and collaboration across the region;
- Improving outreach to new members in the region through new cultivation and engagement efforts;
- Carrying out needs assessment in the Eurasia region; and
- Re-activating the 2019 Europe Network Communications Social Media Strategy to increase visibility and endorse members' initiatives.

**Activity 3.1.2:** The Europe Network will join efforts to mainstream the objectives and methodology of European Sites of Conscience by:

- Producing a video showcasing Sites of Conscience methodology through three-four case studies from the region; and
- Developing a Conscience Online Training Program available to educators, museum practitioners, and civil society organizations.

### OBJECTIVE 3.2:

Take a leadership role in steering the conversation on some of the most pressing social issues in the region and influence policy-making.

**Activity 3.2.1:** The Europe Network will organize at least two virtual public dialogues on the network's most pressing issues. The dialogues will involve researchers, policy-makers and practitioners. Topics would include::

- The historic discriminations revealed and exacerbated by the COVID-19 pandemic;
- The legacies of colonialism and slavery on the systemic racism and xenophobia in Europe;
- Revisionism, disinformation, propaganda and hate speech; and
- The relationship between memory, heritage and the migration phenomenon today.

**Activity 3.2.2:** Members will develop joint advocacy campaigns on the topics addressed during the public dialogues and will target practitioners and policy-makers by:

- Producing and disseminating a digital booklet on the outcomes of the public dialogues;
- Mapping and partnering with initiatives working on the same topics to increase reach of advocacy efforts; and
- Using International Days on the topics addressed to bolster advocacy efforts.



War Childhood Museum, Bosnia and Herzegovina



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