

International Coalition of Sites of Conscience

Project Support Fund

Peer-Exchange Description

Guidelines

The Sites of Conscience Project Support Fund supports initiatives that promote exchange, collaboration, and support among members and that legitimize and promote the core goals of Sites of Conscience, which are to:

- interpret history through historic sites;
- stimulate dialogue on pressing social issues and promote humanitarian and democratic values as a primary function; and
- share opportunities for public involvement in issue raised at our site

The Fund supports the following types of peer-exchanges:

- Staff exchanges: a representative from one site visits another site to learn from that site on a specific project.
- Consultancies: a site representative, Trustee or Secretariat staff provides advice on a specific project.

Please note that the above exchanges **will result in either (1) the design of a project that actively engages the public in the contemporary issues raised at the site or in (2) a strategy or practice that undergirds the future implementation of such activities.**

- Mentoring: Provides management and technical assistance to newer/smaller sites. In partnership with an Accredited Site that serves as “mentor” for the duration of the grant, it supports the site’s management/administration — its fund raising, marketing, financial management – communication and programmatic development as well as other types of strategic guidance. Together with the sponsor, the applicant site will develop a work plan of activities, responsibilities and timeframe.
- Exchanges that legitimize and build public support for a specific project and/or promote the Sites of Conscience movement and programming such as (advocacy missions, conferences, trainings and workshops). Please note that these activities **will invite Coalition members, Trustees, or Secretariat staff to share their international experience with local communities, authorities, or media to help legitimize and build public support for a project.**

Peer-Exchange descriptions for **staff exchanges, consultancies** should:

- demonstrate that the exchange/consultancy will result in either (1) a design for a project that actively engages the public in the contemporary issues raised at the site or in (2) a strategy or practice that undergirds the future implementation of such activities ;
- demonstrate that the above could not be carried out without the exchange/consultancy;
- explain why the exchange partner was chosen -- what specific experience the exchange partner has that is necessary for the design of the project (Secretariat staff is available to help applicants identify appropriate exchange partners)
- include a specific plan for implementing the program after the exchange.



Peer-Exchange descriptions for **mentoring** should:

- develop and submit a clear work plan of activities, responsibilities and timeframe;
- explain why the “mentor” site was chosen - what specific experience and characteristics the mentor site has that is beneficial for the mentorship (Secretariat staff is available to help applicants identify appropriate mentor partners)
- include a specific plan that clearly explains the sustainability of the site once the mentorship ends.

Peer-Exchange descriptions for **advocacy** and **promotion** should:

- demonstrate that the exchange will result in legitimizing and building public support for a project;
- explain why the Coalition member, Trustee, or Secretariat staff was chosen – what specific experience they can share with local communities, authorities, or media to help legitimize and build public support for a project; and
- include a specific plan for after the exchange.

We strongly urge applicant sites to contact the Coalition’s Secretariat prior to submitting a full staff-exchange description.



Format

Descriptions must answer **all** of the following:

1. **Description of the site** (1 page): (institutional/accredited member)

- Mission and Vision
- Contemporary local issues the site seeks to address
- Number of staff
- Institutional status
- Site's history with the Coalition:
 - Date the site joined the Coalition
 - Why the site joined the Coalition
 - How the site learned about the Coalition (either through regional sites or with the Secretariat).

2. **Statement of Need** for the exchange (please explain why this exchange is necessary) (2 pages):

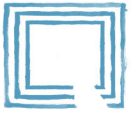
- Overall goals
- Exchange partner(s) (please explain **why** you chose that specific partner and **what experience** they will bring that your institution lacks)
- Contemporary issue(s) the project you intend to design through the exchange seeks to address
 - What is the issue you are addressing?
 - Why does this issue matter?
 - Has this issue been addressed in the past?; If not, why?
 - Who else is working on this issue, what have they done, and why wasn't that enough?
- Current challenges you face in developing or implementing the project and how the exchange will help address those challenges

3. **Description of the Exchange** (please explain the nuts and bolts of how the exchange will be implemented) (2pages):

- Type of exchange (staff exchange, consultancy, mentoring, etc.)
- Specific Objectives
- Stakeholders to involve:
 - Identify who from **your site or community** will be involved in the exchange (e.g. staff and trustees, local teachers and school administrators, human rights groups, civil society groups, funders, visitors). Explain:
 - **why** each person or group is important
 - **what perspective** they could bring
 - **what role** they could play in the development or implementation of the project.
- Itinerary + activities involved (for a sample itinerary, see page. 5)
 - Dates for the exchange
 - Detailed itinerary. For each meeting or event, describe:
 - Who will be participating
 - What questions will be addressed
 - How the meeting/event will help to develop your project
 - How the meeting/event will be recorded

4. **Description of the project/strategy/activity** to come out as a result of the exchange (1page):

- Goals and preliminary vision for how the project will use your site to engage the public in contemporary issues
- Questions about how to design the project to be addressed through the exchange



- Explain **how, when, and by whom** the project plan, developed during the exchange, will be implemented after the exchange.
 - For participants who are traveling to another site: How do you intend to share your exchange experience with your staff or stakeholders when you return to your site?
 - Describe how the final report of the exchange will be disseminated locally.

5. **Impact and Evaluation** plan (please explain how the project will be evaluated):

- Please use the enclosed Outcomes Logic Model Template to assess the impact of the exchange in participants' knowledge, skills, behaviors, attitudes and values.

Please note that the Sites of Conscience Project Support Fund places great emphasis on careful and honest project documentation and evaluation. Outcomes will be shared with all Coalition members through evaluation reports.

6. **Promotion and Communications:** (please explain how the project will be disseminated and shared):

- Please use the enclosed Communications Plan template to clearly explain how the exchange will be shared and promoted among an external audience.

6. Description of the Project's **Future Potential:**

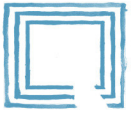
- **Please note that the Sites of Conscience Project Support Fund places great emphasis on projects in which the benefits will be shared widely or that have multiplier effects.** Please explain the project's possible multiplier effects.

7. **Budget**

- Please submit a project budget noting (please use enclosed template):
 - Site's financial or in-kind contribution (e.g. time, expertise, accommodation, food, etc)
 - Other additional sources of funding received or anticipated.
 - How the project will be funded in the future.

Note: If this project is part of a larger project budget, please clearly indicate which aspects of the project the Coalition is supporting.

Please send complete project description to Silvia Fernandez, sfernandez@sitesofconscience.org.



SAMPLE ITINERARY FOR WEEK-LONG STAFF EXCHANGE

Memoria Abierta: Buenos Aires, Argentina
December 12-17, 2004

AGENDA

Sunday, December 12

Morning

Arrivals Saturday and Sunday

Accommodations: Prince Hotel
Arenales 1627
Buenos Aires
www.princehotel.com.ar
tel. (54-11) 4811-8004

Afternoon

3:45-7:30

“Journeys of Memory”, a visitation of seven sites related to the memory of state terrorism in Buenos Aires (*meet in hotel lobby for departure*)

“Journeys of Memory” is the most recent project (still in development) of the Topography of Memory Program. It is also one of the most controversial endeavors that Memoria Abierta has undertaken, raising questions about the ethical implications of bringing “tourists” to sites of torture and death. This is also one of the issues that figures prominently in the debate surrounding the creation of the Museum of Memory. In this first Exchange activity, we would like you to help us think through the following questions:

- Reactions: What did you like/dislike? As we move forward with this project, what are some specific revisions that would make the experience more meaningful?
- Based on your own site’s experience, how can Memoria Abierta respond to the criticism that the project has generated?

Evening

8:45

Meet in hotel lobby for cab to restaurant

9:00

Welcome dinner with selected Staff and Memoria Abierta Board (*El Trapiche*, Paraguay 5599 y Humbolt)

Monday, December 13

Morning

9:45

Meet in hotel lobby for cab to Memoria Abierta

10:00-11:45

At Memoria Abierta with Staff and Board

We ask that you bring your power point presentations and material on CD for use in the afternoon during the interview with the Telefe reporter.

- Structure and goals of the meeting and the challenges that Memoria Abierta faces as it works to promote the creation of the Museum of Memory.



- Program Coordinators will present Memoria Abierta’s programs: 1) Documentary Heritage; 2) Photo Archive; 3) Oral History Archive; and 4) Topography of Memory.

11:45-12:00 Break

12:00-1:30 Roundtable discussion during which Coalition Colleagues will have the opportunity to ask questions of the Program Coordinators

1:30-3:00 Lunch with Program Coordinators, and select Board Members (*La Bodeguita*, Sarmiento 1594)

3:00-3:45 At Memoria Abierta for brief interview with reporter from the Telefe network.

Afternoon

3:45-6:45 Free time in Buenos Aires

Evening

6:45 Meet in hotel lobby for taxi to Prince Claus Award Reception

7:00-9:00 “Prince Claus Award” Reception at the Dutch Embassy (Avenida del Libertador 2882) *you will need your invitation to enter*

9:00 Free dinner

Tuesday, December 15

Morning

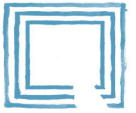
9:40 Meet in hotel lobby for cab to IDES

10:00 Workshop at the Institute for Economic and Social Development (IDES). This will be a more formal exchange, during which each Coalition member will be asked to present the work of their site. We encourage you to incorporate audiovisual material, photos, brochures, or literature to convey the goals and accomplishments of your historic site. Participants in this workshop will include Buenos Aires-based and regional human rights and museum professionals working to recover clandestine detention centers. Approximately 30 people.

10:15-10:40 Introductions and overview of day’s agenda

10:40-11:40 First Presentation: District Six Museum (Valmont Layne)

- Introduction—history of site; adaptation of physical structure for public use; description of programming and exhibitions. (15 minutes)
- How are visitors engaged through visual display? What are the methodologies used? What are the contemporary issues raised by the site? (15 minutes)
- In what ways, if any, is the experience of your site similar to the current landscape of the creation of the Museum of Memory? And how may the tactics of your site be applied in Argentina?
- What are the specific questions you would like to pose to the group?



- Question and answer period. (30 minutes)

11:40-12:00

Break

Afternoon

12:00-1:00

Second Presentation: National Park Service (Marie Rust and David Hollenberg)

1:00-2:00

Lunch

2:00-3:15

Third Presentation: Lower East Side Tenement Museum and International Coalition of Historic Site Museums of Conscience (Liz Sevckenko)

3:15-3:30

Break

3:30-4:00

Closing Session: conclusions; future possibilities

4:00-5:30/6:00

Re-cap meeting

Evening

5:30/6:00-7:50

Free time in Buenos Aires

7:50

Meet in hotel lobby for cab to Tango Show

8:00-12:00

Dinner and Tango Show
(*MaderoTango*, E. Rawson de Dellepiane 150)

Wednesday, December 15

Morning

9:00-9:40

Prep meeting for Bipartisan at Prince Hotel: Who's Who? Structure of discussion

9:40

In cabs to Navy Mechanics School (ESMA) the future site of the Museum of Memory

10:00-11:30

Tour of ESMA site with members of the Bipartisan Commission, and select members of Memoria Abierta board

11:30

In cabs to meeting with the Bipartisan Commission

Afternoon

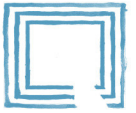
12:00-1:30

Meeting with Bipartisan Commission

- The Commission will begin the discussion by describing its goals, progress, and the timeline for the Museum.
- Introduction of Coalition sites, with particular emphasis on the expertise of each site Coalition colleagues will describe the work of their site, and its particular relevance to process of constructing the Museum of Memory. (*there will not be capabilities for power point*)
- Liz will speak last about the Coalition and international support for the Museum.

1:30-3:30/4:00

Lunch and re-cap
(*La Bodeguita*, Sarmiento 1594)



3:30/4:00-7:30 Free time

Evening

7:30 Meet in hotel lobby for cab to “The Museum We Want” Forum
7:45-10:00 “The Museum We Want” (*Centro Cultural San Martin*, Room C)

10:00 Dinner after the forum with Memoria Abierta staff for end-of-the year celebration.

Thursday, December 16

Morning

9:45 Meet in hotel lobby for cab to Space for Memory Institute meeting
10:00-12:30 Meeting with the Space for Memory Institute, the structure of which will be similar to that of the Bipartisan Commission meeting.
(*Municipal Building*, Bolivar 1, Salón Comedor)

Afternoon

12:30-2:00 Lunch at Memoria Abierta

2:00-6:00 Intensive work meeting with Memoria Abierta Grant Review Committee and Staff, the goal of which will be to arrive at concrete measures (pilot projects, publications, exhibitions) that Memoria Abierta can develop over the next year towards the creation of the Museum of Memory.

- Roundtable re-cap of exchange events. What were the main questions and challenges discussed? How can Memoria Abierta address them from an institutional standpoint?
- After seeing the ESMA space, what do you think are some of the possibilities for Museum design and content?
- What are the opportunities for Memoria Abierta that we might not be taking advantage of and what may be some of the unforeseen challenges?
- How can we begin to open up the Coalition in Latin America? What are some first steps we can take before the March meeting in South Africa?

Evening

6:00-8:15 Free time in Buenos Aires

8:15 Meet in hotel lobby for cab to dinner

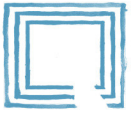
8:30-11:30 Farewell Dinner (*Las Cholas*, Arce 306)

Friday, December 17

Morning

7:30 Valmont departs hotel for airport

9:45 Liz to meet in hotel lobby for cab to Memoria for regional strategy meeting; David to meet in hotel lobby for Florencia Battiti for meeting with Parque de la Memoria Team



10:00 David to meet with the Parque de la Memoria team.
10:00-1:00 At Memoria Abierta: Regional Strategy for Latin America
Afternoon
5:45 Liz departs hotel for airport

Saturday, December 18

Afternoon
6:00 David departs hotel for airport

Monday, December 19

Afternoon
7:00 Marie departs hotel for airport



GUIDELINES FOR DEVELOPING PEER EXCHANGES

1. Sites identify partner(s) and discuss potential collaboration. For an exchange between two sites, one site in the exchange identifies itself as the “lead site”, and is responsible for all aspects of reporting and organizing of the exchange. If a site does not have a partner in mind, they can contact the Secretariat for help in finding one.
2. Sites/consultants agree on dates for the exchange/consultation.
3. Lead site submits project description with budget for travel and meeting expenses to the Secretariat by the specified deadline, which will be sent for review by the Grant Review Committee.
4. Secretariat and Grant Review Committee review description and solicit any necessary additional information from lead site.
5. Lead site sends revised, final version of the description, based on all comments by the Grant Review Committee and the Secretariat.
6. Grant Review Committee approves final plans and budgets for exchanges/consultations. Secretariat notifies all lead sites of approval.
7. **Lead site circulates final itinerary to all involved parties and the Secretariat for agreement on final details at least one month *prior* to making travel arrangements or commencing with the exchange.**
8. Prior to commencing the exchange, all participating sites inform partners and the Secretariat of the intent to have any external or additional observers they intend to have present during exchange workshops or sessions.
9. Unless alternative arrangements have been agreed upon, the lead site will cover all costs and receive reimbursement from the Secretariat for amount specified in lead site’s description.

Note: Sites should only agree to host a colleague for an exchange if they are able to dedicate the necessary time and resources required for hosting. Sites approached to participate in a consultation or staff exchange have the right to refuse if they are unable to accommodate the exchange.