



FY20-22 STRATEGIC PLANNING MEMBER SURVEY OVERVIEW

SUMMARY

As part of the FY20-FY22 strategic planning process, the Coalition conducted an anonymous online member survey between March 18, 2016 – April 5, 2019. The survey was shared and promoted to all members in all regions and was made available in English, Spanish, French and Arabic. One-hundred and six members responded in total, representing nearly half of all members. Below significant trends in responses are noted, followed by summaries of each region’s participation and region-specific trends. Graphs detailing what benefits members find most valuable conclude the overview.

- **Regional workshops and collaboration within regions are seen as very valuable.** Members in every region rate “Regional workshops” and “Collaboration with other members in [their] region” among the benefits they value most as members. “Capacity building and trainings at regional workshops” are ranked either valuable or very valuable by 77% of all members, and is particularly valued in MENA, where 75% consider it “very valuable.” The importance of face-to-face collaboration was mentioned several times in comments.
- **Project Funding is highly valued across all regions.** In contrast to member survey responses in 2016 in which the perceived value of project funding varied across regions, members across all regions consistently ranked the Coalition’s Project Support Fund as valuable or highly valuable. This trend was supported by other responses that suggested members are increasingly stretched thin when it comes to professional and financial resources.

“We have carried out projects with financing from the Coalition that have allowed us to develop our mission as an institution with external resources that we did not have. Belonging to a network of sites and knowing each other personally thanks to the annual meetings, allows us to build bonds of support in situations that we have been challenged.”

In the next three years, how would you like to deepen your engagement with the Coalition?

Continue to work on [our programming with MMP], continue to be a resource for decolonizing practice for the Coalition and its members, participate on session panels at conferences, and much more I can't think of right now. We are available!

The three biggest obstacles for members to participate in the Coalition’s activities are funding, time constraints and security concerns (in that order).

- **Enthusiasm about the Coalition is high, with members eager to contribute their expertise and experiences at regional workshops, in webinars and other settings.** “Opportunities to share expertise with other members as a mentor or consultant” is considered “very valuable” by 59% of respondents. Further, when asked whether they would like to be added to a Coalition database of consultants with practical expertise, 58 respondents said yes, providing their names, contact information and areas of

specialty. In addition, repeatedly throughout the survey members noted the professional and personal value of sharing their experiences with other sites and felt that such exchange was one of the greatest ways they could contribute to the Coalition.

- **Members greatly appreciate being publicized on Coalition social media, and prefer to receive updates through emails, the website and newsletters.** Eighty-five percent of members rate collaboration on outside events such as panels and conferences valuable or highly valuable in publicizing their work to external audiences. Eighty-two percent of members find the Coalition’s social media outlets to be equally valuable in that regard. As for communicating Coalition updates, 95% of members find emails from Coalition staff to be a useful or very useful channel for communicating Coalition updates, followed by the website (78%) and the quarterly newsletter (70%). Comments indicate this exposure and level of communication is particularly valuable in helping members to feel part of - and inspired by - our larger movement for memory. They also report the Coalition’s publicity helps them secure recognition nationally and internationally.

- **While members prefer in person contact, online collaborations and programming are a highly valued alternative.** Over fifty percent of members rated online learning opportunities, such as webinars, valuable or very valuable. Similarly, 63% percent rated online tools such as Front Page Dialogues and others found in the Online Resource Center to be valuable or very valuable.
- **Programmatically speaking, members are eager to collaborate with the Coalition on specific issues including women’s history/rights, transitional justice mechanisms, and truth-telling as a counter to revisionism –** through approaches such as educational programs and intergenerational dialogues.
- **Members are also very interested in the Coalition providing technical training related to fundraising, dialogue facilitation, security and use of social media.** In addition to programmatic training, members are interested in receiving more practical training from the Coalition. A number of members seem particularly in need of support surrounding institutional stability and expressed a desire to receive training in fundraising, grant proposals, marketing and social media.

“[The Coalition] has brought us to a new level of recognition, allowed us to create dialogue as the language [of our site], and given us national visibility for our programs [which they] funded.”

AFRICA

OVERVIEW

Thirteen African members responded to the survey, accounting for 12% of all respondents and 65% of all African members, a significant increase from the last survey (when only 20% of African members responded). The length of their membership was: Over ten years (2); Between 5-9 years (4); Between 3-5 years (2); Between 1-3 years (3); Less than a year (2). The following trends emerge from the data:

“My membership has exposed me to other organizations with whom I have been involved in peer-learning exchange programs. For example, my site went on an exchange program to the Kigali Genocide Museum to learn how to create and maintain a virtual museum.”

- The African region greatly values **collaboration** with others in the region – 64% find it very valuable. At regional workshops, they particularly value learning from others and designing and implementing collaborative projects.
- **Limited funding** is a key deterrent for African members in engaging more fully with the Coalition – 100% of respondents note it makes engagement difficult or somewhat difficult.
- **Peacebuilding through reconciliation** is a strong programmatic area of interest for the Africa region, with members interested in learning more about transitional justice mechanisms, social integration and combatting violent extremism.

ASIA

OVERVIEW

Nine Asian members responded to the survey, accounting for 8% of all respondents and 53% of all Asian members. The length of their membership was: Over ten years (1); Between 5-9 years (2); Between 3-5 years (3); Between 1-3 years (3). The following trends emerge from the data:

- Eighty-six percent of Asian members find **collaboration within their region to be valuable or very valuable**. About the same percentage value **regional workshops and advocacy on behalf of memorialization**.
- **One hundred percent of Asian members felt sharing their expertise at regional meetings was valuable or very valuable**, and many noted wanting to do more mentoring across the Coalition. Members seem particularly interested in learning and sharing more on **memorialization and transitional justice mechanisms** in the coming years.
- **Asian members highly value the exposure that comes with being part of an international network**. Members in the region rank Coalition publicity to external audiences as extremely helpful, with 80% finding posts to Coalition social media, features in Coalition newsletters, and joint promotional marketing materials “very valuable.”

EUROPE

OVERVIEW

Sixteen European members responded to the survey, accounting for 15% of all respondents and 43% of all European members. The length of their membership was: Over ten years (4); Between 5-9 years (5); Between 3-5 years (3); Between 1-3 years (2); Less than a year (1). The following trends emerge from the data:

- **European members greatly appreciate being introduced to others in their field, and sharing perspectives.** For them, the best means to foster such member-to-member collaboration are through in-person meetings and identifying **funding for joint projects**.
- Many European members expressed a desire to develop new technical skills through Coalition programming related to **strengthening community resilience in times of crises, managing traumatic experiences and presenting conflicted history**.
- The biggest obstacles to Coalition engagement for European members are **time constraints and limited funding**, with 33% and 54% respectively finding these barriers “very difficult.” If limited funding makes in-person annual regional meetings difficult, European members would prefer less frequent in-person meetings, with the possibility of virtual regional meetings or other online learning opportunities in their place at least some of the time.

LATIN AMERICA and the CARIBBEAN

OVERVIEW

Twenty Latin American and Caribbean (LA & C) members responded to the survey, accounting for 18% of all respondents and 50% of Latin American and Caribbean members. The length of their membership was: Over ten years: (7); Between 5-9 years (10); Between 3-5 years (1); Between 1-3 years (2). The following trends emerge from the data:

- LA & C members find having access to a **network of mutual support and circulation of information** the most valuable component of membership.
- While Coalition-wide members reported funding and time as their primary obstacles, a significant number of **Latin American and Caribbean members reported translation difficulties (27%) in addition to security (33%) as obstacles to their work and engagement with the Coalition more than any other region.**
- LA & C members report that the Coalition can best foster member-to-member collaboration by coordinating **peer-to-peer mentoring opportunities and hosting in-person meetings**. When

“In all its events, its printed and virtual publications and in its facilities, the Guatemalan National Police Historical Archive has highlighted its status as a member of the Coalition. This has raised the prestige of the site, has made it possible to expand alliances and has been a great help to face the constant pressures and external threats.”

asked what alternative options they would prefer if funding prohibited such interactions, many LA & C respondents said they would prefer virtual regional meetings, thematic working groups, and online learning opportunities in that case.

- The **network communicates with Memoria Abierta and through RESLAC and REBRALUM coordinators** more than with Coalition staff directly. **Social media is more valuable** for direct communication to members in Latin America than it is to other regions.

MENA

OVERVIEW

“Connecting with other members provides opportunities to learn from each other and also to incubate new ideas. Through exchanges our understanding of different contexts is deepened as is our overall understanding of transitional justice and its challenges globally.”

Twelve members from the MENA region responded to the survey, accounting for 11% of all respondents and 50% of MENA members. The length of their membership was: Between 5-9 years (4); Between 3-5 years (3); Between 1-3 years (5). The following trends emerge from the data:

- In MENA, members want Coalition training and programming to focus on **education around transitional justice, gender equity and collective memory**. Throughout the survey, members also cite their desire for more Coalition programming on youth engagement and

education.

- All components of the regional meetings were valuable to MENA members, with **“developing new skills” and “sharing your expertise/mentoring other sites in your region”** considered particularly valuable.
- Along with the Asian region, MENA is especially enthusiastic among Coalition members about being **promoted through the Coalition’s social media accounts, newsletters, website and other outlets**. **Facebook** is significantly more useful than Twitter and Instagram for this region.

NORTH AMERICA

OVERVIEW

The International Coalition of Sites of Conscience is a vehicle to network and make a global impact, and strives to make a difference in this world. This system is equipped with diverse and innovative leadership, organizational renewal skill sets and engaging best practices inclusive of changing environments.”

Thirty-six North American members responded to the survey, accounting for 34% of all respondents and 30% of all North American members. The length of their membership was: Over ten years (5); Between 5-9 years (4); Between 3-5 years (12); Between 1-4 years (11); Less than a year (4). The following trends emerge from the data:

- The region has a strong desire to collaborate on a project regarding **exclusion, immigration and refugees and to increase its focus on diversity, equity, accessibility and inclusion**

more generally.

- North American members are ready, willing and able for more engagement. All responses indicated **eagerness to be more involved with dialogue training, peer networking, and national or regional projects.**
- The main obstacles in North America are **limited funding and time constraints.**
- North American members spoke very highly of **training and one-on-one sessions with the Coalition** – with 54% reporting it is “very valuable.” In general, they greatly appreciate advice, feedback and training on their programs. Coalition **webinars and online resources are also valued** and helpful to the North America region.
- The best mechanisms to convey Coalition updates in North America are **direct emails from Coalition Staff, the website and the quarterly newsletter.** The Coalition’s **social media** is considered valuable or very valuable to 90% of members in North America especially when promoting their work to external audience.

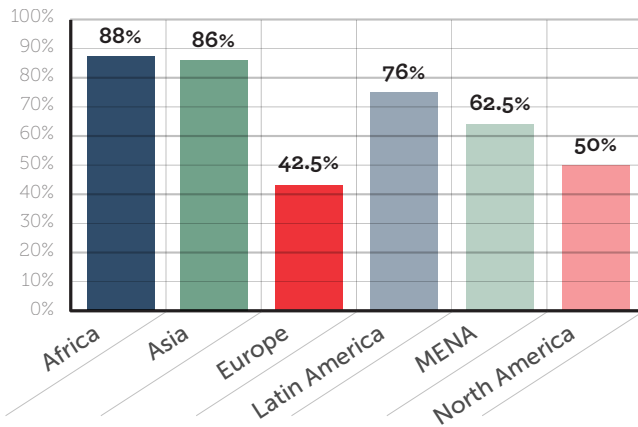


What Do You Find Most Valuable About Your Membership in the Coalition?

Percentage of Members Who Answered "Valuable" or "Very Valuable"

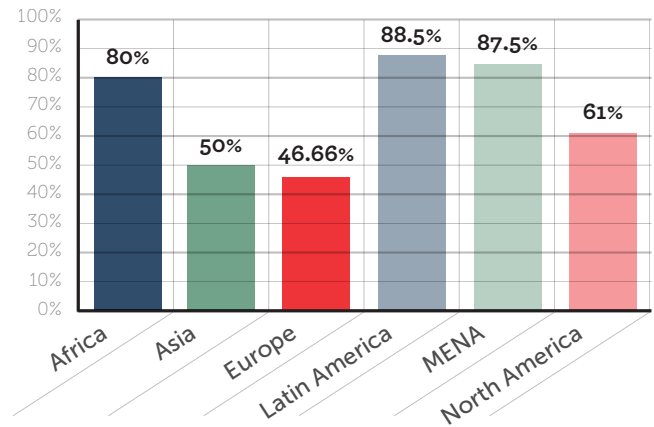
Advocacy

(on behalf of memorialization)



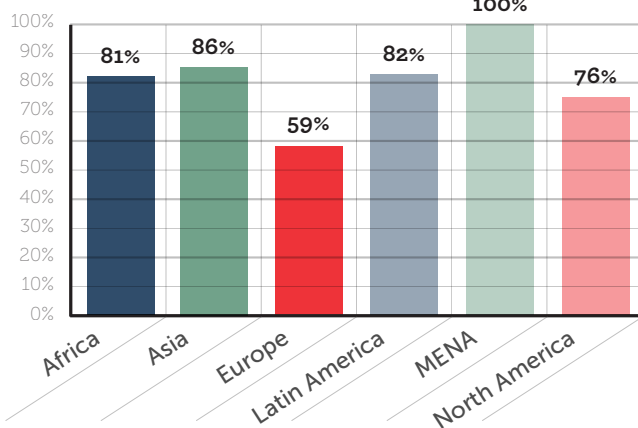
Advocacy

(on behalf of your unique site)



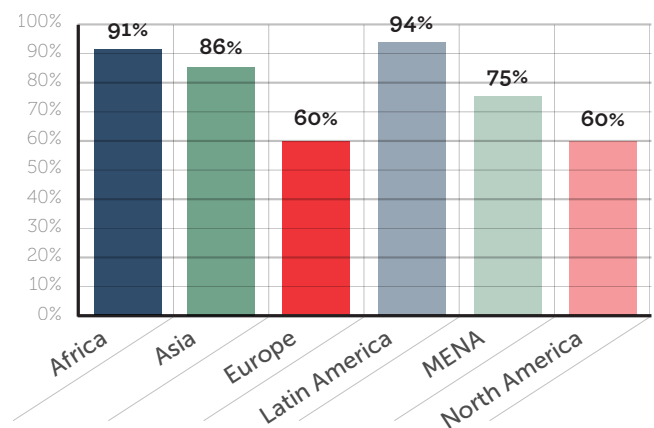
Capacity

(building and trainings at regional workshops)



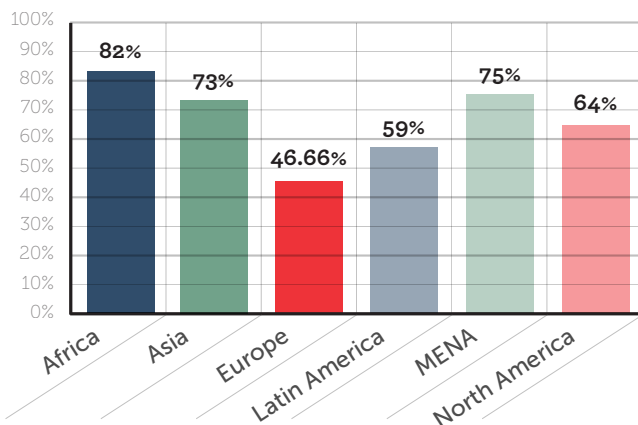
Collaboration

(with other members in your region)



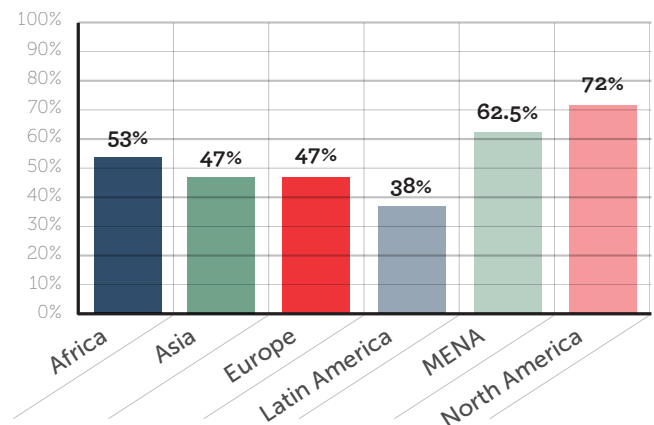
Cross-regional

(collaboration with other members)



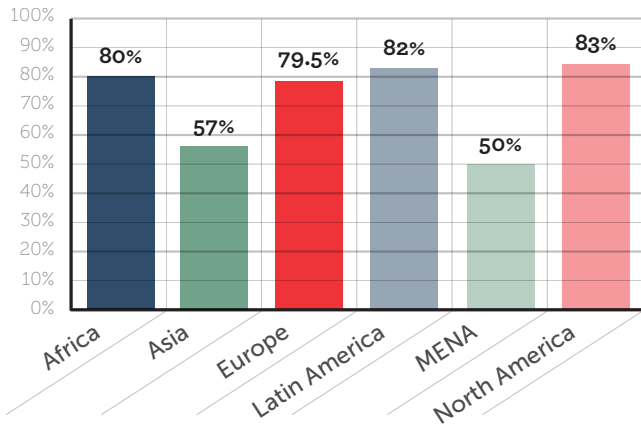
Guidance

(from Coalition staff for your site's program development)



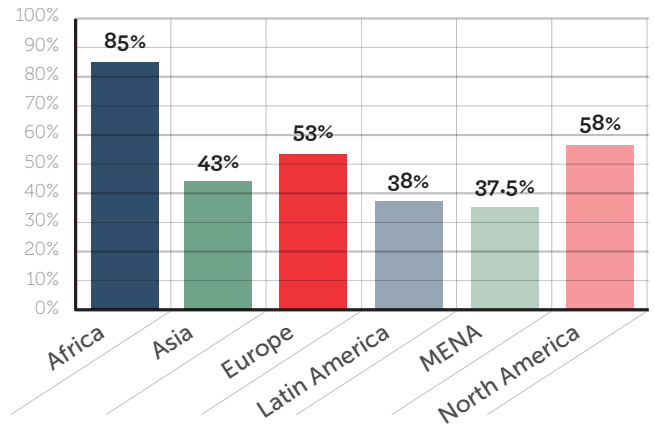
Introduction

(to other members working in similar contexts)



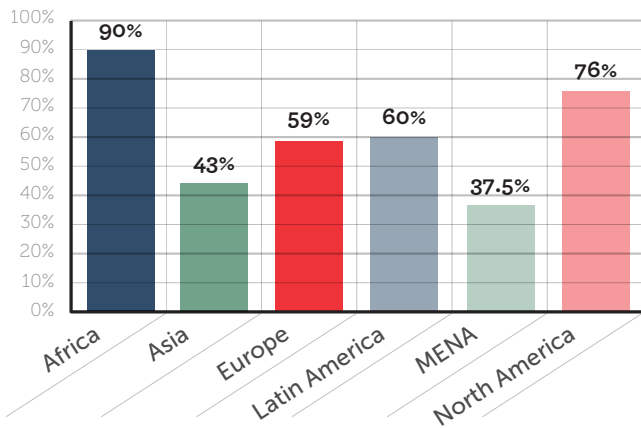
Online Learning

(Conscience Matters webinar series; Conscience Conversations)



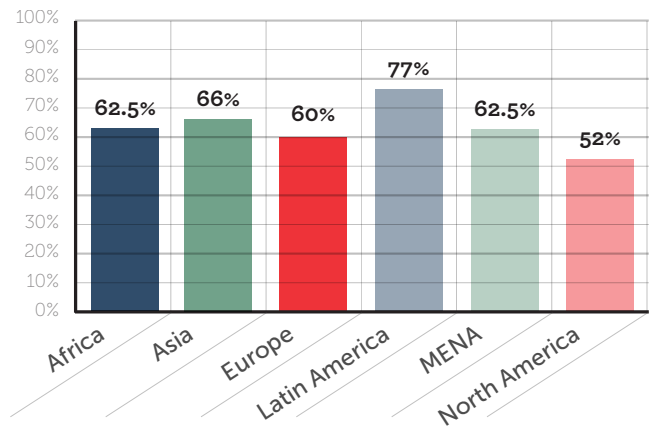
Opportunities to Partner

(with the Coalition and/or other members on special projects)



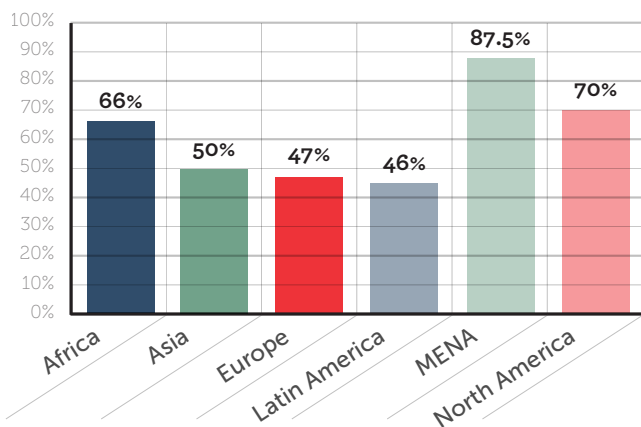
Project Support Fund

(project grants)

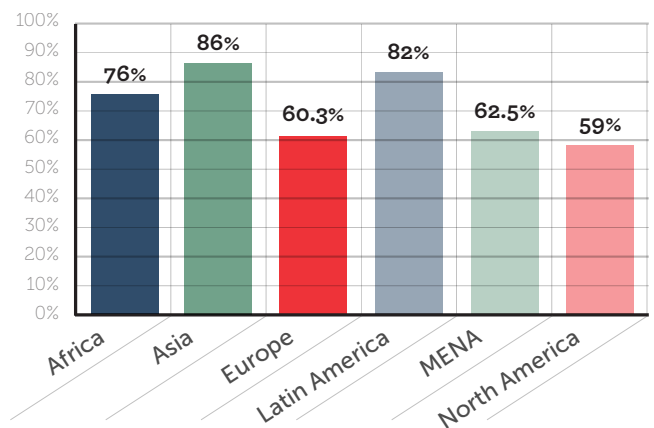


Promotion

of your site in print and online publications
(Sites of Conscience quarterly newsletter, Sites Scene member newsletter, social media posts)

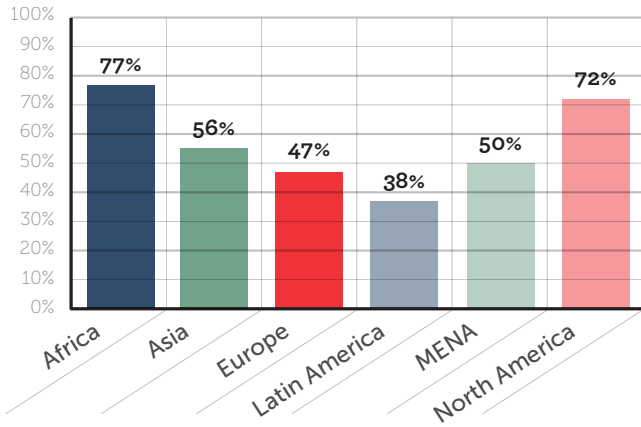


Regional Workshops



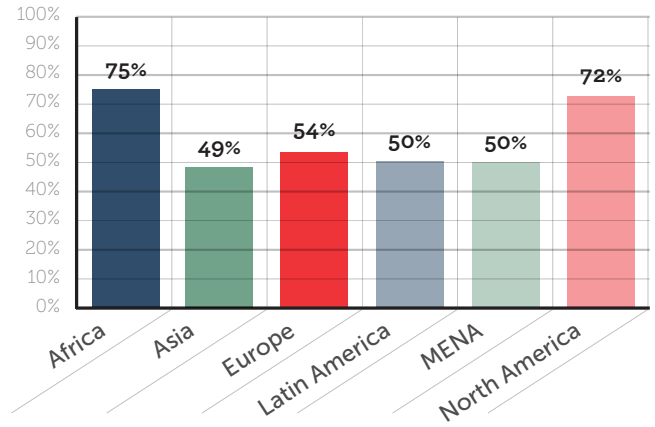
Resource Center Materials

(toolkits, Front Page Dialogues, program model)



Site-specific training and consulting with Coalition staff

(including dialogue training, exhibition design, diversity inclusion planning, etc)



Opportunities to share your expertise with other members as a mentor or consultant

