

FORMAT		
1. Name of resource	From Memory to Action: A Toolkit for Memorialization in Post-Conflict Societies	
2. Location	https://www.justica.gov.br/central-de-conteudo/anistia/anexos/m2a-ingles-miolo-e-capas.pdf	
3. Alternative location	https://forum.savingplaces.org/HigherLogic/System/DownloadDocumentFile.ashx?DocumentFileKey=a9c268c5-365a-aeaf-7e62-b848dd893eca	
4. Author[s]	Ereshnee Naidu, Bix Gabriel and Mofidul Hoque	
5. Publisher/producer/host	International Coalition of Sites of Conscience	
6. Year	2012	
7. Suggested citation	Naidu, E., Gabriel, B. and M. Hoque (2012). From Memory to Action: A Toolkit for Memorialization in Post-Conflict Societies. International Coalition of Sites of Conscience, https://www.justica.gov.br/central-de-conteudo/anistia/anexos/m2a-ingles-miolo-e-capas.pdf	
8. Languages in which available	English	
9. Geographic area resource relates to	Global	
10. Does the resource relate to a specific time frame?		
11. Type	Report	Yes
	Toolkit/Framework/Roadmap	Yes
	Sign-post to other resource (database)	
	Case studies	Yes
12. Part of an initiative?	European Agenda for Culture	
COLLECTIONS AND COLLECTIONS-BASED INSTITUTIONS		
13. Explicit links to collections	Yes	
14. Explicit links to museums/libraries/archives	Yes	
15. Types of institutions relevant to	Museums	X
	Archives	X
	Libraries	X
	Other	X Sites and monuments
16. Does the resource relate to specific disciplines?	Arts, humanities and social sciences: philosophy, psychology, religion, social sciences, law, politics, language, arts and recreation, architecture,	X

	literature, history, geography and ethnology, anthropology, archaeology	
	Science, natural history, technology, medicine, engineering, manufacturing	
17. If no explicit links to collections, justification for inclusion		
HOW IT CONTRIBUTES TO SUSTAINABLE DEVELOPMENT		
18. Collections-related activities the resource relates to (mark all that apply)		
Develop collections to protect and safeguard wider cultural and natural heritage more effectively , for example by targeting collecting to threatened forms of heritage in strategic ways		X
Use collections to promote learning and educational opportunities that contribute to sustainable development more effectively , for example education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development and/or skills development relating to collections		X
Use collections to promote cultural participation/social inclusion more effectively , for example by reducing barriers to participation, to ensure no-one is 'left behind'		X
Use collections to promote sustainable tourism more effectively , for example by developing new products based on local cultural heritage, and/or considering the rights of stakeholder groups in relation to collections		X
Use collections to support research that contributes to sustainable development (including all forms of personal and self-directed research at all levels that make use of stored collections) more effectively, for example by providing effective facilities, collections and information to meet researchers' needs		X
Make decisions around collections that contribute to sustainable development more effectively		X
i. employment (recruiting, staff training, staff safety)		
ii. energy consumption, greenhouse gas emissions, reduction, monitoring and reporting		
iii. waste management and reduction of waste		
iv. transport (forms of transport, energy use)		
v. commercial activities including copyright and IP		
vi. governance and management		X
vii. security, disaster preparedness and risk reduction		
Direct external leadership, partnerships and collaborations		X

towards sustainable development more effectively, for example by developing impactful partnerships	
19. Does the resource relate clearly to any international conventions (mark all that apply)?	
Culture conventions:	
1952, 71 Protection of Copyright and Neighbouring Rights	
1954 Protection of Cultural Property in the Event of Armed Conflict	X
1970 Fighting Against the Illicit Trafficking of Cultural Property	
1972 Protection of the World Cultural and Natural Heritage	X
2001 Protection of the Underwater Cultural Heritage	X
2003 Safeguarding of the Intangible Cultural Heritage	X
2005 Protection and Promotion of the Diversity of Cultural Expressions	X
Rio Conventions:	
Convention on Biological Diversity (CBD), Convention to Combat Desertification (UNCCD), Framework Convention on Climate Change (UNFCCC)	
AIMS AND CONTENT	
20. What issues does the resource aim to address?	<p>“Following periods of protracted conflict and gross human rights violations, societies use a variety of mechanisms to come to terms with the past. How to hold perpetrators accountable, how to recognize and ensure justice for the victims of conflict, and how best to rebuild a culture of human rights and democracy are some of the key questions that societies aim to address as they attempt to come to terms with the past. Questions of memory and memorialization are integral to how societies choose to understand the past in the present and how it affects the future.</p> <p>In continuing their engagement with some of these issues, the African Sites of Conscience post-conflict thematic network met in Freetown, Sierra Leone in 2010 to share their experiences and efforts of memorialization in post-conflict settings... Participants observed that memorialization is increasingly becoming a significant aspect of post-conflict reconciliation and reconstruction processes; however, there was still limited understanding amongst initiators such as government and civil society about what processes can best achieve some of the broader goals of memorialization efforts. What is memorialization? How does one begin a memorialization project? Should memorialization be prioritized given other post-conflict development needs? How does one address the issue of monuments to past regimes of authoritarianism and repression? Who are the key stakeholders for a memorialization project?</p>

	<p>Participants noted that many of the available resources on memorialization were limited to a specific field such as heritage or museum studies; further, those that do focus on post-conflict memorialization are limited to broad overviews of memorialization rather than an in-depth exploration of the challenges, successes and best practices related to memorialization in post-conflict settings. This toolkit aims to address this gap. One of the core guiding principles of the International Coalition is the emphasis that members place on reciprocal learning and the exchange of ideas and best practice. As such, the toolkit is a collaborative effort that draws on the work of members from a variety of post-conflict settings.” (p.8-9)</p>
21. Intended audience of resource	<p>“The learning community” [cultural and heritage sectors, and their partners]</p>
22. Process of development	<p>“The toolkit was developed by [International Coalition of Sites of Conscience] Secretariat staff with input from members who participated in the June 2010 meeting [of African International Coalition of Sites of Conscience, held in Sierra Leone).”</p>
23. Organisation/structure/contents	<p>FOREWORD 2 CHAPTER ONE: Origins of the Toolkit 6 CHAPTER TWO: Memorialization and Transitional Justice 10 CHAPTER THREE: Starting a Memorialization Project 22 CHAPTER FOUR: Consultation 28 CHAPTER FIVE: Memorialization without Memorials 32 CONCLUSION 40</p>
FRAMEWORKS	
24. Framework structure	<p>The checklist (p.41-42) can be considered as a framework, to be used by institutions as they are considering embarking on a memorialization project, whether a collecting programme, exhibition or the development of a new museum or other type of site or memorial:</p> <p>“Checklist of Questions to Consider When Embarking on a Memorialization Project</p> <p>As exemplified through Sites of Conscience, memorialization initiatives can take place during all phases of conflict, however, much of the success of post-conflict memorialization depends on the processes that are undertaken in developing the initiative.</p> <p>Some key questions to consider when undertaking a memorialization initiative include:</p> <ul style="list-style-type: none"> • Goals: What is the goal of the initiative? Is it to recognize survivors and victims? Does it foster

reconciliation? Will it promote civic engagement and contribute to democracy- building processes? Is it a part of ongoing truth-telling processes? Will it focus on education for non-repetition of the past?

- Timing and Sequencing: Are stakeholders ready to participate in the project? Is the public ready to engage in the issues that the project raises or will the project bring underlying, unresolved tensions to the fore? How does the project relate to other transitional justice and post-conflict reconstruction mechanisms? Does it build on recommendations from a truth commission process?
- Initiators: Who are the initiators of the project? Do the initiators have enough legitimacy in the community and among stakeholders to embark upon such a project?
- Stakeholders: Who are the key stakeholders of the project? Whose stories does the project seek to represent? If stakeholders are not initiating the project, have they been consulted about plans for the project? How will they be included into all phases of the project? What are the main target groups for the project?
- Resources: What are the various resources available for the project? Given the resources available and the goal of the project, what is the most appropriate form for the project to take? Will it be a museum, memorial or a memory project? Can an existing site be revived through dialogue programs?
- Consultations: What is the plan for consultation and information sharing with the stakeholders and the broader public? Who needs to be included in all phases of the project? What mechanisms will be put into place to ensure ongoing communication between initiators and stakeholders?
- Public Awareness: Will you undertake public campaigns to raise awareness about the project? If it is a national project, what kinds of awareness raising projects will be undertaken to ensure broader public inclusion and awareness?
- Research: What kind of research will be undertaken and for what purposes? Will the research take the form of interviews, village meetings, focus groups or public surveys? Will the research be used to inform a collections process, to develop an exhibition or to become a part of an archive?
- Making Linkages: How does your project inform or

	<p>'talk to' other similar projects? Will you be making connections to other similar projects?</p> <ul style="list-style-type: none"> • Long-Term Vision: What is the long-term vision for the project? How will you ensure that the project meets the evolving needs of the stakeholders and broader public? Are there specific programs that will be implemented to ensure ongoing public engagement?
25. Relevant policy considerations	Yes
26. Resources for implementation identified	Yes
27. Specific assessment points/indicators/milestones/action plan for monitoring	Yes
28. ASPECTS OF SUSTAINABILITY COVERED BY RESOURCE (mark all that apply)	
People (social sustainability)	X
Planet (environmental sustainability)	
Prosperity (economic sustainability)	
Peace	X
Partnerships	X
29. CROSS-CUTTING CONSIDERATIONS COVERED BY RESOURCE (mark all that apply)	
Gender perspectives	Yes
North and South perspectives	Yes
HOW THE RESOURCE CONTRIBUTES TO AGENDA 2030 AND THE SDGs	
HOW AGENDA 2030 AND THE SDGs FEATURE IN THE RESOURCE	
30. SDGs and Agenda 2030 specifically mentioned?	No
31. SDGs specifically mentioned?	No
32. SDG targets specifically mentioned?	No
33. SDG indicators specifically mentioned?	No
SDGs AND SDG TARGETS AND LINKAGES	
34. Comments on SDG	Implementing the resource contributes to a number of

<p>linkages</p>	<p>SDGs around participation and governance (SDGs 5.1, 5.5, 10.2, 11.3, 16.6, 16.7, 16.B and 17.16 and 17.17), preservation of heritage and welcoming green and public spaces (SDGs 11.4 and 11.7), education for sustainable development (SDG 4.7), and justice (SDGs 16.3, 16.10). Ensuring destination development and management contribute positively to sustainable development supports SDG 8.9 (sustainable tourism). These contribute to building resilience, which supports SDGs 11.5, 11.B.</p>
<p>35. SDGs and SDG targets the resource helps advance</p>	
<p>SDG 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all 4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture’s contribution to sustainable development</p>	<p>Numbers of people in each type of programme drawing on collections from different demographic groups.</p> <p>Increases in numbers of people in each type of programme from different demographic groups.</p> <p>Proportion of people involved in such programmes in relation to overall audience size.</p> <p>Evidence that learners have acquired knowledge and skills to promote sustainable development.</p>
<p>SDG 5. Achieve gender equality and empower all women and girls 5.1 End all forms of discrimination against all women and girls everywhere</p>	<p>Number and proportion of programmes taking proactive steps to identify, reduce and remove discriminatory practices and processes relating to collections and collection-based institutions.</p>
<p>SDG 5. Achieve gender equality and empower all women and girls 5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political,</p>	<p>Number and proportion of women included in programmes, partnerships and processes relating to collections and collection-based institutions at</p> <ul style="list-style-type: none"> i. foundation/entry levels ii. intermediate levels iii. senior levels, including management, leadership and decision-making.

<p>economic and public life</p>	
<p>SDG 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products</p>	<p>Numbers of jobs created or supported that relate to sustainable tourism drawing on local products (e.g. craft producers).</p> <p>Develop and implement plans to reduce and remove negative impacts of tourism.</p> <p>Numbers of activities and/or products drawing on local culture.</p> <p>Value to artisans and source communities of activities and products drawing on local culture.</p>
<p>SDG 10. Reduce inequality within and between countries 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p>	<p>Collections development to ensure that collections effectively meet the needs of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p> <p>Numbers and proportions of people making use of collections in relation to the demographic of the local population.</p> <p>Numbers and proportions of people involved in focused programmes aimed at promoting social, economic and political inclusion.</p> <p>Numbers and proportions of people from different demographic groups involved in decision-making processes relating to collections and collections-based institutions.</p> <p>Number and types of partnerships that build relationships with marginalized groups, individuals and communities.</p>
<p>SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable 11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries</p>	<p><i>11.3.2 Proportion of cities with a direct participation structure of civil society in urban planning and management that operate regularly and democratically</i></p> <p>Plans in place for collections-based institutions to facilitate the incorporation of communities' views into local planning and town management processes in a regular way.</p> <p>Plans in place for collections-based institutions to facilitate the incorporation of minorities' views into local planning and town management processes in a regular way.</p>

<p>SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable</p> <p>11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage</p>	<p><i>11.4.1 Total expenditure (public and private) per capita spent on the preservation, protection and conservation of all cultural and natural heritage, by type of heritage</i></p> <p>Plans, policies and procedures in place for the safe use of collections for a variety of purposes, protecting and safeguarding both collections and those who use them.</p> <p>Plans, policies and procedures in place for the identification, safeguarding and protection of cultural and natural heritage at risk.</p> <p>Collecting programmes in place to protect, safeguard and make use of cultural and natural heritage, addressing the needs of communities and stakeholders, and ensuring that collections can be an effective resource for sustainable development.</p> <p>Number and diversity of educational, awareness-raising, research programmes, and partnerships that aim to strengthen protection of cultural and natural heritage.</p>
<p>SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable</p> <p>11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations</p>	<p>Collections-based research that supports the understanding and management of disasters of all kinds.</p> <p>Plans in place for public education and awareness drawing on collections and collections-based institutions to reduce exposure and vulnerability to disasters of all kinds.</p> <p>Plans in place to ensure collections-based institutions steadily work to reduce their contributions to disaster risk, for example by reducing pollution and waste of all kinds.</p> <p>Plans in place to ensure collections-based institutions, and people related to them (including workers) are protected from economic losses as a result of disasters.</p> <p>Plans in place to provide special support/protection to poor and vulnerable people and groups in and following disasters.</p>
<p>SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable</p>	<p>Numbers of people accessing collecting institutions from different demographic groups, notably women, children, older people and persons with disabilities.</p>

<p>11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities</p>	<p>Increases in numbers of people accessing collecting institutions from different demographic groups.</p> <p>Measures taken to remove barriers to access green and public spaces.</p> <p>Extent of green space provided by collections institutions.</p>
<p>SDG 11. Make cities and human settlements inclusive, safe, resilient and sustainable 11.B By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels</p>	<p><i>11.B.1 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030a</i></p> <p>Disaster Risk Reduction strategies and plans in place, in line with the Sendai Framework for Disaster Risk Reduction, to ensure collecting institutions and collections are factored into planning, and contribute effectively to Disaster Risk Reduction.</p>
<p>SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. 16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all</p>	<p>Collections development that relates to the rule of law, equality before the law, and justice for all.</p> <p>Number of activities drawing on collections, for example educational, research and partnership activities, that promote the rule of law at national and international levels, and that promote a culture of lawfulness, and the right of all to justice.</p>
<p>SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective,</p>	<p><i>16.6.2 Proportion of the population [audience/users/non-users] satisfied with their last experience of public services</i> Access to information, and accountability policies and mechanisms, in place.</p>

<p>accountable and inclusive institutions at all levels. 16.6 Develop effective, accountable and transparent institutions at all levels</p>	<p>Effective institutional arrangements, both for own working and for working in partnership with other sectors, in place.</p> <p>Plans and arrangements in place for extraordinary circumstances such as natural and human-caused disasters.</p> <p>Effective arrangements in place to fulfil legal and social obligations and responsibilities.</p> <p>Effective arrangements in place for transparent communication and reporting of institutional performance.</p> <p>Effective arrangements in place for transparent decision-making and accountability.</p>
<p>SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. 16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels</p>	<p><i>16.7.1 Proportions of positions (by sex, age, persons with disabilities and population groups) in public institutions (national and local legislatures, public service, and judiciary) compared to national distributions</i> <i>16.7.2 Proportion of population [audience/users/non-users] who believe decision-making is inclusive and responsive, by sex, age, disability and population group</i></p> <p>Decision-making addresses societal, environmental and economic challenges related to the community, considering short-term and long-term risks and opportunities.</p> <p>Decision-making draws on diverse backgrounds, viewpoints and interests, reflecting a broad base of stakeholders, and working to promote inclusion and provide effective services for all of society.</p>
<p>SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. 16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements</p>	<p>Adopt and implement constitutional, statutory and/or policy guarantees for public access to information.</p> <p>Plans in place, and plans implemented to enhance public access to information relating to collections.</p> <p>Plans in place, and plans implemented to support fundamental freedoms, in line with human rights, national and international agreements and legislation.</p> <p>Plans and procedures in place for public access to information relating to the operation and management of</p>

			collections-based institutions.		
			Complaint mechanism in place for public to use where public access to information and fundamental freedoms not supported or fulfilled.		
SDG 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.			16.B.1 Proportion of population [audience/users/non-users] reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law		
16.B Promote and enforce non-discriminatory laws and policies for sustainable development			Number and proportion of policies that incorporate sustainable development considerations, in the full sense of recognizing all three of social, economic and environmental considerations.		
SDG 17. Partnerships for the goals					
17.16 Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries			Number and/or increase in number, and diversity of global and international multi-stakeholder partnerships that share collection-related knowledge, expertise, technology and financial resources to address the SDGs, or that otherwise involve collections-based organisations and institutions.		
			Number and/or increase in number, and diversity of global and international multi-stakeholder partnerships involving developing countries that share collection-related knowledge, expertise, technology and financial resources to address the SDGs		
SDG 17. Partnerships for the goals					
17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships			17.17.1 Amount of United States dollars committed to public-private and civil society partnerships		
			Number and/or increase in number, and diversity of local, national and regional multi-stakeholder (public, public-private and civil society) partnerships that address the SDGs drawing on collections, or that otherwise involve collections-based organizations and institutions.		
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7	8	9	10	11	12
13	14	15	16	17	