

Memory, Truth and Justice
Global Diplomacy Lab
co-creates with the
ESMA Memory Site Museum

7th Lab, Berlin, November, 19–22, 2017



Global Diplomacy Lab



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Editor's Story Put yourself in the room

By Theresa Carrington

Why would I volunteer my time to the Global Diplomacy Lab's work and volunteer to be the editor of its report?

I am the founder and CEO of a global organisation. I am the inventor of models, processes and technologies that empower those living in extreme poverty to exit their situation in as little as three years. My work requires me to travel tens of thousands of miles every year to the farthest-flung villages on Earth. In more than 28 villages in seven countries spread across three continents, over 20,000 people count on me every day to lead, create and innovate. Why then, with such heavy responsibility, would I choose to volunteer my time, talent and energy to the GDL? The answer is that it makes me a better leader. One of the mottos I live by is that when given a chance, put yourself in the room.

When I take the time, energy and expense to put myself in the room where a GDL is being held, I am surrounded by some of the bright-

est leaders in the world – people who are passionate, innovative and impactful. Working side by side with these world changers challenges me to think higher and be better, and fuels my creativity. Our collective work at the GDL matters. In Lab 7 we collaborated with the ESMA Memory Site Museum, which is on a mission to use its space and curation to prevent mass atrocities by raising awareness. As you are about to read, when we each contribute something, anything is possible.

Foreword Open but sceptical

By Alejandra Naftal

Our big question was to find out if it was possible to come back with a concrete proposal and possible steps to take in the short term.

As an institution, we arrived with expectations of meeting a group of academics and professionals from all over the world, as well as a certain amount of prejudice concerning how such a diverse group could find possible solutions to our institutional challenges. We were interested in listening to every view about how to engage mass audiences while maintaining high-quality content. Our goal was to use this huge opportunity to share our work with an interested audience and receive feedback.

Who is behind ESMA Memory Site Museum?

María Rosenfeldt, Director of Museographic Contents

Valeria Barbuto, Representative of the Centre for Legal and Social Studies and Member of the Advisory Board

Sebastián Schonfeld, GDL Member and Institutional Director

María José Kahn Silva, Educational, Artistic and Museographic Development Officer

Alejandra Naftal, Executive Director (from left to right)





Did you know that a Stolperstein (stumbling stone) is a small brass plaque commemorating the victims of National Socialism? More than 61,000 stones have been placed in pavements. In 2017, the first Stolperstein was placed outside Europe at the Pestalozzi School in Buenos Aires. Many children who were forced to flee Europe between 1933 and 1945 attended this school.
 (<http://www.stolpersteine.eu/en/news/>)

Learn more:

- 1 **Stolpersteine:**
<http://www.stolpersteine.eu/en/home/>
- 2 **House of the Wannsee Conference:**
<https://youtu.be/Nx5iWBC-bzg>
- 3 **Hohenschönhausen Stasi Prison Memorial Site:**
<http://www.stiftung-hsh.de/en/>
- 4 **Foundation Memorial to the Murdered Jews of Europe:**
<https://www.stiftung-denkmal.de/en/memorials/the-memorial-to-the-murdered-jews-of-europe.html>
- 5 **German Resistance Memorial Centre:**
<http://www.gdw-berlin.de/en/home/>
- 6 **Wir waren Nachbarn (We Were Neighbours):**
<http://www.wirwarennachbarn.de/>
 Article on the exhibition:
<https://www.haaretz.com/1.5089991>

Getting Inspired

Looking towards Germany

By Theresa Carrington

The purpose of the site visits was to help participants experience the powerful role that memory sites can play in mass atrocity education and prevention. The inspiration Lab 7 participants gained from these site visits proved critical in grasping the scope of the challenge question posed by Lab partner ESMA Memory Site Museum, namely how to attract mass audiences while maintaining quality and fulfilling its main purpose to serve as a social tool to say “Never Again”.

As I flipped through the pages of 9-year-old Doris Kaplan’s biography in the Rathaus (Town Hall) in the Schöneberg district of Berlin, I couldn’t help but be inspired by the power of the human spirit. It was 1941 and Doris’ Jewish parents had sent her to live with friends until they could plan their escape from Germany. Every Sunday, Doris would sit down and write her parents a letter. Now referred to as the “Sunday Letters”, they were filled with colourful drawings and eternal optimism. On 22 November 1941, she wrote, “Since 1 November, four people have disappeared from my class. The two nicest girls and two boys ... I didn’t sleep very well. There was scary gunfire, and also some bombs fell. Yesterday I was at Aunt Paula’s and I spilled a little salt. She said that now the seven bad years had begun. I didn’t believe her. For me, things are actually very good.” A month later, her father, a doctor at a labour camp, would die of typhus. Doris finally rejoined her mother at the Polish border in April 1942. Three days later, they were deported to the Warsaw Ghetto. The last anyone heard from Doris and her mother was a letter written on 29 July 1942.

Doris’ letters survived and are part of a carefully curated memory exhibit housed in the Rathaus called “Wir waren Nachbarn” (“We

Were Neighbours”). This powerful exhibition contains memory albums of 131 of the nearly 16,000 Jewish residents who once lived in the Bavarian Quarter of Schöneberg. Most of the albums are about ordinary residents, but the exhibition also includes albums on notable Schöneberg residents such as Albert Einstein, author Carl Zuckmayer and photographer Helmut Newton. The curation includes thousands of personal letters, pictures, audio recordings and memorabilia preserving the memory of these Schöneberg residents. As part of the Wir waren Nachbarn exhibit, simple index cards line the walls, each with a name and address. “It is not iconic people, but rather the average common people who have been memorialised – all 6,000 names on 4,000 cards prepared by one person,” one participant noted. The “Wir waren Nachbarn” exhibit was one of five museum and memory sites visited by Lab 7 participants. Just as I was inspired during my site visit, other Lab 7 participants were equally inspired by theirs. One participant said that “to feel, touch and see makes it real, not merely history”. Another participant who visited the House of the Wannsee Conference noted: “We were moved by being in the exact room and place where the ‘Jewish question’ was decided”.

*"Some will never learn anything,
because they understand everything too soon."*

Alexander Pope, English poet (1688–1744)

getting inspired



Did you know
that 795 million people in the
world do not have enough food
to lead a healthy active life? That
is about one in nine people on
Earth. Roughly one-third of the food
produced in the world for human
consumption is lost or wasted.

Sources: FAO, 2015 / Global Food Losses and
Food Waste, FAO 2011 State of Food
Insecurity in the World



Learn more:

1 **Fabrik 23**
<https://www.fabrik23.com/home-en>



2 **Me Collectors Room**
<https://www.me-berlin.com/cafe/>

3 **BaumHaus**
<http://www.baumhausberlin.de/en/>
Real Junk Food Project
<http://therealjunkfoodproject.org/>

4 **Silent green Kulturquartier**
<https://www.silent-green.net/en/about-us/>

5 **Mauergedenkstätte**
<https://www.berliner-mauer-gedenkstaette.de/en/>



Awakening New Possibilities Spaces of Inspiration for Lab 7

By Patrick Mpedzisi

Being inspired extends beyond being psychologically or mentally stimulated. It awakens new possibilities for humanity. Inspiring participants through topic-relevant spaces and service partners encourages members to transcend their ordinary experiences and limitations. It facilitates progress towards challenging goals and provides a springboard for innovation and resilience.

It is a brisk Berlin morning and day three of the GDL 7. Today is the final full day of the Lab. Before the end of the day we must present practical solutions to the challenge question posed by the ESMA Memory Site Museum. Today we are meeting at Fabrik 23, a group of 100-year-old multistory buildings surrounding a courtyard. These buildings once housed factories and workshops. As we make our way up the dimly lit steps to Werkloft, the site of a former woodworking company, history comes alive in the walls around us. Bullet holes, presumably from World War II, graffiti and broken windows lead the way to an artfully restored room with huge windows, where we will spend the day debating, creating, collaborating and creating impact.

At Lab 7 we also held meetings at silent green Kulturquartier, a former crematorium. Much of our day was spent in the old mourning hall, which once housed thousands of urns. We were impressed and moved by the thoughtful consideration that the owners of silent green have put into honouring the architectural and historical significance of the building. The former crematorium offered us a different perspective on reuse of spaces previously associated with death. During the Lab, we were inspired by numerous social entrepreneurs from all over Germany. On day three, lunch was prepared by the Real Junk

Food Project in Berlin. Our meal was created from food that would have otherwise been thrown away by places such as supermarkets, restaurants, wholesalers and food banks. The organisation intercepts this food and turns it into dishes served at its "Pay as You Feel" cafés, which are spread throughout Germany. Lunch by the Real Junk Food Project was served in "Baumhaus" – an inspiring environment aimed at supporting good ideas and projects. Over the course of Lab 7, participants were exposed to 14 different spaces and places in order to inspire their creativity. Check out ESMA Memory Site Museum's report on page 25 to find out how these inspiring places and spaces impacted the outcome of Lab 7.

*"Getting out of the regular
environment to such facilities
also helps in being creative
and innovating."*

Rupert Polenz,
GDL Dean



“Getting to the right question is three-quarters of the solution and we have much more creative methods to look for the right question. This Lab was a big step forward as regards thinking outside the box. If some of the GDL Members use these methods beyond the Lab, this could have a ripple effect in their other networks and locations.”

Ruprecht Polenz, GDL Dean

“Having the possibility of sharing this experience with GDL Members was a surprising experience in a very positive way!”

Alejandra Naftal, Executive Director of the ESMA Memory Site Museum



Did you know that the ESMA Memory Site Museum hosts special monthly tours, which focus on a particular topic and that selected artists, authors and survivors help to curate these events? At Lab 7, participants suggested also inviting software developers, hackers and technologists to bring digital tools and knowledge to the activities.

Analysing for Impact

Getting to know ESMA Memory Site Museum

By Nicolai Pogadl

Trying to solve challenging problems requires a profound understanding of their historical and current societal and political context. It also helps to take a step back and look at the key issues with a fresh pair of eyes.

Analysing the current and historical context of the ESMA Memory Site Museum

At the GDL 7, we delved deeply into Argentina’s 20th century dictatorial past and current political environment. Alejandra Naftal, Executive Director of the ESMA Memory Site Museum, briefed GDL participants. Briefings were held in a preparatory webinar and the “Impact Lab: What to Expect?” session. Participants learned about the former Argentinian Naval School of Mechanics (in Spanish: Escuela Superior de Mecánica de la Armada, or ESMA for short) and its campus in northern Buenos Aires where the Memory Site Museum is located today. Established in the 1920s, ESMA was an educational facility for young recruits in the Argentinian Navy. During the last military dictatorship from 1976 to 1983, it was also used as a clandestine centre of detention, torture and extermination. The history of ESMA is now the subject of heated public discourse and judicial inquiry by the justice system in the ongoing ESMA trials.

Strategic and day-to-day challenges of the ESMA Memory Site Museum

Similarly to many other memory sites around the world, the ESMA Memory Site Museum faces the challenge of representing history. The Museum is subject to institutional and societal forces, which pull and push it to influence its mission and operation. Tackling the strategic and day-to-day implications of

this for the overall challenge for Lab 7 (“How can the ESMA Memory Site Museum attract a wider audience while maintaining quality and the effectiveness of its main purpose to serve as a social tool to say ‘Never Again?’”) was the main objective of the “Challenge Analysis – Drawing a Problem Tree” session. Working with a staff member of the ESMA Memory Site Museum, small groups of GDL participants went through a multistage interactive process to map out key obstacles and questions, such as how to deal with and reach out to people who deny and/or ignore the past, how best to inform current and future Argentinian decision-makers about the atrocities perpetrated at ESMA, and how to involve more people and increase museum visits in both an effective and sustainable way. Drawing the problem trees brought to life the complexity of the many layers of problems faced by the ESMA Memory Site Museum. As the GDL Members presented their solutions to the ESMA Memory Site Museum team, there was a palpable sense of energy in the air. The team was inspired to break through the limits of the challenge and look at the problem in a bigger picture.



Analysing to Empower GDL Members helping one another

By Nicolai Pogadl

Empowering the members of the GDL Network to help them analyse problems, innovate and find solutions to global issues is one of many positive ripple effects of the Lab.

Participants in the GDL 7 came from 19 countries and have a background in more than 20 different professions, including the arts, culture, journalism and diplomacy. They are some of the most accomplished and innovative professionals in their field of expertise. Empowering GDL Members to help one another was the focus of the cross-pollination dinner on the first night of Lab 7.

The evening began with an icebreaker. Members divided into groups and each group had a different question to ask members of the other groups. Questions included: "What skills and experience can you contribute to make this a successful lab?" This icebreaker empowered members to get to know one another on a deeper level and understand the unique strengths of their colleagues.

Later in the evening, six GDL Members were given the opportunity to tap into the knowledge and experience of the broader group. They shared a project or idea they wanted to explore or expand and asked their colleagues to analyse the idea, offer suggestions for improvements and present solutions to challenges.

The projects pitched ranged from naming and paying tribute to honest government officials to cost-efficient ways to find and safely detonate landmines in Egypt.

Vivian Valencia, Elected Member of the GDL Advisory Council, pitched her idea on peacebuilding in post-conflict societies, that is, market-based mechanisms to build sustain-

able peace. She believes that a market-based certification scheme and labelling and verification protocol will incentivise private-sector engagement in peacebuilding efforts. "The cross-pollination dinner was really helpful as regards analysing my project idea in a group," Vivian said. "We sketched out its various aspects and, what was especially important to me, the challenges and risks associated with it. I am particularly interested in seeing what this certification scheme could do for peacebuilding efforts in post-conflict rural areas," she added.

Vesna Teršelič is working on establishing and developing cultural routes to peace to help improve the capacities of the public, non-profit and private sectors to address the protection and sustainable use of cultural heritage and resources by supporting integrated approaches. She says that the cross-pollination dinner empowered her to share the idea with further potential partners on different continents, as it sparked such a vivid discussion on the possibilities of developing peace walks in the towns from which the participants came.

Did you know that ESMA Memory Site Museum's building is evidence in the ongoing trials? Investigators carefully test the surfaces of the walls and floors looking for proof of the crimes committed there. The site's preservation is thus of critical importance for the country.



Why GDL chose ESMA Memory Site Museum Collaborative partnerships achieving results

By Vesna Teršelič and Theresa Carrington

The GDL conducts its labs in collaboration with a partner organisation for which GDL Members help to solve a challenge question. Lab 7 was the second in a two-part series addressing the issue of how networks can help to prevent mass atrocities. Lab 6 served as an Incubator Lab for Lab 7, exposing members to a variety of mass atrocity issues faced by Argentina.

Representatives of the GDL Advisory Council chose the ESMA Memory Site Museum as its partner for Lab 7. This organisation remembers those who were detained or forcibly disappeared at the hands of the Argentinian state. The Museum was the perfect partner for Lab 7 for several reasons, including the importance of sharing the topics of memory, truth and justice, and helping an institution open up to new ideas offered by Lab participants. In a time of global democratic regression, GDL Members deemed it important to address the issue of developing a remembrance culture in order to prevent further atrocities.

The Argentine judiciary continues to prosecute those responsible for torture, killings and forced disappearances during state terrorism in Argentina, which occurred from 1976 to 1983. The judiciary sets an example to the world regarding the prosecution process for crimes against humanity. The third part of the largest trial to date ended on 30 November 2017 (see [here](#)). The trial had 54 defendants, 29 of whom were sentenced to life in prison and six of whom were acquitted, while others received sentences of between 8 to 25 years. All were being prosecuted for their role in death flights, which involved prisoners being held at the Argentinian Naval School of Mechanics (ESMA). Prison-

ers were given a shot of Pentothal, which numbed them. They were then stripped and thrown alive from a plane into the ocean to their death. With death flights taking place every Wednesday, it is believed that most of the detained who disappeared at ESMA were killed this way (approximately 5,000 people). The GDL chose the ESMA Memory Site Museum because the remembrance of victims of state terrorism is still very much an ongoing and fluid topic. The Museum's information is updated with every new trial as more evidence is revealed. The evidence from the trials that will be remembered through the ESMA Memory Site Museum's careful curation will offer inspiration to all those who can presently only dream about memorials, as the suffering of victims of gross human rights violations in their countries has not yet been acknowledged. Helping the ESMA Memory Site Museum expand its impact through increased attendance while keeping the issue of mass atrocities from being trivialised was the challenge posed to the participants of Lab 7. By helping the ESMA Memory Site Museum tackle this challenge, we are also paving the way for it to be used as an example for other countries where mass atrocities have occurred, or are still occurring, and where we hope one day the victims will be remembered.

Learn more:

ESMA Memory Site Museum:
<https://www.facebook.com/SitiodeMemoriaESMA/>
<http://whc.unesco.org/en/tentativelists/6248/>
<http://www.espaciomemoria.ar/english.php>

November Tribunal verdicts:
<https://youtu.be/TdqSFh1AK9U>

"It's a pleasure to see the commitment of people discussing solutions to our challenge. I understand that it is very important to share the experience of the ESMA Memory Site Museum with people from many countries, as well as people who do not come from the world of museums. This diversity is creative."

Alejandra Naftal,
ESMA Memory Site Museum



"I had never participated in a fishbowl session before. I have spoken in public and been part of panels many times in the past, but this time the dynamic was absolutely new to me. It ended up being surprising and challenging."

I will integrate the experience into my professional life."
Sebastián Schonfeld,
ESMA Memory Site Museum



Did you know that there are two types of fishbowls? One is an open fishbowl where at least one chair is left empty, while the other is a closed fishbowl in which all chairs are filled.

Learn More:

Anatomy of a fishbowl:

[https://en.wikipedia.org/wiki/Fishbowl_\(conversation\)](https://en.wikipedia.org/wiki/Fishbowl_(conversation))

Silent green:

<https://www.silent-green.net/en/the-building/>

Equal ground Methods to spark disruption

By Theresa Carrington

In order to ensure the Lab's success, it was important that the participants' job titles, positions and experience levels were disrupted. This disruption would help ensure each participant felt equal and comfortable sharing their thoughts and opinions from the first day of the Lab.

As you enter the magnificent iron gates leading to silent green Kulturquartier, you cannot help but feel they protect the hallowed ground. Built in 1909, what is now silent green Kulturquartier was once an active crematorium – the first ever built in Berlin. The crematorium reflected the work of many free thinker movements at the end of the 19th century that resulted in cremation becoming an accepted alternative to burial. The crematorium was shut down in 2002 to make way for two larger crematoriums. The current private owners began a historically sensitive restoration in 2013, during which previously closed-in cavities, including the cremation chambers and more than 400 urn compartments, were removed. Today the crematorium is offered as a place for thinking, research and experimentation.

We found that silent green Kulturquartier, its architecture and its history provided a perfect space for the disruptive processes and thinking critical to the success of GDL 7. With the historic terrazzo floor under our feet and the cavities that once housed urns over our heads, we began to conduct a fishbowl conversation. The topic of the discussion was whether the ESMA Memory Site Museum's agenda for visitors and the public's agenda for visiting museums were the same.

A fishbowl conversation begins with a very specific arrangement of chairs, that is, five

at the centre surrounded by concentric circles of chairs. All the chairs are on the same level, thus ensuring that every participant is equal.

With GDL Member Sabrina Schultz moderating and ESMA Memory Site Museum Institutional Director Sebastián Schonfeld and Berlin University of the Arts Honorary Professor Stefanie Endlich as the chosen participants, the fishbowl conversation got underway. During our fishbowl, two chairs at the centre of the bowl were left open. As the moderator and chosen participants began their discussion, GDL Members were able to rotate through the vacant seats to ask questions and express their thoughts and opinions.

The goal of the fishbowl was to have a deep conversation with everyone's voice being equally welcome and important. Understanding the Museum's goal and gaining perspective on visitor goals created an important foundation towards offering solutions to ESMA Memory Site Museum's challenge question for the Lab. On this day, here in this historic space, each Lab participant became equal to one another. Equalising ourselves for the remaining two days of the Lab created the perfect foundation for a disruptive outcome for ESMA Memory Site Museum.

"This is a big disruptive moment at Lab 7. There is a major U-turn. We opened your minds to new ideas and invited you to open ours for even deeper innovations,"

Ebru Turhan,
GDL Member



Leading and Supporting Change

The aha-moment

By Theresa Carrington

GDL 7 participants had been given a challenge question by Lab partner ESMA Memory Site Museum: How could the Museum increase attendance without trivialising mass atrocities and while maintaining the effectiveness of its main purpose to serve as a social tool to say "Never Again"?

As the early winter darkness fell outside, disruption was sparking lighting rods of innovation inside the Werkloft room at Fabrik 23.

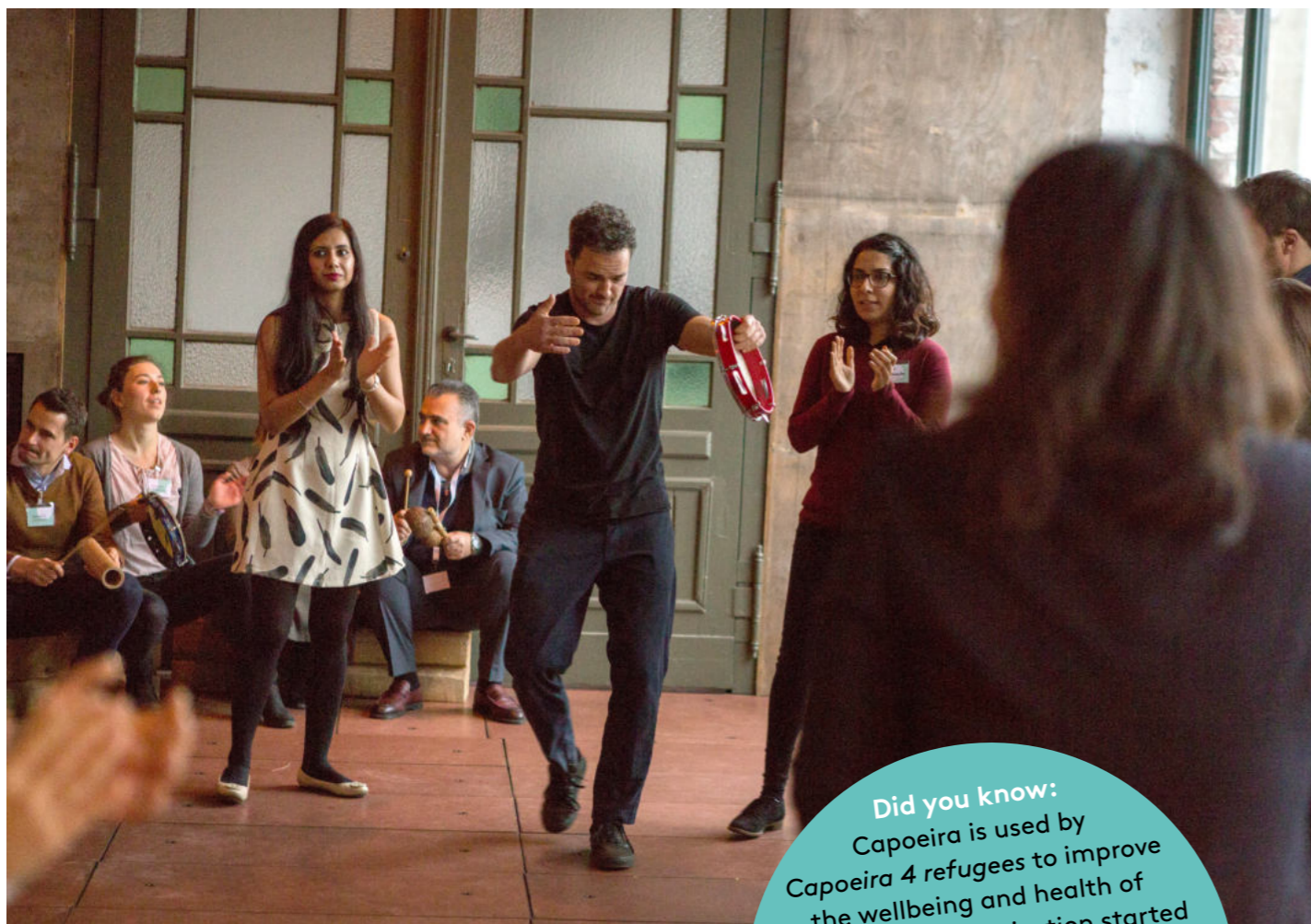
GDL 7 Members had spent three days visiting and working in locations intended to inspire. They had experienced thoughtful icebreakers and fishbowl conversations, enjoyed good food and met talented participants. Here, inside a 100-year-old woodworking company turned steampunk meeting space it was all coming together exactly as planned to spark disruptive thinking.

GDL participants spent time getting to know one another and the ESMA Memory Site Museum's team. Participants drew upon their experiences from Lab 6, an incubator for Lab 7, asked countless questions, shared observations, re-examined the challenge question, developed ideas and presented solutions.

Like an unseen current below the surface of a river, GDL Members were putting into the air thoughts, ideas and questions that were quietly disrupting the thinking of the ESMA Memory Site Museum staff, whose thoughts were becoming bigger, bolder and more disruptive. "I found the working methodology innovative. It allowed me to open my mind and emotions. It was an experience that invited me to work with deeply committed global diplomats with different perspectives and I believe there is hope of contributing to peace in the world," said Alejandra Naftal of the ESMA Memory

Site Museum. "I don't want the idea of 'Never Again' to be naïve, but instead to use it as a tool to create concrete plans for action," she said. "You are the musicians to our music," Alejandra went on to say. And with that she announced what GDL Members and the Lab methodology had inspired among the Museum staff – instead of only thinking about how their institution could make an impact on memory and achieving "Never Again", they had begun thinking about what if museums and memory sites around the world started working together to prevent mass atrocities in the future. "Institutions can work together to take concrete actions to ensure that the victims are not forgotten. We can all make use of new ideas and transfer what we have learned, including what 'Never Again' means for Syria for example," said Alejandra.

Less than 24 hours remained in the Lab. This new idea needed time, energy and action. As she had done throughout the Lab, Methodological Lead Elizabeth Maloba showed how nimble the GDL is and quickly began reworking what little schedule remained. Participants were sent to a separate room where they released energy and tension and cleared their minds by joining in capoeira, an Afro-Brazilian martial art that combines elements of dance, acrobatics and music.



Did you know:
Capoeira is used by Capoeira 4 refugees to improve the wellbeing and health of refugees. The organisation started in 2007 and has positively impacted the lives of 60,000 children.
GDL Member Tarek Alsaleh is the organisation's co-founder and programme director.

Learn more:

Capoeira
<https://en.wikipedia.org/wiki/Capoeira>

Strategising Stakeholder Participation Co-Creating with ESMA Memory Site Museum

By Jasdeep Randhawa



Inspired by site visits in Berlin and the fishbowl, GDL Members made informed statements to rethink “Never Again” as the mandate of the ESMA Memory Site Museum. Guided with facts from the Museum’s core team and an innovative methodology structure, five GDL teams took on the task of exploring three lead problems and finding solutions for the challenge holder:

1. How to reach the audience in a sustainable and effective way?
2. How to engage with and educate decision-makers?
3. How to convince those who deny the past?

After a full day of intense discussions and co-creation, here are the solutions that emerged:

1. Starfish group:

The problem was to attract more visitors to the ESMA Memory Site Museum in a sustainable and effective way. This group proposed dividing the museum’s curation into different tour tracks. Each visitor would be given a unique experience based on their area of need. Each guided tour track would be a different colour. At the beginning, the visitor would drop a coloured chip into a box to mark their entrance and then drop another coloured chip into one of three boxes at the end centred around questions developed by the ESMA Memory Site Museum such as whether the visitor would take the same tour again. This chip method would be an effective way to monitor impact. The Starfish group proposed the ESMA Memory Site Museum as the lead partner for implementing the proposal. External partners could be chosen at the Museum’s discretion.

attract new visitors and further its mission. The group proposed hiring social media and web-development professionals. The website would be used to register and manage visitors, as well as to provide downloadable educational content for schools. The group also recommended renovating spaces such as the gardens, which could be used for special events and activities for the public. These activities could include film festivals and temporary exhibitions from around the world. Activities such as these could help the ESMA Memory Site Museum to become more relevant to the community and to narrate its history and content. The gardens could also provide a space for volunteers to manage the rush hours of guided tours and for visitors to take surveys so that the museum can learn more about their needs and interests. The group recommended strengthening the network of external partners, including NGOs and the Latin America Network for Genocide and Mass Atrocity Prevention, in order to increase public advocacy and implement the proposal.

2. Communication Strategy group:

The ESMA Memory Site Museum does not have a robust communications team. This limits its ability to generate fresh public advocacy and promote its content in order to

Did you know that a Harvard Business School survey revealed that innovation is equally about people and processes.
 (<https://hbr.org/2015/02/is-innovation-more-about-people-or-process>)



3. Educating the Decision-Makers group:

The problem is the lack of acknowledgment amongst Argentinian decision-makers regarding the magnitude of the atrocities committed. This lack of awareness could be addressed by increasing the relevance of museums such as the ESMA Memory Site. Based on stakeholder-mapping and a needs-assessment framework developed by the group, it was proposed that a series of outreach events be held. The group identified the core team for implementing the idea as the ESMA Memory Site Museum staff themselves, with the inclusion of partners such as lawyers and political experts. The extended team members would be research universities and human rights organisations, particularly the Argentinian Ministry of Justice and Human Rights. The external partners would be the Argentinian judiciary and other ministries, the Latin American Network for Genocide and Mass Atrocity Prevention, UNESCO and possibly the GDL itself. The group also recommended holding mobile events with the launch of a “Memory Bus” to get the message out.

4. The ESMA Memory Site Museum in the Nation-Building group:

The problem identified was that not all stakeholders, including perpetrators, visit the Memory Site Museum. They are not convinced of its importance. The group recommended having members from outside Argentina on the Advisory Board and emphasised that the core and extended teams

need to be perceived as neutral. The ESMA Memory Site Museum staff should include a spokesperson in order to raise awareness of the Museum among the public. Training programmes should be designed and conducted in partner spaces, and even in other countries. For instance, judicial officials could be trained by the ESMA Memory Site Museum to enable the transfer of knowledge from senior to young judges. The group proposed that € 300,000 in funding be raised for a two-year programme to be carried out by partners interested in such training programmes.

5. M Glades group:

The problem this group tackled was how the ESMA Memory Site Museum could legitimise its work in the local context. “M GLADES” stands for a space that is open because something happened there. The group encouraged the ESMA Memory Site Museum to develop partnerships with other international memorial museum sites. This would enable it to have the convening power to host international events in its space. Based on the success of this model, the ESMA Memory Site Museum would eventually engage in TEDx-like conferences. This would be an international cooperative effort where members of the network would be able to gather in neutral spaces with sceptical actors. The core team would be members of the ESMA Memory Site Museum leadership and staff. The GDL Members would become a part of the team by proposing a GDL-organised activity that provides further support to the ESMA Memory Site Museum Team.

GDL Innovation Growth

The magic of Lab 7

By Ruprecht Polenz

From the very beginning, the GDL sought to make a true impact and not just be somewhere for participants to talk shop.

The response from the ESMA Memory Site Museum after the Impact Lab in Berlin proved to all participants that we had achieved this goal. Through our Incubator Lab, GDL Members learned a great deal about the ESMA Memory Site Museum in Buenos Aires. Although its work is focused on Argentina and Argentinian society, it has yielded elements and ideas that can be helpful for mass atrocity prevention all over the world. Thanks to ESMA Memory Site Museum's open-mindedness, the GDL was able to help widen its mission statement. This will lead to cooperation with other memorial museums.

The overall goal of these two Labs was to seek out ways in which mass atrocities can be prevented. By thinking globally and acting locally, the GDL wants to make an impact. By fostering creative methods, the Lab encourages individuals to share what they truly think so that others can join the conversation and help achieve valuable results. The GDL has thus once again shown how it can think outside the box. The diversity of its members from more than 35 countries (all GDL Members) provides a wide range of opinions and perspectives. This is most helpful when looking for new ideas.



Did you know that GDL Members can apply for the position of Methodological Lead (ML)? Created after Lab 5 and held by Elizabeth Maloba during the sixth and seventh Labs, the ML ensures consistency between the Incubator Lab and the Impact Lab, streamlines the Lab's methodology and helps to experiment with new formats.

Learn more:

<https://www.global-diplomacy-lab.org/>

Results

Going global

By Sebastián Schonfeldt

What we found was a group of GDL Members who were open to asking questions and sharing generous remarks that invited us to reflect further on our daily activities and institutional mission.

This encounter made us realise the role that institutions like the ESMA Memory Site Museum have in helping to empower citizens to become alert to the dangers of human rights violations and possible mass atrocities. We thus acknowledge that we must work on a strategic plan. That said, participating in this Lab opened our minds to our future projects and we overcame our original challenge proposal. We must undertake massive outreach without undermining content, but at the same time we need to work on how to project our Museum towards other local and global actors. We believe that one of the most enriching discussions was the connection made between "Never Again" and "Stop Now" and how participants proposed to keep working towards these objectives voluntarily.



Milestones of the Group Work Overview

By Theresa Carrington

Group 1
The purpose: to strengthen institutions that create alert citizens.
Why is it important? Alert citizens mobilise when human rights are under threat.
How will it change the future? There will be less state terrorism and stronger democracies.

Group 2
Who are the stakeholders...
 ...which hinder the Argentinian Government and other states?
 ...which support the network of institutions – e.g. town-twinning networks such as that between Berlin and Buenos Aires?
Beneficiaries: relatives of victims and survivors; students; partner institutions; partner cities.

Group 3
What are the milestones? Co-creation; mandate of the state; new partners.
What is the timeline? Action plan; partnerships; mission/vision strategy; funding; communication and branding; advisory board; working groups to identify concrete actions; review of the first actions.

Group 4
What resources do you need? An agency to develop a virtual visit; joint ventures; exhibitions; warning signs.

Group 5
Who is your team?
Core: ESMA Memory Site Museum staff; communication experts; legal experts; financial support.
Extended: the media, Network of Memorial Museums; GDL.



ESMA Memory Site Museum Preventing Mass Atrocity

By Theresa Carrington

The energy inside the K-MB showroom was high. GDL 7 participants engaged in energetic conversation. Optimism and a sense of success filled the air. GDL 7 was in its final few hours and the impact had been so successful that ESMA Memory Site Museum was inspired to address the challenge in a more extensive, ambitious and flexible way.

“We saw clearly that these issues were shared by other institutions similar to ours. We also saw the possibility of utilising the power of these places to use the past to shed a light on the present and to go global,” Sebastián Schonfeld said.

Ordinarily, the last few hours of the Lab are spent wrapping up, sharing final thoughts and doing a bit of networking. Not today. As the final hours closed in, there was work to be done. GDL Members rolled up their sleeves and got to work. The ESMA MSM invited GDL Members to clear actionable next steps on the bigger version of themselves they now felt inspired to pursue. Thanks to the nimbleness of the GDL, Member facilitators Elizabeth Maloba and Vivian Valencia tossed aside the previously planned schedule for the morning and instead divided participants into five groups, each of which addressed a critical element of an action plan for the ESMA

Memory Site Museum’s vision of creating a network of museums to help prevent mass atrocities. Over the next hour, participants created, debated and edited to finally come up with a plan (see some results on page 26) for the ESMA Memory Site Museum’s bigger vision.

With a collective sigh of relief filled with pride, it was done. Global Diplomacy Lab Members had not only presented strong solutions to the original challenge question, but they had also provided strategic first steps for ESMA Memory Site Museum to begin building on its larger vision.

That could only mean one thing – it was time to sing! Led by members David Patrician and Chris Fowler on vocals and Stefan Biedermann from the Federal Foreign Office on guitar, the group jammed to “Don’t Look Back in Anger” by Oasis and “Lean on Me” by Bill Withers.



“I leave with hope and my wish is for ESMA and GDL Members to keep working together, both for the challenge of this Lab and also in future meetings.”

Alejandra Naftal,
 ESMA Memory Site Museum

Did you know:
 Stefan Biedermann is the head of Training for International Diplomats at the Federal Foreign Office. He is also a killer guitar player.



Play the Game! Instructions for a successful Lab

The GDL uses creative approaches to diplomacy and problem-solving. Each Lab chooses specific methods, tools and settings unique to its objective. Proper planning equips selected members to present solutions to a complex issue within 72 hours. Solutions presented to Lab 7 partner, the ESMA Memory Site Museum, resulted in a more extensive, ambitious and flexible way for the Museum to serve effectively as a social tool to say “Never Again”. By acknowledging the complex issue of memorialisation as shared among institutions worldwide, the ESMA Memory Site Museum seized the possibility of scaling up its message to the international level. A network of like-minded institutions was unveiled as a means to prevent future atrocities.

Led by the Elected Advisory Council (EAC) and the Secretariat, the following graphic illustrates the journey GDL 7 used to reach this powerful outcome.

“The initial results from the current Lab demonstrated that holding an Incubator Lab and using the methodology adopted led to progress compared with previous labs.”
Stefan Biedermann



“The methodology was productive in getting the big ideas out and gave us space to think and discuss on an equal footing.”
Vesna Teršelič



“The model of incubator and impact labs worked well, and the idea of thinking globally and acting locally is now feasible for the GDL.”
Ruprecht Polenz



START



Play this Game with a simple dice and use anything that represents players. All players agree upon the rules together.

Dedicate the following two rounds to preparation of the Lab. Preparation will pay off: add three points to every step you make in the next round.

PRIOR AND PROPER PLANNING:

Every year, the EAC and the Secretariat hold six face-to-face planning meetings and workshops before the Labs and around sixteen online meetings. The EAC puts in numerous voluntary hours to ensure prior and proper planning and is supported by an elected Methodological Lead, who additionally dedicates many pro bono hours to planning the GDL's annual curriculum. In Lab 7 the joint planning consisted of the following elements:
See next bubbles

CHALLENGE:

Clarifying the challenge question through meetings with Lab 7 partner ESMA Memory Site Museum. The Lab challenge question was "How can the ESMA Memory Site – a former clandestine centre for detention, torture and extermination – attract mass audiences while maintaining quality and the effectiveness of its main purpose to serve as a social tool to say 'Never Again'?"

Networking is sharing. Your next steps will be shared. If you have a four, move on 1 step and gift 3 other players a step as well.

SELECTION:

Selecting 31 out of a total of 150 GDL Members from diverse cultures, backgrounds and experience, representing an average of 3.3 networks each.

Move forward and join the nearest player. Discuss this issue.

THINK

BACKGROUND:

Researching and presenting relevant articles, videos and webinars with experts to ensure member participants have sufficient context to frame the challenge question.

Take your time to prepare, sit down and read. Stay here 1 round.

* DIPLO_LAB_OLY *

FACILITATION:

With the right partner, participants, background tools and settings in place, the final element to success were the nine EAC and Member facilitators who conducted 18 sessions, including the co-creation session at which the ESMA Memory Site Museum was presented with five possible solutions to its challenge question. The participants from the Museum were inspired by the solutions and began thinking on a larger scale. They are now planning to work with a variety of GDL Members to create a network of museums and memory sites that can collectively help ensure "Never Again".

Your peers would like to hear about the knowledge you gained on your path during the Lab. Go back to the position of the last player and share your stories.

Same procedure as in the TOOLS field:

2 TEAM BUILDING:
Three team-building exercises such as capoeira with Tarek Al Saleh

1 ICEBREAKERS:
Two Icebreakers including a visit to the Berlin Wall Museum and getting to know one another through one of the five questions at the opening dinner.

3 NETWORKING:
Two networking opportunities such as the official reception and the farewell evening gathering.

TOOLS:

Drawing from a growing library of tools, the EAC and the Secretariat selected, under the facilitation of the Methodological Lead, the following tools to create an environment favourable to involving participants in decision-making and to sparking engagement, inspiration and innovation.

5 PRESENTATIONS:
as work is always done in small groups, almost all members have the possibility to make short presentations during the Lab.

If you dice a 1: move to bubble 1
If you dice a 2: move to bubble 2 etc.
Move forward according to the number you diced after

6 SOLUTIONS:
Co-Creation: GDL Members propose different perspectives to the ESMA Memory Site Museum

4 EQUALITY:
Fishbowl and working groups

MOVE

Congratulations!
You are now ready to use your newly found wisdom on networks to foster memory, truth and justice.

Three more steps: you can see the finish line from here!

SETTINGS:

The Secretariat additionally chose restaurants, meeting spaces and site visits that supported the theme of the Lab and empowered participants to become engaged and inspired.

3 and 4 SITE VISITS:
Five site visits

1 and 2 RESTAURANTS:
Four different restaurants

5 and 6 DINNERS/ RECEPTIONS:
2 dinners and 1 reception

SHARE



"It sometimes feels like 'Never Again' is overused and often does not carry much weight – how can we ensure that it doesn't become an empty phrase?"
Salam Kawakibi,
 GDL Member



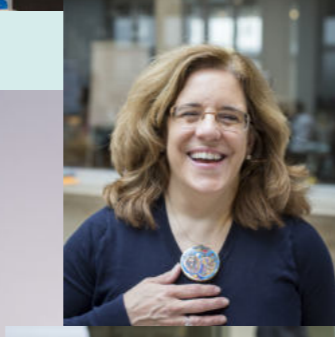
"ESMA Memory Site Museum visitors are not allowed to touch the walls – the building is still used as physical evidence in ongoing trials dealing with the military dictatorship!"
María José Kahn,
 Expert



"The Stolperstein site visit gave us an opportunity to learn about the everyday victims of the Nazi regime. It served as a reminder of the loss of humanity on an individual level and the fragility of remembrance."
Chris Fowler,
 GDL Member



"History will never repeat itself in exactly the same way, and even if we do identify and watch out for warning signs, atrocities will happen in different shapes and forms."
Matthias Haß,
 Expert



"It's important to stay awake!" (speaking about the importance of citizens staying aware of where their society is headed.)
Julie August,
 GDL Member



“To understand what the outside of an aquarium looks like, it’s better not to be a fish.”

André Malraux, French novelist, art theorist, and politician (1901–1976)



Participants and Experts 7th Lab, Berlin

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Singapore & USA
Ahmad, Shakeel • Pakistan/Pakistan
Alsaleh, Tarek • Germany & Syria/Jordan
Canales, Gabriela • Mexico/Mexico
Carrington, Theresa • USA/USA
Castro, Marty • USA/USA
Ceccon Rocha, Brisa • Brazil & Mexico/
Mexico
Elgebaly, Reham • Egypt/Egypt
Farjon Israel, Adi • Israel/Germany
Fowler, Chris • USA
Glencorse, Blair • United Kingdom/USA
Gavrilović, Gordana • Serbia/Serbia
Kawakibi, Salam • Syria/France
Maloba, Elizabeth • Kenya/Kenya
Martinez Quintanilla, Edna Elizabeth •
Mexico/Mexico
Mazzucelli, Colette Grace • USA/USA
Mpedzisi, Patrick • Zimbabwe/
Zimbabwe
Osorio, Diego • Canada/ Colombia
Patrician, David • USA/Germany
Pekol, Banu • Turkey/Turkey
Pernau, Jennifer Désirée • Germany/
Germany
Pogadl, Nicolai • Germany &
Switzerland/Canada
Randhawa, Jasdeep • India/India
Richter, Bastian • Germany/USA
Saleem, Mome • Pakistan/Pakistan
Schonfeld, Sebastián • Argentina
Simmins, Imran • South Africa/
Germany
Teršelič, Vesna • Slovenia/Croatia
Tülüs, Cana • Turkey/Turkey
Turhan, Ebru • Turkey/Turkey
Valencia, Vivian • Mexico/USA

Experts:

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seum
María José Kahn • ESMA Memory Site Museum
Alejandra Naftal • ESMA Memory Site Museum
María Rosenfeldt • ESMA Memory Site Museum
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