

DEAI FOR PEACE

An insights guide on how museums
can become catalysts for peace
using solid Diversity, Equity,
Accessibility and Inclusion data.



The Diversity Atlas

GLOBAL COMMUNITY NETWORK

Through a data-driven Global Collaboration, Diversity Atlas Membership program equips you with the tools and insights needed to achieve lasting inclusive excellence.

Who is this for?



Individuals



Academics



Organisations
(all sizes and sectors)

Directly support your immediate local change-making initiatives. Support our global relationships up to the UN, multinationals, EU institutions and more.

What we offer

- ✓ Sponsored research and findings
- ✓ Membership access to the world's leading diversity analytics platform – Diversity Atlas
- ✓ InfoHub – one-stop of guides, articles on contemporary trends and data insights
- ✓ Knowledge Influence Circles (2025)
- ✓ Courses and workshops
- ✓ Anthropedia – our growing datasets of 45,000 + cultures, religions, worldviews & languages
- ✓ DEI Healthcheck – report and benchmarking

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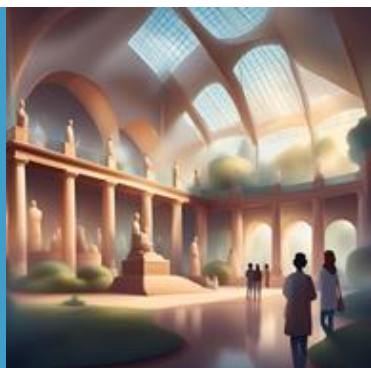
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Intro

In an increasingly volatile world, where technological and digital advancements have accelerated at a pace unprecedented in a century, humanity faces an existential crisis unlike any other. Half of the world's nations are entangled in armed conflicts driven by deep-seated cultural and economic disputes.

The Global Peace Index (GPI), produced by the [Institute for Economics and Peace](#) (IEP), stands as the foremost measure of global peacefulness, encompassing 99.7% of the world's population. Through the analysis of [23 qualitative and quantitative indicators](#), the GPI reveals alarming trends for [2024](#):

Deteriorating Peace:

A staggering ninety-seven (97) countries have experienced declines in peacefulness, with ninety-two (92) nations involved in conflicts that extend beyond their borders—marking the highest level of global conflict engagement since the GPI's inception.

Key indicators of this decline include cuts in UN peacekeeping funding, rising military expenditures, and a surge in battle-related deaths.

Rising Casualties:

In 2023, battle deaths reached a grim total of 162,000. If this trend persists, it will represent the highest toll of conflict-related fatalities since the Rwandan genocide in 1994.

Today, over 110 million individuals are either refugees or internally displaced due to violence, with sixteen (16) countries now hosting more than half a million refugees each.

Economic Costs of Violence:

The monetary impact of global violence soared to \$19.1 trillion in 2023, accounting for 13.5% of the world's GDP.

Alarming, 108 nations are becoming increasingly militarized, diverting resources from critical areas like education and healthcare.



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In the face of these daunting statistics, we find ourselves at a crossroads: the urgent need for effective peacebuilding solutions that foster intercultural exchange has never been clearer. Museums hold the potential to serve as powerful catalysts for peace. By embracing diverse, equitable, accessible and inclusive narratives, we can transform collections into platforms for cultural dialogue, bridging divides among stakeholders and audiences alike.

This insights guide is informed by the pilot project “[Catalyst for Peace](#),” spearheaded by [The Johannesburg Holocaust and Genocide Centre](#) (JHGC) in collaboration with [Diversity Atlas](#) (DA). This initiative emerged during the [Asia Peace Innovators Forum](#) (APIF), launched in 2021 under the auspices of the [Salzburg Global Seminar](#), with the generous support of [The Nippon Foundation](#). Together, we can harness the transformative power of museums to cultivate understanding and pave the way toward a more peaceful world.

1. DEAI for Museums as catalysts for peace

1.1. The importance of Peace Museums

Peace is intricately linked to a variety of cultural beliefs, moral questions, and political assertions, as well as social processes and conditions like recognition, gender, education, and environmental concerns.

In Western academia, peace studies are often confined to fields such as security studies, political theory, and international relations, overlooking non-Western and Indigenous perspectives.

To utterly understand peace, we must explore the various approaches that contribute to its conceptual richness. However, it would be misleading to claim we can redefine peace within the scope of this guide. The history of peace museums provides diverse frameworks for imagining, conceiving, and constructing peace.

Peace museums represent a broad spectrum of themes and peace associations worldwide. For instance, the International Network of Museums for Peace (INMP) has published “Museums for Peace Worldwide,” which lists 302 museum organizations, including eighty-four in Japan (Baker, 2023).

These museums, which emphasize tolerance, human and civil rights, humanitarianism, and the contributions of peace-related individuals, as in the case of the Johannesburg Holocaust and Genocide Centre, remains underexplored (Baker, 2023).

1.2. Understanding the Crucial Role of Museums as Catalysts for Peace

For far too long, museums have clung to the notion of neutrality regarding pressing societal issues—be it racism, climate change, or the challenges of growth-based economies.

This so-called “neutrality” reflects a reluctance to engage with controversial topics, a dilemma, museums have grappled with for decades. This insistence on avoiding controversy stems from a fundamental insecurity among museum leaders and boards.

Many lack a clear understanding of the evolving role of museums within contemporary culture. They often view their mission as primarily focused on collection and exhibition, fearing that taking a stand on divisive issues could jeopardize these traditional activities.

Rather than shying away from difficult conversations, museums can engage, educate, and inspire action, challenging the status quo and encouraging critical reflection on the issues that shape our world.

By actively confronting controversial topics, they can transform into powerful agents of social progress, fostering understanding and building bridges in an increasingly polarized society.

1. DEAI for Museums as catalysts for peace

1.3. Diversity, Inclusion, Accessibility and Equity for Museums (DEAI)

In 2022, the [American Alliance of Museums](#) (AAM) launched an ambitious multi-year initiative aimed at transforming the standards that define best practices and accreditation for museums, in a groundbreaking effort to prioritize diversity, equity, accessibility, and inclusion (DEAI) as foundational elements crucial for the future vitality and sustainability of the museum field.

By integrating DEAI practices into accreditation requirements, AAM wishes to champion a more inclusive and equitable future with museums serving as accessible and welcoming spaces for everyone, fostering connections that reflect the rich tapestry of our society, building a stronger, more representative, and inclusive community for all; thus, enhancing peace. This commitment leads to:

- A stronger asset to and for the community,
- An organization worthy of public support and trust,
- Sound stewardship of collections,
- Enhanced funding opportunities,
- Improved and effective communication among staff and board,
- Cultural competence and equity analysis,
- The ability to integrate community leadership at pivotal moments.

Amid social, political, and cultural polarization -and the persistent realities of structural racism and oppression- DEAI must be at the forefront of how we understand and practice excellence.

AAM core DEAI concepts and Indicators

Core Concepts	Key Indicators
DEAI is the responsibility of the entire organization	Adopt equity as a cornerstone of the museum’s mission, strategy, values, management, and culture. Embed responsibility and accountability for implementing DEAI policies and processes into operations, job descriptions, and performance reviews at all levels of the institution.
DEAI is an ongoing journey without a fixed end point.	Take a comprehensive approach, integrating DEAI into all aspects of the museum’s operations through a process of assessment, reflection, capacity building, iteration, and measurement. Publicly commit to the ongoing work of transforming organizational culture and dismantling systems of inequity within museums, communities they serve, the sector, and society broadly.
DEAI demands an ongoing commitment of resources.	Allocate financial resources in the museum budget for staffing, capacity building, and internal and external DEAI expertise. Dedicate ample time for DEAI work, including individual and collective reflection, trust, and relationshipbuilding.
DEAI work must be measured & assessed.	Define the museum’s equity goals as the elimination of identity-based disparities. Measure progress by disaggregating data by identity overtime.

Source: Excellence in DEAI report (p.8), American Alliance of Museums 2022

1. DEAI for Museums as catalysts for peace

1.3.1. DEAI is the responsibility of the entire organization

In 2017, AAM commissioned the “Museum Board Leadership: A National Report”, which delved into the dynamics of museum boards, exploring the who, what, and why of their operations. The survey included responses from 861 museum directors and 841 board chairs. Notably, diversity and inclusion emerged as a significant topic within the report (Jones, 2021).

According to BoardSource (2017), *“77% of museum directors and 66% of board chairs indicate that expanding racial/ethnic diversity is important or greatly important.”* However, the report highlights a troubling gap between recognition and action. Only 10% of boards have developed a plan to become more inclusive, and merely 21% have revised policies and procedures to enhance inclusivity (p. 9).

While leadership recognizes the significance of these issues, there remains a stark lack of action toward meaningful progress. Acknowledging these results is the first step toward fostering a more inclusive and representative future for museums (Jones, 2021).

During the “Catalyst for Peace” project, leadership engagement and middle management dedication were crucial for its success:

- **Leadership Accountability & Impact:** The JHGC founder and director, was the first to identify the significance of having DEAI metrics in place and undertook the responsibility to continuously support the team.
- **Leadership Commitment:** There was never a function during the project’s development and implementation that the JHGC founder and director missed.
- **Middle Management Engagement:** The middle management employees provided insights on processes and tools that could contradict or not compliment the DEAI initiative.

1.3.2. DEAI is an ongoing journey without a fixed end point

Many museums struggle to establish clear and effective DEAI strategies. Often, they lack the resources to maintain these initiatives or fail to clarify their purpose. Before engaging in developing a DEAI strategy, organisations need to identify their maturity stage:

- **Aware:** Organisations in this initial stage need to define their DEAI focus. Simple questions can guide them: Why is DEI important to us? Where do we want to go?

1. DEAI for Museums as catalysts for peace

- **Compliant:** At this stage, organisations must align their DEAI strategies with legal requirements, such as the Equal Employment Opportunity Commission (EEOC) laws in the U.S. or the General Data Protection Regulation (GDPR) in the EU.
- **Tactical:** Organisations in the tactical stage move beyond mere compliance. They implement activities like employee resource groups (ERGs) and celebrate events such as Disabilities Month to meet both short- and long-term goals.
- **Integrated:** In this final stage, organisations have a comprehensive DEAI strategy that aligns decisions from the top down and efforts from the bottom up. They foster an inclusive culture and continuously monitor the effects of discrimination and inequity among all stakeholders.

You can use [Diversity Atlas Free Health-Check](#) function, to identify the level of maturity of your organisation's DEAI readiness.

1.3.3. DEAI demands an ongoing commitment of resources

Like any organization, museums must strategically allocate their resources based on team capacities and budgets. To effectively support Diversity, Equity, Accessibility, and Inclusion (DEAI) initiatives, it is essential to follow a structured approach:

- **Set Clear DEAI Goals:** Define your objectives and recognize any constraints you might face.
- **Assess the Current State:** Evaluate where your organization currently stands in DEAI.
- **Identify Needs and Gaps:** Pinpoint areas that require attention and improvement.
- **Develop Methodologies:** Create strategies and indicators to guide your resource allocation.
- **Implement Gradually:** Roll out your plans step by step, continually assessing their impact.
- **Monitor and Review:** Regularly check your results and benchmark them to ensure progress.
- **Redefine your resources allocation:** Develop a concrete allocation of resources roadmap to secure the funding mix, which will allow you to implement and maintain DEAI dedicated functions, e.g., training for employees' funds, access to networks, participation in events, etc.

1. DEAI for Museums as catalysts for peace

An organisation may consider utilizing a variety of resources, such as: DEAI Toolkits, Policy Statements, Surveys, Training Programs, Inclusive Job Posting Guidelines. Museums can access such valuable resources through [Diversity Atlas membership](#) and open learning platform, enabling museums to enhance their DEAI efforts effectively.

1.3.4. DEAI work must be measured and assessed

Education and public engagement in museums are vital for connecting people with humanity's cultural heritage. These initiatives help make museums more inclusive and accessible, ensuring that everyone can enjoy and learn from their collections.

When museums are welcoming questions and seek to understand what visitors want, they can enrich programs and activities. These efforts should focus on both individuals and society, promoting fair participation and addressing relevant issues like peace, democracy and sustainability.

We need to consider the interests and needs of all visitors, including those who might not typically visit museums. Using Diversity Atlas can secure a fully anonymised, non-biased mapping of audiences and stakeholders, and drive evidence informed decision making and transformation.

How it works



Image 1: Catalyst for Peace project informed decision-making cycle.

1. DEAI for Museums as catalysts for peace

When launching Diversity Atlas, internal stakeholders such as employees, managers, funders, benefactors, can culturally self-identify by completing a short, under four minutes, survey and the same applies for external stakeholders such as visitors, third party vendors, marketeers, or/and researchers, as well as neighbouring communities in the areas where the museum is established.

The data collected undergo an intersectional analysis, offering real-time results reporting on “who we are now”, which then feeds the decision-making process of the managerial team to adjust their strategy to better reflect the cultural mix identified among the entire stakeholders’ cohort.

This cultural disparity mapping model not only attracts new visitors but also fosters a more diverse community and effectively informs museums on needed actions. This commitment aligns with international standards for accessibility and acknowledges the growing diversity in society.

Measuring Success can be summarised in the following key metrics:

- **Track changes in visitor demographics over time.**
- **Monitor staff diversity and inclusion metrics.**
- **Measure the impact of DEAI initiatives on community engagement and partnerships.**
- **Assess improvements in accessibility for visitors with diverse needs.**

2. Diversity Atlas solution for DEAI strategic development

To strengthen our connection with audiences, we need to gather data about their interests and preferences. When we discuss digital data, we mean the substantial amounts of information generated from our interactions with visitors both online and offline. Here are some key points to consider:

- **Big Data:** Often called “mega data,” this refers to the vast quantities of information collected from various sources. This data is an asset that drives competition in many fields.

2. Diversity Atlas solution for DEAI strategic development

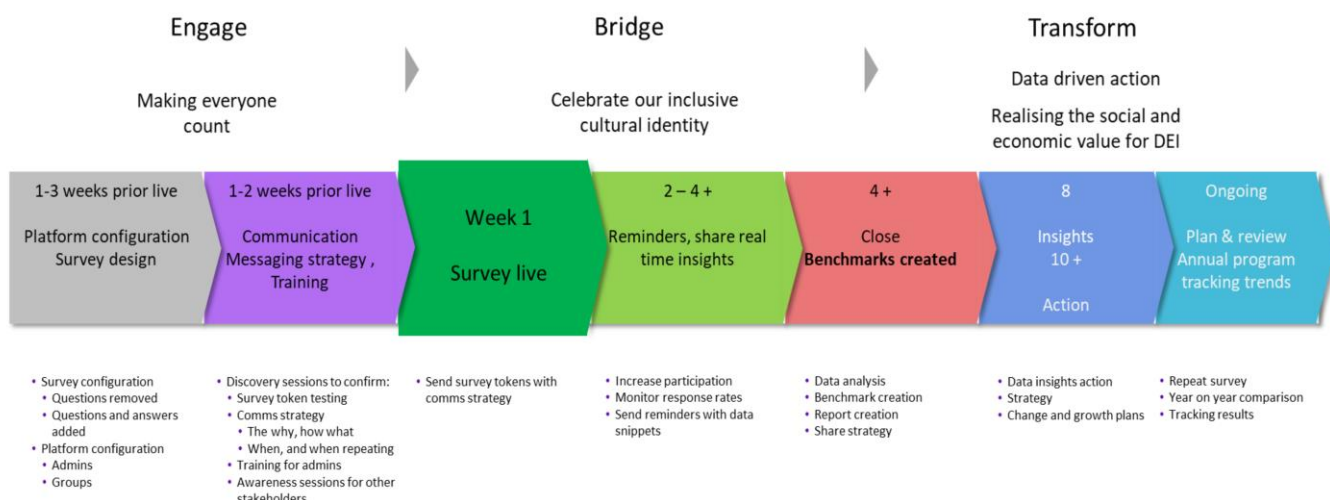
- **Characteristics:** Mega data is known for its large volume, rapid growth, and the diverse ways it can be structured (like raw data or processed information).
- **Regulation:** In places like Europe, there are strict regulations (like the GDPR) on how this data can be collected and used.
- **Ethical Use:** Collecting and analysing data must always adhere to ethical standards and respect individuals' privacy.

By understanding and effectively using data, museums can enhance their engagement efforts and create more meaningful experiences for everyone. Diversity Atlas has developed a unique step-by-step methodology for data acquirement, reporting and evidence driven transformation as seen in the image below:

How it works

CATALYST FOR PEACE
By Diversity Atlas

Implementation process overview



diversity atlas
By Cultural infusion

Image 2: Diversity Atlas Implementation strategy©

In summer 2024 “Catalyst for Peace” has also been introduced at the Durban and Cape Town Holocaust and Genocide Centres, making them the first network of peace museum to fully apply Diversity Atlas’ multifactorial analysis.

3. Key Take Aways

Here are the key takeaways:

1. **Collective Responsibility for DEAI:** Diversity, Equity, Accessibility, and Inclusion are responsibilities that should be embraced by the entire organization, from leadership to staff.
2. **Leadership Accountability:** Strong leadership is vital. Leaders should actively participate in DEAI initiatives, support their teams, and consistently prioritize diversity in decision-making.
3. **Ongoing Journey:** DEAI is not a one-time goal but a continuous journey. Organizations must regularly assess and adapt their strategies to remain effective and relevant.
4. **Four Stages of DEAI Development:**
 - **Aware:** Define the organization's DEAI focus and importance.
 - **Compliant:** Align strategies with legal requirements and internal goals.
 - **Tactical:** Implement specific initiatives to advance DEAI objectives.
 - **Integrated:** Create a comprehensive strategy that fosters an inclusive culture and continuously monitors progress.
5. **Resource Allocation:** Successful DEAI initiatives require strategic resource allocation, including a funding mix that will secure a long-term strategy.
6. **Audience Engagement:** Understanding and responding to audience needs is crucial. Museums should tailor their programs to engage a diverse public, promoting discussions on relevant societal issues.
7. **Commitment to Inclusion:** Organizations must strive for comprehensive inclusion, considering accessibility for all individuals.
8. **Data-Driven Decision Making:** Collecting and analysing audience data helps organizations understand stakeholders and audiences, adhering to ethical standards and regulations.
9. **Digital Engagement:** Leveraging digital content can enhance accessibility and audience experiences, but organizations must be mindful of those with limited digital access.
10. **Measurement and Assessment:** Continuous benchmarking and evaluation of DEAI efforts is essential to ensure effectiveness and accountability.

3. Key Take Aways

By embracing these principles, organizations can cultivate a more diverse, equitable, and inclusive environment that resonates with all members of the community.

Embracing data- driven DEAI strategies, can help museums transform into powerful agents of social progress, building bridges and fostering understanding in an increasingly diverse world.

Remember, DEAI is an ongoing journey – continuous assessment, adaptation, and commitment are key to long- term success.

Book a demo with Diversity Atlas and let us assist your efforts to transform museums into Catalysts for Peace

[TRY NOW](#)



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Diversity Atlas CERTIFICATION

Demonstrate to your stakeholders the meaningful actions and proactive strides you are making towards greater representation and inclusion.

Elevate your organisation

- Developed by our team of anthropologists, advisors, subject matter experts and data scientists.
- Certificate applications are assessed across 27 unique criteria.
- Display your badge across your communication assets.

Two Certificates clients can apply for:

Mapped and Measured recognises your commitment to understanding your organisation's diversity, promoting inclusion, harmony, and representation.

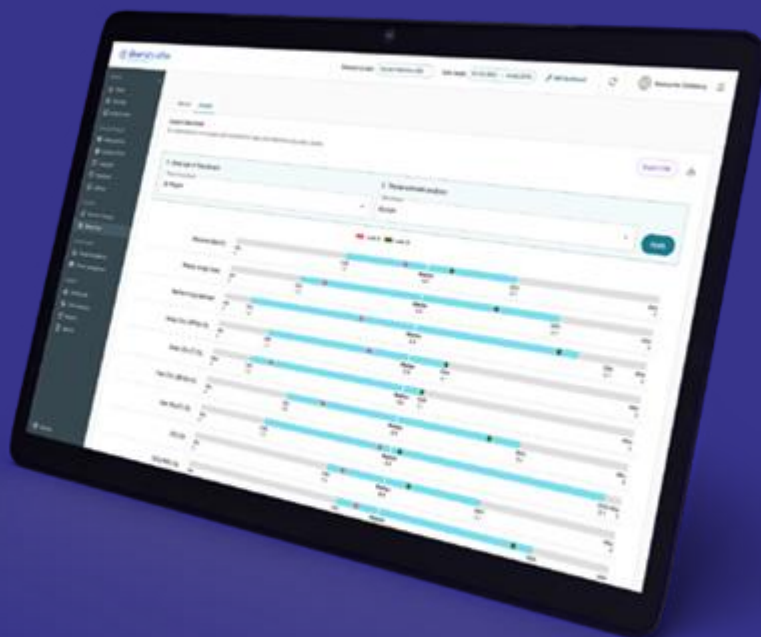
Diversity Data Leaders certification allows organisations to proudly display their commitment to building inclusive teams.

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*Great things happen
when everybody counts*