



Africa Regional Training Workshop Report



Africa Regional Training Workshop Participants and Staff

**May 17– 25, 2003
Cape Town, South Africa**

**Co-sponsored by:
The Center for Victims of Torture - USA
The Desmond Tutu Peace Center – SOUTH AFRICA**

New Tactics in Human Rights Project, The Center for Victims of Torture,
717 East River Road, Minneapolis, MN 55455
Phone: +1-612-436-4800 FAX: +1-612-436-2600 Website: www.newtactics.org

Africa Regional Training Workshop Report

May 17– 25, 2003, Cape Town, South Africa

CONTENT INDEX

EXECUTIVE SUMMARY	3
PREPARATIONS FOR THE REGIONAL TRAINING WORKSHOP	5
A. Tactical Notebooks.....	6
B. Coaching.....	7
AFRICA REGIONAL TRAINING WORKSHOP PROCESS	7
A. Tactic Training Presentations.....	9
1. Tactic training sessions	10
2. Transferability Sessions	18
3. Personal Challenges and Promotion of Self Care	19
B. Future Plans	22
CONCLUSION	23
APPENDIX A	25

ACKNOWLEDGEMENTS

The Africa Regional Training Workshop was made possible with support of the European Union through the CWCIFund and National Treasury of South Africa, the International Center on Nonviolent Conflict, Norwegian Church Aid, Rockefeller Foundation and the United States Department of State.

The opinions, findings and conclusions or recommendations expressed in this report are those of the authors and do not necessarily reflect the views of the supporters.

EXECUTIVE SUMMARY

The New Tactics African Regional Training Workshop, conducted in partnership with the Desmond Tutu Peace Centre in South Africa, is the second such workshop in a series of five. The workshop is part of a larger project called New Tactics in Human Rights, which is led by a diverse group of international organizations and practitioners and coordinated by the **Center for Victims of Torture (CVT)** in Minnesota, U.S.A. The project promotes tactical innovation and strategic thinking within the international human rights community. It works to enhance the effectiveness of practitioners and organizations worldwide by developing tools and networks to share creative ideas and foster tactical innovation. The New Tactics project emerged from CVT's own experience as a creator of new tactics and a treatment center that also advocates for the protection of human rights from a unique position—one of healing and reclaiming civic leadership.

CVT recognizes that the modern human rights movement has made enormous strides in the advancement of the human rights ideal and the establishment of specific protections. Treaties and conventions have been ratified; institutions have been established; prisoners of conscience have been freed. Nonetheless, in recent years the world witnessed human rights violations shocking in their scope. It is clear that new tactics are needed.

This is a particularly important time for new tactics....This is the way we need to think, to find new ways to use democratic openings.”

—Justice Richard J. Goldstone
Justice of the Constitution Court of South Africa
& New Tactics Advisory Committee Member

The New Tactics in Human Rights project seeks to expand strategic thinking and tactical flexibility to allow human rights activists to be **more effective** in their work. It is about creating **new thinking among human rights advocates** and **developing new tools and resources**. The project also strives to help advocates around the world **to share experiences** and **find new tactics they can adapt** to be more effective.

The Africa Regional Training Workshop was held in Cape Town, South Africa, May 17-25, 2003. This was the second of five such workshops being organized around the world. The first workshop took place in Romania in April 2002 for the Central and Eastern Europe, the countries of the former Soviet Union and Turkey. Additional Regional Training Workshops will be held in Latin America, Asia, and the West Group countries (these grouping were chosen by the New Tactics Working Group, based on the system used by the United Nations Human Rights Commission).

At each workshop, ten to twelve participants from a broad range of disciplines train each other on tactical innovations that they have used effectively to advance human rights. They also discuss ways to combine tactics to build effective strategies to further human rights. Each participant creates training materials based on his or her innovation.

The purpose of these workshops is to:

- Bring practitioners together to **train one another** on their tactics;
- Help **develop the skills** of practitioners **to share** their work **and learn** new ideas;

- Bring more **tactical and strategic thinking into the human rights community**;
- Facilitate the creation of tactical training materials (each person will develop a **resource notebook** on one of their tactics), eventually encompassing a training catalogue of 50 to 60 different tactics;
- Help practitioners to **share their experiences across the region and the world**;
- Form a **group of trainers** to be the core-training group at the International Symposium on new tactics.

Participants for these Regional Training Workshops are recruited from a broad range of disciplines, including activists from groups working on ethnic minority issues, women’s rights, social and environmental justice, and torture treatment. They are drawn from nongovernmental organizations (NGOs), intergovernmental agencies, governments, and businesses. Organizers seek diversity in types of tactics, human rights areas, scopes of the tactics and geographic areas, and are particularly interested in tactics that draw in new constituencies to identify with human rights work. Through the recruitment process, CVT and its partner organizations learn about many tactical innovations being used in each region. This information will then be shared with others around the world through written and electronic materials.

The presenting participants in the African Regional Training Workshop, representing ten countries (Burundi, Ghana, Liberia, Mozambique, Nigeria, Rwanda, Senegal, Sierra Leone, South Africa, and Zimbabwe) are not only innovators in their fields, they are also **experienced practitioners who have used creative tactics** to make real advances for human rights. They are all involved in truly unique and remarkable work. (For a full list of Workshop participants and staff see Appendix A.)

Over seven days participants trained one another on tactical innovations that they have used successfully in their countries. They **discussed ways to use these innovations to build stronger, more effective strategies** to further human rights. Participants also continued the process of creating training materials so that their tactics can be shared more widely.

CVT’s New Tactics Project and the Desmond Tutu Peace Centre worked together to make this Workshop possible. Their staffs organized, coordinated, and facilitated the program.

The Workshop illustrated that tactical training experiences can be powerful in helping advocates share their work, learn new ideas, conceptualize their work differently, and feel inspired to create new possibilities. The analytical framework used at the workshop—**discussing human rights work in terms of tactics and strategy—proved helpful for advocates**. Together they learned about how to go beyond traditional perspectives, contexts and thinking.

Here are a few comments from the participants about the Workshop experience:

I have found that the workshop is very innovative. It demystified certain things. It demystified human rights and tactics in human rights. Very often when you talk about seminars and workshops people often expect to have experts and learned people who talk about their theories. Here, we saw participants who are themselves the experts. That experience is the teaching that we needed. The people were ready to teach others, but were also ready to receive what the others were doing. —Noel Twagiramungu, Rwanda

After all I heard here, I see it is possible to change the situation. I realize that often groups are limited to denouncing human rights abuses. I see that it's also important for them to learn about ways to improve human rights and get beyond just denouncing.” —Oulimata Gaye, Senegal

We can become very insular and tunnel-visioned. I found this [workshop] insightful and inspiring. Hopefully I can extend my learning and this opportunity to others, because this I believe is an integral part of strengthening the human rights movement. ...I come away feeling a great sense of pride in the work that fellow Africans are doing. Oftentimes we don't really understand what is going on in our neighboring countries. Getting to see old tactics in a new light—like dialogue—and reviewing these things and reminding myself of its importance has been great, as I think that this impacts all of our work. —Beverly Clark, Zimbabwe

Invoking the memory of Thelonious Monk, the acclaimed jazzman who originated the concept of the “blue note,” the existence and reality of which is known only by its presence or absence. Glenda Wildschut remarked, **“Just as in our search for new tactics—sometimes we don't quite know what it is—but we do know when it's present or not, reminding us that it does indeed exist.”**

—Glenda Wildschut, Director
Desmond Tutu Leadership Academy &
New Tactics Working Group Member

In Turkey there are many organizations that simply denounce human rights violations—but this workshop is encouraging responses and action in order to help prevent and alleviate the negative consequences of human rights violations. In all the countries we have gaps—between civil society and politicians, between intellectuals and non-intellectuals, etc. This project can help to bridge these gaps. This project can bring these all together, and if it is well applied, it will encourage new actions. —Ali Bayramoğlu, Turkey

One of the biggest lessons that I have learned is in regard to the process of tactical thinking. We've presented specific examples of tactical work, but we are hopefully also understanding what the process of tactical thinking is all about. Within one's own environment, how can we help people to be thinking tactically? I don't know it's an art or a science—but it is important. I'm looking forward to the opportunity to talk more about tactical thinking and helping organizations to think tactically. —Glenda Wildschut, South Africa

“I would share the idea of new tactics in human rights and the need to decontextualize them for effective transferability.”—Mufuliat Fijabi, BAOBAB for Women's Human Rights, Nigeria

PREPARATIONS FOR THE REGIONAL TRAINING WORKSHOP

The participant search and selection process included interviews with over 100 recommended and submitted innovations from organizations and individuals. CVT/New Tactics, the Desmond Tutu Peace Centre and the New Tactics Working Group members narrowed the field and conducted in-depth interviews with possible candidates to attend the Regional Training Workshop in South Africa.

Each participant was accepted based on their agreement to share a specific tactic, as identified through the selection process interviews. The expectations for participants are:

- Attend the entire Regional Training Workshop;
- Present a workshop on a tactic of approximately 2.5 hours in length;
- Develop and finalize a workshop training presentation and a tactical training notebook (materials to help others in using the tactic);
- Share the experience and information on tactics with others in their respective organizations and countries.

A. Tactical Notebooks

Participants are asked to work with a notebook coach to create a Tactical Notebook highlighting their tactical innovations and the steps involved in implementing these innovations. These 20-to 25-page booklets are meant to inspire creativity and offer information on how the tactical innovation is carried out.

We applied what we learned in creating these notebooks from the first Regional Training Workshop that took place in Romania in 2002 to the process of the Africa Regional Training Workshop and Tactical Notebooks. For example, rather than wait for the Workshop process to be completed before gathering information for the notebook, each participant in the African Regional Training Workshop began their participation by responding in writing to an extensive questionnaire about his or her tactic. This *tactical questionnaire* became the first step in the participant's preparations for the workshop.

During this initial process the notebook coach worked with the training coaches to cull information and direction from the questionnaire. The training coaches in turn were better able to help the participants focus their presentations on descriptive and useful material regarding their tactic innovation. Thus both the practitioners in attendance and those around the world who would eventually read about the tactic innovations in the notebooks would benefit more from their experiences.

Liam Mahony, the notebook coach and editor, is a New Tactics Working Group Member, an author, lecturer and seasoned activist in movements for social justice and human rights. He provided valuable feedback and support to the training coaches to further elaborate upon areas of the participants' tactics that required additional thought and development. In this way, the tactical questionnaire he developed greatly facilitated the coaching process and dialogue with each participant about his or her tactic, the context within which it was used, and the possibilities for transferability—making it possible to anticipate and raise questions about transferring these tactics to other contexts and issues. Moreover, it greatly advanced the notebook development process, so that the core material for the notebook was gathered and compiled before the workshop was ever held.

In addition, Liam Mahony was present for the Workshop and took time to have individual planning meetings with each participant developing a Tactical Notebook. These meetings helped to further point out the gaps and provide a framework and focus for post-Workshop activity as well as a target timeline for completion of the Notebook.

B. Coaching

Even though the participants in the first Regional Training Workshop in Romania had the benefit of some coaching prior to the Workshop, the participants had indicated that more time working with the coach would have been helpful. In addition, they suggested more specific instructions and expectations for time, structure and content of each area of focus for the tactic presentations. As a result, a system of coaching was instituted to provide in-depth support for the participants of the Africa Regional Training Workshop and a sample presentation guide was developed to offer a concrete example of time, structure and content. This was also translated into French for the three French-speaking participants.

Each participant was assigned a training coach from CVT or the Desmond Tutu Peace Centre to assist the development of their tactic training presentation. While practitioners were very experienced in carrying out their tactics, training others in how to use their tactics was often a very new experience. Even for those who have had extensive experience in providing trainings on a wide variety of issues or topics, found it helpful to work with someone who did not intimately know the tactic to help break down the steps of implementing it in order to make it understandable to others.

The training coaches made a minimum of four coaching calls with each participant between mid-January and the first week of May as well as frequent contacts via e-mail to accomplish this process. In addition, participants submitted draft materials and training presentations along with their ideas for the transferability of their tactic to other issues, contexts, countries and regions of the world. The coaches provided comments and ideas to help clarify points and fill gaps in the materials and the training presentations. This process considerably advanced the participants' understanding of the framework and concepts of the New Tactics project for strategic and tactical thinking even before arriving to the Workshop.

Participants were also encouraged to give a “test-training presentation” to their own organization or among colleagues who would be interested in the experience. Many of the participants took advantage of this suggestion and gained valuable insights from their organization and colleagues to further adjust their presentations for the Workshop itself. This also served to include and heighten the investment of their organizations and colleagues in the New Tactics project and promoting the ideas and concepts more broadly.

AFRICA REGIONAL TRAINING WORKSHOP PROCESS

The Africa Regional Training Workshop was a full seven-day process. The Workshop began on Saturday, May 17, and concluded in the evening on Saturday, May 24. The participants had an afternoon and evening free in the middle of the Workshop to provide some time to absorb the process and enjoy the beauty of the Cape Town surroundings.

The Workshop was conducted with simultaneous translation in English and



Translation booth and participants using the equipment

French. This was an essential aspect of the Workshop process and highlighted the importance given to transcending communication barriers. The first was bringing participants together in one place for a face-to-face opportunity to share with each other. The second was overcoming a language barrier often faced by people coming from variety of countries.

The workshop opened with a welcome from Glenda Wildschut, director of the Desmond Tutu Leadership Academy at the Desmond Tutu Peace Centre and a New Tactics Working Group member. An overview of the New Tactics project and the Workshop was provided by Kate Kelsch, New Tactics project program manager. We then took time for everyone to introduce themselves by briefly answering four questions:

1. What is your name?
2. How would you like to be addressed?
3. One thing you love about your work.
4. One thing you love that has nothing to do with your work.

This simple process made it possible for everyone to leave their “hats and titles” at the door and immediately share something about themselves that they don’t often take the time to let others know about them—what they love that has nothing to do with their work.

Discussion with Justice Richard Goldstone

The Workshop was especially privileged to have Justice Richard Goldstone—a judge on the South Africa Constitutional Court and a member of the New Tactics Advisory Committee—provide an enlightening view of the current context of the Workshop and entertain questions from the participants.

Justice Goldstone spoke of the transitions that have taken place in the world since the Cold War: the fall of the Berlin Wall and the subsequent conditions that made possible the dismantling of apartheid; the establishment of the International Tribunals for the former Yugoslavia and Rwanda, which lead to the institution of the International Criminal Court; and recent developments in our world due to

What people love that has nothing to do with their work—good self care!

- Traditional dancing and music
- Jazz music
- Collecting & cooking new recipes
- Theatre, acting
- Sewing
- Youth—it’s an excuse for anything
- Traveling and meeting new people
- Music (many participants are accomplished musicians)
- Folk tales
- Watching movies
- Eating and drinking—“outside of work of course”
- Being in the outdoors, hiking, walking
- Aikido and other martial arts

Discussion with Justice Richard J. Goldstone

Regarding human rights and the post-9/11 world situation and the government security actions being taken, Justice Goldstone stated ***“I fully agree with the new UN High Commissioner for Human Rights, Sergio Viera de Mello, who in his first public statement said: ‘But these measures must be taken in transparency, they must be of short duration, and they must respect the fundamental nonderogable rights embodied in our human rights norms. They must take place within the framework of the law....Protecting your citizens and upholding rights are not incompatible: on the contrary, they must go firmly together, lest we lose our bearing.’”***

the World Trade Center attacks on September 11, 2001, which has marked another shift in the world structure and had serious consequences for human rights.

Workshop Expectations

In the first full day of the program, we reflected upon our expectations for the Workshop before we started the intensive training schedule. This was to ensure that we could reach as many of these expectations as possible. Many thoughts on participants' expectations were captured. These included:

“Learn about specific tactics and by the end of the week be able to adopt new methods to enhance my work tremendously.” —Emile Short, Commission on Human Rights and Administrative Justice, Ghana

“Know in-depth how other countries in Africa are dealing with similar problems because here I have a chance to learn from the real practitioners.”
—Lucrecia Wamba, Rebuilding Hope, Mozambique

“Not only [that I will] take ideas home [myself] but [that] CVT [will] do a general follow-up to make sure people are still doing things. We don't want to spend all this time and then just leave it.” —Mufuliat Fijabi, BAOBAB, Nigeria

The following days were marked by the intensive tactic training presentations of the eleven presenting participants.

A. Tactic Training Presentations

Each participant training session was roughly divided into two parts: an overview of the tactic, a question-and-answer period, and an experiential or interactive portion to explore the use of the tactic further.

Participants were given a maximum of 2.5 hours dedicated to their tactic. The first 40 minutes provided time for an overview of the problem, its context, the steps to implement the tactic, any obstacles or opposition encountered, the impact and results of the tactic and initial ideas for transferring the tactic to a different context, concern or issue. This was followed by a time for the other participants to raise questions, give comments or their own ideas and perceptions of the tactic presented.

During the break, the presenter and the training coach would compile and consolidate the questions that had been raised for grouping similar questions and consolidating areas of interest. After a brief break—the participants returned to hear responses from the presenter to their questions and comments.

“I really liked it when Lerato went step-by-step through specific issues. When she did this, it was easier to think about how I would transfer the tactic. Just raising this or including budgets in the first place was useful. At least it opened the door to thinking about it.”
—Beverly Clark, KUBATANA Trust, Zimbabwe

The second portion of the time was dedicated to an experiential or interactive exercise in an attempt to move the participants into a deeper discussion of how this tactic might be used when dealing with a different problem, context or situation. These sessions were creatively used. One session included an open discussion on the various types of customary practices in Africa that violate human rights and how the tactic of engaging prominent leaders (at local and national levels) might be used in these various contexts. Another session demonstrated the work of the Truth and Reconciliation “briefers” in South Africa through a discussion session in which the participants themselves shared difficult life experiences and how they coped with them. Yet another session divided the participants into three small groups and directed each group to choose a topic or population they felt could benefit from implementing the mock tribunal tactic. Participants felt this was a very beneficial way to get them to think outside their own “boxes” or areas of expertise yet explore the steps to evaluate the applicability of the tactic to the issue or situation.

1. Tactic training sessions

Session One:

Lerato Kgamphe, Researcher, Idasa/Children’s Budget Unit, South Africa

Tactic: Using budgets as a monitoring tool

Follow the money. Budgets provide a concrete tool for evaluating how programs and policies are fulfilling their financial and legal obligations. Idasa’s Children’s Budget Unit (CBU) uses budget analyses to monitor the South African government’s legal obligations and commitments to advance child-specific socioeconomic rights and programs. The CBU monitors and evaluates these programs by looking at the government’s budget allocations, the actual spending of the funds, and program implementation. Budgets are used everywhere; the power of this tactic lies in the ability to reveal in black and white the extent of the government’s efforts toward its human rights obligations and commitments.

After Lerato walked through the steps of the budget analysis process, she had everyone try their hand at analyzing a budget—providing an exercise with actual budget information and budget figures for a child poverty program in South Africa with questions for the participant’s to calculate these figures in order to simulate a process for analyzing budget information in order to note how they would explain the changes in real money to government officials. This exercise helped people conceptualize how they would actually carry out the specific steps of this tactic.

Session Two:

Emile Short, Commissioner, Commission on Human Rights and Administrative Justice (CHRAJ), Ghana

Tactic: Engaging respected leaders to end customary practices that violate human rights

Some of the most difficult human rights violations to eradicate are customary or traditional practices based on the deep-seated beliefs of a people or community, particularly when there is a spiritual dimension to the practice. One such customary

“One of the very important aspects of this workshop is that we were able to talk about cultures, beliefs, religions, and things like that which are being seen as the source of human rights violations.”

—Ali Bayramoğlu, hCa, Turkey

practice is the Trokosi, in Ghana, a system of servitude to meet the material and sexual needs of the fetish priests in these shrines. Women and young girls are kept in fetish shrines to atone for sins or crimes allegedly committed by one of their relatives. The Commission on Human Rights and Administrative Justice, an independent state institution in Ghana, recognized that legislation outlawing such practices may not be effective and may, in some cases, result in driving a customary practice further underground. Respected leaders—at local and national levels—were engaged in direct dialogue with perpetrators, victims, other community leaders, and the community at large to facilitate understanding of the practice, providing alternatives and avenues for abandoning the practice without losing status. Respected leaders can be enlisted to help community members understand customary practices and to address the underlying complexities of such practices in order to transform or change them.

A lively discussion followed Emile’s presentation regarding how to engage the support of respected leaders to achieve a voluntary cessation of this and other traditional practices that violate human rights. This general discussion facilitated ideas about transferability to other contexts and kinds of customary practices in other countries. A number of issues and concerns where this tactic could be very useful were brought up—customary laws (e.g., widow practices, inheritance laws), other spiritual beliefs and cultural practices (e.g., various rites of passage, women targeted as witches), and promoting constitutional laws (e.g., public education on new laws).

Session Three:

Noel Twagiramungu, Executive Secretary, Ligue des droits de la personne dans la région des Grands Lacs (LDGL), Rwanda

Tactic: Building alliances through dialogue and strategic mapping

The Ligue des droits de la personne dans la région des Grands Lacs (LDGL—Human Rights League of the Great Lakes Region) has succeeded in building strong alliances among organizations that share information and collaborate effectively in a region deeply affected by civil conflict. The tactic Noel presented was building alliances through strategic mapping and dialogue, the ultimate purpose of the tactic is to enlarge one’s group of allies little by little in order to reduce distrust. The League acts as an umbrella group, gathering together 27 members from different countries (mainly Burundi, Rwanda and Democratic Republic of the Congo). By using methods of dialogue, including the principles of *Ubuntu* (the cultural understanding of embodying humanity), as a basis for a positive way of interacting with people from different backgrounds, cultures, etc. toward fruitful cohesion and applying strategic mapping, the League has succeeded in gaining the confidence of several organizations to monitor human rights abuses within the region and disseminate information quickly. Strategically mapping out allies and opponents, as well as potential allies and opponents, and identifying the



Noel Twagiramungu

It’s great to see that the LDGL were able to admit the problems of cohesion within the group—and that there are skills in these other sciences that can be helpful to us and to making our group work together well. What’s important here is that this is a chance for the human rights community to use an already established science to further human rights.
—Liam Mahony, author, lecturer, and New Tactics Human Rights Working Group member

most appropriate tactic to establish key relationships for dialogue can contribute to strengthening human rights efforts in many parts of the world.

Noel divided the participants into two groups with the task of identifying an actual experience to discuss when dialogue was used and when it was not used—addressing the dynamics, the situation/context, the players in the process, and how this tactical innovation could be used by participants in the future. The groups reflected on dialogue on many different levels: the daily process in all forms of communication; the relationship between dialogue and mediation (in some cases a third party is needed); differences in communication style and how that affects dialogue; and how the quality of the dialogue often depends on whether or not the parties involved *need* to work together or not.

Session Four:

Mufuliat Fijabi, Senior Programme Officer, BAOBAB for Women’s Human Rights, Nigeria

Tactic: Engaging prominent people in mock tribunals to advance women’s human rights and affect public policy

In collaboration with CIRDDOC (Civil Resource and Documentation Center), BAOBAB engaged prominent people—lawyers, a Nigerian Supreme Court justice, the CEDAW Representative for Nigeria, and representatives from the National Human Rights Commission—to create a high-powered panel of “judges” to hear testimonies of women representing many areas of Nigeria and many issues of violence. The judges were selected based on their prominence and their concern for women’s rights, and the mock tribunal was used to change public perceptions and beliefs that human rights violations against women are simply normal or even justifiable, and to change policy and law. Helped by excellent media coverage, the tribunal’s recommendations have been instrumental, at both local and national levels, in attempts to advocate for new laws and to reform existing laws related to violence against women. This success was largely due to the fact that the judges were highly respected Nigerians; international people of prominence were invited as observers to attend but not as judges.



Mufuliat Fijabi

In the interactive exercise participants were divided into three small groups and asked to focus on a specific issue for organizing a mock tribunal and what prominent people they would engage as judges. It was a very productive exchange as each group a selected one concrete location and issue to use the tactic and walk through the steps to engage prominent people a mock tribunal.

Questions for Interactive Exercise:

- Identify an issue for organizing a mock tribunal.
- What outcome(s) do you want to achieve through the mock tribunal?
- Identify people who could be members of the panel of judges. Why would you choose these people?
- State the steps you would adopt to implement your mock tribunal tactic. Who, where, when, how? (e.g., planning, funding, logistics)

“The interactive session was useful for clarifying many issues.” — Emile Short, Commission on Human Rights and Administrative Justice in Ghana

Session Five:

Emmanuel Nsabimana, African Public Radio (APR), Burundi

Tactic: Using strategic positions (occupations, relationships) to exert pressure on key individuals

African Public Radio (APR) utilized its position and contacts as a media entity to raise, as a human rights issue, the deplorable situation of people detained in hospitals for nonpayment of their bills. Burundi has long been a war zone, making access to medical care difficult. Yet people were war-stricken and many had to be hospitalized. Hundreds of people were being detained and kept as prisoners in hospitals for their inability to pay their medical bills. APR secretly interviewed the detainees and broadcast their testimonies. APR also produced targeted messages to individuals and groups who could impact the situation in the hospitals and put moral pressure on government officials to respond to the issue. In April 2002, the Council of Ministers released a communication forbidding the detention of “indigent” people in hospitals, and the cabinet ordered the release of all the persons still detained in hospitals for inability to pay their medical bill. Radio is a powerful medium throughout the world and can be actively engaged to advance human rights.

Emmanuel emphasized how journalists can use their strategic position, which is rarely leveraged as a way to address human rights issues, and the powerful media available to them, including radio. In the interactive session three small groups discussed how to engage journalists and bring the media into a human rights issue in order to use their strategic position to go beyond simply reporting. Four journalists were among the participants; each joined a group to discuss the use of strategic position to exert pressure on the human rights issue of the group’s choice.

It’s incredible everything I learned here, not just new ideas but because we offer opportunities for solutions to correct such problems.
—Oulimata Gaye, RADI, Senegal

Very interesting, almost philosophical in discussion about personal ethics and morals and one’s role in the work done. —Lerato Kgamphe, IDASA, South Africa

Session Six:

Beverly Clark, KUBATANA Trust, Zimbabwe

Tactic: Using informal networks to disseminate civic and human rights information

The KUBATANA Trust makes use of established informal networks—of vendors, taxi and bus operators, security guards, retired people/pensioners and housewives—to move voter and human rights information to specific targets and the public at large. The trust used some of these informal networks, for example, to encourage people to vote. Messages of participation, such as “Vote!” and “Say YES to peace,” were also stamped on anything that would pass through public hands—money, envelopes, invoices, and even plastic bags and paper wrap from the market. In Zimbabwe, the repressive sociopolitical context has placed traditional methods of distributing information out of reach. This tactic of using informal networks provides an alternative, accessible and

nonthreatening approach to moving information into the hands of as many people as possible. Beverly specifically shared how retired people were utilized to provide voters with accurate polling site information to participate in the election process.

Beverly had a highly colorful, infectious and engaging style of presentation. The interactive exercise showed this same enthusiasm. Participants created themes and slogans around specific issues using crayons, colored pens and paper and presented their work to the group. This activity was devised to help participants better understand the different types of media and networks they could use to spread information on their chosen issue as well as ideas to bring back to their own work.

“I will share with [my organization] the different ways of using signs and symbols to sensitize the community about a particular problem affecting the community without talking.” —Binta “Neneh” Barry, CVT Refugee Mental Health Project, Sierra Leone

Session Seven:

Oulimata Gaye, Policy Advisor, Africa Network for Integrated Development (RADI), Senegal

Tactic: Using drama to break the silence around family violence and provide legal education

Rather than confront the silence of family violence head-on, RADI used drama to open the door for such discussions in Senegal. RADI combined drama and the expert advice of paralegals to help open taboo discussions on violence against women, to demystify changes in national civil law, and to give women the support and skills they need to use the law. Women in rural areas had already formed support groups called *mbottayes* where they meet weekly to empower themselves and share support on issues that affect their daily lives. RADI built upon the resources of these support groups and added the dimension of drama to approach these difficult issues in rural communities. Drama has been enlisted in many contexts with countless issues to raise awareness, understanding and skills in a light, fun way—even when the topics are anything but light.



Oulimata Gaye

Oulimata invited two other participants to open her session with a brief dramatic skit illustrating one of the issues of violence against women about which RADI was providing community education. Oulimata played the role of a mother and the participants played her daughter and her daughter’s husband. In this situation, the son-in-law was beating his wife. The participants, just like the usual community participants, were not given any rehearsal time, only provided with their roles and a scenario. They play their roles from their own life experience. This was a highly engaging way to begin her presentation because it allowed participants to clearly visualize RADI’s work and to understand how the paralegals use drama to provide legal education to communities where the illiteracy rate reaches 70% of the population.

The tactic of using theatre and drama is very interesting and I will develop sketches to raise awareness on issues related to the rule of law, justice and human rights upon my return.
—Cecil Griffiths, Liberia National Law Enforcement Association (LINLEA), Liberia

Session Eight:

Lucrecia Wamba, Director and Psychologist, Rebuilding Hope, Mozambique

Tactic: Combining traditional healing and western psychology to reintegrate former child soldiers

Rebuilding Hope saw the need for an integrated healing process that would allow families and communities to accept child soldiers back into their lives—even those who had killed their relatives and burnt down villages. Acknowledging that traditional healers are often the first people community members approach when they need help, Rebuilding Hope psychologists approached the healers as well as other community leaders, such as



Lucrecia Wamba

teachers and traditional leaders, to be project partners for the healing of former child soldiers. As a result of the creation of an integrated support system combining western psychology and the traditional healing processes, children could be reintegrated into their families and communities as purified people. At the same time the psychologists developed sustainability (mental and emotional well-being) for the victimized children. Reintegration issues and concerns regarding former child soldiers into communities are not unique to Mozambique. Other communities dealing with complex issues of reintegration, whether of child soldiers or other populations, can find this tactic helpful in generating ideas for accessing traditional forms of support and healing along with other available resources.

In an engaging storytelling style, Lucrecia shared how Rebuilding Hope worked with traditional healers to reintegrate 800 child soldiers into the community. The keys to success were understanding how the community deals with this reintegration. These are the local dynamics, which are important to actually heal people. They recognized that the community relied on traditional practices and rituals and built relationships with traditional healers and key leaders to create a stronger healing approach. The war destroyed the bonds between people and there is a need to revise and rebuild the bonds of community. The project worked to understand and integrate traditional beliefs (“I’m sick because I didn’t perform a good ritual.”) and the events of war (“I have nightmares because I killed my neighbor.”), recognizing that both are very important for healing.

“The reintegration process of children soldiers is more than disarming the –it’s a humanizing process, physically, psychologically, spiritually....I’m very interested in the tactic as it will help me deal with the great challenge of DDRR [disarmament, demobilization, resettlement, reintegration] in the African Great Lakes Region full of child soldiers.”

—Noel Twagiramungu, Ligue des droits de la personne dans la région des Grands Lacs (LDGL), Rwanda

Session Nine:

Cecil Griffiths, President, Liberia National Law Enforcement Association (LINLEA), Liberia

Tactic: Development of a network to promote professionalism and human rights among the law enforcement community

Law enforcement personnel are one of the most difficult groups to reach regarding human rights. The Liberia National Law

Enforcement Association (LINLEA) was established by law enforcement personnel themselves to address issues of poor leadership and blind loyalty, which have contributed to the poor quality of services and the high incidence of human rights abuses. LINLEA has worked to promote professionalism as a way to enhance human rights standards and reduce incidences of abuse. When the law enforcement profession itself understands the connection between professionalism and human rights, exposing abuses when they occur, it strengthens the professional network and sends a signal to government that action must be taken to address these abuses.

As a law enforcement officer, Cecil provided a useful framework for those both inside and outside of law enforcement to analyze human rights abuses that occur in law enforcement. He outlined a number of factors for participants to examine in their own contexts: lack of training, lack of discipline, and political manipulation of law enforcement institutions for political ends. After the presentation, the participants spent time in small groups discussing a number of transferability aspects related to implementing the tactic including: law enforcement and government perceptions of human rights, internal and external sources of human rights problems within law enforcement, and the role of professional organizations, including the rights or ability of law enforcement personnel to belong to associations.

Session Ten:

Glenda Wildschut, Director, Desmond Tutu Leachership Academy at the Desmond Tutu Peace Center, South Africa and Paul Haupt, Institute for Justice and Reconciliation

Tactic: Using ‘briefers’ to accompany and support testifiers of gross human rights violations

The South African Truth and Reconciliation Commission (TRC) used the concept of “briefers” to install a victim-friendly process whereby victims would have the opportunity to testify and be supported before, during and after the process. The TRC selected briefers—chosen from the caring professions, such as ministers, social workers and nurses—from the community to provide this support. The briefers were largely volunteers and were trained to perform various tasks with regard to the entire structural process of the TRC. As a consequence of the sustained, supportive work of the briefers, victims better understood their legal, emotional and

This was an absolutely thrilling presentation. You work with a tactic that is so wonderfully unique on the continent on which we live. I have resolved that when we get back, we need to tell the policemen that there is an alternative.

—Joseph Otteh, ACCESS to Justice & New Tactics Working Group Member, Nigeria



Glenda Wildschut

practical position. Thus, they felt they owned the process and were able to contribute in an important way by making recommendations about reparations. Briefers could be used in many settings where vulnerable victims need mediation and support to overcome traumatic experiences—e.g. with victims of domestic violence or rape and in post-war court processes.



Interactive exercise on briefers process

Glenda and Paul Haupt, used the interactive session time to lead a group discussion in the same way the briefers lead discussions with those who testify. The participants were all in circle and were told to take few minutes to think about an intimidating or difficult experience where they were not supported. The discussion that ensued was very open and deep. The process did indeed provide excellent insights into the tactic, the critical role played by briefers, and the various strategies for dealing with traumatic issues.

I find this session very useful because of the work in Zimbabwe at the moment that is looking at bringing accountability. I want to share how important the role of the briever is.

—Beverly Clark, KUBATANA Trust, Zimbabwe

Session Eleven:

Binta “Neneh” Barry, CVT Refugee Mental Health, Sierra Leone

Tactic: Using a training and supervision model for refugees to rebuild communities after massive human rights atrocities

The Center for Victims of Torture has instituted a unique and intensive training and supervision model for refugees to develop local capacity for rebuilding their own communities after massive human rights atrocities. This tactic has been instituted in refugee camps in Guinea and Sierra Leone. As these refugee “mental health specialists” build their capacity, they provide mental health services to individuals as well as group therapy for traumatized individuals and use their skills for rebuilding their community and support systems. Currently, there are 122 mental health specialists involved in the project and providing a variety of services to thousands of refugees of all ages.



Binta “Neneh” Barry

Neneh enlisted the help of four participants to introduce her presentation with a role play illustrating how CVT engaged the support of the refugee community for establishing the Refugee Mental Health Project in Guinea and Sierra Leone. She used this role play as a way to highlight how she herself is an “outcome” of the tactic. She is one of the mental health specialists who has risen to a level at which she now trains and supervises other refugees, while continuing to receive ongoing training and supervision herself. Participants spent time discussing the tactic and the difficult situation of refugees and displaced people in so many countries in Africa.

I feel gratified in the way that you could adjust expectations within the community. It is clearly very difficult to want to provide services to people that are deeply traumatized and are beset by profound needs. You are telling them that you are not providing material things, but have shown them that the assistance that you can give their mind is important—and they have welcomed you back into the communities. I think this was a wonderful thing to do, and was important for you to make this happen. —Joseph Otteh, ACCESS to Justice and New Tactics Working Group member, Nigeria

2. Transferability Sessions

In order to further enhance the discussions regarding transferability of tactics into new contexts we organized specific transferability sessions. The goal of these sessions was to encourage the participants to see tactics in a different light, making it possible for them to think about using another tactic or to apply and adapt aspects of tactics to other issues, situations or contexts.

The objectives of these sessions included the following:

- 1) Embrace our commonalities while incorporating our diversity, e.g., common Africa or regional human rights contexts and issues. Overcome the barriers that are raised when people think that their own issues or contexts are too different to be relevant to others or too different to use tactics that have been successful in other contexts or with other issues.
- 2) Build skills and practical expertise in viewing tactics from a variety of vantage points, analyze whether and how a tactic could be adapted and used to further their human rights work in other contexts.
- 3) Prepare for post-workshop plans and activities to build networks and linkages among the participants that could result in ongoing contacts, meetings, trainings and visits between participants who share similar tactics, issues, positions, concerns, etc..

Even though each participant presented an in-depth look at one tactic with ideas for transferring it, these additional transferability sessions provided an opportunity to look at tactics from a broader standpoint. Participants could bring back these ideas and skills to their own organizations in order to build their capacity to be a resource for organizations in their home country on adapting and implementing new tactics.

These sessions grouped certain tactics together for discussion purposes in order to facilitate thinking and analysis in new ways. Using small groups and dyads, the participants focused on aspects of the tactics with common threads—such as engaging respected and prominent people in leveraging change—or tactics they felt they wanted to explore further for their own work to delve deeper into ways in which these tactics could be utilized.

Responses from the Participants on the Transferability Sessions:

When you talk about transferability, first, you can ask if this is applicable in your personal context, and how is it applicable? Can it be applied a certain way? Or need it be changed? We're not going to take an entire tactic just how it is—you need to take the aspects of the problem that



Robben Island Guard Tower

correspond to what you're looking at. In the end, the newness of the tactic has to do with the modernity of the problem. The tactic isn't new—it's the challenges that we must face that are new. To face these challenges, we have to update the existing. It is a French poet that said, 'let us sing in the old way about new things.' We must do the opposite.—Noel Twagiramungu, LDGL, Rwanda

I proposed and was of the opinion that some of the tactics we learned about here we could take just as they are and bring to other groups in Nigeria. For example, Emile's tactic to stop cultural practices that are harmful....The tactics that we learned are useful and we could also take them to other organizations. —Mufuliat Fijabi, BAOBAB for Women's Human Rights, Nigeria

I think that I'm very lucky to take part in this workshop because we are busy finalizing a program, and within the framework of the program there were certain question marks with regard to strategy. We knew the problems, but couldn't solve them because we didn't know the right tactics....After all I heard here, I see it's possible to change the situation. —Oulimata Gaye, Senegal

3. Personal Challenges and Promotion of Self Care

The intensive sessions on tactics and transferability were interspersed with fun and light activities to keep mind and body active, as well as specific sessions for reflecting on personal challenges and self care. These sessions highlighted, recognized and brought to consciousness the often high toll that involvement in human rights work can have on individuals, their families and communities. CVT has long understood that torture is used to control populations by destroying individuals, breaking the bonds between people and creating communities of fear. Human rights violations in all forms affect not only the person who was violated

“Very often as activists we are so busy being activists that we miss the activism that must happen within ourselves. It's often times like these that we create a space that we need to look into our own contradictions. ... I hope that we have all not only presented our tactics in that external activity, but have also looked within ourselves.”

*—Glenda Wildschut
Desmond Tutu Peace Centre, South Africa*

but the systems of relationships to which that person belongs. Those who experience the violations as well as those who are working with those victimized by such violations are affected by the trauma. These effects can manifest themselves as short-term symptoms or as long-term alterations in the person's own beliefs, expectations and assumptions about self and the world. We took time to talk and share ways to recognize these changes and challenges as well as bringing to consciousness choices we have to care for ourselves and those who are important to us.

In order to give the participants time to absorb all the tactic ideas and let these gently infuse their thoughts, mid-way through the Workshop the participants had a full afternoon free to do whatever they wished—rest and relax at the hotel, shop for gifts, or take sightseeing trips to Table Mountain or Robben Island. A number of the participants journeyed together to see Robben Island, where Nelson Mandela and so many others were imprisoned during apartheid. It was an incredible example of the force of the human spirit and creativity to seek new tactics under conditions that are unfathomable. It seems almost unbelievable that people could not only survive incarceration in the Robben Island prison but emerge with advanced degrees—because inmates taught each other what they knew—and a vision for a society where human rights would be the cornerstone of a new constitution.

4. Participation of New Tactics Partner Organizations and Working Group Members

Our experience with the first Regional Training Workshop in Romania pointed to the value of involving members of the New Tactics in Human Rights Project Advisory Committee and Working Group, as well as Partner Organizations from other regions in order to build regional and cross-regional networks and continuity.

We took advantage of the bilingual (French and English) nature of this Workshop to invite **Ali Bayramoğlu**, the director of the New Tactics Project for the Helsinki Citizens Assembly (hCa) in Turkey. He is also a journalist and before coming to hCa, he worked for many of Turkey’s leading newspapers, including as an editor at *Yeni Safak*. Ali’s insights as an integral part of the project and one of the partner organizations involved in planning for the International Symposium (targeted for 2004 in Turkey) were invaluable at this Workshop. In addition, he was able to share hCa’s work and experiences in promoting the New Tactics in Human Rights Project in Turkey, Eastern Europe and the Middle East.



Ali Bayramoğlu

We also benefited from the skills and expertise of **Joseph Otteh**, a member of the New Tactics Working Group, who assisted in planning and co-facilitating the transferability sessions. Joseph has been actively involved in a broad range of human rights work in his native Nigeria and elsewhere. In 1999 he helped found and became the executive director of Access to Justice, which is involved in public interest litigation and advocating greater transparency and accountability in Nigeria’s judicial system. Joseph holds a bachelor’s degree in law from Obafemi Awolowo University, a master of law from the University of Lagos and a master of public service law from New York University.



Joseph Otteh

C. Lessons Learned

We continue to learn from the expertise and the valuable insights of the participants in each Regional Training Workshop. There are a number of key lessons learned from this workshop that will continue to inform the following Regional Training Workshop processes:

- More time with the training coaches allowed people to think about tactics and strategy early on—this was facilitated specifically through the tactical questionnaire, the sample workshop presentation and the coaching process itself. Participants were able to start using this framework to analyze their own work.
- Clearly a wide variety of training models needs to be employed to maximize learning about tactics and thinking about issues of transferability. There is not a “one size fits all” format and more flexibility and creativity in this area are needed.
- In learning about tactics, it’s valuable to have critical analysis. For future Workshops, we’ll look for different opportunities to help people think about transferring a tactic to another context, issue, etc. Some suggestions provided by the participants were:
 - Use real situations where the tactic could be tested in order to go through the steps of mapping out the use of the tactic. The transferability sessions that used this model worked well for the participants to think in concrete terms about how they might actually adapt and apply aspects of the tactic to their own situations.
 - Use small group and dyad processes to consider tactics in different contexts and situations. Participants can use their own expertise to build upon their own areas of interest, country or sub-regional situations.
 - Explore the use of themes common to countries and regions in order to examine tactics in a broader scope.
 - Foster and incorporate processes that encourage further debate and challenges in examining tactics and transferability.
- Personal challenges and self care are an important aspect to address. People are eager to connect across regions, sectors and issue areas. The isolation felt by human rights practitioners is real and they are very open to sharing their challenges and successes with others in order to improve their capacities. One aspect of doing this work long-term is the need to pay attention to our own personal challenges and to take time for self care and those who are important to us. The time that was spent on personal challenges and self care

What I understand as a new tactic is that it is like constructing a house or a wall within which you can protect human rights. This house, to build it—we have different materials that already exist within a certain context. It can also be modern and new materials. That’s what I understand as new tactics—it’s about coming together to discuss the construction of this house to protect human rights.

—Emmanuel Nsabimana
African Public Radio, Burundi

in the Workshop was appreciated by the participants and also helped deepen relationships among the participants.

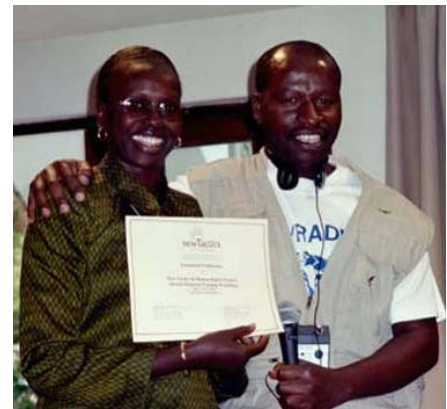
- Strengths of the Workshop highlighted by participants:

- De-mystified human rights work through the step-by-step approach.
- Demonstrated that human rights work does not need to be limited to denouncing human rights abuses as it often is. Participants were able to see the importance of incorporating more tactics that can improve and protect human rights—e.g. using “push” and “pull” tactics, combining those apply pressure to stop or penalize abuses as well as those that incorporate incentives for voluntarily improving human rights.
- Facilitated learning a number of tactics that could strengthen the participants’ own work and challenged them to see new possibilities. For example, it was eye-opening to see that a police association established to improve professionalism and the ability to uphold and protect human rights was possible in West Africa; that prominent people could help to promote changes in thinking with regard to customary practices or to expand human rights to broader constituencies, as with the mock tribunals; and that a wide array of channels for disseminating information (including drama, mock tribunals and radio) are available to human rights practitioners.
- Expanded knowledge of what’s being done in other areas of Africa and opened up new concepts and ideas—this was helpful in overcoming the sense of isolation—while cutting across sectors to learn about innovations in old and new tactics.
- Taught useful tactical thinking processes.

Two things that I have learned to reinforce myself—first, the exercises. As an ex-cop, you know we believe in exercising. Over the past several years, I have not been doing enough of it. The basic, simple exercises have been good. Also—your comments about helping yourself before you can help others have been important.

—Cecil Griffiths

Liberia Law Enforcement Association,
Liberia



Oulimate Gaye giving New Tactics certificate to Emmanuel Nsabimana

B. Future Plans

Participants had many ideas for bringing this experience back to their organizations, countries and regions. Participants are:

- Eager to share and explore using the tactics they learned at the workshop with their colleagues and networks as well as with other organizations in their countries.

- Seeking ways in which materials can be translated into other languages for broader use and exchange between regions and countries of the world (e.g., French, Spanish, Arabic).
- Interested in exploring tactics along thematic lines (e.g., HIV/AIDS, child soldiers, violence against women, etc.) within their own countries, sub-regionally and across regions.
- Interested in researching tactical innovations being used on local and national levels to bring together innovations already in use their own countries that can be shared more broadly.

More specifically, participants had concrete ideas for how they want to share and apply what they learned and experienced. Participants outlined specific tactics or ideas that they wanted to try in their own work. Some examples include:

- Engage in local capacity building by using the training and supervision tactic, as well as the briefers and mock tribunal tactics, in relation to work on HIV/AIDS in Mozambique.
- Incorporate the use of drama in the Liberia National Law Enforcement Association’s radio program work. And share the experience of the workshop in an upcoming meeting of NGOs in September 2003.
- Develop a small network of students to develop a program at the national and regional levels to provide information about the New Tactics project and research tactics in Africa, with a particular interest in implementing this idea in Senegal.
- Incorporate New Tactics ideas into the work already being done by organizations to minimize the burden and maximize the potential for continuing involvement and excitement.



Mufuliat Fijabi, Liam Mahony, Oulimata Gaye, Carine Kaneza

CONCLUSION

This Regional Training Workshops was the second of five being held around the world. Regional Workshops facilitate a process of collaboration and exchange as well as one in which practitioners strengthen their ability to share experiences in a manner that others can truly learn about new tactics and be able to consider a variety of approaches when confronted with obstacles. Additionally, the Regional Workshops also begin the process of aiding practitioners to systematically create training materials—notebooks—on promising tactics that have developed, so that their achievements can be shared more widely.

The work done at the Regional Training Workshops builds towards an International Symposium, which is tentatively scheduled to be held in Ankara in September 2004. The Symposium will

bring approximately 700 human rights actors from government, civil society and business sectors to Ankara, Turkey to exchange tactical innovations and generate strategies to further advance human rights around the world. The gathering will emphasize cross-sector exchange and collaboration, providing tools and practical support to human rights practitioners who want to incorporate new innovations into their work and adapt and use new tactics.

The African Regional Training Workshop helped advance this process of exchange and collaboration. We are thankful for the participants who gave of their time, talent and expertise to make the start of this valuable exchange possible. All of us who participated in the program return home thinking about our work in new ways and seeing new opportunities to use and apply tactics to strengthen our work. We also learned from and engaged with colleagues across the region and other parts of the world, returning to our communities with new thinking and ideas to further human rights and provide our colleagues, networks and organizations with ideas that may aid their endeavors.

The Regional Training Workshop experience also contributed to building a core group of human rights practitioners to engage others in the thinking and sharing of their ideas. As we build toward the International Symposium, we will look for ways to build on this energy of opportunity and expand the dialogue of exchange and learning across the many disciplines that comprise our human rights community. For it is only together that we can identify ways to address human rights challenges from a new perspective, with a wider range approaches and a diversity of colleagues to draw on as resources, all which are vital to enhancing the effectiveness of practitioners and organizations worldwide in the advancement of human rights.

APPENDIX A

African Regional Training Workshop Participants

Emmanuel Nsabimana is editor in chief for African Public Radio, a private radio station broadcasting from Bujumbura City in Burundi since 2002. He holds a master's degree in French language and literature, which he received from the University of Burundi in 1993. After his studies he briefly worked as a French teacher and as an intelligence officer before beginning his journalism career. He is currently a member of a local NGO, the Observatoire Burundais des Prisons.

Emile Short is a lawyer and was called to the English Bar in London as a barrister in 1966. He holds a master's degree in law from the London School of Economics and Political Science, University of London. He has taught law in London and Ghana, and worked in private legal practice in Ghana from 1974 to 1993. In 1993 he was appointed the first commissioner for Ghana's newly created Commission on Human Rights and Administrative Justice, a national institution established under the constitution and by an act of parliament to investigate and provide redress for complaints of human rights violations and acts of administrative injustice. The Commission also has an anti-corruption mandate in Ghana. He has published a number of articles on human rights and administrative justice and was an assistant editor for two years with the Lawyer's Cooperative Society, an American publisher.

Binta Barry is affectionately called "Neneh" (mother) at just 24 years old. Having just completed her A level education in Sierra Leone, she was forced to flee with the surviving members of her family to Guinea in order to escape the war raging in Sierra Leone. She was among the first batch of refugees to begin the CVT Refugee Mental Health Project's training program and has steadily gained skills and competence. Now in her fourth year, she is a training supervisor providing supervision and training to other refugee mental health specialists.

Cecil Griffiths served the Liberia National Police for 17 years (1980-1997) in various capacities, including patrol officer, detective, chief statistician, police instructor, administrative assistant to the director of police, and chief of planning & research. He is one of the founders of the Liberia National Law Enforcement Association (LINLEA) and is the current president. He is also the director of LINLEA's Center for Criminal Justice Research and Education, an instructor in criminal justice at AME Zion University College, president of the Musicians' Union of Liberia, and managing editor of the Criminal Justice Review Journal. In addition to law enforcement training, he holds certificates in statistics, criminal justice administration, music, and advanced criminal investigation, along with a diploma in journalism and professional writing.

Lucrecia Wamba is executive director of the Association for Rebuilding Hope (ARE), a Mozambican NGO. She was trained as a psychologist and pedagogue in Mozambique. She also received training in psychotherapy at Hamburg University in Germany. She coordinated a project on psychosocial support for children affected by the floods of 2000 in the south of Mozambique and trained the first group of staff in the health ministry who are now replicating a model on home support for families affected by HIV/AIDS.

Mufuliat Fijabi is a senior programme officer for BAOBAB for Women's Human Rights, a nonprofit nongovernmental organization with outreach teams in 14 states in Nigeria. She joined the organization in 1999 as an assistant program officer. The name BAOBAB is derived from a striking tree found throughout sub-Saharan Africa, from Senegal to South Africa, that is tenacious, long-lived, able to withstand adverse climate conditions, a source of both nourishment and medication for humans, and a shelter for small animals. Before her work with BAOBAB, she was briefly involved in journalism. A majority of her work focuses on advocating for women's rights as human rights and playing an active role in giving voices to women.

Noel Twagiramungu has worked in Rwanda's public sector since the early 1990s. He started his career in human rights as a field agent, trainer, and researcher for the **Ligue des droits de la personne dans la région des Grands Lacs (LDGL)** in 1996. Then in 1999, he began working in field operations for the High Commissioner on Human Rights, local NGOs, and the LDGL. His primary focus has been on the Great Lakes Region (Burundi, Rwanda and the Democratic Republic of Congo), an area characterized by massive human rights violations, intercommunity mistrust and generalized self-censorship.

Oulimata Gaye is a lawyer and human rights advocate. She currently serves as policy advisor for the Africa Network for Integrated Development (RADI)'s legal services for marginalized communities in Senegal. Since 1989, RADI legal information centers and clinics have functioned in four major regions of Senegal. RADI, a pan-African NGO created in 1985 by African intellectuals, focuses on the following areas: education, human rights training (with a focus on women, youth and the imprisoned), women's rights, microcredit and organizational development in seven of 11 regions in Senegal. She represents RADI at both the national and international levels in a variety of capacities. Outside of her work with RADI, Oulimata is also a founding member of multiple international organizations, including the International Network of Legal Clinics, which includes 17 African countries. At the national level, she is a board member for various organizations and serves as president of the Comité de lutte contre les violences faites aux femmes (Committee on the Struggle against Domestic Violence). In 2000, she coordinated a broad follow-up evaluation (a collaborative effort involving 11 nonprofits), which resulted in a massive increase in voter registration and participation in presidential elections in Senegal. From January to June 2002 she served as vice president of the Medina Special Delegation to Dakar, which monitored the work of municipal groups until the May 2002 elections.

Lerato Kgamphe has been a researcher in Idasa's Budget Information Services program since the beginning of 2001. She participated as an assistant researcher in the Impact Assessment Study of the Protocol for the Multidisciplinary Management of Child Abuse and Neglect. Idasa's mission is to promote a sustainable democracy in South Africa by building democratic institutions, educating citizens and advocating social justice. Lerato has also worked as a youth AIDS facilitator for the Youth AIDS Project (YAP) and taught first-year medical students about the technical and sociological aspects of this virus; the pilot project was so well received that it is now a compulsory component of first-year medical studies at the University of Cape Town. She was recently accepted into the Africa Budget Project to assist in a budget transparency study in ten developing countries.

Glenda Wildschut is presently director of the Desmond Tutu Leadership Academy at the Desmond Tutu Peace Centre. In 1995 she was appointed by President Nelson Mandela to serve as a commissioner on the South African Truth and Reconciliation Commission under the chairmanship of the Nobel Peace Laureate Archbishop Desmond Tutu. She served on the Reparation and Rehabilitation committee and as regional convenor during her tenure on the Commission. She worked at the World Health Organization's headquarters in Geneva, examining the role of health workers in transitional societies. Since the early 1980s she has been involved in human rights advocacy, working particularly with political prisoners in South Africa and Namibia, their families, exiles and orphaned returnee children. She has a wide range of organizational, personal and academic skills. She is a registered nurse, midwife, psychiatric nurse (specializing in child and adolescent psychiatry), community nurse practitioner and nurse educator. She was invited by the director of human rights and humanitarian action at the University of Siena to present her work on trauma, violence, remedies and restitution at a conference there in April of this year.

Beverly Clark, a native Zimbabwean, helped create GALZ, a national gay and lesbian organization, in the early 1990s during the Mugabe regime. She also volunteered with the Movement for Democratic Change, the lead opposition party. In 2001, with the help of a colleague, she set up KUBATANA Trust, a civic and human rights web site called www.kubatana.net. KUBATANA, from a Shona word meaning "working together," was established to counter increasing media repression in Zimbabwe. One of its main aims is to give civil society organizations a vehicle through which to publish their press statements, articles, research and opinions on the Internet in an unedited format. To complement this cyber-initiative she facilitates "electronic activism" workshops, which train activists to use e-mail and the Internet to advocate, lobby and mobilize.

Staff, Project Leadership and Other Participants

Project Leadership

Ali Bayramoğlu is the director of the New Tactics Project for the Helsinki Citizens Assembly in Turkey. Before coming to hCa, he worked as a journalist for many of Turkey's leading newspapers, including as an editor at *Yeni Safak*. Prior to that he spent two decades in academia, as a professor of political science at the University of Marmara. Ali earned a bachelor's degree in political science from the University of Grenoble in France and both a master's in economics and a doctorate in political science from the University of Istanbul, where he wrote his thesis on the role of the army in Turkish political life.

Joseph Otteh is a member of the New Tactics Working Group. He has been actively involved in a broad range of human rights work in his native Nigeria and elsewhere. In 1999 he helped found and became the executive director of Access to Justice, which is involved in public interest litigation and advocating greater transparency and accountability in Nigeria's judicial system. He has also worked as program director for the Social and Economic Rights Centre, where he researched the work of the African Commission on Human and People's Rights, and as a staff attorney with the Civil Liberties Organization, one of Nigeria's premier human rights organizations. At the Civil Liberties Organization he defended the rights of political prisoners and prisoners in prolonged pre-trial detention and, in collaboration with the Danish Centre for Human

Rights, helped create the book *Fading Lights of Justice*, a study of how the borrowed British judicial system has affected the criminal justice system in Nigeria. During an internship with Amnesty International in London, Joseph also wrote a monograph on the death penalty in Africa. He has also written a number of articles on human rights and currently edits *The Observatory Journal* and *Cases on Human Rights*. Joseph holds a bachelor's degree in law from Obafemi Awolowo University, a master of law from the University of Lagos and a master of public service law from New York University.

Glenda Wildschut is a member of the New Tactics Working Group and the New Tactics Partner Organization for the African Regional Training Workshop (see above for further details).

Project Staff

Shifra Jacobson is an adult and popular educator with an advanced diploma in adult education. She is currently completing a master's degree in women's and gender studies. Presently she is a freelance consultant with the New Tactics Project at the Desmond Tutu Peace Centre. She has been a trainer/facilitator for the last fifteen years, focusing on diversity, gender and anti-bias training. Prior to her current work she pioneered and headed up for nine years an organization (RAPCAN) that promoted children's rights during the transformative years in South Africa. She also worked as a consultant to the Nelson Mandela Children's Fund and piloted a program on a community-based response to child protection. Shifra has contributed to many publications and training manuals, including *Agenda* (empowering women for gender equity) and *Investigating My Life*, a grade-seven educators' guide. Shifra has trained and worked with a diverse population, ranging from police personnel to disabled children. Shifra is committed to working within rights-based programs and sees herself as a human rights practitioner promoting political, social and educational change.

Carine Kaneza is a Burundian lawyer who has worked as a legal consultant for a radio station in Burundi. She conceived and broadcast a human rights show promoting political and social change in Burundi. The radio program dealt with women's rights, children's rights, land issues and transitional justice. In 2002 Carine was selected as a fellow for a six-month program on transitional justice, which was initiated by the International Centre for Transitional Justice in New York (she was based in Cape Town for this program). She is currently working as the New Tactics Project coordinator at the Desmond Tutu Peace Centre. Carine is also an actress and a member of the French/Burundian theater group Troupe Pili Pili, which used theater as a vehicle to promote social change in Burundi. In 2000, Carine published her thesis, *Assurance de Responsabilite Civile du Pharmacien en Droit Burundais*.

Kate Kelsch is project manager for the New Tactics in Human Rights Project. In 2000, she was an American Marshall fellow with the German Marshall Fund and a policy fellow with the Humphrey Institute Policy Forum at the University of Minnesota. She has worked in the international arena for over ten years on issues of democratic development, international business and human rights. For five years she was with the National Democratic Institute for International Affairs in Washington, D.C., designing and managing programs to help strengthen democracy around the world.

Liam Mahony is a New Tactics Working Group member. He is a seasoned activist in movements for social justice and human rights. He has worked in various capacities since 1987 with Peace Brigades International, an NGO that has most thoroughly developed the tool of international protective accompaniment for activists threatened with human rights abuse. He coauthored *Unarmed Bodyguards: International Accompaniment for the Protection of Human Rights* (Kumarian, 1997) and wrote *Risking Return: NGOs in the Guatemalan Refugee Repatriation* (Life and Peace Institute, 1999). He also edited the final report of the Independent International Commissions on Kosovo. Liam currently lectures at Princeton University and lives outside of Boston with his wife and two children.

Nancy L. Pearson, M.S.W., L.I.S.W., is the training manager for the New Tactics in Human Rights Project. Prior to taking on this position in January 2003, she served as a direct service social worker to survivors of torture and a trainer in CVT's Minnesota Mainstream Project from 1999 to 2001. In the fall of 2001 she took on the position of director of social services training for Minnesota Mainstream. She has provided training on working with and providing services to torture survivors to many diverse audiences, including a wide variety of professional organizations and conferences, government and nonprofit services agencies statewide, nationally and internationally. Nancy also provided training to refugees from Sierra Leone and Liberia in CVT's project in Guinea, West Africa. Nancy received her bachelor of science in social work and sociology from Augsburg College in Minneapolis, Minn., and her master of social welfare from the University of California, Berkeley. Before joining CVT's staff in April 1999, Nancy lived and worked in the Philippines for eight years. She coedited the book, *Recipes for Healing: Gender-Sensitive Care for Women Survivors of Torture* with June Pagaduan-Lopez of the Philippines and Margaret Cunningham of Australia.

Other Participants

Justice Richard J. Goldstone, Justice of the Constitution Court of South Africa, South Africa

Louis Mazel, Public Affairs Officer, American Consulate, Cape Town, South Africa

Dr. Pat Naidoo, Associate Director, Health Equity, Rockefeller Foundation, Africa Region, Nairobi, Kenya

Diane Watson, European Union Development Attaché, Cape Town, South Africa