

The Roméo Dallaire  
Child Soldiers Initiative

# Annual Report 2012





# A NOTE FROM THE FOUNDER LGEN (RET'D) ROMÉO DALLAIRE

photo by Stephanie Gigg  
cover photo by Peter Bregg



When it comes to cracking the code and putting an end to the cycle of recruitment of children in armed conflict, I truly believe that prevention is more cost-effective—both morally and financially—than picking up the pieces after war.

The staff at The Roméo Dallaire Child Soldiers Initiative has been so busy this year conducting research, facilitating training and advocating for the eradication of the use of child soldiers around the world. It is through their tireless efforts that we have shown that by engaging security sector actors on this issue we can change attitudes, which in turn changes behaviours and ultimately saves children's lives.

I have personally witnessed the destruction of children who have been recruited as soldiers—this is what has led me to work on this issue for years. I am confident that we can win this fight. There is cause for great hope. Notorious users of child soldiers—such as Thomas Lubanga and Charles Taylor—are being convicted by international courts. Non-governmental organisations are adapting and showing interest in collaborating with the security sector. Our partners in the field and at the United Nations have all expressed tremendous support for the Initiative's groundbreaking work on the development of Standard Operating Procedures and Rules of Engagement regarding child soldiers. The will to work together to advance the interests of children, both before and during conflict, is on the rise and the Initiative is proudly leading the way.

Our team is led by Dr. Shelly Whitman, whose ingenuity and dedication to the Initiative's ethos commands my deepest respect. She herself is supported by a dynamic and impassioned staff, including Tanya Zayed, Carl Conradi, Julie Breau, Matt Campbell and most recently, Lori Ward. Without their sincere commitment—and the institutional support provided by Dalhousie University—my desire to see a better future for the world's children would not be possible.

I have stated that the ultimate focus of the rest of my life is to eradicate the use of child soldiers and to eliminate even the thought of the use of children as an instrument of war. I am now, more than ever, determined to achieve this aim. I believe that if we can end the use of child soldiers globally, we may actually go a long way in preventing and addressing conflicts. Let us not be afraid to go forward boldly together to alter the status quo and end the use of child soldiers—one step at a time.

Peux ce que veux. Allons-y!



LGen (Ret'd)  
Roméo Dallaire



# A NOTE FROM THE EXECUTIVE DIRECTOR **DR SHELLEY WHITMAN**

photo by Matt Campbell

Looking back over the past twelve months, I can say with certainty that 2012 has been our most rewarding and exciting year on record. As the year progressed, we have grown as an organisation, welcoming a number of new staff members into our family. We have completed groundbreaking projects that had been ongoing since the Initiative's inception. We have expanded our operations to include new countries and new beneficiaries, and received significant sources of new funding, which have allowed us to keep pace with the growing need for our work.

But the military recruitment of children continues. Last year ended with an outbreak of child recruitment by the M23 rebel group in the eastern Democratic Republic of Congo, while the new year began with a war in Mali, where Islamist forces have been purchasing boys and girls to serve as combatants and slaves in their fight against the central government. These young people are now joining the ranks of hundreds of thousands of other child soldiers currently being used in countries around the world.



It is therefore, significant, that the Initiative was present for the delivery of training on the prevention of the use of child soldiers to regional militaries of the Great Lakes Region of Africa in November of 2012. In 2013 we are beginning our first country-wide prevention programme in Sierra Leone, a country contributing troops to the intervention in Mali. Sierra Leone understands the horrific legacy left behind by the use of child soldiers in armed conflict and is now seeking our assistance to professionalize and become a leader on the continent to ensure children are never used in war.

There is much work to do. The military recruitment of children remains one of the worst crimes against humanity and the international community must remain resolute in its opposition to all instances of children's participation in armed conflict. This requires bold new thinking, new strategies and commitment.

Our work to prevent child soldier recruitment wherever it may occur is breaking new ground. By framing the issue of children in armed conflict as a specific priority concern for security sector actors, our goal is to empower the military, and police to develop better strategies and policies to not only prevent child soldier recruitment, but also to improve their interactions with children during actual armed conflict, with the ultimate aim of avoiding fatalities on all sides.

Significant progress was made in this domain when, in October, we published the world's first handbook for militaries, police and peacekeepers on their interaction with child soldiers. This guide is the product of nearly seven years

of on-the-ground research with academics, humanitarians, military, police and former child soldiers. It serves as an ideal companion to our existing training curriculum and will be amended annually, so as to reflect the most current trends and good practices in child protection.

We have also shed new light on the issue of child piracy this year, in collaboration with the Dalhousie Marine Piracy Project (DMPP), with the aim of drafting the world's first protocol for the ethical treatment of captured child pirates. Statistics suggest that upwards of 40 per cent of all pirates captured off the coast of Somalia are under the age of 15; however, because there is currently no international legislation in place to prescribe the proper handling of these children, they are most often tried as adults or turned free, back to their pirate commanders and victimisers.

All of us at the Initiative wish to thank our allies, donors, partners and friends for having assisted our work throughout the past year. Our efforts to eradicate the use of child soldiers would not have been possible without your ongoing support – support that inspires us to continue to shed light, empower change and make the world a better place for children.

Sincerely,



Dr. Shelly Whitman

ChildSoldiers.org | UN Photo: Marie Frechon

"Children are our  
future and if we use  
them in battle, we are  
destroying the future.  
We must reclaim them,  
every one of them,  
one at a time."

—Kofi Annan  
Former UNSG





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Junior officers taking part in one of our trainings at DMTC Aldershot.  
Photo by Carl Conradi



# OUR STORY

Founded by retired lieutenant-general and celebrated humanitarian Roméo Dallaire, we are a global partnership committed to ending the use and recruitment of child soldiers worldwide, through ground-breaking research, advocacy, and security-sector training.

Right now, there are hundreds of thousands of children around the world who have been recruited to participate in armed conflicts. Many of these girls and boys have been stolen from their families, maimed, raped, drugged, used as sex slaves or otherwise abused.

For decades, the international community has worked to end the use of child soldiers. While some progress has been made in international law—namely, the Convention on the Rights of the Child and its Optional Protocol—and in convicting some of the most prolific abusers, the military recruitment of children and their use in hostilities continues to take place among more than 50 state and non-state armed groups.

While many organizations have been working on the disarmament, demobilization and reintegration of child soldiers, the global response to this phenomenon has been largely *reactive*. Decade after decade, the number of child soldiers around the world has failed to subside.

Instead, we focus on *prevention*.

Our work consists of three core activities:

- conducting rigorous academic research at a world-class university to build—and share—knowledge;
- developing partnerships to promote the universalization of, and adherence to, existing international conventions against the use of child soldiers, and to advocate for robust policy change where necessary; and,
- delivering comprehensive, prevention-oriented training to military, police, peacekeeping and other security forces, which are often the first point of contact for child soldiers.

Our unique approach, working with security sector forces is breaking new ground, and is a critical part of interrupting the cycle of recruitment of children by armed groups.

ChildSoldiers.org | Photo by Tim McKulka

"This is the only team I know of that provides actual doctrinal guidance to peacekeepers who may encounter children in combat. I wish its training had been available when I was in the field."

—Jean-Marie Guéhenno,  
Former UN USG of the Department  
of Peacekeeping Operations





# TRAINING

## **RCMP INTERNATIONAL PEACE OPERATIONS PROGRAMME PRE-DEPLOYMENT COURSES** OTTAWA, ON

Over the past few years, we have regularly conducted country briefings on child soldiers, sexual gender based violence and protection of vulnerable peoples to Canadian police officers pre-deploying to French UN Missions. In 2012, we delivered training to course participants set for the DRC, Haiti and Côte d'Ivoire.

## **DIRECTORATE OF MILITARY TRAINING & COOPERATION PROGRAM (DMTC)** CAMP ALDERSHOT, NOVA SCOTIA

Twice a year, we have delivered a full-day workshop on Security forces and their interactions with child soldiers at the Directorate of Military Training & Cooperation Program in Aldershot, Nova Scotia. Junior officers from 26 countries participated in this year's workshops designed to help better prepare them for their possible interactions with child soldiers.

## **TRAINING OF TRAINERS** DEMOCRATIC REPUBLIC OF THE CONGO

As a follow-up to the Child Protection and Prevention of Sexual and Gender-Based Violence (SGBV) in the Democratic Republic of Congo (DRC)

through Security Sector Reform and Strengthened Capacity Project, we facilitated a "train-the-trainer" session in March 2012 in Bukavu, South Kivu Province. The purpose of this exercise was to train six trainers (of which two were women) within the 10th Region of the Forces armées de la République démocratique du Congo. These newly formed trainers are past participants of our DRC training, who demonstrated a particular aptitude for the curriculum. While we intend to continue regular training of security sector actors across the region, such training-of-trainers will gradually take precedence, as one of our core goals is to empower security sector organisations (such as the FARDC) to teach and regulate itself.

## **PROTECTION OF CIVILIANS IN PEACE OPERATIONS - SPECIAL FOCUS ON CHILD SOLDIERS** MUSANZE, RWANDA

In partnership with the United Nations Institute for Training and Research (UNITAR), we delivered a 6-day training on the Protection of Civilians to military and police personnel from Kenya, Tanzania, Somalia, Rwanda, Uganda and Burundi. The objective of this course was to promote a better understanding of the concept of child soldiering as well as the reasons behind the use of children in armed conflicts. The course also explored options for possible interactions between police, military and child soldiers through simulated learning exercises.



Sierra Leone's Head of Police, Inspector General Francis Munu reviews our handbook *Child Soldiers: A Handbook for Security Sector Actors*



# HANDBOOK

## **CHILD SOLDIERS: A HANDBOOK FOR SECURITY SECTOR ACTORS**

2012 saw the official launch of the 1st edition of Child Soldiers: A Handbook for Security Sector Actors. Designed to highlight and reinforce the various roles that military and police can play in protecting children affected by war, this handbook is the result of years of consultations with numerous academic partners, field practitioners and security sector actors. It is the most comprehensive training manual on the prevention of the use of child soldiers to date.

The handbook urges security sector actors to prepare for interaction with children in armed conflict. It also stresses that there should be strong cooperation and coordination with agencies that tend to have primary responsibility for children during armed conflict. Such collaboration enables security sector actors to draw upon the wealth of intelligence that is generated by these civilian organizations and to contribute to the strengthening of child protection in general.

## **CORE COMPETENCIES FOR SECURITY SECTOR TRAINING ON CHILD SOLDIERS**

Despite the existence of a global normative legal framework and extensive international programming, the phenomenon of child recruitment and use in armed conflict persists. Widespread standardized training for security sector actors is one crucial way to address this failure. As such, we are collaborating with the United Nations Institute for Training and Research (UNITAR) to develop a set of core competencies for all security sector training related to child soldiers. The project was first introduced to a round table of like-minded organisations in Geneva, Switzerland, in October. A final draft will be presented in New York City in 2013.

*Our handbook is available for download at [www.childsoldiers.org/publications](http://www.childsoldiers.org/publications).*

# CHILDREN IN MARINE PIRACY

Photo by Jason R. Zalasky



Throughout 2012, we have established a strong working relationship with the Dalhousie Marine Piracy Project (DMPP), which facilitated an international working group conference from the 25th to the 27th of July, 2012. Following this event, it was decided that the problem of children who are associated with maritime piracy would be of central programmatic concern to the DMPP.

This research—supported through the generosity of the TK Foundation—led to the publication of our most significant report to date, *Children and Youth in Marine Piracy: Causes, Consequences and the Way Forward* (December 2012) which has been widely disseminated among governments and children's rights groups.





As such, throughout 2013, we will be assisting the DMPP in its efforts to elevate the subject on the global research agenda, as well as to draft a worldwide protocol for the ethical treatment of captured underage pirates.

View our publications at [childsoldiers.org/publications](http://childsoldiers.org/publications)

THE  
**TK**  
FOUNDATION

# RESEARCH, WORKSHOPS & EVENTS

UN Photo Albert Gonzalez Farran





## **CHILD SOLDIERS AND HUMAN TRAFFICKING**

In the fall of 2012, we began researching potential linkages between the phenomena of child soldiering and human trafficking. It was quickly determined that the relationship between these two crimes is critically under-analysed, especially as concerns the post-conflict trafficking of former child combatants. So as to learn more, we attended a conference in San Diego titled “Beyond Borders: Trafficking, Trust and Transnational Security”, facilitated by US Special Operations Command in November 2012. Our preliminary research findings are expected to be published in an academic journal in the spring of 2013.

## **THE ROMÉO DALLAIRE CHILD SOLDIER SCHOLARSHIP**

In December we announced the creation of a new scholarship for Dalhousie University Graduate Students. This scholarship is aimed at youth directly affected by an armed conflict and/or a student that has demonstrated a keen interest in issues directly related to the use of children in armed conflict and wishing to write a thesis on a related topic. A special thanks to the RMC Expedition Club whose generosity made this scholarship possible.

## **SURVIVING VIOLENCE: COMPARATIVE PERSPECTIVES**

We were a partner to the Surviving Violence: Comparative Perspectives workshop, which took place on September 28-29, 2012, in Halifax

Nova Scotia. This workshop brought together 31 scholars and practitioners of civilian protection from around the world to explore the theme. In addition, Executive Director, Shelly Whitman, was the Master of Ceremony for the “Resilience through the Arts” evening reception.

## **LIVING WITHIN ARMED GROUPS: A GENDERED PERSPECTIVE**

In May 2012, the Initiative facilitated a workshop entitled “Living within Armed Groups: A Gendered Perspective”, held at Dalhousie University in Halifax, Canada. The participants came from around the world, having themselves experienced armed conflict, and have since affiliated themselves with non-governmental organizations (NGOs) working on child protection and/or refugee rights. The overall aim of the workshop was to raise awareness of the phenomenon of child soldiery as it pertains to girls and women. Emphasis was also placed on the experience of refugee displacement and the tactics of prevention.

## **MEETING: EXPERT PANEL ON THE CHALLENGES POSED BY THE LORD’S RESISTANCE ARMY (LRA)**

In March of 2012, we brought together a group of experts on the Lord’s Resistance Army (LRA) and the Great Lakes Region in an effort to better prepare the team heading to the region to film the documentary *Fight Like Soldiers, Die like Children*. The meeting culminated in a public event on the way forward with regards to dealing with the LRA.

# 2012 ADVOCACY TIMELINE

Throughout 2012 we've had to opportunity to engage with many high-level political actors and United Nations officials. Here is a summary of our advocacy work during the year.

Meetings: In February, we met with officials from the Department of Peacekeeping Operations (DPKO) of the United Nations, and sat down with Hervé Ladsous, who serves as the Under-Secretary-General for Peacekeeping Operations at the UN. We also met with Canadian Ambassador to the UN, Guillermo Rishchynski, and made the case for a larger role for military in the protection of children.

In a historic ruling, Congolese warlord Thomas Lubanga was convicted by the International Criminal Court in March for "conscripting and enlisting children under the age of fifteen years and using them to participate actively in hostilities. In an essay for The Mark News, General Dallaire wrote, "not only is the verdict a welcome development for the Democratic Republic of the Congo (DRC) and for the people of Ituri, but it will also help to end a culture of impunity for those who use and abuse child soldiers," while Shelly Whitman fielded interviews on national television.

Parliament: In May, our Executive Director Shelly Whitman testified on Bill S-7 (Act to amend the Criminal Code, the Canada Evidence Act and the Security of Information Act) and its effect on Canadian youth to the Special Senate Committee on Anti-terrorism.

## JANUARY

## FEBRUARY

## MARCH

## APRIL

## MAY

## JUNE

Later that month, we put the issue of child pirates on the radar with an op-ed in the Globe and Mail, and a subsequent report in December. There, we argued that the use of children in piracy must be viewed as an international problem that requires global solutions, including but not limited to rehabilitation programs for youth and the criminal pursuit of piracy financiers through the International Criminal Court.

The Mark News: *In Lubanga Conviction, a Victory for Child Soldiers* By Roméo Dallaire, March 21, 2012

Huffington Post: *La condamnation de Lubanga: une victoire pour les enfants soldats* Par Roméo Dallaire, 21 mars 2012

Film: In April we accompanied White Pine Pictures and General Dallaire to Rwanda, Uganda, South Sudan, and the Democratic Republic of the Congo for the filming of *Fight Like Soldiers, Die Like Children*. There, we met with former child soldiers, armed groups, and UN peacekeeping forces. Journalist Allan Thompson covered the story in his April 26 article *Child soldiers: Roméo Dallaire's wrenching return to Africa's 'gang warfare'* published in the Toronto Star.

Workshop: In May 2012, we coordinated a workshop entitled "Living Within Armed Groups: A Gendered Perspective" at Dalhousie University in Halifax, Canada. Participants were invited from Cambodia and the Canadian cities of Edmonton, Ottawa and Halifax; all had personally experienced armed conflict in some capacity and had since affiliated themselves with non-governmental organizations (NGOs) working on child protection and/or refugee rights.



**Campaigns:** In July, we launched a petition in collaboration with General Dallaire and Change.org which called upon the Canadian government to authorize the repatriation of Omar Khadr, a Canadian citizen and former child soldier. “If thousands join me,” wrote Senator Dallaire, “we can force Canada to honour its promise. Now is the time to speak up and spread the word. Please sign this petition and help me bring Omar Khadr home.”

**Campaign:** In late September, Omar Khadr was transferred to a maximum-security prison near Kingston, Ontario. His fate now lies in the hands of correctional services, where he could be eligible for parole in 2013. In an email to supporters, we wrote that “while this development was long overdue—it is an unmistakable step towards protecting human rights and the rights of children in armed conflict.”

**Meeting:** In October, we met with UN officials in Geneva, where we made our case for a new set of global standards on training security forces with regard to child soldiers. These standards were central to our work in 2012, and will better prepare military, police, and peacekeepers to end the recruitment and use of child soldiers worldwide. There, we received an overwhelming amount of support for the idea.

**Film:** On our way to Rwanda, we met with General Dallaire in Amsterdam for the world premiere of *Fight Like Soldiers, Die Like Children* at the International Documentary Film Awards.

**Op-ed:** As the M23 rebels took Goma in November, we made the case for increased military protection of children in the Opinion pages of the *Toronto Star*. *Protect children from military press gangs* By Roméo Dallaire, Shelly Whitman and Tanya Zayed, November 24, 2012

**Publication:** In December, We published a groundbreaking report entitled *Children and Youth in Marine Piracy: Causes, Consequences and the Way Forward*. It covered the presence of children in pirate gangs and how this poses a legal, social and operational problem to those attempting to address piracy globally.

## JULY

More than 30,000 Canadians—along with global citizens from over 90 countries—joined our call to repatriate Omar Khadr.

Ottawa Citizen: *Ten years on, Khadr saga remains a national shame* By Roméo Dallaire and Shelly Whitman, July 27, 2012

Le Devoir: *L'affaire Khadr, honte et cauchemar* Par Roméo Dallaire et Shelly Whitman, 27 juillet 2012

## AUGUST

## SEPTEMBER

**Film:** In September we hosted a successful “friend-raising” evening at the Hyatt Regency Toronto in collaboration with the Toronto International Film Festival (TIFF). Hosted by George Stroumboulopoulos, the event featured the first sneak-peek of *Fight Like Soldiers, Die Like Children*.

## OCTOBER

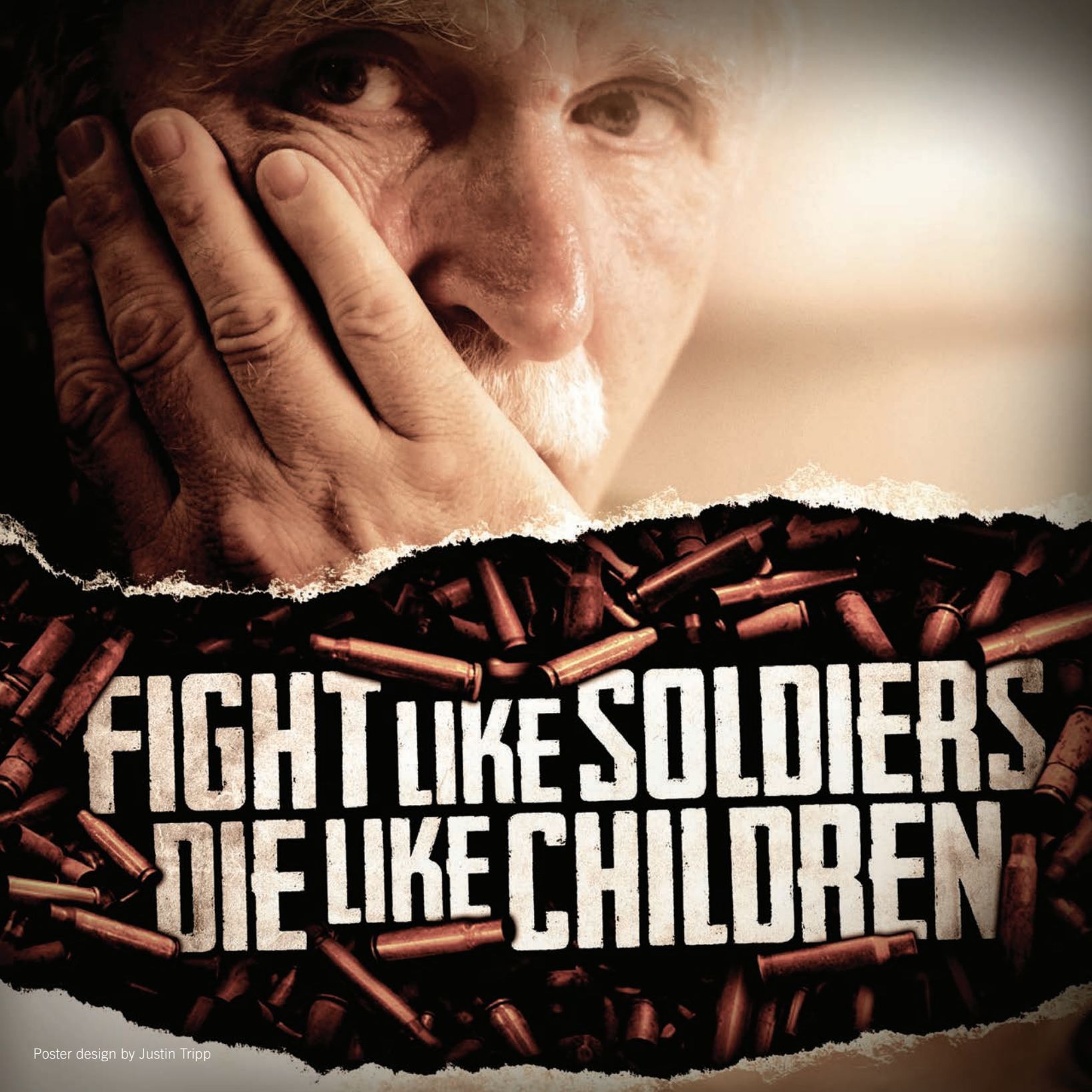
**Publication:** *Living Within Armed Groups: A Gendered Perspective* In October we published the report from our May 2012 workshop, “Living Within Armed Groups: A Gendered Perspective.” The aim of the exercise was to examine child soldiery as it pertains to girls and women.

**Event:** That month we also co-hosted an event with the Canadian Red Cross – Atlantic Region, Humanitarian Issues Program and Government of Nova Scotia, Nova Scotia Advisory Council on the Status of Women, where we celebrated the United Nations’ inaugural Day of the Girl Child by screening the film “Grace, Milly, Lucy...”

## NOVEMBER

## DECEMBER





**FIGHT LIKE SOLDIERS  
DIE LIKE CHILDREN**



## DOCUMENTARY: *FIGHT LIKE SOLDIERS, DIE LIKE CHILDREN*

The Roméo Dallaire Child Soldiers Initiative partnered with White Pine Pictures to facilitate the production of a documentary inspired by LGen Roméo Dallaire's book, *They Fight Like Soldiers, They Die Like Children*. The film, directed by Patrick Reed, and produced by Reed and Peter Raymont, chronicles a three-week visit made by LGen Dallaire to the eastern DRC, South Sudan and Rwanda during the spring of 2012. He was accompanied by the Initiative's Deputy Director, Tanya Zayed, as well as by advisor Phil Lancaster and journalist Allan Thompson.

White Pine Pictures is also the production company behind the previous documentary about Dallaire and the Rwandan genocide, *Shake Hands with the Devil* (2004).

Selected scenes from the documentary *Fight Like Soldiers, Die Like Children* were screened at the prestigious Toronto International Film Festival (2012), followed by an extended discussion with Dallaire, Reed, Raymont, and Michel Chikwanine, a former child soldier who provides voiceover in the animated portion of the film.

*Fight Like Soldiers* had its world premiere at the International Documentary Film Festival Amsterdam (IDFA), and will screen at various festivals in 2013, before being released theatrically in Canada in spring. Television broadcasts in Canada will follow on TVO, and the French-language version of the film will be featured on Canal D.

For more details about the film and screenings, please visit [www.childsoldiers.org/film](http://www.childsoldiers.org/film)

# 2012 TRAINING IN NUMBERS



Bangladesh | Belize | Benin | Bosnia/Herzegovina | Botswana | Brazil | Burundi | Canada | Colombia | Côte d'Ivoire  
Croatia | Djibouti | DRC | El Salvador | Georgia | Guatemala | Honduras | Indonesia | Jordan | Kenya | Kyrgyzstan  
Macedonia | Malaysia | Mali | Mongolia | Morocco | Namibia | Nepal | Nicaragua | Nigeria | Pakistan | Peru | Philippines  
Russia | Rwanda | Senegal | Somalia | Tajikistan | Tanzania | Thailand | Uganda | Ukraine

**162** TRAINED  
SECURITY FORCE  
MEMBERS IN TOTAL



**77** MILITARY  
FORCES



**147** MALES  
TRAINED



**85** POLICE  
FORCES



**15** FEMALES  
TRAINED



# 2012 FINANCES IN NUMBERS

**\$621,813.97**

Individual donations \$20,767.00

Other Revenues \$24,572.53

Grants \$66,943.86

Corporate/Philanthropic Donations \$509,530.58

## Contributions

**\$575,798.96**

Special Events \$77,539.34

General & Admin \$236,213.06

Programs \$262,046.56

## Expenditures

**\$1,000,000**

Other \$30,000

Academic \$30,000

Partnership funding \$30,000

Foundations grants \$160,000

Event revenue \$300,000

Philanthropic donations \$450,000

## Planned Revenue Growth 2013-2014

**\$1,200,000**

Other \$25,000

Academic \$30,000

Endowment Revenue \$45,000

Partnership funding \$50,000

Foundations grants \$200,000

Event revenue \$250,000

Philanthropic donations \$600,000

## Planned Revenue Growth 2014-2015

ChildSoldiers.org | Photo by Tobin Jones

"The Initiative shines a light on one of the most terrible forms of child abuse during times of war. If humanity is indeed committed to ridding itself of the blight that is child soldiering, they are one of our greatest allies."

—Marta Santos Pais,  
UN SRSG on Violence Against Children





A portrait of Dr. Shelly Whitman, a woman with shoulder-length brown hair, wearing a black blazer over a black dress with white polka dots and a pearl necklace. She is standing in front of a whiteboard with a Samsung logo at the top. The right side of the page is a dark grey overlay containing text.

# DR. SHELLY WHITMAN EXECUTIVE DIRECTOR

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Shelly took up the post of Executive Director in January 2010. Prior to this she has had an academic career teaching in International Development Studies and Political Science at Dalhousie University, Saint Mary's University and the University of Botswana. Her research interests have been broadly focused on issues related to peace, development and human security. More specifically she has conducted research on small arms and light weapons in Southern Africa, gender and conflict, children and conflict, the international criminal court, the Great Lakes region and peace and reconciliation efforts in post-conflict societies.



## **TANYA ZAYED** **DEPUTY DIRECTOR**

Since joining the Initiative in 2008, Tanya has acted as a focal point for all military and police training programmes in the Democratic Republic of Congo, Botswana and Canada. She holds a Master's degree in Conflict Studies from Saint Paul University in Ottawa and an undergraduate degree in Criminology from the University of Ottawa. Prior to joining the Initiative, Tanya was active in furthering the cause of many community and international organizations including Gulu Walk and Save the Children Colombia's Rewrite the Future campaign for Education in Emergencies. She has also worked in Cochabamba, Bolivia in various programs dealing with at-risk children and youth in local prisons.



## **CARL CONRADI** **PROGRAMME OFFICER**

Carl first assisted The Roméo Dallaire Child Soldiers Initiative in 2009, when he conducted three months of research in Bukavu (Democratic Republic of Congo) concerning communication strategies aimed at raising awareness of DDR processes amongst active child soldiers. He returned to the Initiative in 2012, to act as chief researcher and focal point for programmes related to child piracy. Carl graduated from King's College London with a Master's in Conflict, Security and Development. He has worked in Somalia, the Democratic Republic of Congo, Lebanon, Yemen, Egypt and at the International Criminal Court in the Hague.



## JULIE BREAU PROJECT OFFICER

Julie is the Deputy Director of the Centre for Foreign Policy Studies at Dalhousie University and a Project Officer with the Initiative, with whom she has been intermittently involved since 2010. Julie has worked for the exercise and simulation department of the Pearson Centre, where she co-created training scenarios based on real-world models and research, and supported peace operations training exercises. Her graduate research work was on the subject of girl soldiers in Sierra Leone.



## MATT CAMPBELL COMMS DIRECTOR

Matt Campbell is the Initiative's Director of Communications. After completing his studies at McGill University, he began his career in East Africa conducting capacity-building with the Uganda Landmine Survivors Association and went on to coordinate civil society participation at the Kampala Conference on Cluster Munitions. Matt served three years as an aide on Parliament Hill, first in Michael Ignatieff's Office of the Leader of the Opposition and later as Parliamentary Assistant to Senator Roméo Dallaire. Previously a UN consultant in New York, his writings have appeared in the National Post and Globe and Mail.



## LORI WARD DIRECTOR OF FUND DEVELOPMENT

Lori joined the Initiative in 2013 as Director of Development. Prior to her work with the Initiative, Lori served for nearly five years as Fund Development and Communications Manager for the Coady International Institute, helping secure major project funding and significantly grow the Institute's work.



# EXTRAORDINARY PARTNERS

Our work would not have been possible without the generous support from the following individuals:

Grace Akallo  
Leon Baroani  
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