7. <u>Work towards obtaining Government cooperation</u>. This cooperation will be critical in securing licenses and access to some resources. Recognize however that conflict situations make obtaining requisite authorization difficult.

8. <u>Ensure good communication</u> between field and headquarters, international and local staff.

9. <u>Design contingency plans</u>, which should be numerous and practical. Conflict situations require one to be prepared to change and to be flexible.

10. <u>Establish an effective assessment mechanism</u>. Perform assessment on an ongoing basis and at the end of the project.

11. <u>Include "End of Operations" planning</u>: when to end, how to wind down, and to whom to hand over the project and equipment.

2.2   How to Design and Implement a 'Messenger for Peace' Approach

The following points were contributed by participants with respect to the 'Messenger for Peace' approach:

- Such an intervention must be based on a thorough study and intimate understanding of cultural perceptions, and a clear idea as to what needs to be changed.

- This can be accomplished by a multi-disciplinary Media Assessment Team consisting of (at least) a media expert (a producer), a local situation knowledge expert and an assessment expert (debate: one may need a peace-building expert as well).

- The team should design an approach which uses the most effective form of media which can include radio drama, TV soap opera, students in basements writing pamphlets, innovative use of new technology like email and internet, village theatre groups – that is, a broadly "popular culture" approach. (For example, the characters Sylvester Stallone and Lucky Dube are popular characters for some of the opposition forces in Sierra Leone. Search for Common Ground considered using them to assist in delivering messages of peace and reconciliation to the combatants.)

- The program should be credible and entertaining, and have as its goal the long-term shaping of cultural perceptions.

- The project must therefore have the financial resources to run over the long term; we are talking about an evolution rather than a revolution.

- It would be useful to have media policy persons in government who can understand this approach.

- Such a project requires ongoing assessment and evaluation to establish its effectiveness. Several assessment/evaluation techniques have already been developed. For example, Johns Hopkins University has developed a system - known as "KAP" - entailing the evaluation of whether Knowledge, Attitudes, and Practices have changed as the result of an intervention.

3. Proper use of scarce resources

- The amount of resources which need to be committed depends on the existing infrastructure within the country. In some instances an NGO may act as a catalyst for