

PEACE CLUBS TRAINING MANUAL

A Handbook for HZT Peace Clubs

HEAL ZIMBABWE TRUST
2015

BUILDING PEACE AND TRANSFORMING CONFLICTS FOR IMPROVED COMMUNITY

Table of Contents

| | |
|--|-----------|
| Table of Contents | 1 |
| 1. Introduction | 2 |
| 2. Facts About Heal Zimbabwe | 2 |
| a) Mission..... | 2 |
| b) Vision..... | 2 |
| c) Objectives..... | 2 |
| d) Our Model for Community Peace Building | 3 |
| 3. HZT Activities | 4 |
| a) Nhimbes / Collaborative Tolerance and Development Platforms | 4 |
| b) Community Dialogues | 5 |
| c) NPRC Awareness and other ICSD campaigns..... | 5 |
| d) Women safe Spaces for Reconciliation..... | 5 |
| e) Youth Sports for Peace..... | 6 |
| 4. Peace Clubs and their Responsibilities | 6 |
| a) What is a Peace Club? | 6 |
| b) Duties and Responsibilities for Peace Clubs | 7 |
| 5. Activities | 7 |
| a) Community Conflict Mediation;..... | 7 |
| b) Community Mobilization; | 7 |
| c) Community Early Warning; | 8 |
| d) Peace Club Peacebuilding Progress Tracking (M&E Basics)..... | 8 |
| 6. Community Peace Building and Conflict Transformation | 10 |
| a) Why peacebuilding in our communities? | 10 |
| 7. Handling Conflicts within Communities | 11 |
| 8. Understanding Conflicts | 12 |
| a) Conflict Tree | 12 |
| 9. Steps To Take When Addressing Conflicts | 14 |
| 10. Behaviour and Attitudes of Good Peace Builders | 15 |
| 11. Stakeholder Mapping | 16 |
| 12. Types of Conflicts Experienced by Communities | 17 |

1. Introduction

This Training Toolkit is a guide for Peace Clubs that will be implementing peacebuilding and conflict transformation activities in their communities. The guide provides an overview of Heal Zimbabwe Trust (HZT) activities and what the organisation seeks to achieve by implementing grassroots level peace interventions.

This module helps Peace Clubs to understand conflicts within their communities by identifying different perspectives of conflicts, underlying causes of conflicts, and their effects. The toolkit also provides simple conflict analysis tools and options for conflict prevention and resolution. Critical questions addressed here are; what are conflicts? How the causes of conflicts and players are involved observed? When to address a conflict and how to address different conflicts? Community Based Organisations can also use this toolkit to mainstream peace building activities in their daily chores.

2. Facts About Heal Zimbabwe

Heal Zimbabwe Trust (HZT) is a civic society organisation that was established in 2009 to promote community peace, healing and reconciliation. Acknowledging the effects of Zimbabwe's historical episodes of violence and conflicts, the recent being the 2008 electoral related violence, HZT sought to facilitate community healing, build peace and facilitate reconciliation and social justice in affected communities of Zimbabwe. HZT has, within its short period of existence, developed reputation and relationships of trust in dealing with socio-cultural, economic, environmental and political conflicts affecting our communities. It is within this context that HZT works with local communities and government structures to promote peace, national healing and reconciliation.

a) Mission

Our mission is 'to prevent and transform conflicts with a particular focus on social justice and human rights.'

b) Vision

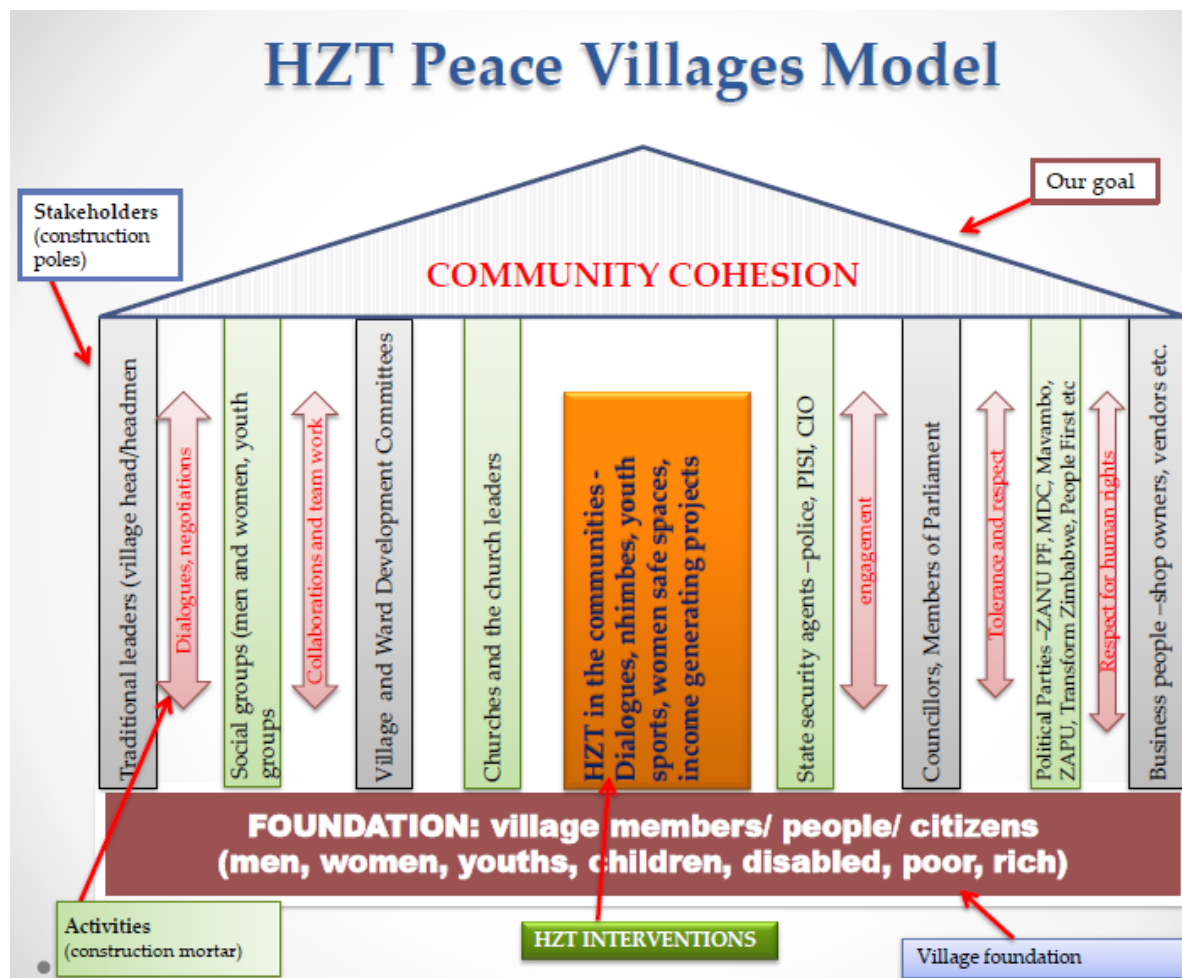
HZT envisions 'A peaceful and prosperous Zimbabwe that celebrates diversity in local communities.'

c) Objectives

- ✚ To contribute to peaceful and tolerant local communities in Zimbabwe through advocacy and lobbying and providing psycho-social support services
- ✚ To raise awareness among communities to understand the causes and effects of conflicts in Zimbabwe
- ✚ To prevent, mitigate and manage socio-political, environmental and economic conflicts that affect communities in Zimbabwe
- ✚ To improve local communities leadership and citizens' capacity to address conflicts within their communities.

d) Our Model for Community Peace Building

Heal Zimbabwe Trust works to build **PEACEFUL VILLAGES** through grassroots institutions and actions. The villages are built in form of a **community house** which has a foundation, building poles and a roof. The building poles have daga to seal small gaps.



| Foundation | Building Poles | Dagger/mortar | Roof |
|--|---|--|---|
| When building a house we all put a foundation. In building a peaceful village, the foundations are the different people that are in that village. Village members include, men, women, youths, poor and rich people, children etc. | Building poles are the sticks that we use to build the wall of the house. In peacebuilding, these sticks represent the powerful people in authority, authorities and institutions/organisations that make our society to become peaceful. For example; traditional leaders, youth and women groups, political parties, Councillors, | To ensure that the poles are strong, there is need to plaster them with dagga/mortar. This closes all holes and gaps to make it warmer. Therefore, our peace house POLES also want us to plaster it. We can plaster it by implementing dialogues, nhimbos and sports to promote peaceful relations | The roof is always provides shade to cover our building and to protect us from harsh weathers. In our peace village, the roof is the PEACE that we want to see in our community. PEACEFUL COMMUNITY RELATIONS is the roof |

What kind of a house would you want?



3. HZT Activities

This section provides information about HZT's activities which Peace Clubs should know as well as their duties and responsibilities. These activities will be coordinated and implemented, mostly, by Peace Clubs hence the importance of including them in this training module. The following are brief explanations of the activities.

a) Nhimbes / Collaborative Tolerance and Development Platforms

Nhimbe is a neutral platform where people from diverse social-economic and political groupings come together to work as a community for the common good of their community or village. Nhimbe follows the traditional practice of bringing together people to work as a family under the direction of a traditional leader. Heal Zimbabwe hosts nhimbés to promote a culture of working together, a sense of family and community. The process contributes towards improved community cohesion and reduced conflicts and violence.

The Peace Clubs are expected to mobilize community members to jointly carry out community development and peacebuilding tasks. As people work together, they interact across their socio-economic and political differences which build tolerance and promote celebration of diversity. Local traditional leaders, Councillors, and Pastors are especially needed to grace these initiatives because they unify people outside socio-economic and political backgrounds.

b) Community Dialogues

Community dialogues are platforms where community members converge to discuss or interface with their local leaders or duty bearers. They come together to discuss local conflicts and possible peace building initiatives which they can implement. Any community member, regardless of his/her socio-economic and political affiliation is free to participate in these community dialogues. The discussions are characterized by openness, constructive discussions in which individual views are tolerated. Communities air out their views whilst local power bearers answer questions in line with their responsibilities. Traditional leaders, local government officials or any persons with authority in the community are given an opportunity to explain their positions in as much as conflict prevention and promoting social cohesion is concerned.

Before conducting a dialogue, communities should carry out a conflict analysis and stakeholder mapping exercise. Mapping conflicts will help the communities to know what to discuss (priorities) and identifying key stakeholders (power bearers) whom they want to participate in the dialogue. Heal Zimbabwe expects communities to set timeframes to accomplish what they would have agreed. Communities will also have to carry out follow up dialogue meetings to check the progress made in line with what they will have agreed to do or implement during the initial dialogues. Like any other community activity, we expect communities to use dialogue outcomes to make collective community decisions. We also expect communities to continue carrying out dialogues with local leaders and without HZT's assistance.

c) NPRC Awareness and other ICSD campaigns

National Peace and Reconciliation Commission (NPRC) awareness campaigns are awareness raising activities meant to improve people's understanding of community and national level processes for community healing, reconciliation and integration. The NPRC is one of the five Independent Commissions established in the constitution to promote sustainable democracy. Other Commissions include the Gender Commission, Zimbabwe Electoral Commission, Human Rights Commission and the Zimbabwe Media Commission.

The NPRC is mandated to address past human rights violations through facilitating social justice, peace, reconciliation and integration. Therefore, Peace Clubs are expected to raise awareness about the NPRC and possible roles the Commission can play to promote peaceful living and positive relations. Communities will be expected to engage different stakeholders and policy makers to lobby for the operationalization of the NPRC and effective implementation of programs that support affected communities.

d) Women safe Spaces for Reconciliation

The women safe spaces are groups of not more than 20 women representing 20 households that are already existent within the communities. For example, these can be women's clubs, cooperatives, home cookery and church clubs. The spaces comprise of women from diverse socio-economic and political backgrounds, denominations and ages who meet on their own to build peaceful relations. The groups are centred around livelihoods activities that promote equity regardless of their biological make up. HZT provides these women platforms with small scale Income Generating Projects to promote sustainability and continuity of the platforms.

The women meet every fortnight to discuss peace building issues as well as other issues hindering social unity in their communities and they agree on various activities to address the identified issues. These women will engage with various community stakeholders such as churches, traditional leadership, local government authorities and business people, among others, on issues of peace building issues that are important to their community. These women with the assistance of HZT are expected to facilitate reconciliation and peace dialogues within their localities.

e) Youth Sports for Peace

Youth Sports for Peace are sporting activities meant to mobilise young people to come together and play games. Sports are a unifying agent for young people and their communities, particularly those from divided communities. Youths will have an opportunity to interact and form lasting relationships with others from various socio-economic and political groupings, backgrounds as well geographic locations. Community members who will be watching and supporting these sporting activities can also begin to identify and form relationships from across the social, economic and political divides. This will also help people to tolerate differences and build social cohesion in the end. Community Peace Clubs can also use sports tournaments as part of low cost initiatives for continued community reconciliation and relationships building.

Peace Clubs are expected to establish Youth for Peace Committees that will organize sports for peace tournaments in their target areas. These committees should organize peace tournaments targeting youths in their communities without discrimination on the basis of any social grouping. Peace Clubs should ensure they incorporate these youths in other activities such as collaborative platforms, conflict mitigation trainings, life skills enhancement, and positive community engagement and information dissemination. This will help enhancing youth's role in community protection.

4. Peace Clubs and their Responsibilities

This section provides an outline of the composition of Peace Clubs, their responsibilities and expectations from HZT. This also includes activities they should undertake in their communities.

a) What is a Peace Club?

A Peace Club is a community group of people who come together to promote peaceful social relations, tolerance and nonviolent activities in their communities. Peace Clubs are a platform;

- i) To promote peaceful living and building social relations within communities*
- ii) To mobilize communities that have in the past been divided by violence and conflicts to engage in social activities for their own benefit*
- iii) To provide a platform for information gathering and dissemination on conflict trends in the community.*

The membership of Peace Clubs is open to all local community members including traditional leaders, church leaders, women, youths, men, business people, people with disabilities, and representatives of local CBOs, village health workers and neighbourhood

watch committee members. The Village and Ward Development Committee members are most important to be part of this group. However, membership is attained upon filling in the membership form provided by a Committee elected by Peace Club members. Each Peace Club will have a constitution that is agreed upon by two thirds majority of members.

b) Duties and Responsibilities for Peace Clubs

Peace Clubs should carry out the following activities to promote peaceful relations within their local communities

- i) To identify convene and discuss important conflict issues affecting communities and to develop possible solutions where possible.*
- ii) To carry out conflict mapping and stakeholder analysis exercises and document conflict issues obtaining in the community*
- iii) To mobilise local residents to participate in community activities*
- iv) To organise cost free activities that promote peaceful relations*
- v) To undertake income generating projects to sustain the Peace Club as well as contributing to the development of the community.*
- vi) Some of the activities identified will be guided by rural district and local government strategic plans.*

5. Activities

a) Community Conflict Mediation;

During peace building activities, Peace Clubs will be required to play a conflict mediation role. Conflict mediation happens when the people or groups of people in conflict are failing to talk to each other to find a solution to their conflict. A mediator helps the conflicting parties to communicate and find solution among themselves. A good conflict mediator should have certain skills. These skills include;

- i) Effective listening skills*
- ii) Good communication skills*
- iii) Must understand verbal and non-verbal communication*
- iv) Must have good problem solving skills*
- v) Confidentiality and integrity*
- vi) Ability to accept or absorb the heat of arguments*
- vii) Ability to protect the process of mediation*

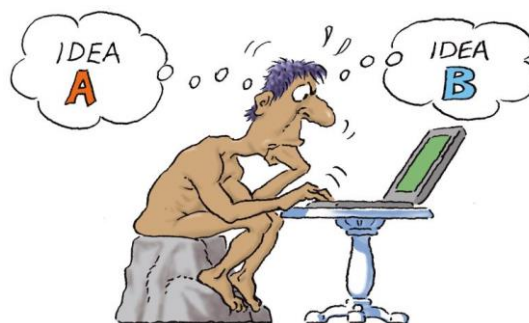
b) Community Mobilization;

Peace Clubs will be responsible for mobilising community participants to participate in different peace building activities. Community mobilization is the process of identifying and engaging participants for a given event. In Shona, community mobilization means kukoka/kukokera or ukunxusa in Ndebele.

i) Key Considerations

When planning to mobilize community members for an activity, it is important to think and ask several questions about why you should mobilize them and who should be mobilized in the community? The following questions can be used as a guide to community mobilisation;

- ✚ Who has to be mobilized and by who?
- ✚ Why do we need him/her?
- ✚ Where and when should the mobilised members meet?
- ✚ How to mobilise the community members? (Mobilisation strategy –shouting, door-to-door, pamphlets distribution etc.)
- ✚ What distinct roles do you expect the persons to play?
- ✚ Who else need to be mobilized?



ii) **Community Mobilization Process**

Peace Clubs can follow the following steps when carrying out a community mobilisation process.

- ✚ **Sensitization** – raise awareness to key community members and local authorities about your initiative. This improves buy in or support while reducing potential resistance, misinterpretation, and harassment. Raising awareness of your initiative can be done through various activities such as Sports Tournaments, Cleanliness Competitions, Drama, Distributing fliers at social gatherings, small nhimbos, introducing your agenda at social gatherings e.g. Bar Talks, gardens.
- ✚ **Issues and Stakeholder Mapping** - This stage has got three basic phases. **Firstly**, figure out the actual conflict issues affecting your community (what is the problem). **Secondly**, identify possible solutions to the identified conflict problems (how can we address the problem). **Thirdly**, ask about key people who can be involved in the activity or in addressing the identified problem.
- ✚ **Engagement** –this stage involve communicating with the identified stakeholders and community members. It is important to discuss and agree on who will contact the identified persons. Individuals should be tasked to engage key stakeholders depending on their positions, capacity to engage or even relationships in a community.

c) **Community Early Warning;**

Community Early Warning is a major element of disaster risk reduction within communities. Such risks and disasters include floods, hunger, veldfires, violence, and conflicts. Early warning prevents loss of life and it reduces the economic and material impact of disasters. Conflict prevention requires careful monitoring of indicators of rising tensions and taking measures to ease them. Therefore, HZT sees community participation in early warning activities as a positive step towards conflict prevention and peaceful relations building.

The process of early warning involves collecting data, analysing the symptoms of conflicts and transmitting information with recommendations to targeted recipients. This means Peace Clubs must act as early warning agents by timely reporting any possible sources of violence and conflict to prevent them before they occur.

d) **Peace Club Peacebuilding Progress Tracking (M&E Basics)**

Peace Clubs should be able to track their achievements over time to see if they are achieving what they have planned at every point. The objective of tracking the Peace Club's

progress is to check what it has achieved over time and what should be done to improve its achievements.

Questions that can be answered when tracking progress are;

- i) *What have we done to promote peace in this community?*
- ii) *Did we achieve what we intended to do? If yes, what are the changes evident in the community? If no, why did we fail to achieve?*
- iii) *What else needs to be done in order to consolidate what we achieved or where can we improve in order for us to achieve the intended goals?"*

When tracking progress of your activities, it is important to

- To ask if the question is addressing the identified problem. *Chaita musoro uteme ndodambudziko/Yini imbangela yale inkinga*
- Check if all stakeholders are included and are playing their roles as identified by the group
- Check if conflict issues were discussed and resolutions communally made in line with the Peace Clubs activities

Questions!!!! *Chirikunetsa chii?/Yini inkathazo? Toita sei senharaunda kuti zvipere?/Senzenjani njengezakhamuzi ukuba siqede linkathazo*

Progress tracking meter



Summary of Key Result Areas

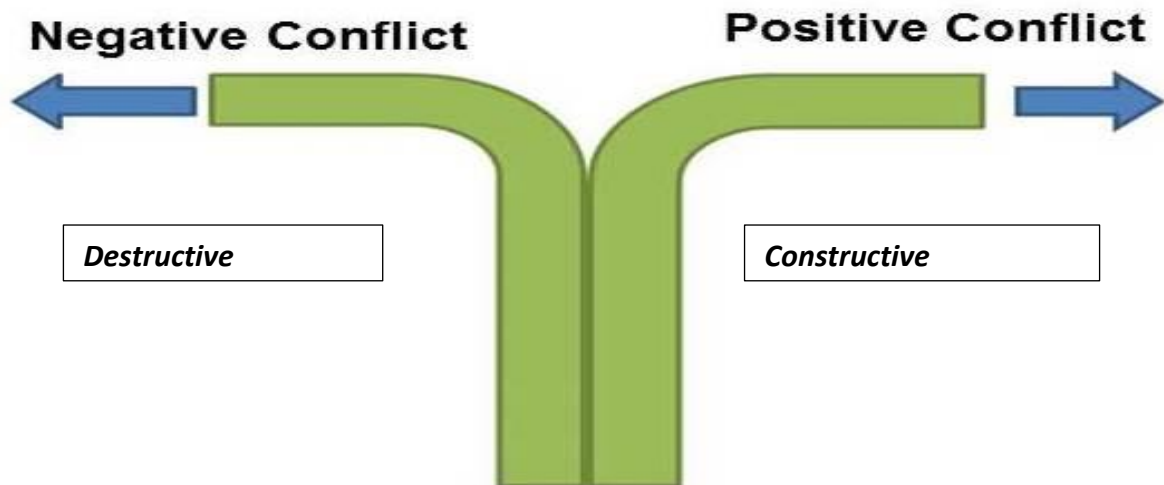
| Heal Zimbabwe Activity/Intervention | Expected Result |
|-------------------------------------|--|
| Peace Club | <ul style="list-style-type: none"> - Document-cases of violence and intimidation recorded - Mitigate-cases mediated - Manage conflicts - Prevent violence and intimidation-actions being taken to prevent this from occurring |
| Collaborative Platforms | <ul style="list-style-type: none"> - Number of neutral platforms that brought people from different social, economic and political backgrounds together - Attendance by community leaders, women and youths |
| Dialogues | <ul style="list-style-type: none"> - Number of dialogues that identified local conflicts-social, economic and political - Participation by community leaders, opinion drivers, women and youths - Resolutions/strategies implemented towards the identified conflicts |
| NPRC Awareness Campaigns | <ul style="list-style-type: none"> - Number of campaigns carried out on NPRC awareness - Number of reconciliation cases facilitated - Number of cases referred to Independent Commissions Supporting Democracy-ZHRC, ZGC & NPRC |
| Sports for Peace Tournaments | <ul style="list-style-type: none"> - Number of tournaments that brought different socio-economic and political groups together - Participation by community leaders, women and youths |
| Women Safe Space | <ul style="list-style-type: none"> - Number of meetings carried out to discuss local conflicts |
| Early Warning System | <ul style="list-style-type: none"> - Number of conflict cases detected and responded to - Number of cases referred and assisted - Time taken to respond |

6. Community Peace Building and Conflict Transformation

a) Why peacebuilding in our communities?

Peace building refers to programmes, activities and strategies which aim to build the capacity of societies to analyse conflicts, prevent and manage conflicts. Therefore, we do peacebuilding to **prevent or minimise conflict and violence** within our communities. **Conflict** is a result of disagreements or differences in understanding issues. Also, **conflict can be positive or negative**. It can be positive if helps people to deal with their problems. However, conflict can be viewed as negative if it leads to hatred, violence and deaths. **Violence** on the other hand is the use of physical force or power against oneself or another person with the intention to cause harm, inflict pain or violating one's rights

- ✚ **Positive conflict** – it is a conflict that is constructive, it helps people to correct mistakes and improve relations.
- ✚ **Negative conflict** – it is peace that causes violence, it obstructs relations and generate hate and bad relationships



7. Handling Conflicts within Communities

There are many ways to resolve or prevent conflicts as individuals or as communities. Conflicts can be handled by avoiding, competing, accommodating, compromise or collaboration. These approaches can be used depending on existing situations. Each of the approach, therefore, has advantages and disadvantages.

| | | |
|---|---|---|
| | | |
| <p>Avoiding</p> <ul style="list-style-type: none"> • Generally adopted by those: <ul style="list-style-type: none"> - whose style is to ignore conflicts. - who believe that as time goes, the conflict will naturally go away. • who are anxious / try to runaway when confronted with a conflict. • who believe it is easier that way. | <p>Compete</p> <ul style="list-style-type: none"> • Usually preferred when one is: <ul style="list-style-type: none"> - not worried about relationships. - committed to his/her own viewpoint. • only focusing on what he/she wants and defends his/her position. • seeking to achieve his/her goals at all costs. | <p>Compromise</p> <ul style="list-style-type: none"> • Search for mutually acceptable solutions that partially satisfy both parties. • Prefer quick and practical solutions to issues. • Believe that if both parties give something up, it is fair to both. • Moderately concerned about their own goals and relationships. |
| | | |
| <p>Accommodate</p> <ul style="list-style-type: none"> • non-competitive., - flexible, tolerant, harmonizing. • neglecting one's own concerns to satisfy the concerns of others. • doing more than your share of the job. • where one is worried about being selfish. • thinking that conflict should be avoided in favour of harmony | | <p>Collaborate</p> <ul style="list-style-type: none"> • Assertive but co-operative. • Learn from others • Merge different insights. • Work through hard feelings |

- **Exercise**
- Split into a groups of 5 groups
- Give each group a paper with one type of approach handling conflict
- Ask each group to discuss the advantages and disadvantages of the approach they have been given
- After 15 minutes, ask all the groups to come together and make presentations on their contributions.

8. Understanding Conflicts

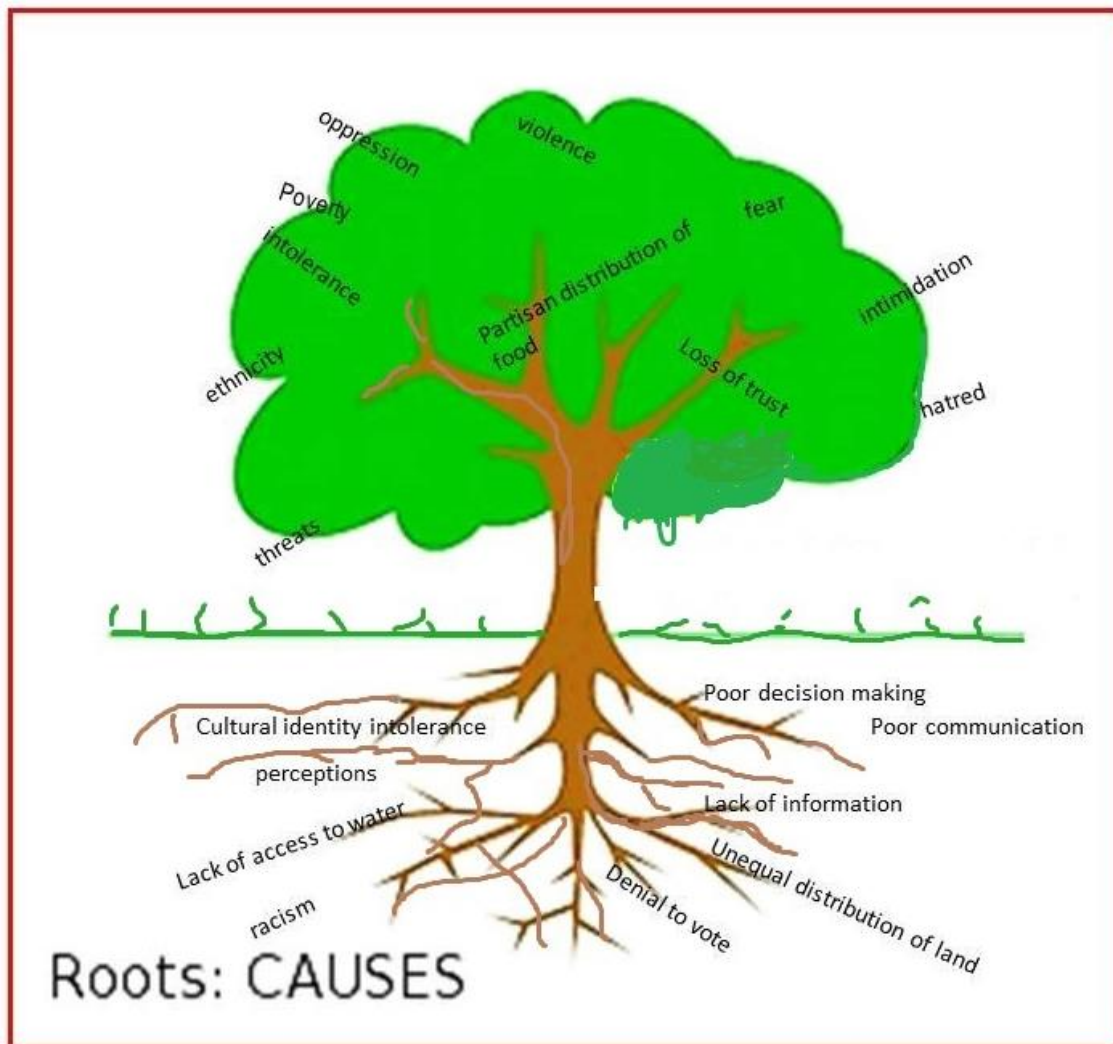
We can understand conflicts by analysing them. The analysis involves identifying the existing conflicts, causes of the conflicts and what makes the conflicts continue. It is important to observe the people involved in the conflict, the relationships between the victims and the perpetrator. Understanding these conflict dynamics help us to identify better or best methods to deal with the conflicts. We should ask many questions about the existing or potential conflicts in order for us to be able to prevent them and to minimise their impact.

Questions to ask when analyzing conflicts

- What is the conflict issue
- Why does the conflict (the issue) exist?
- What are the positions of the conflicting parties?
- Who are the main players in the conflict? Who are the other players, including the marginalized?
- What are the relationships between all the parties and how can they be represented on the map?
- What are the alliances, close contacts, broken relationships, and confrontations?
- What are the possible interventions to help to deal with the conflict?
- What can be done to address the conflict or conflicts? Who can best do it? When is the best moment?
- What groundwork needs to be beforehand, what structures can be built afterwards?

a) Conflict Tree

To best analyse conflicts within our communities in a simple way, we can use a conflict tree. A Conflict Tree is a visual tool used to better understand identified conflicts in terms of their causes and effects. It is a useful tool for stimulating group discussions about conflict, reaching agreement on the core problem, understanding the links among causes and effects, and identifying conflict issues that could and should be addressed (International Institute for Sustainable Development, 2015).



- ✚ **Roots** -represents different causes of conflicts within communities. These are not open to the people, but are the underlying root causes.
- ✚ **Tree Trunk** – this is the core problem which manifests as a result of several conflicts underground.
- ✚ **Tree branches and leaves** –these are the effects of the conflicts manifesting themselves to the people and the society at large. For example, political violence is what we see as a result of the growing roots and trunk ‘problems.’

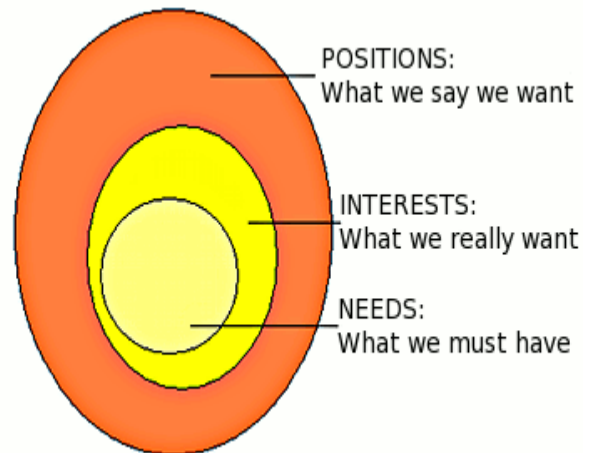
Exercise

- After discussing the conflict tool, ask participants to split into two or three groups
- Each team should draw a conflict tree of its own identifying the root causes, trunk and the branches and leaves
- After 10 minutes each group should make a presentation of their findings
- Each groups should also provide a plan on how they are going to address the identified conflicts

9. Steps To Take When Addressing Conflicts

A conflict needs to be resolved before it escalates into violence or negative proportions. The process of addressing conflicts can be done through the onion analysis. The following steps can be helpful if considered.

- ✚ Diagnose the situation (Use different tools to understand them better-) e.g.
- ✚ Determine the origin/root causes of the conflict.
- ✚ Know the personalities better and their **positions** (What the conflicting parties say they want).
- ✚ Identify **interests** or what the people in conflict really want (What they really want).
- ✚ Identify the **needs** of the conflicting parties (What we must have).



Exercise

- Using the conflict tree presentations from the groups ask participants to identify the positions, interests and needs of people involved in the existing conflicts.
- Write down all the conflicts identified and the positions, interests and needs of the groups involved
- Ask participants how they can engage the different stakeholders to address the identified needs, interests and positions.

10. Behaviour and Attitudes of Good Peace Builders

When working as a peace builder, it is important to stand as a neutral person who exhibits a positive attitude towards both conflicting parties. Below are some of the important attributes that a peace builder should show.

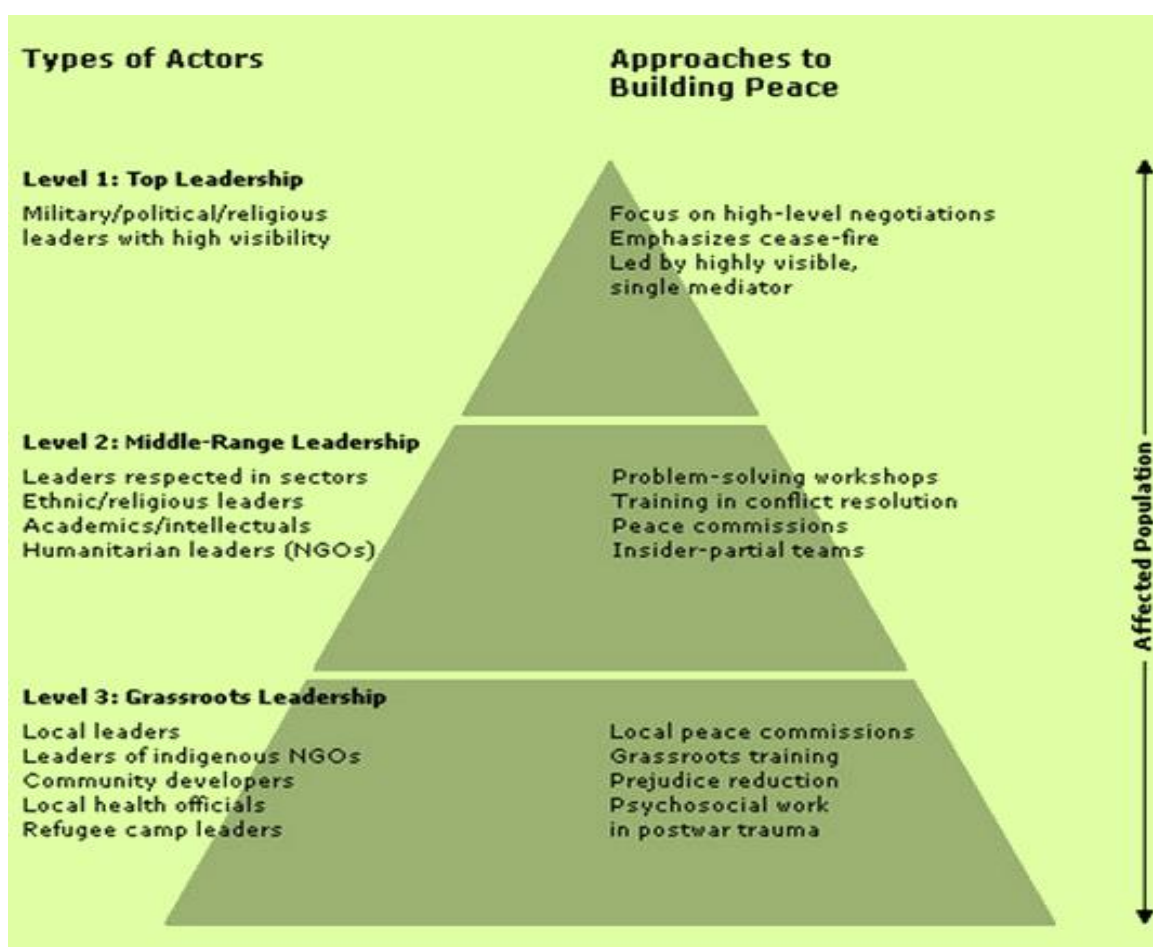


Exercise

- Ask participants to say out what they think are important attitude and behaviour that should be exhibited by a good peace builder.
- Read out the above attitudes so that all participants hear if their views were correct.

11. Stakeholder Mapping

Stakeholder mapping is an important process that helps Peace Builders to understand different groups of people or members that can be involved in dealing with conflicts in the community. Stakeholders are important because they can support our work in peace building. Stakeholders are people and institutions that are interested or can be affected by the activities we do in the community. As Peace Clubs our stakeholders include; the traditional leaders, local authorities such as Councillors, District Administrators, Police, Agriculture extension Officers, Village Health Care workers. Other stakeholders include people such as headmasters, teachers, business people, church leaders, business people and respected persons in our communities. In stakeholder mapping, the following pyramid can be used to categorise or group different stakeholders.



John Paul Lederach's Multi-level Leadership Pyramid: source-: Lederach (2004).

Task: In your groups, use John Paul Lederach's Multilevel Leadership Pyramid to identify key stakeholders that you will work with at each of the three levels in your communities.

In the case of Heal Zimbabwe Community Peace Clubs, the grassroots will be village stakeholders. At the middle level will be the council, and then the stakeholders at the top position will be at district level.

12. Types of Conflicts Experienced by Communities

- ✚ **Family conflicts** –these are conflicts emerging from clan disputes.
- ✚ **Religious conflicts** –these are conflicts that emerge from different religious beliefs and practices
- ✚ **Social** conflicts –are found among households and social and they emanate from problems such as poverty, unequal access to resources including land, social identities, infidelity, etc.
- ✚ **Economic** conflicts – emerge between groups and individuals competing for jobs, business and markets as well as resources.
- ✚ **Political** conflicts among members of the country’s polarised political parties.