Community Based Partnership Approach to Peace and Security

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ABSTRACT

Community peace and security building takes individuals, communities, political commitments, institutional involvement and financial commitments to rebuild. There is a basic assumption that, all communities desire to find ways to create an environment where working together is more desirable, peaceful and secure. Therefore, with some direction and support, fractured societies can be assisted to reach this goal. Community-based peace interventions often seek to transform community: relationships service delivery and good governance. Community security is a fundamental objective and it's a precondition for other human development goals. Non-State Actors (NSAs) may initiative community-based partnership by based on different partnership model. The effectiveness of partnership is based on comprehensive participatory process strategies with the community to taking the lead in resolving and developing to rebuild their peace and security and breaking the viscous circle of insecurity. When communities are committed to the partnership processes they move towards a sustainability of peace and security. This paper examines types of community-based partnerships, partnership models, the vicious circle of insecurity and need for community-based partnership and lastly discuss community based partnership model and process that can be used to initiate community based peace and security partnership.

Introduction

Communities in Africa are facing new challenges that threaten peace and security. These include peace and security systems local and international, policies that

ultimately affect the communities in their contexts. Given such challenges, partnership strategies need to utilize a combination of measures which effectively address determinants of peace and security. Communities have unique contributions to the partnership process and need to participate fully in decision-making, planning and implementing initiatives that impact on their lives. (Stiftung and Politik 2015).

When communities are negatively labelled, they unconsciously have a negative attitude towards themselves and act as they are labelled. This hinders participation because communities feel inferior and take a passive role that does not result in sustainable change. Partnership on an equal basis empowers communities, ensure all the stakeholders play equal but differing roles and recognise and use the variety of experiences from the different players.

Partnership mechanisms integrated and built at community, intermediary, and at national level are ensured on the principles of inclusive community approaches. Partnerships have contributed to building trust, confidence and understanding between the various sectors, have helped develop a shared vision, decentralised the decision making of state agencies and have developed effective links back to policy making procedures (Spence 2000).

The components of community partnership are determined by social, political and economic circumstances at national and local levels, and by the expectations, needs and abilities prevailing in the locality. The partnership approach aims to understand how the continuum of community organizations and different social organizations are involved mobilizing and influence peace and security. This paper discusses a broad range of community based partnership approaches, community peace and security and the process of developing a community based partnership process.

This paper aims to analyse types of community based partnerships, examine community based models in peace and security, discuss the vicious circle of insecurity and need for community based partnership and finally describe the community based partnership process.

Community Based Peace

Community based peace can be applied to individual, community or as a component of wider national programmes. It is focused primarily on achieving development outcomes, such as service delivery and good governance. Although such interventions have the potential to contribute to securing peace they do not necessarily result in peacebuilding. Rather, community based peacebuilding interventions often seek to transform relationships to collaborate with a wide range

of actors beyond the development community, including diplomatic actors and conflicting parties and broader peace strategies, (Pottebaum and Lee 2007). The community based approaches for peacebuilding may include:

Community-based policing an approach that brings together the police, civil society and local communities to jointly take responsibility for and develop solutions to local safety and security. Community policing is a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime, (USAID 2007).

Socio economic recovery: Approaches adopted to provide service and covers a broad range of activities spanning reconstruction of physical infrastructure, livelihood and employment generation, rehabilitation of public health and educational systems, development of social safety nets, legal and regulatory reforms, private sector, creation of markets and transparent banking and financial institutions.

Media, communication and civic education: Community -based forms of media that seek to promote dialogue, debate on key issues in society, promote reconciliatory processes and civic education. This may include; radio stations, broadcast in multiple languages, community video, local videographers documenting social change, community concerns and lessons learnt.

Traditional justice and reconciliation: Approaches to justice and reconciliation often focus on the psycho-social and spiritual dimensions of violent conflicts. Traditional approaches are aim at reintegrating conflicting parties into the community. An important component is public cleansing ceremonies, undertaken is an integral step in healing community relationships. **Heritage and cultural preservation:** This are initiatives designed to preserve culture in disaster and conflict-affected contexts have included community forums in order to allow for the articulation of local needs, quick responses on the ground, and increased social capital. Communities are also involved in inventorying their culture, which has contributed to preservation and a sense of national identity, (Huma, 2009).

Community Based Security

Maintaining community security is a fundamental objective of a government, its a pre-condition for other human development goals. Security is multi-faceted, consisting of human, physical, economic and socio-political security, failure of which has results in structural violence, (Mkutu, 2004). Different actors have different perspectives on security, influenced by culture and circumstance. Some define security in military terms, others emphasize economic or livelihood security, or security that being part of a group provides.

With this realization the concept of human security emerged, re-balancing debates on security away from an exclusive focus on military security of the state, towards a security of the people whom the state serves.

The UNDP definition of human security have seven main aspects of which community security is one. Community security then refers to the security people derive from their membership in a group a family, community, an organization, ethnic group that can provide a cultural identity and a treasuring set of values, such groups also offer practical support, (UNDP, 1994). Essentially, community security is a sense of security derived from a sense of trust of neighbours and participation in and belonging to a community. However, if we see communities as social networks not necessarily overlapping with geographic or ethnic unit's community security should be viewed more broadly than aiming to protect people from the loss of traditional relationships and values and from sectarian and ethnic violence. Community security in practice, also includes issues like the proliferation of small arms and light weapons (SALW), criminal violence by opportunists and vigilante groups, mistrust and lack of faith in the security forces to provide security to ordinary people, (Hollestelle & Simonse, 2005).

Community security is seen as a response to the security threats of the community, however, it can also be seen as a state of affairs, (Saferworld, 2008). Community security is both as an end state and the process in which communities develop responses to achieve this end state. Community security as an end state is the situation in which communities feel secure from threats exerted by violent conflict, arms proliferation, crime, and a lack of protection or direct threat by the state. Community security as a process means that communities participate in identifying, prioritizing, development and implementation of appropriate responses for their security needs. Community based initiatives that enhance security include traditional peace committees, peace zones and community based policing.

Community Based Partnership Concept and practice

Partnership Concept

Partnership is a term that implicit connotations of sharing and trust. Partnership' suggests equality, respect, reciprocity, ownership and strengthening linkages, (Gutierrez, 2008). Yet, some partnerships can be abusive and unequal in practice. Partnership may mean different things to different people, sectors and institutions. Other associated words include association, cooperation, collaboration, participation, joint decision making and long-term relationship. At a conceptual level partnership is generally understood as a positive attribute with the following characteristics; long-term, shared responsibility, reciprocal obligation, equality, mutuality and balance of power (Fowler, 2000). Core principles of reciprocity,

accountability, joint decision making, respect, trust, transparency, sustainability and mutual interests have been highlighted in the literature (Wanni, 2010; Dochas, 2010; Crawford, 2003).

Types of Relationships in a Partnership

Community partnerships comprise of relationships between formal (static) authorities and (dynamic) communities and are in an ever changing process. The interactions can be divided into five categories. The interactions and energy flows are complex at all levels.

Predation describes relationships where one partner, the predator, feeding on and typically killing another partner which is the prey species. Predators use various methods to capture prey. Herbivores do not necessarily kill a plant they feed on but put pressure on the plant species.

Competition describes multiple relationships organisms fighting for the same resources. The competition may involve active interference or direct interference. The more similar two species are, the more competitive they are with each other, fighting for limited resources.

Parasitism is when one species benefits from a second species that is disadvantaged, but generally not killed. A tick feeding on a host is a good example of parasitism. The host is not directly killed by the tick, which benefits from the relationship the host is adversely affected.

Mutualism is an interaction characterized by mutual benefit, so both species benefit from the relationship. Example a flowering plant producing nectar to attract a bee, it benefits by eeding on the nectar, while the plant benefits because the bee goes on to disperse the plant's pollen.

Commensalism describes a relationship in which one species benefits but the other is unaffected. Examples of commensalism include a bird nesting in a tree. The bird is using the tree for shelter but the tree is unaffected. Commensalists have no effect on the host, others may benefit or harm the host.

Community Based Partnership Practice Models

Basic Development needs Partnership Model

The Basic Development Needs (BDN) Partnership Model described by WHO (2000) has been adopted by a number of countries with diverse social and economic circumstances in Africa. It aims at improving the quality of life of communities and individuals through a comprehensive development process which is planned and

managed by the community. With BDN Partnership programmes and initiatives, accessibility of and coverage with health care services are intended to increase, with resultant decreases in morbidity and mortality. The BDN Model has also accommodated concepts such as poverty alleviation and healthy villages and enriched programmes with a community methodology that encompasses harmony and balance into social and economic development. This is sometimes called development with a human face. People are the key element in this change process. They decide upon the change, design it, manage it and carry it out. In turn, this increases each individual's perception of self, and each individual's perception of the community's identity. The BDN Model shifts the focus to community leadership and sustainability and away from short-lived externally driven interventions.

The BDN Partnership Model hinges on community structures such as Village. Development Committees to drive community agenda for improved livelihoods; however, these structures may not have adequate capacity to form effective partnerships with government and other key stakeholders. The structures rarely have in-built governance structures and are prey to conflicts and lack of leadership, unless a decisive move is taken to strengthen their operations.

Partnership approaches using the BDN Model are based on assumptions that guiding principles are adhered to by the partners, which may not always be the case. Grand principles such as applying human-rights-based approaches, ensuring gender equality and may end up as mere rhetoric and not as guides for concrete action.

Community Based Development Model (CBDM)

The model is based on the philosophy that the best way to help those most in need is to involve them directly in the design and implementation of local environmental and economic development initiatives. This creates ownership, involvement, and financial sustainability well into the future. The CBDM is based on of training and execution, coupled with an enterprise approach, engages and inspires local residents to preserve their precious natural resources. The goal of a CBDM is to improve the quality of life in the community through changes in knowledge, attitudes and behaviour or practice (e.g., health seeking behaviour, adoption of healthy practices), with the ultimate impact in health and development indicators. Processes used in this approach include: dialogue, participatory planning and implementation, engagement with key stakeholders and acknowledging and acting on the premise that beneficiaries or communities have a stake in the improvement of their lives, (Worldbank 2015).

The CBDM is based on the assumptions that communities are resourceful and that empowered communities are a prerequisite for improving individual and community. However, there has generally been weak pre-destined community engagement in the past. The selection criteria for communities that NGOs work with has been based on unclear criteria, spanning from donors' interests to the NGO's interests, and has even been to some extent, opportunistic.

The CBDM assumps that beneficiaries or communities are the ones who need help or improvement and that external help is needed to bring about change in the community. Through this approach, communities are not able to fully prioritise and to use their resources to improve their lives; however, the community is a beneficiary and does not engage in an equal partnership relationship. The higher level partners in this approach are those that provide greater resources and have external linkages.

Source: http://www.treeswaterpeople.org

TICH Partnership Model

The basis of TICH Partnership by Kaseje (2002) employs a number of theoretical concepts and includes the modified UNICEF capacity model which states that the capacity of an individual is directly proportional to ability, resources, authority and is proportional to responsibility. Other concepts employed in are cognitive theory, Covey's theory of 'first and second order change acting within the area of influence', the technical versus social effectiveness theory and the modified WHO poverty and health 'vicious to virtuous' cycle. The rational for TICH partnership is that all people and communities have inherent capacities to undertake sustainable, collective actions to solve their own problems. However, they may need facilitation and support from a number of partners: the service system, the private sector and academic institutions.
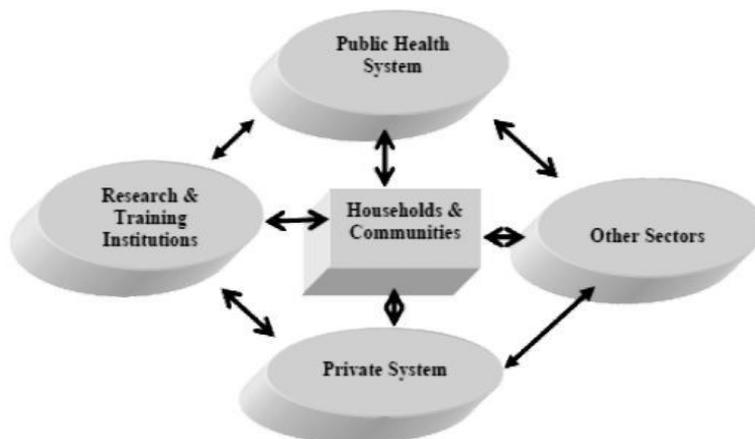
Ideas and experiences to support and enrich the work of each, for higher level quality outcomes which are of positive value to all parties involved; it seeks to improve on participation and involvement by highlighting the partners' areas of influence and contribution. This assumption overlooks the fact that partners have their own priorities and strategic plans which determine their contribution to the partnerships. The partners may be rigid and work only from their own frame of reference which influences their involvement and resource allocation to the partnership. Thus partners may view each other as competitors.

Challenge Based Partnership (CBP) Model

The CBP Partnership Model focuses on joint partnership on an equal basis where all the stakeholders play equal but differing roles. Mechanisms to integrate the partners are built at community, intermediary, district and at national levels. While agreement on the modalities of the CBP Model may be difficult, and the process for this type of partnership may be lengthy, the gains from this approach are likely to be long-term and sustainable for communities and their partners in development

While the TICH Model recognises the equal value of all partners' skills and contributions that lead to actions based on capacities, the model views households, and people as trapped in ill-health and poverty and are on the receiving end and hence not equal with other partners. The TICH Model is based on the assumption that partners will work together in sharing resources,
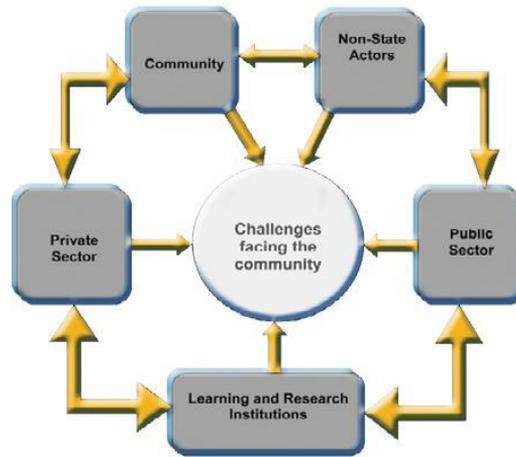
The CBP model is based on a theoretical framework of participation in peace and security by Pretty's (1994), seven-step level of participation aiming at enhancing genuine participation (cited in Dulani 2003). Pretty argues that the level of participation can take different forms and varying degree. In a genuine level of participation, the local communities are active and are empowered to retain control at all levels of the development process. The seven levels of participation as described by Pretty include: **Passive participation**; People participate by being told what is going to happen or what happened. **Participation in information giving**; People participate by answering questions posed by extractive researchers using questionnaire surveys. **Participation by consultation**; People participate by being consulted and based on their responses, external professionals define problems and solutions. **Participation for material incentives**; People participate by providing resources such as labour, in return for food, cash and other material incentives. **Functional participation**; People participate by forming groups to meet predetermined objectives related to the project. **Interactive participation**; People participate in joint analysis, which leads to action plans and the formation of new local institutions or the strengthening of existing ones. Participation is seen as a right, and not just a means to achieve project goals. **Self-mobilization**; People participate by taking initiatives, independent of external institutions, to change systems. They develop contacts with external institutions for resources and technical advice they need, but retain control over how resources are used.

The Vicious Circle of Insecurity and Need for Community Based Partnership

Insecurity is closely linked to the under development of human capabilities. The core focus of the capability approach is on what individuals are able to do (i.e.,

capable of). Capabilities approach predominant as a paradigm for policy debate in human development where it inspired the creation of the UN's Human Development Index (a popular measure of human development, capturing capabilities in health, education, and income). Poverty is understood as capability-deprivation. In the face of change and uncertainty individuals and communities faced with both rapid change and increasing uncertainty are challenged to respond and change in new ways that protect their social, economic environmental, and human rights, and that empower them to respond through both mitigation and adaptation. Beyond its interdependence, human security is also a precondition, development and sustainability, thus it contributes significantly toward the success of efforts to meet the Millennium Development Goals (MDGs) and achieve sustainable development, United Nations Convention to Combat Desertification (2015).
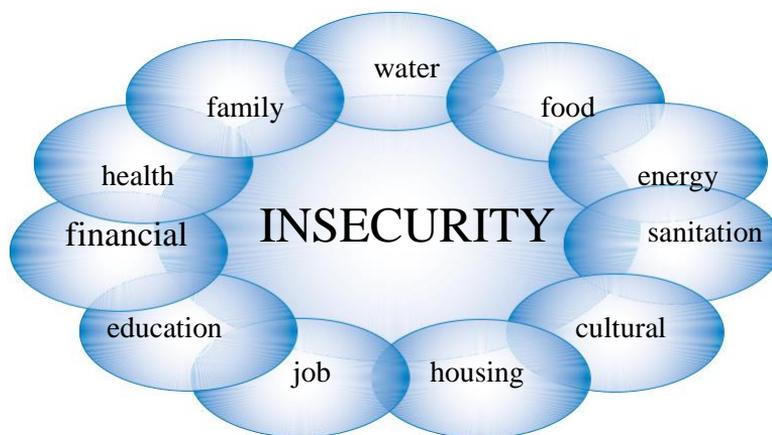
Community Based Partnership Process

Partnership Rules of Engagement

Partners need to establish values that support community engagement and align with comprehensive community partnership strategy. In addition ensure high quality service delivery and establish guiding principles for community engagement which may include:

Shared Values: Working with the community and partner organizations to mutually assess shared values, plans that prioritize the needs of the partners.

Mutual Trust and Respect: Building trust and respect using methods appropriate to the different partners by respectful inclusive.

Commitment: Partners guaranteed pledge and commitment of working with communities

Accountability: Partners answerability, responsibility and reliability in meaningful engagement with the community to ensure adherence to the partnership goals.

Sharing of Power, Decision Making and Resources: Approaches that determine the degree to which there is equitable sharing of power, decision making and resources among the partners.

Barriers to community based Partnership

A number of challenges, tensions, and barriers related to the development and maintenance of partnerships at the community level. Although interrelated, they are:

Lack of trust and respect: The most frequently mentioned challenge to conducting effective community-based partnership is lack of trust and perceived lack of respect, particularly between partners. Mistrust sometimes develops into anger and suspicion. Community members may hesitate to get involved even. Once established, trust cannot be taken for granted; but must continually prove their trustworthiness.

Inequitable distribution of power and control: The history and presence of power differentials among partners is another challenge. Community members are legitimately skeptical about whether the language of being "equal partners" can become a reality of shared ownership and control. Within any community partnership, the distribution of information, time, formal education, and income reflects broader social inequalities structured around race/ethnicity, class, and gender. These inequalities affect who attends, who participates, whose opinions are considered to be valid, and who has influence over decisions made.

Community Entry

Various levels of the service system are reached through a careful process of relationship building with community gatekeepers, the goal being to gain understanding of the community and authority to work with community members.

Situation Analysis

This involves integrated methodologies that help to establish locate the community's resources, strengths, weakness, opportunities and threats (SWOT). It is a process of getting, giving and sharing information about the available resources and services.

Participatory Feedback

The results of the analysis are fed back to stakeholders to confirm and validate the findings. The information is provided to the community in order to assess the current state, the systems at work, why problems exist and what can be done by the community to deal with the situations.

Participatory Planning

The partners develop a roadmap based on capacities and resources identified in the situational analysis. Comprehensive planning starts with an assessment of the problem(s) at hand, prioritising the needs, identifying resources needed and allocating them to the needs. It is important to engage the participation of different domains of the community (e.g. health, agriculture, social services, local government).

Implementation

Based on the plan agreed on with the community, strategy are translated to chosen organizational action so as to achieve strategic goals and objectives. Organizational structure allocates special value developing tasks and roles to the employees and states how these tasks and roles can be correlated to maximize efficiency, quality and community satisfaction.

Monitoring and Evaluation

Partnership should be monitored routinely and evaluated regularly using appropriate indicators. Sufficient flexibility is needed to respond to a dynamic and rapidly changing environment to evaluate progress and to identify areas where adjustments are needed to ensure effectiveness.

Participatory Feedback and re-planning.

A participatory approach aims at guiding collective thinking and ensuring that previous interventions are reviewed and relevant plans are developed on the basis of the perceived needs and problems of beneficiaries and on local capacities and lessons from experience. In a participatory approach is one in which everyone who has a stake in the intervention has a voice, either in person or by representation.

Conclusion and Recommendation

Conclusion

Communities are facing new challenges that threaten partnerships. These include weak systems for peace and security development, emerging threats in security, changing trends in conflicts, as well as local and international policies that ultimately affect the communities in their contexts. When communities are

negatively labelled, they unconsciously have a negative attitude towards themselves and act as they are labelled. This hinders participation because communities feel inferior and take a passive role that does not result in sustainable change. On an equal basis, the partners come together to address issues facing them.

Given such challenges, community based partnership strategies need to be utilized as a combination of measures which effectively address determinants of peace and security. This approach will empower communities to take a more active role in the partnership process. Communities will take the role of custodians of the partnership projects on long-term basis and this has tremendous potential for sustainable change.

Partners need to view households as equal partners and not as people trapped in the vicious circle of insecurity. This will change the attitude of community peace and security stakeholders towards the community and will place communities at the same level in the partnership process, where households have unique contributions to the partnership and participate fully in decision making, planning and implementing initiatives that impact on community peace and security.

Recommendations

This review proposes new approaches to partnerships that confront some of the gaps highlighted above on community partnership approaches. Thus, this review proposes a Challenge based Partnership Model that addresses the gaps of mechanisms for integration of partners and which engenders an inclusive approach to health and development in communities.

Community based peace and security needs to focuses on joint partnership on an equal basis where all the stakeholders play equal but differing roles integrating long-term sustainable for communities and their partners in development.

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