

COMMUNITY LEADERSHIP MANUAL



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BACKGROUND

The manual on community leadership is an outcome of interactions with councillors and traditional leaders in rural areas under a collaboration between Civic Forum on Human Development (CFHD) and Konrad Adenauer Stiftung (KAS). The collaboration between the two organisations has resulted in 271 councillors and 4789 traditional leaders being trained across 12 districts highlighted in Figure 1. One of the gaps that was identified during the training was the lack of resource materials for better understanding of local governance issues. This is the gap that this community leadership manual addresses.

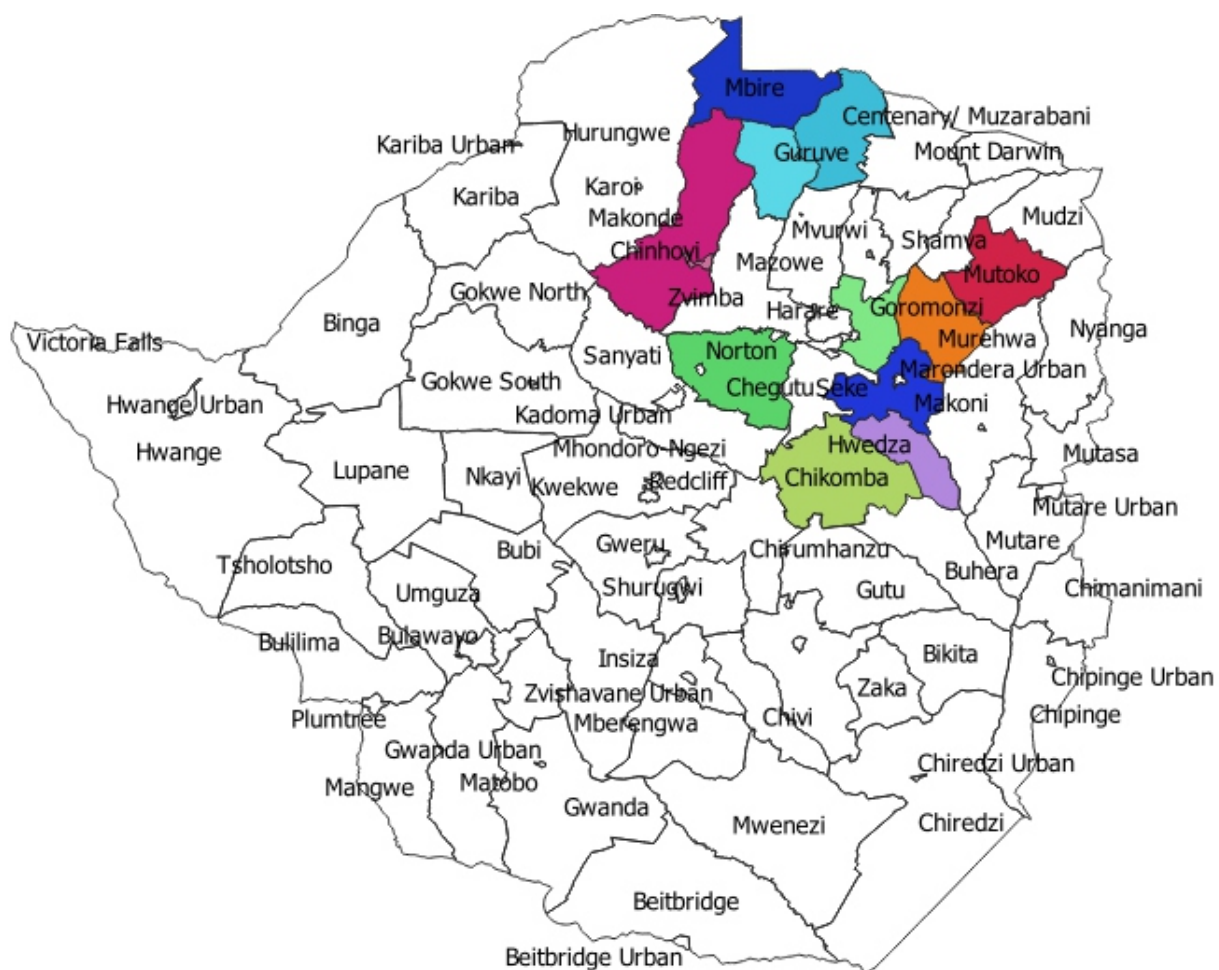


Figure 1: Districts reached out for training of councillors and traditional leaders in Zimbabwe by CFHD and KAS.

OBJECTIVES OF THE MANUAL

- To improve the understanding by traditional leaders, councillors and other leaders of the legal and policy framework providing for their roles and responsibilities.
- To raise community awareness on the constitutional provisions that support citizen engagement in planning and consultation processes.
- To equip community leaders with the requisite skills and knowledge in facilitating inclusive and responsive processes of community needs prioritization
- To build the capacities of community leaders in facilitating conflict resolution and transformation within their areas of jurisdiction.
- To equip members of the community with skills and tools for effective community communication.
- To support the integration and incorporation of environmental and climate change issues in community planning processes.

STRUCTURE OF THE MANUAL

The manual has 6 modules that focus on key elements that affect leadership in communities.

- MODULE 1** The legal and policy framework for traditional leaders, councilors, and women in leadership
- MODULE 2** Community Engagement - Constitutional Provisions
- MODULE 3** Project prioritisation (criteria for project identification and prioritisation at community level in the context of the devolution and decentralisation mantra
- MODULE 4** Conflict Management
- MODULE 5** Communications
- MODULE 6** Environment and Climate Change

SCOPE AND USE

The manual is designed for Zimbabwean community leaders. It can be used by anyone in the country interested in understanding the scope of the roles and responsibilities of leaders at the grassroots level. It will enable local leaders to effectively coordinate and facilitate community development work. For the general populace, the manual builds an understanding of the operational framework of development in communities and makes them appreciate being part of facilitating improvement. The manual can be used as an additional resource in the orientation of traditional leaders at their appointment and also a training tool for elected councillors to fully understand their roles and responsibilities to avoid any possible conflicts.

KEY CONSIDERATIONS

a. What is a community?

A community is a social group of any size whose members reside in a specific locality, share the same leadership structure, and often have a common cultural and historical heritage. This manual focuses on community leaders that are based at village, ward and district levels.

b. Who is a community leader?

A community leader is a person who represents a community and gives direction to the community, connects members and facilitates discussions.

c. Categorisation of community leaders

In the context of Zimbabwe, community leaders are mainly hereditary, volunteer, 'emerge', appointed or elected such as councillors and traditional leaders. In the context of the rural setup, appointed leaders such as chiefs, headmen and village heads and elected councillors are physically the closest to the people and thus, have the most interactions with the community. However, there are other leaders at community level who are neither elected nor appointed as illustrated in Figure 2.

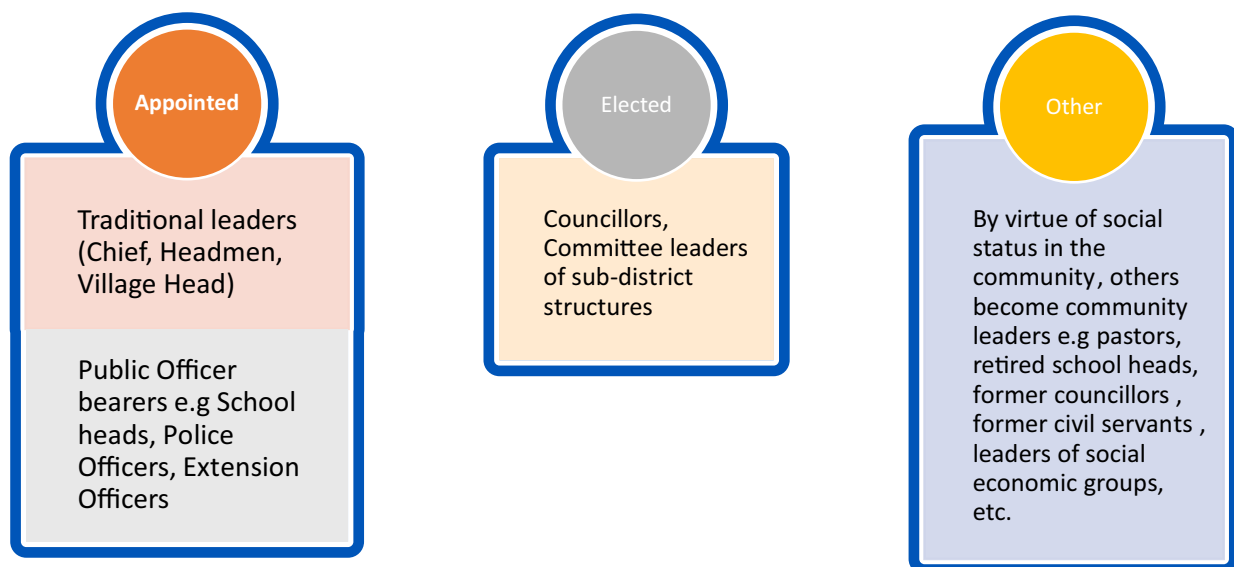


Figure 2: Categorisation of community leaders in the context of Zimbabwe

THE LEGAL AND POLICY FRAMEWORK FOR TRADITIONAL LEADERS, COUNCILLORS, AND WOMEN IN LEADERSHIP

1.1 Introduction to Module 1

The first module of this manual focuses on the key constitutional provisions for the governance of communities in the Zimbabwe 2013 Constitution (Amendment No.20) which is the supreme law of the land. The Module seeks to make the user understand the role of the institution of traditional leadership and elected councillors in promoting gender equality among other progressive facets that promote human development in a modern state with functional development structures.

1.2 Three Tiers of Government

Zimbabwe is a unitary, democratic, and sovereign republic with three tiers of government that execute their mandate at different levels as shown in Figure 3. The three tiers of Government also comprise appointed leaders (traditional leaders) and elected leaders (councillors) whose vertical and horizontal participation in the structures of the state is illustrated in Figure 6 of this manual.

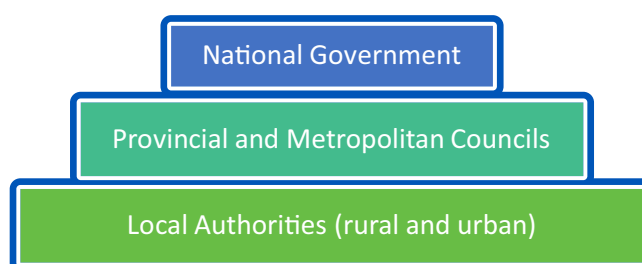


Figure 3: Categorisation of community leaders in the context of Zimbabwe

1.3 Constitution of Zimbabwe Chapter 14 Part 3

Figure 4 summarizes key sections in Chapter 14 of the Constitution focusing mainly the provisions of the Urban and Rural councils and their respective roles. It is important for a community leader to understand these as they are the third tier of the governance structure of Zimbabwe.

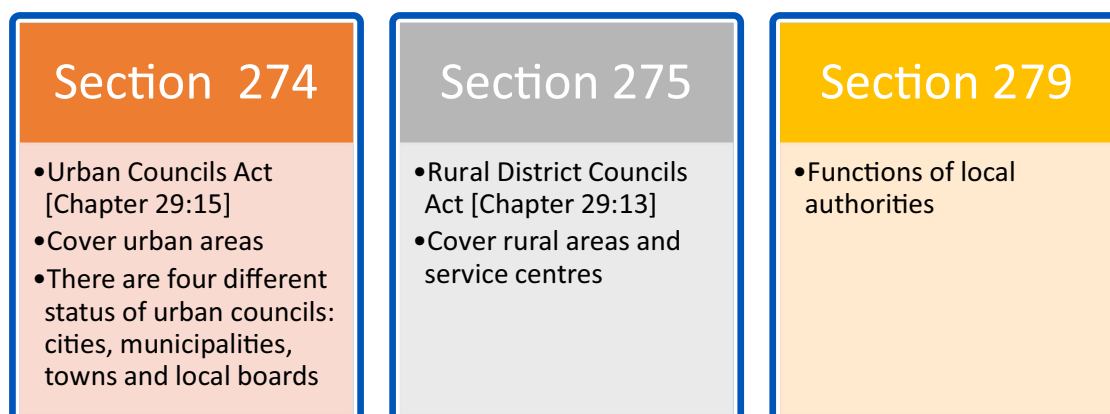


Figure 4: Key Sections under Chapter 14

1.5 Constitutional Provisions For Traditional Leaders

This table outlines the most important provisions that guide to role of traditional leaders

Table 1.1 Summary of Chapter 15

SECTION	Description
280 The Institution of Traditional Leaders	- The institution, status, and role of traditional leaders under customary law are recognized. - A traditional leader is responsible for performing the cultural, customary, and traditional functions of a Chief, head person, or village head, as the case may be, for his or her community.
281 Principles to be observed by Traditional Leaders	- Observe the customs pertaining to traditional leadership and exercise their functions for the purposes for which the institution of traditional leadership is recognized by this Constitution - Treat all persons within their areas equally and fairly. - Remain apolitical
282 Functions of Traditional Leaders	- Culture and heritage promotion - Facilitate village development by presiding over village development meeting and collecting levies - Subject to the Communal Land Act [Chapter 20:04], to consider, in accordance with the customs and traditions of his community, requests for settlement by new settlers into the village - Conflict management
283 Appointment and Removal of Traditional Leaders	- In accordance with the prevailing culture, customs, traditions, and practices of the communities concerned; the appointment, suspension, succession, and removal of traditional leaders; the creation and resuscitation of chieftainships; and the resolution of disputes concerning the appointment, suspension, succession and removal of traditional leaders.
284 Remuneration and Benefits of Traditional Leaders	- Provide for the remuneration and benefits of traditional leaders to be fixed with the approval of the President given on the recommendation of the Minister responsible for finance and after consultation with the Minister responsible for traditional leaders .
285 National Council and Provincial Assemblies of Chiefs	- There is a National Council of Chiefs constituted in accordance with an Act of Parliament, to represent all Chiefs in Zimbabwe. - Established for each province, other than the metropolitan provinces, a provincial assembly of Chiefs consisting of the Chiefs in that province. - the Chiefs in each province must be equitably represented in the National Council of Chiefs. - Elections of the President, Deputy President, and members of the National Council of Chiefs must be conducted by the Zimbabwe Electoral Commission.
286 Functions of National Council and Provincial Assemblies of Chiefs	- Protect, promote, and develop Zimbabwe's culture and traditions - To represent views of traditional leaders and to maintain the integrity and status of traditional institutions - Protect, promote, and advance the interests of traditional leaders - Define and enforce correct and ethical conduct on the part of traditional leaders and to develop their capacity for leadership; to facilitate the settlement of disputes between and concerning traditional leaders
287 Integrity and Ethics Committee	- The establishment, membership, and procedures of an Integrity and Ethics Committee of Chiefs - To develop and enforce integrity and ethical conduct on the part of traditional leaders - To resolve disputes between traditional leaders - To deal with complaints against traditional leaders.

1.6 Legal Provisions For Councillors

A councillor plays an integral part in the local system of government by actively participating in the policy and decision-making process for their council. Section 274 and 279 of the 2013 Constitution provides for the roles and responsibilities of councillors which are elaborated by the Urban Councils Act (Chapter 29:15) for urban councillors and the Rural District Council Act (Chapter 29:13) for rural councillors.

The role of a councillor encompasses a wide range of responsibilities, including but not limited to: representing the interests and concerns of their constituents, advocating for community needs, engaging with stakeholders, promoting transparency and accountability, overseeing budget allocation and management, monitoring service delivery standards, and ensuring compliance with legal requirements. The figure below is a summary of the roles of councillors within their constituencies.



Figure 5: Key Roles and Responsibilities of Councillors

1.7 How the Elected and the Appointed converge at the Local Level

The institution of the traditional leaders and elected councillors in Zimbabwe work together in planning, implementation of community-agreed priorities, conducting participatory evaluation, and promotion of learning by doing approaches for the good of humanity and sustainable development.

1.7.1 Local Government Development Structures

The RDC and the Traditional Leadership Acts provide for the establishment of development structures that are responsible for coordinating and facilitating development at the community level. These structures are the village assembly, VIDCO, ward assembly, WADCO, RDDC, other Council Committees and the full council. The composition and functions of the local development structures are summarized in the Figure 6 below.

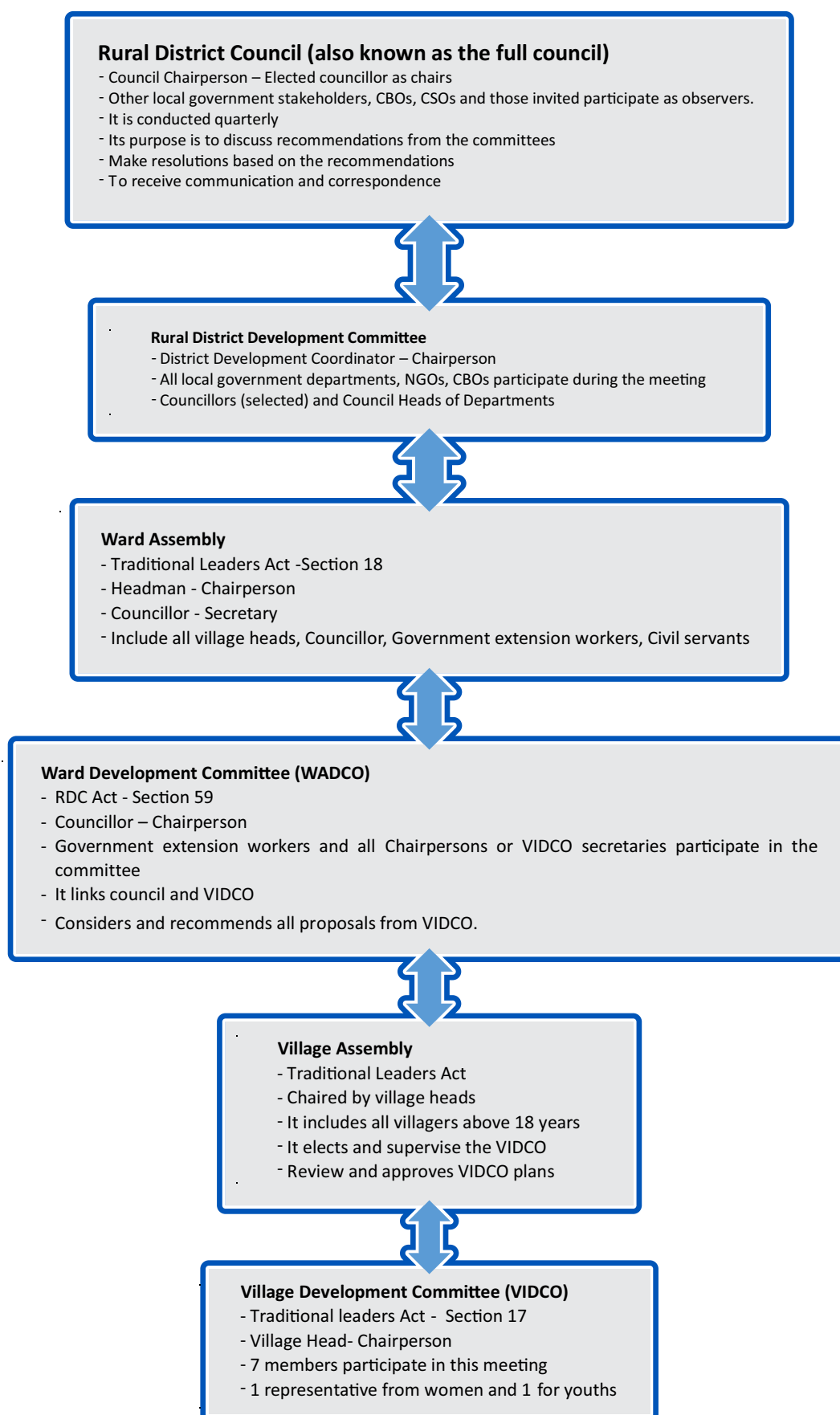


Figure 6: Local Government Structure of Zimbabwe

1.8 Legal Provisions For Women In Leadership

The Constitution of Zimbabwe (2013) is a comprehensive document that includes detailed provisions on gender equality and women's empowerment. One notable example is Section 17, which outlines the government's commitment to promoting gender balance in all aspects of society. In order to actualize these provisions, the government has implemented several pieces of legislation and policies, such as the National Gender-Based Violence Strategy (2022 – 2030).

It is important to note that Zimbabwe remains a patriarchal society, where women often face significant barriers to equal participation. The legal provisions put in place aim to amplify the voice and position of women in society, ensuring that they have an equal opportunity to participate in decision-making processes and leadership roles. Furthermore, Zimbabwe has signed and ratified numerous international treaties and conventions aimed at promoting gender equality, including the Beijing Declaration and Platform for Action, SADC Protocol on Gender and Development, and CEDAW. As a result, the government is obligated to uphold these provisions and promote gender equality in all aspects of society.

To further support this goal, the government has introduced a quota system whereby female representatives are appointed into Parliament and Council through nominations from their political parties. Specifically, Section 124 provides that 60 women should be Members of Parliament through proportional representation. Constitution Amendment No. 2 of 2021 also provides for proportional representation of women in local authorities.

Figure 7 illustrates the fundamental principles of gender balance which are enshrined in section 17 of the Constitution.



Figure 7: Constitutional Considerations for Women in Leadership in Zimbabwe

COMMUNITY ENGAGEMENT - CONSTITUTIONAL PROVISIONS

2.1 Introduction to Module 2

Under this module, the handbook seeks to help a community leader to understand key concepts on citizen engagement through unlocking the constitutional provisions on community engagement across all levels.

A community is made up of individuals who are the ultimate client of government, development institutions, and private sector interventions in a country. People in the community can organize themselves in associations and groups such as community-based groups, women's groups, or indigenous peoples' groups. Civil society organizations (CSOs) and Community-Based Organizations (CBOs) can represent people and can include organizations outside the public or for-profit sector, charitable organizations, faith-based organizations, foundations, academia, associations, policy development and research institutes.

Community participation is important and main points to be noted by a community leader are highlighted in Figure 8.

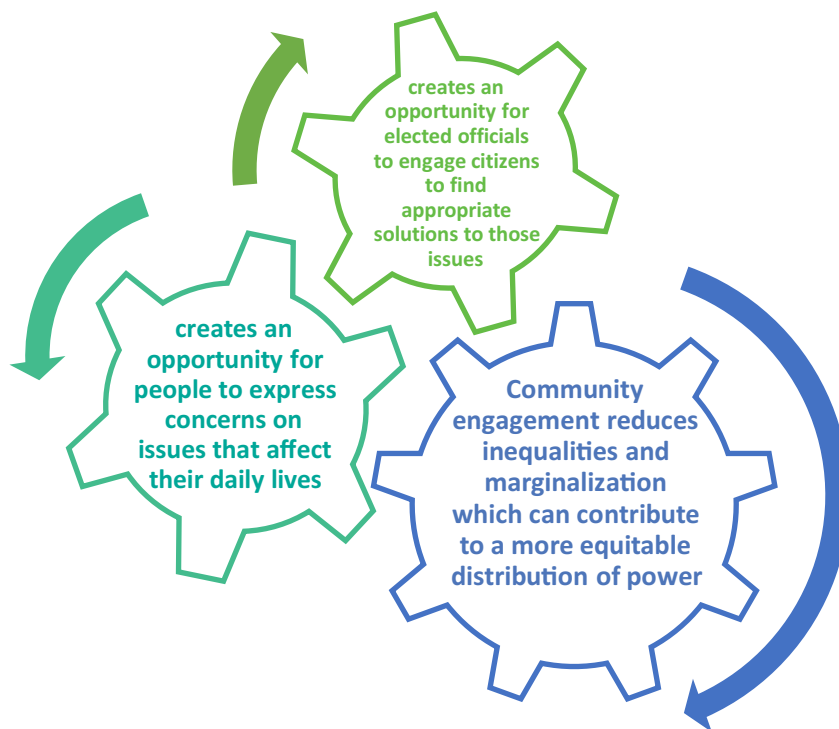


Figure 8: Importance of Community participation

2.2 What is community Engagement ?

It is a form of interaction between community and their development structures and duty bearers. It can happen at any stage of development or implementation of government policy, development programmes, delivery of public services, or be triggered by events in local areas. It can lead to a range of outcomes such as provision of quality and inclusive services in a manner that is accountable

2.3 Dimensions of Community Engagement

The following diagram sketches the critical dimensions of community engagement:

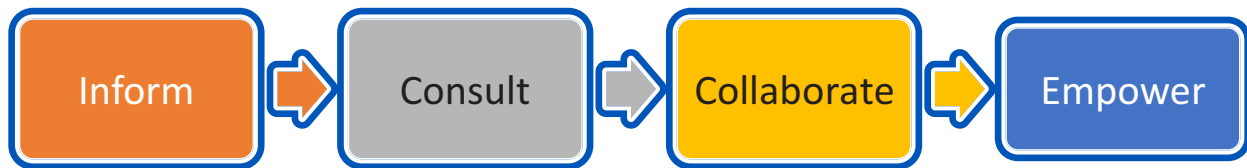


Figure 9: Critical Dimensions of Community Engagement

- **Inform:** Entails informing citizens with balanced and accurate information to assist them in understanding the issues at hand. The outcome at this stage is improved citizens on local plans, progress in the implementation of agreed plans and utilization of public resources and other relevant stakeholders.
- **Consult:** Citizens provide their inputs and views that are incorporated in the planning and decision-making process. Justifications and explanations should be provided when deviations are made from the suggestions made by citizens.
- **Collaborate:** This phase entails a higher level of engagement of citizens where they are enlisted to partner with the local authority or service provider – for example, in the design, implementation or monitoring of the projects and programs.
- **Empower:** This phase entails the roles and responsibilities allocated to the members of the community on the approved community projects. Members of the community are empowered through being given roles on M&E, provision of labour and other locally available resources.



2.4 Constitutional Provisions of Community Engagement

Table 2. Constitutional Provisions of Community Engagements

Constitutional Provisions	What it entails
Bill of Rights (Chapter 4)	- Protect and promote various civil, political, economic, and social rights. - Rights encompasses a range of fundamental rights and freedoms that Zimbabwean citizens are entitled to. - These rights contribute to creating an environment where people can engage in political processes and express their opinions freely without fear of persecution.
Public Participation (Chapter 13, Section 141)	- Right of Zimbabwean people to participate in the formulation and implementation of public policies and decisions that affect their lives. - Emphasizes the importance of transparency, accountability, and responsiveness in governance.
Access to Information (Chapter 4, Section 62):	- Right to access information held by public institutions, subject to certain limitations that are necessary in a democratic society. - Allows individuals to access government information.
Freedom of Expression (Chapter 4, Section 61)	- Right to assemble and associate freely. - People can form or join groups, associations, and organizations to collectively engage in activities that promote their interests and causes.
National Consultative Assembly (Chapter 5, Section 141A)	- Provides for the establishment of a National Consultative Assembly, which is meant to facilitate public consultation on key national issues and legislation. - This assembly aims to enhance people participation in decision-making processes.
Local Government (Chapter 14)	- Recognizes the importance of local government structures in fostering people citizen engagement at the grassroots level. - It outlines principles of devolution and decentralization, promoting greater local autonomy and people involvement in local governance.
Independent Commissions (Chapter 12)	- Several independent commissions are established by the constitution, such as the Zimbabwe Human Rights Commission, the Gender Commission and the Zimbabwe Electoral Commission. - These commissions play a role in ensuring fair and transparent processes in areas like human rights protection and elections, enhancing community trust and engagement.

COMMUNITY PROJECT PRIORITISATION

3.1 Introduction to Community Project Prioritization in the Context of Devolution

The community project prioritization module of this manual highlights some simple steps that can be taken by a community leader in facilitating a process of prioritizing projects for community development.



Figure 10: Community participation is important and main points to be noted by a community leader are highlighted in

Key Definitions

Project - any undertaking, carried out individually or collaboratively that is carefully planned to achieve a particular goal. Examples of projects at community level can include construction of health centre, rehabilitation of classroom blocks, establishment of a solar borehole system etc.

Prioritisation – in simplest terms, this is to arrange in order of importance. In this case of community projects, it is arranging the identified priorities of the communities according to their criteria, what the community feels it's of relative importance.

Devolution - this is the statutory delegation of powers from the central government of a sovereign state to govern at a subnational level, such as a regional or local level. It is a form of administrative decentralization.

Section 264 of the Constitution entails devolution where the state gives powers of local governance to the people by enhancing their participation in the exercise of the powers of the state and in making the decisions that affect them. The section further recognizes the **right of communities** to manage their **own affairs** and to ensure the **equitable** sharing of local and national resources in **development**.

Figure 11 explains 5 D's of devolution that gives practical ways in which a community leader can understand the role of empowering communities in driving their own development projects.

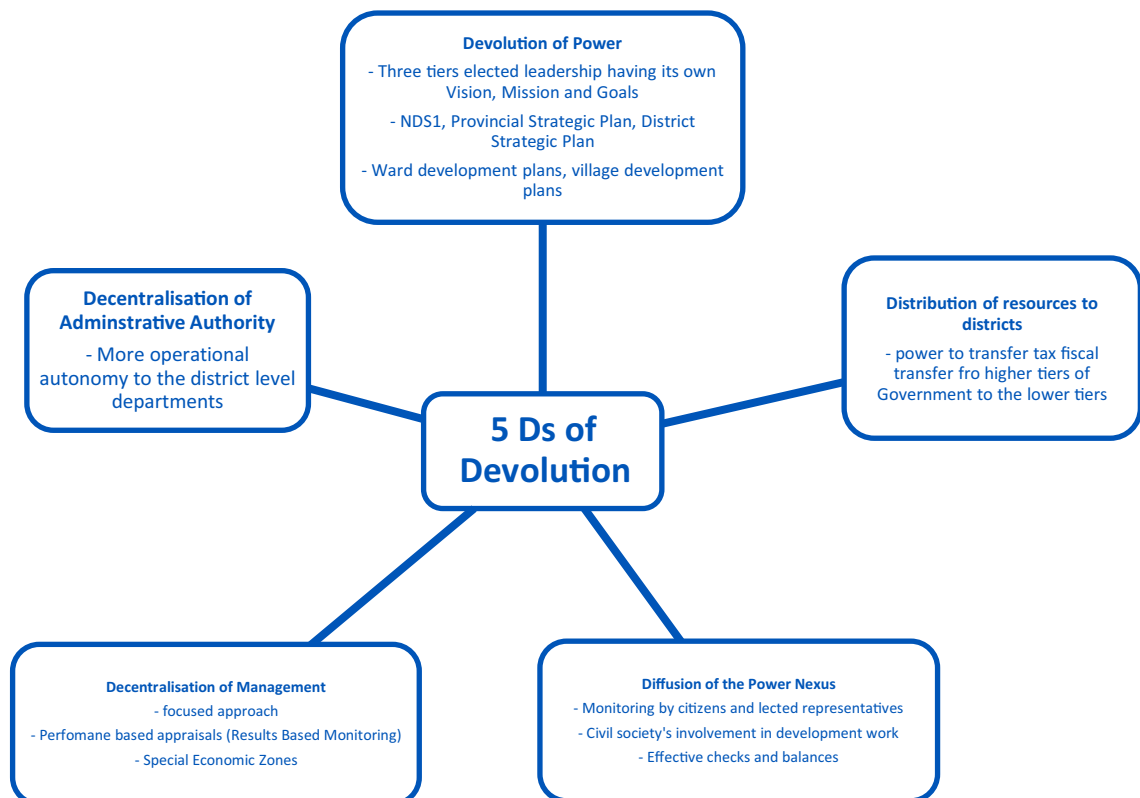


Figure 11: 5 D's of Devolution

3.2 Local Development Structures

In planning and community prioritisation, it is important to note that community leaders must make use of existing local development structures such as the VIDCOs and WADCOs. The structures are a platform used in Zimbabwe to facilitate the identification of community priorities in the development process. Making use of these structures that are provided by the legal statutes safeguards against the establishment of parallel structures which can result in conflicts and tensions.

The purpose of supporting community prioritization is to guide the identification of community priorities in a manner that is consultative, inclusive and participatory of all the social economic groups within the targeted community. This is important for community leaders in gaining support, feedback, community ownership and collaboration for your actions and address any concerns or objections that may arise.

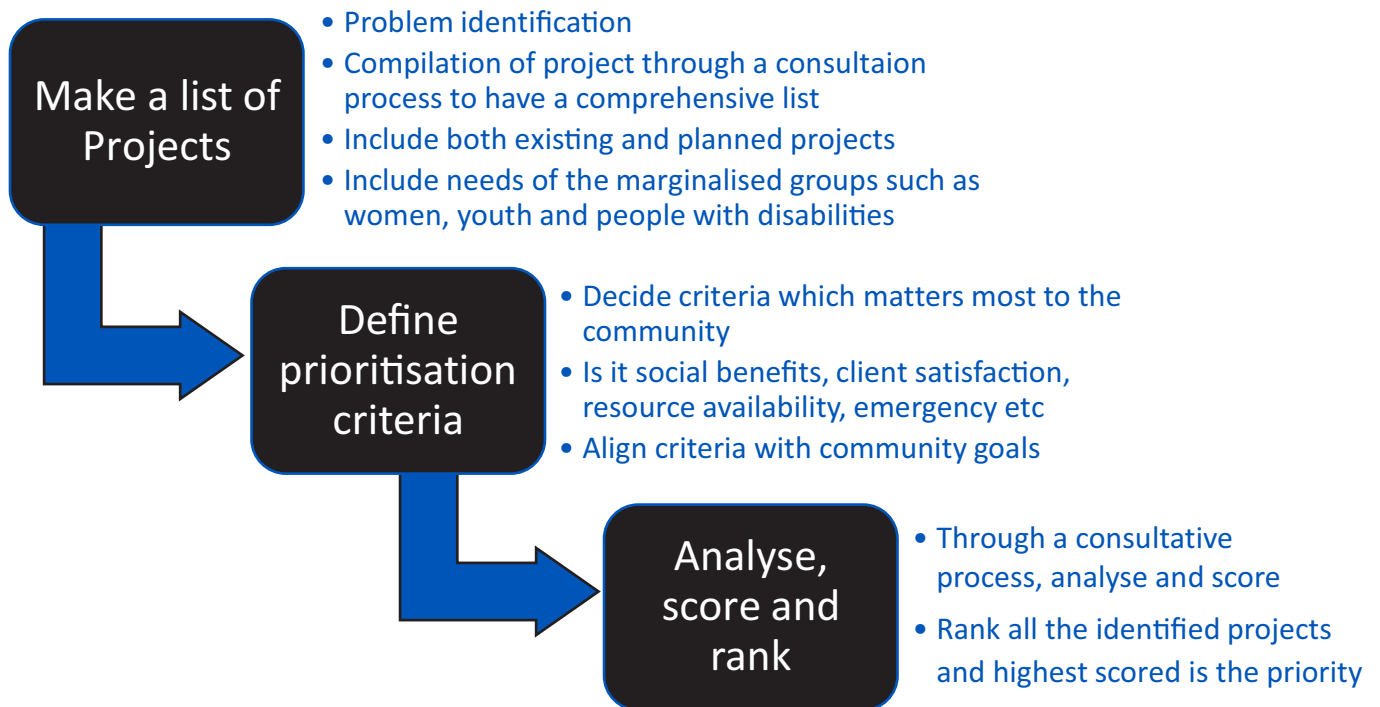


Figure 12: Steps in Prioritising Community Projects

The three simple steps can be followed by also assessing community's strengths and challenges. Various methods to collect and analyse data can be applied. It is important for a community leader to identify the demographic profile, resources, skills, talents, and opportunities that the community has, as well as the gaps, barriers, problems, and threats that it faces. This will help understand the context and potential of community and avoid imposing external solutions. Awareness can be achieved through a situation analysis in the area by collecting primary data on demographics of the citizens at through household level such as surveys, interviews, focus groups, observation, mapping, or storytelling.

Once the community has identified a priority, there is need to start the implementation of the project. Implementation of the project will also require further processes such planning, execution, monitoring and evaluation and then closure to ensure prioritised projects are a celebrated as successes.

Figure 11 below shows three simple steps that can be followed in prioritising projects at community level.

CONFLICT MANAGEMENT FOR COMMUNITY LEADERS

4.1 Introduction

This section will introduce community leaders to the concept of conflict management. The section opens with a description and conceptualization of what conflict is. Types of conflicts and levels of conflict will be explained in detail as well as causes of conflict. The section will then focus on responses to conflict and conflict management. In the end, the section will highlight a case study of the Gacaca in Rwanda as an example of conflict resolution.

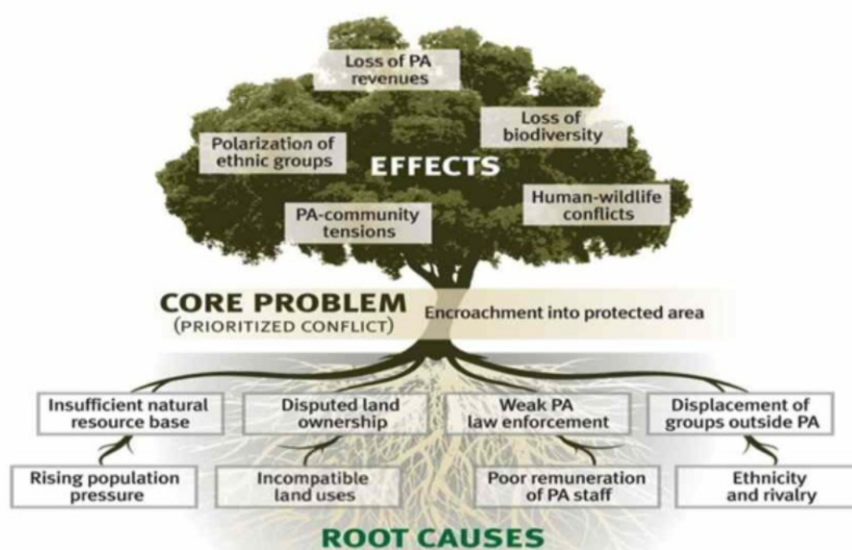
4.2 Defining Conflict

4.2.1 What is conflict?

Conflict means an adversarial relationship or a disagreement between two or more persons, between groups, regions or even nation emanating from different perceptions and interests (NURC, 2006).

4.3 Conceptual Framework

Conflicts can be conceptualized through the use of a conflict tree. The conflict tree visualizes the interaction between structural, manifest and dynamic factors. The roots symbolize structural “static” factors such as ethnicity. The trunk represents the manifest issues such as encroachment, linking structural factors with the dynamic factors like loss of biodiversity.



Example of a Conflict Tree

Beyond Peace
Image Courtesy: IISD

Figure13:

Source: – *Tools of Conflict Analysis in Theory and Practice: The Conflict Tree Model* Beyond Peace (beyond-peace.com)

4.1 Types of conflict

4.4.1 Disputes

This is a type of conflict normally encountered on a daily basis. In the context of communities these include boundary conflicts or conflicts around grazing land.

4.4.2 Underlying conflict

This sort of conflict happens when one continues to avoid facing a problem to the extent that it only requires an enabling event or a spark off or explode the conflict into war.

4.4.3 Deep rooted conflict

This type of conflict is deeply embedded within the community and is usually based on perception and religious or ethnic beliefs.

4.5 Levels of conflict



Figure 14: Levels of conflict

4.6 Causes of conflict

Frustration or lack of basic human needs may cause conflict. There could also be other causes of conflict, among them: poverty; bad governance, power hungry and diverging perceptions of history. In daily interactions, conflict could be caused by a variety of reasons including: favoritism, discrimination, injustice in the distribution of national resources and wealth.

4.7 Responses to conflict

4.7.1 Avoidance

This happens when a person shuns away from responsibility. He/she recognizes the problem but doesn't make any effort to solve it. The outcome of such behavior response in face of the conflict is that, such conflict avoided will always re-surface due to that avoidance attitude which has the potential to result in poor response.

4.7.2 Collaboration

This method involves mutual discussion and dialogue in order to arrive at a final decision. This requires active listening and co-operation of the other party in the conflict in finding a solution. It also requires participation and mutual understanding of both parties.

4.7.3 Competition

This usually happens when one party feels dominant over the other and wishes to monopolize, control and out compete the other. One party doesn't wish to pay any attention to the other and only defends his/her position. This method uses force to dominate and suppress the other party.

4.7.4 Accommodation

This simply means sacrifice and giving-in so that conflicting parties could remain in harmonious relationship. It also means accepting to yield-lose something as a way of buying continued good relationship with the other party.

4.7.5 Compromise

This kind of response requires that each party loses or gives up something if it is to gain anything. It means mini-lose / mini-win aspect of negotiation where each party accepts to lose something in order to win something as well.

4.8 Conflict Management

4.8.1 Conflict Prevention

Conflict prevention means to anticipate problems ahead of their happening, and the capacity to prevent it from escalation so that it may not lead to mutual distrust or chaos. It requires broad based decision making, dealing with perceived injustices, investigations, proper distribution of resources, respect for the rule of law and human rights respect. A key step towards conflict prevention is good communication (please refer to section on communication)

4.8.2 Conflict Resolution

Conflict resolution can be between leaders and communities and among community members. There are different mechanisms of conflict resolution, but the common ones are the following:

4.8.3 Use of Force

The use of force has got many aspects which include enforcing internal rules and regulations and using the power of traditional courts.

4.8.4 Negotiation

Negotiation is one of the peaceful techniques used in conflict management through compromise. Parties to the conflict negotiate on how to conclude an agreement. Parties themselves dig-deep into the roots and nature of the conflict and then mutually agree together to find a common ground acceptable to both or all parties in the conflict. Negotiating parties might reach an agreement by themselves or with the help of a mediator. Negotiations also may be used to settle conflicts between and among communities or households.

4.8.5 Mediation

Mediation is a method of preventing and resolving interpersonal conflicts with the help of a neutral person agreed upon by both parties. He/She should be a person of integrity and acceptable by both parties involved in a dispute. This method is used when parties, institutions or families are not able to resolve conflicts on their own. When a person is asked to mediate conflicts in the family or between people, he is required to be clearly acquainted with the principles of mediation; not be a party to the conflict; be of integrity; be impartial and guard against taking positions or make judgments.

Case Study of the Gacaca Conflict Management Model of Rwanda

Background of Gacaca in Rwanda

From time immemorial, Rwanda has been fond of managing its own conflicts. Gacaca was a process whereby the people sat together, deliberated over disputes and designated punishments or reconciled the conflicting parties. Gacaca was presided over by persons of integrity who used to congregate and settled any disputes or conflicts that came up in the society. The Gacaca courts had competence to settle everyday conflicts of civil nature like divorce, land, libel or defamation and other kinds of unbecoming behavior.

Why were Gacaca Courts revived?

The 1990-1994 genocide and war left Rwanda with numerous problems that were varied and various. Among them we would mention justice, which was the most challenging. The government deliberated over what course of action to take in managing the problems left by genocide and inherited by the new government, because the ordinary courts system had been destroyed as well and demonstrated weaknesses in facing such challenges. After the 1994 genocide, the genocide left numerous justice problems to the extent that, responding to all of them at the same time was rather extremely difficult. In the face of this challenging judicial problems, there was a need for a kind of justice that could uproot the culture of impunity and socially rehabilitate Rwandan society. That is why Gacaca courts were thought about and reintroduced. In the face of this challenging judicial problems, there was a need for a kind of justice that could uproot the culture of impunity and socially rehabilitate Rwandan society.

The role of Gacaca in unity and reconciliation

The main objective of Gacaca is to not only punish those found guilty but also has an objective of eradicating the culture of impunity and to reintegrate in society those who willfully acknowledged their responsibility in the genocide. The procedure, with which such cases are tried, is participatory in reaching the final verdict and leads to the truth. When the truth is known and mutual suspicion reduced and perpetrator punished while the victim is repaired/ rehabilitated and justice is done equally for all, the likelihood for national reconciliation among Rwandans is improved. Gacaca courts in Rwanda will lead to the truth being known on what happened which is the foundation of unity.

Lessons from Gacaca model in Rwanda

- › Tradition-based justice and reconciliation mechanism have potential since they emerge from and are situated in the 'natural' socio-cultural habitat.
- › However: do not go against the grain, do not change the logic of tradition-based justice and reconciliation mechanisms
- › Hybrid systems can also be contradictory due to design, and they do not necessarily bring together the 'best' of both worlds: limit intrusion, objectives and ambitions.
- › Complementary approaches are more important than an overall comprise. E.g.: tribunals for those with high responsibility for crimes; grassroots mechanisms to restore harmony and reintegrate people in society
- › Be aware of ingrained 'legalism' - create sufficient local knowledge as well as decentralized, socio-cultural insights and expertise.

¹ Adopted from a study by Ingelaere (2013) Is 'tradition' the solution? Lessons from Rwanda's Gacaca courts for justice and reconciliation after mass violence. Analysis and Policy Brief n° 3, Institute of Development Policy and Management, University of Antwerp, October 2013

COMMUNICATION FOR COMMUNITY LEADERS

This section will introduce community leaders to communication as it relates to passing information to the members of their community.

5.1 What is Communication

Communication is the exchange of information and ideas between individuals, groups or organizations. It involves the use of verbal, non-verbal, written, and visual language to express thoughts, feelings, and opinions. Effective communication is important because it helps build and maintain relationships, fosters understanding, and ensures positive interactions between individuals and groups.

Communication is also essential for solving problems, making decisions, and achieving goals in personal and professional settings. Without effective communication, misunderstandings, conflicts, and confusion can arise, which can lead to negative consequences and hinder progress.

5.2 Why is Communication Important

Communication is crucial for local leaders for several reasons

- 1 Building trust and credibility:** Effective communication helps local leaders build trust and establish credibility among community members. When leaders communicate openly, clearly, and honestly, it creates a sense of transparency and reliability, which in turn fosters trust.
- 2 Engaging and involving the community:** Communication allows local leaders to engage with their communities, understand their needs, and involve them in decision-making processes. By actively listening to community members and effectively communicating their plans and initiatives, leaders can ensure that the community feels heard, valued, and included in the decision-making process.
- 3 Sharing information and updates:** Local leaders have a responsibility to keep their constituents informed about important information, updates, and policy changes. Effective communication allows leaders to disseminate this information widely, ensuring that community members stay informed and can make informed decisions.
- 4 Mobilizing support and resources:** Communication is essential for mobilizing support and resources from external stakeholders, such as other government agencies, non-profit organizations, or private businesses. By effectively communicating their community's needs and objectives, local leaders can attract the necessary support and resources to address those needs and achieve their goals.
- 5 Conflict resolution and addressing concerns:** In any community, conflicts and concerns are bound to arise. Effective communication allows local leaders to address these issues promptly and effectively. By actively listening to concerns, engaging in open dialogue, and communicating solutions, leaders can promote peace, understanding, and resolution within their communities.
- 6 Advocacy and representation:** Local leaders often serve as advocates for their communities, representing their interests and needs at higher levels of government or other decision-making bodies. Effective communication ensures that leaders can effectively convey the concerns and aspirations of their communities, increasing the likelihood of positive outcomes and policy changes.
- 7 Inspiring and motivating:** Communication allows local leaders to inspire and motivate their community members. By effectively communicating their vision, goals, and plans, leaders can rally community support, foster a sense of belonging and ownership, and inspire individuals to take action and contribute to their community's development.

Overall, effective communication is essential for local leaders to fulfil their role, engage with their community, build trust, address concerns, and achieve positive outcomes for their constituents.

5.3 Platforms One can use to Communicate

5.3.1 Community Meetings

Meetings represent a valuable opportunity for traditional leaders to communicate effectively with members of their community. By giving traditional leaders a platform to foster community engagement, express community concerns, and provide updates on development initiatives, meetings can be essential tools for promoting social cohesion and improving community outcomes. This is how traditional leaders can use meetings for effective communication.

1.Planning and Preparation

For traditional leaders, meetings offer a platform to provide updates on community development and governance, address grievances, and resolve conflicts. Before holding a meeting, traditional leaders should plan the agenda and identify the key topics to be discussed. This can help to promote structured and productive communication while enabling participants to better understand the meeting's purpose and goals.

2.Open Communication Channels

Traditional leaders should recognize that open communication channels are essential for effective communication. This means that meeting participants should be encouraged to express their views and concerns freely. Traditional leaders may need to employ facilitation strategies, such as allocating equal time for all participants to speak, and creating an environment where all opinions are respected.

3.Contextualizing Communication

Effective communication in meetings is contextualized to address specific issues affecting the community. Traditional leaders should develop their communication strategies with their community needs in mind. For instance, if the community faces a food or water shortage, traditional leaders can discuss what resources are available, how the resources are being distributed, and what the community can do to help.

4.Active Listening

Listening is essential to effective communication. Traditional leaders should listen actively to the participants' views and concerns to understand their perspectives better. Active listening can help to identify the key issues affecting the community, enable the development of a consensus, and foster an environment where participants feel heard and valued.

5.Participatory Decision Making

Meetings can be used for decision-making purposes, especially in relation to community development and governance. In such cases, traditional leaders should foster a participatory decision-making process that empowers community members to contribute to the decision-making process. A participatory decision-making process can help to build a sense of ownership and accountability among community members, promote transparency and inclusivity, and facilitate the implementation of decisions. In conclusion, meetings are an effective tool that traditional leaders can use to communicate with their communities. When meetings are planned well,

communication channels are open and effective, communication is contextualized, active listening is employed, and participatory decision-making processes are followed, they can promote constructive dialogue, foster social cohesion and improve community outcomes. Traditional leaders should recognize that these tools can be critical in overcoming communication challenges and promoting effective communication in their communities.

5.3.2 Radio and TV Interviews

Interviews can be carried out on many platforms and they are very common for people in a leadership role. This is not scare you from public appearances as interviews and Radio or TV appearances are beneficial to stay connected with your communities. Journalists are not your enemies but a means of getting your message out to the people as they contribute to the larger information pool.

For an effective interview on these platforms here are some tips that can be employed:

1. Use clear and concise language: When communicating with the public, councillors and traditional leaders should use language that is easily understandable by everyone. Avoid using jargon or technical language that may confuse or alienate listeners.

2. Be transparent and honest: It is important to be open and honest when communicating with the public. This builds trust and credibility, and helps to establish a good relationship between the leaders and the community.

3. Listen actively and empathetically: When engaging with the public, councillors and traditional leaders should actively listen to their concerns and issues. This allows them to respond appropriately and address the needs of the community.

4. Prepare for interviews: Before appearing on radio or television, councillors and traditional leaders should prepare by researching the topic at hand and developing key messages. They should also anticipate potential questions and prepare responses to ensure they are confident and clear during the interview.

5. Stay on message: During an interview, it is important to stay on message and focus on the key points that need to be conveyed. Avoid going off on tangents or getting distracted by unrelated topics.

6. Speak slowly and clearly: When appearing on radio or television, it is important to speak slowly and clearly to ensure the audience can understand the message. Use a moderate pace and enunciate words to avoid confusion.

7. Maintain good body language: Body language is an important aspect of effective communication. Maintain an open and inviting posture, make eye contact with the interviewer, and use appropriate gestures to convey your message.

8. Be respectful and professional: It is important to maintain a respectful and professional demeanour during interviews. Avoid personal attacks or disrespectful language, and focus on the issues at hand.

9. Follow up with the audience: After appearing on radio or television, councillors and traditional leaders should follow up with the audience by providing additional information or addressing any question;

5.3.3 WhatsApp

WhatsApp has become the number one tool for communication and messaging across the globe. In most developing countries like Zimbabwe it is the most affordable and preferred way to stay in touch. WhatsApp have different functions that can be used to communicate with people outside the individual level.

1. WhatsApp Groups:

The group function allows you to create broadcasting lists that allows you to reach up to 256 people with the same message. A group, unlike a broadcast list, allows participants to see each other's messages and comment on those. If you create a group, be aware that you are the administrator of that group and responsible for moderating the comments made.

2. WhatsApp Broadcast Lists

One can use the broadcast list feature to send a message to several of your contacts at once. Broadcast lists are saved lists of contacts that you can repeatedly send messages to without having to select them each time. With broadcasting lists, the recipients are not aware they're actually in a list. They get the message from one single contact and their answers are directed only to the creator of the list, not to all participating in it.

Only people who have added you to their phone's contacts will receive your broadcast message. If someone isn't receiving your broadcast messages, check to make sure they've added you to their contacts. Broadcast lists are a one-to-many communication. If you want your recipients to participate in a group conversation, you should create a group chat instead.

When crafting a WhatsApp message for a community as a traditional leader, it's important to ensure that your message is clear, concise, and easy to understand. Here's a suggested structure for your message:

- **Greeting and Introduction:** Begin by greeting the members of your community and introducing yourself. This could be a simple "Dear Members of our Community" or a more personalized greeting using any cultural tradition.
- **Message:** The message is the most important part of your text. Here, you should share any important news or updates about the community, any activities, or events that have taken place or going to take place in the community. You should also include any advice or concerns you may have as a leader of your community. You may want to use bullet points to make the message concise and readable.
- **Conclusion:** End your WhatsApp message by thanking the members of the community for their attention and support. You may add a cultural or religious phrase to end on a positive and uplifting tone.

By following this structure for your WhatsApp message, you will be able to ensure that your message is well-organized, clear, and understandable for your community members. Also, you can set an example of the right way to communicate important messages with your fellow community leaders.

5.4 Fake News and virtual mudslinging

Fake News has been rife in this era of social media. It is highly advisable to only share information that has been confirmed from a trusted source. Being in a leadership position means people will believe the stories shared by you so you have to ensure the sources of your information are real. Never just share or forward stories you haven't verified. Only post content and report on issues you know to be true from sources you know to be legit. There should typically be more than one source reporting on a topic or event.

5.5 Conclusion

Effective communication is essential for traditional leaders to fulfil their responsibilities and promote community development. Traditional leaders can adopt effective communication strategies, such as taking advantage of Local radio stations, communicating in local languages, organizing community meetings, and partnering with NGOs to provide training and support in communication skills. These strategies can help to overcome communication challenges and promote social cohesion, leading to improved development outcomes.

CLIMATE CHANGE FOR RURAL LEADERSHIP

6.1 What is climate change?



Figure 15:
Climate Change
Effects

To understand climate change we first need to know the difference between weather and climate.

Weather is the state of atmospheric conditions at a particular place and time (such as temperature, rainfall, humidity, wind, and cloud cover).

Climate is the long-term average conditions for an area (over a period which is usually 30 years or more).

Climate change is the shift in long-term average weather conditions for an area. In the last few decades the Earth's climate has been changing faster than it has done for thousands of years. The main sign of this change has been global warming – a rise in the average temperatures across the planet. This has led to changing rainfall patterns, changing seasons, droughts, flooding, violent storms and melting of snow and ice, causing sea levels to rise.

6.2 Zimbabwe's climate

Usually, Zimbabwe has a warm, sunny, dry climate with hot temperatures and rain from mid-October to mid-March and cooler temperatures with little rain between May and August.

It is normal for climate to vary for some years even without having a permanent shift. Zimbabwe gets different amounts of rainfall between years and some winters are colder than others. Some years we may have heat waves and droughts while other years may be wet. Variable rainfall in Zimbabwe is often caused by El Niño– a natural weather cycle occurring every few years. During the past century, as a result of climate change, Zimbabwe has experienced an increase in average temperatures of 0.4°C.

Climate change is already affecting many countries. In the last 100 years global average temperatures have risen by almost 1°C. This does not sound like a lot, but scientists tell us that when it rises more than 2°C agriculture will become impossible in many parts of Africa and mass starvation and human migration will be inevitable. At the moment, unless strong action is taken by governments, businesses and individuals to reduce greenhouse gas emissions, the Earth's average temperature is on course to rise by 3°C.

6.2.1 Who will be most affected by climate change?

The effects of climate change will be felt most in countries in Africa, Asia and South America. This is partly because these places already have warm, variable climates but also because most are poor hence unable to pay for ways to reduce the impacts of climate change. For example, if rising temperatures affect rich countries, they can afford to have air-conditioned buildings and vehicles. However, governments in most developing countries like Zimbabwe will not be able to afford this.

In Zimbabwe rural and urban communities will be affected differently. Rural communities, especially in the south of the country, will suffer the worst effects. This is because these areas are already hot and dry.

Climate change will intensify these conditions. City dwellers will suffer from more intense heatwaves, as well as flooding. Extremes such as violent storms, hailstorms and strong winds are also set to intensify and affect new locations.

Rural people will be severely affected because they cannot afford to protect themselves from the effects of climate change. For example, city folks can drill boreholes and construct water tanks to safeguard themselves against drought but poor families will not be able to do this. It is likely that rural women will be severely affected by climate change as they are already responsible for most agricultural activities and for collecting fuel wood and water. Climate change will make all this harder. While men can migrate to cities or to other countries to seek work in times of drought, women are usually expected to stay behind and look after the farm and care for children and disabled, elderly and sick people.

6.2.2 Will climate change cause conflict over resources?

If governments and communities do not act now to protect resources and help poor communities to adapt to climate change, violent conflicts over resources such as land and water as well as food are likely.

These are already occurring in some areas especially over water access in parts of Zimbabwe and over pastures in parts of Africa. Conflict between humans and wildlife is also on the rise due to climate change and competition over dwindling resources.

6.2.3 What are the effects of climate change in Zimbabwe?

Climate change is already affecting Zimbabwe. Rainfall is becoming more erratic. Droughts are occurring more often. The beginning of the rainy season is often delayed and it is often ending earlier. During the season there are often long dry spells as well as more violent storms. The amount of rainfall received each year is becoming less. Flooding has also become more common.

The future impacts of climate change depend on:

- how much the climate changes;
- how quickly and effectively people can learn to cope with the new conditions (we call this adaptation)
- how much governments and people of the world can reduce greenhouse gas emissions (we call this mitigation).

6.2.4 How will rainfall be affected?

The computer models predict that the average rainfall of Zimbabwe is likely to decrease by between 5 and 18% with the highest decline in the south and south-west of the country. There may be an increase of rainfall in the north and east of the country. The distribution of rainfall will also become more variable. For example, in one season, in the same district, one ward may have good rains while an adjacent ward may have poor rains.

6.2.5 How will the seasons be affected?

Table 3. Climate Change and its Effects.

Change	Effects
Heat waves	Hotter seasons and changes in the start and end of the rainy season as well as increased and longer midseason dry spells
High temperatures	- Increase crop and livestock pests and diseases and reduce the fertility of the soil. - force farmers to use more expensive chemical control methods and fertilizers. - increase the risk of veld fires that can destroy property, crop lands, grazing areas and forests as well as exacerbating soil erosion. - Affect vulnerable groups such as young children and sick and elderly people can be badly affected by heat waves. Deaths among these groups of people are likely unless they are protected.
Increased temperatures	- Reduce the area of land suitable for crop and livestock farming. Maize and sorghum are even more sensitive to high temperatures than they are to drought so farmers may have to switch to millet or livestock in some areas. - Affect most cattle breeds are unable to tolerate high temperatures so in some areas farmers may have to switch to goats or even farm wild animals. - reduce the food that can be produced in Zimbabwe, increasing our dependency on imported food.
Decrease in water resources	- Decline in rainfall which will lead to reduced underground and surface water sources, so there is less water in wells, boreholes, rivers and dams for domestic use, agriculture, industry, mining and tourism. - Affect water quality for fishing, agriculture and domestic use will also be reduced due to the reduced rainfall. - Limited access to clean water for cooking and washing could become a problem, leading to increased incidence of diseases such as cholera and typhoid. - Less rainfall will also lead to changes in vegetation and the loss of food for livestock and wildlife.

6.3 What leaders can do?

- Looking after natural resources since much of Zimbabwe's economy and people depends heavily on natural resources, adapting to climate change means looking after these resources.
- The effects of climate change will be much worse if we waste water, damage the soil, cause pollution and destroy natural vegetation and wildlife
- Zimbabwe has many advantages to help it adapt, including.
- abundant natural resources, an educated population, good infrastructure (roads, settlements, grain-storage facilities, schools and hospitals)

- a diversified economy (based on many sectors including agriculture, mining and tourism). Resilient communities will be better equipped to avoid, cope with and recover from the shocks and hazards of climate change.

If we develop communities of healthy, peaceful, cooperative people with intact natural resources (including fertile soil, clean water and abundant vegetation) and many sources of income, we will be better prepared to deal with climate change. Traditional leaders play an important role in protecting natural resources. If we have communities of poor, unhealthy, stressed people and degraded resources then the problem of climate change will be much worse. There are many projects in Zimbabwe that are trying to build resilience. Most focus on helping women and young people, as these groups will bear the main burden of climate change. They also encourage men to support the vulnerable people in their communities.

The role of indigenous knowledge. Over the centuries Zimbabweans have accumulated a wealth of valuable knowledge on how to cope with a very variable climate, such as how to survive droughts and pest attacks. There are traditional ways to forecast the weather and traditional leaders have played an important role in protecting natural resources and solving conflicts. Combined with modern science and technology, much of indigenous knowledge holds the key to surviving climate change.

Many adaptation measures also help to mitigate (reduce) greenhouse gases. For example, preventing deforestation and veld fires stops carbon dioxide from being released and keeps it stored in vegetation. Using conservation agriculture instead of ploughing prevents the release of carbon dioxide from the soil. Conserving wetlands (as opposed to draining them or building on them) also prevents the release of carbon dioxide into the atmosphere.

Trees absorb carbon dioxide from the atmosphere and stores it. The more trees we plant the more carbon dioxide we remove. Trees also help to reduce temperatures and wind speed and increase soil and air moisture so they play a very important role in both adaptation and mitigation. Trees in both urban and rural areas are very valuable in the fight against climate change. If we are to avoid a climate change catastrophe, mitigation must be carried out by each and every one of us (individuals, institutions, communities, businesses and governments).

Rural Zimbabweans will be greatly affected by climate change because they are very dependent on their environment as a source of food, fuel, water and general livelihoods. Temperature increases and changes to rainfall patterns and amounts received mean that farming systems will have to adapt or communities will have to diversify their livelihoods to options that are not dependent on agriculture or natural resources.

The rainy season is becoming so unpredictable farmers need to have regular up-to-date information on expected weather and climate for their area. The Meteorological Services Department (MSD) is the most accurate source of up to date weather information. Other extension officers such as your Agritex officer should be able to give you a seasonal weather forecast to tell you the likelihood of normal, above normal or below normal rainfall in your area. They should also be able to advise you on what action to take in each case.

What can people do to prepare for low rainfall seasons through the guidance of local leadership

To prepare for the possibility of a low rainfall years or drought, farmers should put in land management systems that:

- increase soil moisture content
- encourage water to sink into the soil and
- prevent water from being lost from the soil through evaporation.

Farmers can do this by adopting various climate smart technologies listed below:

- Climate smart soil and water management Avoid unnecessary clearing of vegetation and cutting of trees.
- Plant trees around fields and on contour ridges to act as windbreaks and provide fodder for livestock. Avoid veld fires.
- Make water-harvesting structures such as dead-level contours, tied ridges and infiltration pits to catch and sink rain water on sloping land.
- Reduce fertilizers.
- Manufacture of artificial fertilizers contributes to green-house gas emissions. These fertilisers do not improve long-term soil fertility. Use compost, mulch and crop rotation with legumes. These methods reduce greenhouse gas emissions and increasing the ability of soil to store nutrients and water. Apply manure and then mulch (dry leaves or grass) to rows or beds.
- After harvesting the main crop leave the crop residues on the soil.
- If you feed crop residues to livestock, allow the animals to graze in the fields so they can apply manure to the soil. Rotate the main crop (such as maize, sunflower, tobacco or cotton) with a legume: cowpeas, groundnuts or bambara nuts. This increases soil fertility and the residues can be left to cover the soil.
- Reduce ploughing as this destroys the structure of the soil and causes loss of organic matter. This leads to the release of the greenhouse gas carbon dioxide into the atmosphere.
- Practice conservation agriculture – where crops are planted in basins and ploughing is reduced to a minimum. Plant a cover crop such as beans or pumpkin between the rows of the main crop.
- Cover crops protect the soil from the sun's heat and help rain to sink into the soil.
- Plant a legume such as sunhemp in strips between the main crop. The sunhemp can be slashed and left on the fields to decay.

Irrigation systems will become very important to farmers as climate change causes rainfall to be more erratic. For successful irrigation, we must make the most of rainwater when it falls. Water in dams and ponds is quickly lost to the atmosphere through evaporation especially when the weather is hot and dry. Instead water must be encouraged to sink into the soil to recharge water stored underground. This will recharge wells and boreholes.

Appropriate irrigation methods There are various technologies which conserve water and ensures availability of the resource to the plant. When irrigation is used, drip systems are best although they are expensive.

Farmers using buckets for watering can conserve water by:

- Mulching all garden soil
- Only watering in the morning and evening
- Using a watering hose which helps water sink into the soil
- Planting trees that give light shade (such as moringa) around the garden.
- Making a windbreak around the garden (agroforestry) – since wind causes vegetables to dry out quickly

Climate-smart cropping guidelines

- Plant as many different types of crop as possible on your land to reduce and spread the risk of loss. This is because different crops have different susceptibility to low rainfall
- In addition to cash crops, plant drought-tolerant food crops such as sorghum, pearl millet, finger millet, sweet potatoes and legumes (bambara nuts, cow peas, groundnuts and sugar beans). In flood-prone areas, in heavy rainfall years, rice and yams could be grown as opposed to maize.
- Plant early-maturing varieties and those that are tolerant to drought. If planting maize, choose short-season varieties.
- Carry out land preparation in good time so that at the start of the rains you can plant straight away and achieve high germination. A conservation agriculture field with windbreaks around it
- Grazing area improved with livestock fodder trees and shrubs
- Stagger planting of crops to minimise losses. Plant one third of the crops with the first effective rains, a third in mid-December and the rest in early January.
- Build effective grain storage facilities and take precautions to reduce post-harvest losses. Climate smart livestock guidelines
- Choose the right breeds. Indigenous breeds are appropriate in low rainfall areas with high temperatures.

Ruminants (including cows, goats, sheep and donkeys) produce greenhouse gases as a waste product of their digestion. Pigs and poultry do not have this problem however intensive production of chickens and pigs does produce a lot of greenhouse gases because of the buildings, heating and lighting, cleaning products, feed and drugs required.

- Avoid all unnecessary removal of trees and veldt fires in rangelands and forests.
- Put dead-level contours in your rangelands to ensure rainfall sinks into the soil and improves pasture.
- Plant crops for supplementary feeding such as rhodes grass, bana grass, cowpeas, lablab bean, velvet bean, pigeon pea and trees such as sesbania, acacia and leuceana. These can grow in strips around fields, on contour ridges or between crops

