Evaluation Study on the Project

Management of Community Conflict in the Southern Province of Rwanda

Implemented by IBUKA in collaboration with GIZ/ZFD

german
cooperation
DEUTSCHE ZUSAMMENARBEIT

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

zfd

IBUKA

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<u>Abbreviations</u>

APS	Animateur Psychosocial (Community Volunteer)
DNH	Do No Harm
FARG	Fonds d'Assistance pour les Réscapes du Génocide
GBV	Gender Based Violence
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
MCC	Management of Community Conflicts
Mi_PAREC	Ministry for Peace and Reconciliation under the Cross
NGO	Non-Governmental Organization
NURC	National Unity and Reconciliation Commission
PTSD	Post-Traumatic-Stress Disorder
RPP	Reflecting on Peace Practices
ZFD	Ziviler Friedensdienst (Civil Peace Service)

Executive Summary

Background information

The "Management for Community Conflicts in the Southern Province of Rwanda (MCC)" project, implemented by IBUKA and supported by GIZ/ZFD, has been running in the districts of Huye, Gisagara and Nyaruguru since September 2011. During that time, 90 community volunteers known as Animateur Psychosocial (APS) have been trained in understanding trauma and conflict and basic methods of intervention. There have also been regular supervision sessions where the APS work with a psychologist on the challenges they encounter through their voluntary commitment. The APS have used the knowledge and support of the project to help them intervene on behalf of their communities in trauma and conflict cases.

The evaluation study was conducted from January to April 2014 to demonstrate the impact of the project while preparing recommendations for a potential multiplication. The APS and a number of their clients were interviewed, while other clients completed questionnaires. Since the evaluators were also involved in the project implementation and the data had to be translated and interpreted, a certain bias with regard to the results cannot be excluded. The report focuses on two main areas of relevance to peace builders – working with community volunteers and the interconnectedness of trauma and conflict.

Interconnectedness of trauma and conflict

The work of the APS generated substantial information about conflicts in the community. Clients mainly presented problems in the following areas: trauma, family conflicts, land conflicts, economic conflicts, and conflicts in between victims and perpetrators of the genocide. These categories were often interconnected, and the project focused on a more in-depth analysis of how conflict and trauma influenced each other. As a consequence, several common factors were identified which seemed to contribute to conflict/trauma and reconciliation/healing. The most important factors contributing to conflict and trauma are poverty, loneliness, mistrust or lack of confidence and lack of external help; noticing those elements in the community can provide advanced warning of an increased vulnerability of people. The most important factors contributing to reconciliation and healing include communication and the power of approaching or doing the first step, knowledge, taking responsibility, and a sense of belonging to a group. Together with a sense of the interconnectedness of trauma and conflict, awareness of these factors can help to broaden the practitioners' perspective and help them to treat clients in a more holistic way, which includes and deals with the overflow of negative emotions.

Working with community volunteers –Positive impacts and success factors

The APS contributed to an improvement in many of the conflict situations mentioned above, and to a decrease in physical, economic, psychological violence. Family conflicts seem to be by far the biggest group with an average[1] of 30% of the cases received by the APS. Trauma cases compose an average of 20% of the APS work, while land and economic conflict are at around 15%. Conflicts which were directly related to the victims and perpetrators of the genocide were counted at around 10%. Several groups have been formed where victims and perpetrators of the genocide meet and discuss reconciliation. This has

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[1] The average is calculated from the different data collections of the last two years, namely the evaluation sheets 2012, questionnaire of APS, questionnaire of clients of APS.

increased the knowledge in the community on how to deal with conflicts in a peaceful way, and the awareness about institutions which can help in such situations. This has lead to a prevention of negative or violent behaviors. Changes have even been observed at the socio-economic level. Thanks to the intervention of the APS fewer cases are referred to the local authorities and the institutions have more knowledge about the situation on the ground. There has been a general sensitization of practitioners on the benefits of combining trauma and conflict work.

Furthermore, it was very visible that the APS themselves underwent extensive changes. They learnt how to deal with problems in their personal life in a more constructive way, broadened their perspectives, and now deal more openly with people in their community. Their increased capacities make them feel more confident in helping others.

Contributing to the success of the community volunteers approach is the fact, that the APS design their intervention in an individual, culturally-adapted way depending on the conflicts they are confronted with. They have high potential for successful trust building - which is a precondition to sustainable peace building - because they are close to their clients, they know them and their surroundings, and they offer time and continuity to them. Reliability and persistence as well as their positive reputation increase their access and make people open up and accept their advice.

Working with community volunteers – Negative impacts and Do No Harm

With regard to do no harm one has to consider that the APS are not experts. Sometimes they do not manage to grasp the case in its whole complexity, which might negatively affect the sustainability of their intervention. Especially severe trauma cases can surpass the laymen's capacities of the APS. Furthermore, the success of their intervention is highly dependent on the level of personal change the APS went through. If they have personal problems in dealing with their own past or if they pursue their own interests instead of the clients, their commitment can negatively affect both themselves and the people in the community. There is also a risk of the APS re-traumatizing their clients. The quality of the APS intervention also depends on their connection with other actors, such as the local authorities. Personal issues of the APS can also lessen the probability of the clients resolving their problems. The potential for do no harm has to be specifically observed when it comes to the APS facilitation of victims and perpetrators groups. It is a very sensitive issue which was not addressed by the project, but came up due to the self-initiative of the APS. Close accompaniment is necessary here in order to prevent forced reconciliation due to group pressure.

Working with community volunteers - Sustainability

These personal changes of the APS are the foundation of their intrinsic motivation. They want to share their positive experiences with others and fulfill a model function in the society. The positive feedback they receive from their surroundings increases their reputation and strengthens their commitment. According to the evaluation results, these factors outweigh extrinsic motivation factors such as trainings and financial benefits, which suggests that the work of the volunteers will remain sustainable after the project's intervention period.

Recommendations on the interconnectedness of trauma and conflict

- Actors from different fields should be further sensitized on trauma to guarantee a more holistic treatment of people in need. However, the limitations on the scope of intervention should be clarified with non-professionals. Methods as 'Capacitar' and 'The 10 Steps of Basic Healing' have been successful here.
- Supervision is an essential element of trauma work, and should be included in all peace building activities to ensure a regular reflection on the impact of the work, and protect the practitioners' psychological well-being.

Recommendations on working with community volunteers

- Choosing people to train as APS is one of the key factors for the success of the project, and strongly influences access to certain target groups. APS should be people with a high potential for self-development, which was specifically observed amongst genocide survivors and women. Although rescuers could be a group to consider as potential APS. Age and gender should also be considered, along with the APS's specific environment. Selection procedures should consider the success factors analysed in the report.
- Regular quality checks such as regularly distributing questionnaires to observe personal changes within the APS should be built into the project structure to ensure do no harm. The project should also provide emergency mechanisms to ensure that really serious cases can be transferred to professional institutions.
- The APS should be encouraged to take on more responsibility, both to contribute to reconciliation and to build on their own strengths. The project should respond flexibly to their feedback and provide them with a space to shape their training needs and share their experiences.
- Similarly, network facilitation should be supported to that the APS can strengthen their independence and support networks, and consequently geographical closeness should be a factor in choosing APS. Trainings can focus on elements of teambuilding both between the APS and with other actors. Furthermore, skills of the APS should be trained in the formation and facilitation of groups.
- The project should take responsibility for promoting the achievements of the APS to the authorities and other external actors which will increase the recognition and motivation of the APS, while contributing to improving the structural mechanisms of conflict resolution.

1. Description of the project

Background of the project

The "Management of Community Conflicts in the Southern Province of Rwanda" project (MCC) was developed in 2011. It was based on IBUKA's long-lasting experiences in the area of trauma counseling and the training of community volunteers, known as Animateurs Psychosociaux (APS). Both the IBUKA psychologists and the APS have supported victims of genocide to overcome their symptoms of trauma during Gacaca and beyond. However, experience showed that this was insufficient to meet the psychosocial needs of survivors as they are confronted with different kind of conflicts in their communities/direct neighborhoods, which can in turn lead to reversals in the results achieved by the psychologists' work and a deterioration of the clients' mental and social status.

Thus, IBUKA decided to approach the problems in the community from a more holistic angle. Keeping their emphasis on trauma, they added a component of conflict management to their work. With the support of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)/ Ziviler Friedensdienst (ZFD) and the Burundian partner organization "Ministry for Peace and Reconciliation under the Cross" (Mi-PAREC), IBUKA acquired interdisciplinary capacities on how to broaden the perspectives of their stakeholders, emphasizing the interconnectedness of trauma and conflicts in their community work.

The total financial support of the project provided by GIZ/ZFD from September 2011 – December 2013 consisted of 77,500,000 FRW (81,000 EUR). The initial training costs for one community volunteer are around 150,000 FRW (160 EUR).

Intermediaries of the project – 90 community volunteers (APS)

The MCC project was designed to contribute to sustainable peace in the Rwandan community. Ninety community volunteers, which will be referred to as APS throughout the report, were chosen as intermediaries to guarantee direct access to the target groups. The project was initiated in the districts of Huye, Gisagara and Nyaruguru in the Southern Province of Rwanda, with 30 APS per district and two per sector. The APS were chosen according to the recommendations of the respective district authorities, considering a basic background with regard to trauma counseling. Most of the APS are classified as survivors and around 50% have already worked as IBUKA representatives at cell or sector level. 54 APS are female and 36 are male, their age ranges from 28 to 66, with an average of 47 years. More than 50% of the group are farmers and completed only primary education.22% of the group benefit from FARG, which indicates that they belong to the group of most vulnerable survivors. Of the female APS, 65% are widows.

Activities of the project

In November 2011 they received their first training on trauma counseling and conflict management, followed by a mixture of further training and supervision. In the trainings, the APS increased their capacity to understand and analyse conflict and trauma, along with methods for dealing with these issues. This included conflict analysis tools, mediation skills, relaxation and reflection exercises such as Capacitar, Peace Circles, etc.. The trainings were designed in a practical way, based on the individual experiences of the participants. This helped the APS to enter into a self-reflection process, applying the new knowledge to their own lives first.

The supervision sessions focused on psychologically strengthening the APS. The sessions were organized by two psychologists who facilitated exchanges amongst the APS on the difficulties they encountered in their respective communities, allowing them to analyse and search for solutions together in the group. The APS were also empowered to look after their own psychological well-being and to continue their self-reflection process.

Through the supervision as well as through a monthly evaluation sheet completed by the APS, knowledge about conflicts and trauma at the community level could be created. This direct access to the needs encountered by the APS within the setting of their respective communities, allowed a flexible adaptation of the project's activities and an additional needs-based provision of trainings. For this purpose, experts in topics such as Gender Based Violence (GBV), Land Rights/Succession Laws, Family Conflicts, etc were invited to the trainings and the supervisions. This also contributed to the creation of networks between the APS and experts in different subjects which the APS could use if cases in the community surpassed their knowledge. A yearly election of one APS representative and one deputy per district contributed to an independent organization structure supporting the project management team based in Huye.
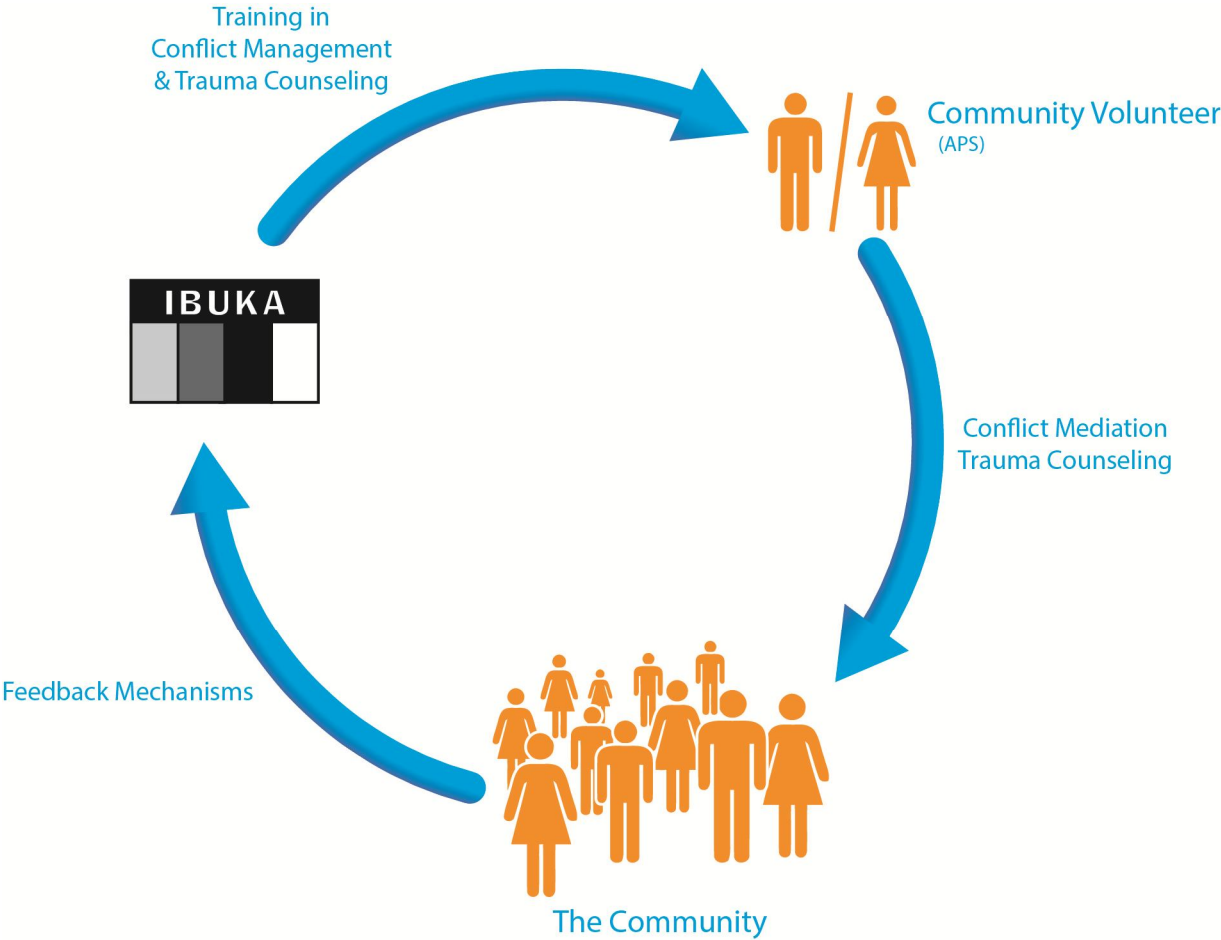
Intervention of the APS in the community

In their communities the APS engage in the resolution of conflict and trauma cases. They build up trustful relationships with the clients, which provide them with the basis for jointly analyzing the conflict situation and working on potential solutions. Active listening is an important tool here as well as the offer of a reliable and continuous accompaniment. They help to prepare an open space for expression as for example in a mediation session. This can take place in private, but according to the wishes of the clients and the specific conflict situation, the extended family or even other community members can get involved in a public mediation process. The APS can offer knowledge in the form of psycho-education or sensitization about trauma and conflict issues. This is mostly used in a preventive way, but can also help to explain the interconnectedness of the two phenomena. They also take an active role in supporting their clients in an advocacy process with the authorities. If the case surpasses their knowledge and capacities the APS try to transfer the client to other adequate institutions, as specialized NGOs, local authorities, the police, abundzis, mental health practitioners, etc.

For clients who suffer from trauma symptoms, the APS can offer relaxation exercises. Especially during the commemoration, the APS get in touch with clients suffering from flashbacks or other emotional crisis. They help them to calm down and get back into reality by staying close to them and giving them security. Thus, they provide an alternative to a treatment with medicine by clinical psychologists. They register the cases they treat during the commemoration, which not only provides statistical information to the state structures, but also facilitates a follow up at a later stage.

If the APS have many clients with the same problems they have developed the method of putting them together in groups. These groups have the functions of sharing and mutual support, but sometimes they even add an economic component. By the payment of small contributions, the group has the means to provide emergency help for somebody in real need. Furthermore, they can use these contributions to do strategic joint purchases which can contribute to the development of the group.

Schematic illustration of the project's structure:

Training in
Conflict Management
& Trauma Counseling

Community Volunteer
(APS)

IBUKA

Conflict Mediation
Trauma Counseling

Feedback Mechanisms

The Community

2. Methodology of the evaluation study

2.1. Description of the methodology

Objective of the research

From January to April 2014 an evaluation study was conducted. The objective of this study was that

The lessons learnt of the project "Management for Community Conflicts" are analyzed, documented, made known and ready for multiplication.

Two main aspects of the project were observed in specific:

1. Working with community volunteers

- Which positive and negative changes with regard to peace building were achieved?
- How can these volunteer structures be made sustainable?
- Why to work with community volunteers (advantages/disadvantages)?

2. Interconnectedness of trauma and conflict

- Which challenges with regard to trauma and conflict do we encounter in the Rwandan context?
- How is trauma and conflict connected?
- What is the benefit of addressing trauma and conflict in its interconnectedness?

The cross-cutting topics of gender, conflict sensitivity and Do No Harm are considered throughout the whole evaluation study. Special attention is paid to such questions as

- Do conflict and trauma affect men and women differently?
- Are their gender-specific ways of dealing with trauma and conflict?
- What is the potential for doing harm of the project and how can this be minimized?

The outcomes of these main research questions should create a deepened understanding about trauma and conflict in Rwanda and form the basis to draw recommendations for further improvement and multiplications of the project.

Design of the research

Secondary data
Throughout the two years of the project's implementation different kind of data was collected. The information collected in the field was of specific importance as it guaranteed direct access to the experiences of the APS in their communities As secondary data of this research the following materials have been used:

- Desk research of available planning and implementation materials, as training manuals, workshop minutes, reports, conflict analyses conducted by IBUKA and other organizations, etc.

- Data collected through the evaluation sheet completed by the APS on a monthly basis. Here, 1804 cases received by the APS in 2012 have been captured in a data bank and were evaluated statistically.
- Questionnaire completed by APS at the start of 2013 to evaluate their voluntary commitment, their personal changes and satisfaction
- Interviews conducted with 15 APS and 63 clients in 12 sectors in September and October 2013 for the collection of Most Significant Change Stories. Some of them have been published in November 2013.

Primary data:

In order to get more specific information on the above mentioned research questions, in February and March 2014 further interviews with the APS, their clients and other actors have been conducted. A semi-structured questionnaire was developed for the conduct of in-depth interviews with the clients of the APS and the APS themselves. Here, detailed information about the process of conflict resolution was acquired considering the two main research aspects as well as crosscutting issues.

Furthermore, a structured questionnaire was developed which provided quantitative back-up information to the qualitative data of the semi-structured interviews. Main areas covered in the questionnaire were personal information about the client, category and method of conflict resolution, evaluation of success of the resolution, future outlook.

Choice of the sample

In total 21 sectors were visited, in which the APS had arranged for 382 clients to participate in the evaluation. The choice of the sectors has been determined by criteria of remoteness and number of previous field visits by the project coordination. Preference was given to those, which had not previously been visited during the two year project implementation period.

An initial meeting was held at which clients introduced themselves and mentioned the type of conflict that they had faced. Some of them were then chosen randomly for in-depth interviews, with an attempt made to find a representative balance of gender, age and conflict-type, while the remainder completed questionnaires. Between 1 and 6 clients, and the APS, were interviewed in each sector. Clients were interviewed either individually, or together with the person they had been in conflict with. Group interviews were conducted on specific topics such as gender conflicts and genocide-related conflicts, and on one occasion the two parties to a conflict were first interviewed separately and then together.

Characteristics of the sample groups

67 APS clients and 33 APS have been interviewed in depth while 315 clients have filled in the questionnaire. 61% of the participating clients have been female and 37% male. The clients have been in between 20 – 90 years old, while the average age was at 45 years. 87% of the clients described themselves as farmers; 67% have concluded primary education, while 21% did not receive any formal education at all. This indicates towards the level of illiteracy in the target population. 60% of the clients were married, while 30% were widows, most of them female. The clients indicated to live with an average of 3-4 children in their households.

2.2. Shortcomings of the methodology:

There are several general shortcomings to qualitative research. It is difficult to find comparative evidence which can be used to draw general conclusions for a specific context, and it is subordinated to the subjective interpretations of the researchers who guide the interview situation and might exert further unintended or intended influence on the intermediaries and the target groups.

Composition of research team

The research team consisted of two peace experts; a German international from GIZ and a Rwandan former IBUKA staff member, who have jointly coordinated the project since the end of 2011.While this offered the advantage of substantive insight into the project and its background, their close personal involvement may also have led to a certain bias in some areas. The exchange with external actors from other civil society and state organizations, ZFD,IBUKA, etc. in for setting the framework of the evaluation were an attempt to counteract this bias.

Furthermore, the nationalities of the researchers might have influenced the answers of the interviewees. On the one hand, a European interviewer in a Rwandan context might arouse expectations regarding things such as a further provision of financial and technical support. This can influence the clients' answers, for instance by encouraging them to convey a more positive or need-focused picture of the realities. There are also cultural barriers with regard to the interpretation of the information or asking questions so that the target group understand them correctly On the other hand, the Rwandan interviewer faced the challenge that cultural norms and traditions make it unacceptable to ask open and specific questions and so must approach matters more indirectly, which creates room for ambiguities and subjective interpretation. Furthermore, translation always increases the risk of distorting first hand data.

To reduce these risk factors, interviewing techniques and the composition of the interview team were alternated (Rwandan only, Rwandan and German), while the researchers liaised closely while analyzing the data.

Choice of sample group

It should also be mentioned that not only did the APS themselves chose the clients who participated in the evaluation, but due to a lack of reading and writing skills in the communities they also helped many of the clients to complete the questionnaires. However, since the results were both diverse and occasionally critical, it can be assumed that the APS did not positively influence the clients, and probably chose them based on availability rather than anticipated outcome.

Limits of time and staff

Another important limitation has been time and staff capacity. Two people have been in charge of the main evaluation tasks which covered the geographical scale of 3 districts. Furthermore, the interview time was limited to the months of February and March as in April the Rwandan peoples' focus was on the 20th commemoration of the genocide against the Tutsi. These factors limited the number of interviews that could be conducted, and also meant that different spheres of the project such as the collaboration with Burundi and internal mainstreaming and scale-up strategies could not be considered.

Lack of baseline data

Finally, no in-depth field research was conducted before the project commenced, which meant there was no reliable baseline information. The project was based on brainstorming amongst IBUKA and GIZ staff in Rwanda, using their general knowledge and experience. Furthermore, there have not been clear indicators, which would have operationalised the measurement of sustainable conflict resolution. These shortcomings contribute to a weakness in attributing the observed changes in the target groups to the direct intervention of the APS in the framework of the project.

The evaluation has been conducted being conscious of these shortcomings. The results have to be considered in this framework and used with respective cautiousness. However, the evaluation can give a good insight in the changes which have happened throughout the implementation period of the project and provide some valuable ideas and directions on how peace building activities in Rwanda can be designed in a successful way.

3. Interconnectedness of trauma and conflict

Schematic Illustration of a Conflict Tree, which shows potential cause-consequence relation with trauma:
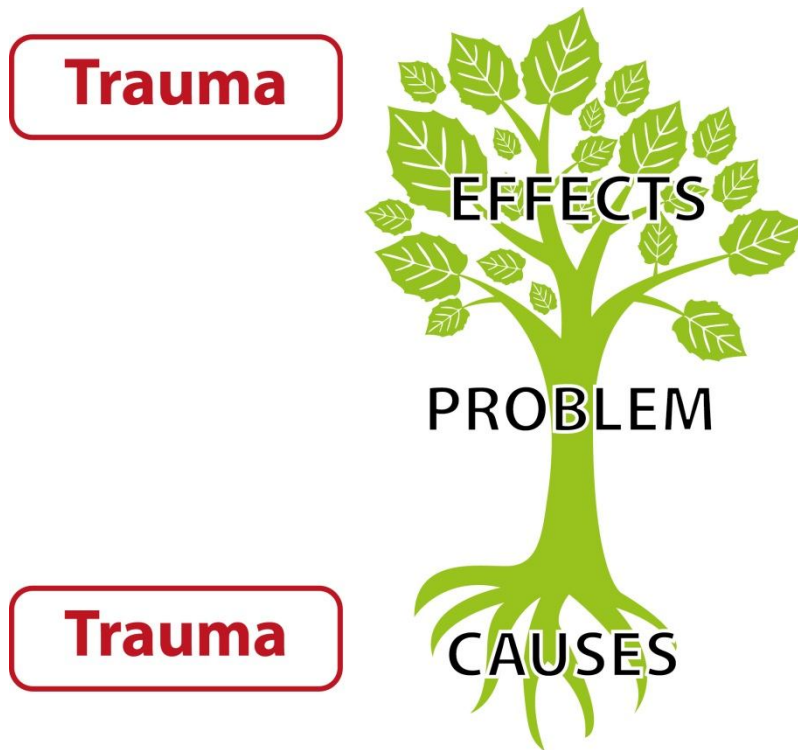
3.1. Trauma and conflict in Rwanda

The following section provides a detailed outline of the kind of conflicts and trauma encountered by the APS in their communities. While the information collected in the evaluation study does not have statistical value to make predictions for a bigger group of people, the characteristics found provide a detailed snapshot about what the people in the community might be confronted with 20 years after the genocide. This information can be used as an orientation for the design of a future baseline studies for the multiplication of peace building projects.

The information was categorized according to the types of conflicts most frequently found amongst the clients of the APS, which include trauma, family conflicts, land conflict, economic conflicts and conflicts related to victims and perpetrators of the genocide. Family conflicts seem to be by far the biggest group with an average[2] of 30% of the cases received by the APS. Trauma cases compose an average of 20% of the APS work, while land and economic conflict are at around 15%. Conflicts which were directly related to the victims and perpetrators of the genocide were counted at around 10%. In general there are many

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[2] The average is calculated from the different data collections of the last two years, namely the evaluation sheets 2012, questionnaire of APS, questionnaire of clients of APS.

interconnections in between the different categories, thus, the numbers just give an impression about the frequencies of the issues addressed to the APS.

The features of the conflict which describe in detail the situations that the APS encounter when they deal with such issues are given first, followed by observations from a gender perspective, as derived from the experiences and opinions of the APS.

Trauma

This heading needs careful differentiation since the word 'trauma' is used quite extensively in Rwandan society to cover anything from a wide variety of symptoms of mental disease to an overflow of negative emotions, not all of which qualify as part of Post-Traumatic-Stress-Disorder (PTSD), which is the scientific definition of trauma. However, throughout this report the term will be used as it reflects the interviews and opinions collected at community level. When talking about trauma people mostly refer to symptoms as crying, flashbacks, isolation, fear, mental confusion, physical pain, insomnia, restlessness or aggression.

The majority of public outbreaks of trauma symptoms are observed during the commemoration period. The APS have dealt with around 850 cases of trauma during the 100 days in the three districts each year with only slight improvements throughout the last two years. It is important to mention that, contrary to popular belief within the Rwandan community, trauma is not restricted to genocide survivors, since young people who were babies in 1994, or were born since then (→transgenerational or secondary trauma), refugees who were not in the country during the genocide and even perpetrators can be affected by PTSD symptoms.

A large majority of the people within the APS client group who demonstrated trauma symptoms were female, which could be for many different reasons. One important reason might be a cultural one. In the Rwandan culture it is not usual to show emotions openly. However, it seems to be more accepted for women than for men. During the interviews there were several women who had trouble holding back their tears, while there were male interviewees who stated that they try to hide any emotional weakness even within their families. There might be a tendency for men to either show more silent symptoms (closing themselves in, not talking to anybody, avoiding) or to compensate for their negative internal emotions by aggressive behavior. However, it was difficult to clearly associate symptoms as gender-specific.

Family conflicts

Frequent causes of family conflicts include illegal marriages, where couples cohabit without having a marriage certificate, high levels of both male (64% of infidelity cases) and female infidelity (35% of infidelity cases), and mismanagement of family resources. Family conflicts often go beyond the immediate couple and their children to include relatives such as in-laws, aunts, uncles, etc. This seems to be of specific importance for interethnic couples, with mainly negative consequences. Here, ethnicity is frequently referred to as the reason for all sorts of problem. Discussions between the couple might additionally become inflamed by outside rumors.

Problems between husband and wife usually also affect their children, who suffer both psychologically and economically from their parents' fighting. Children might be the source of conflict when they are born outside of legal marriages. Some conflicts are caused due to a couple being unable to have children while other women, especially young girls, get pregnant without wanting to. There are children going against their parents and blaming them for not having provided them with better chances for the future. Furthermore, there are many orphans as head of households who have sole care of their younger siblings.

A lot of violence has been observed within families during the evaluation study, which might be economic or psychological as well as physical. Clients of the APS have described it amongst the final phases of escalation, when one of the partners left the family home.

Conflicts within couples are often connected to the different roles of men and women. Traditionally, the woman leaves her family after marriage in order to live in the place of origin of the man. That means that the woman has to establish herself in the social environment of her husband and create new networks. Furthermore, there is a traditional distribution of tasks with the husband being the head of the household having the responsibility for the financial management and the outward representation of the family, while the wife is expected to take care of the tasks around the house, and be responsible for the well-being and the harmony inside the family. These factors contribute towards women being dependent on their husbands, and needing his economic support to fulfill her tasks within the family. Furthermore, the social support depends on how she is received within her new family and community. The woman's dependence is increased if she herself comes from a disrupted family structure, being an orphan for example. This increased dependency and the traditional distribution of gender roles might contribute to women behaving more proactively in conflict situations, as they have a higher motivation to find solutions. As it seems also more accepted for them to show emotions and weakness, they also seem more prone to search for help outside the family. The same reasons might contribute to an increased resistance when it comes to conflict resolution with men. As men feel more in control of the situation, they have more patience in enduring negative emotions within the family. They might feel unable to verbalize them. However, sometimes they might even profit from the defective situation: it might help them to keep the power structures in the family, but it can also be used as justification for their lack of fulfillment of their traditional responsibilities.

Land conflicts

Land conflicts are often connected to family conflicts. Questions about succession frequently arise when there are disrupted family structures, as e.g. illegal children, several (illegal) marriages or adopted orphans. However, they can also occur between neighbors or strangers when there is a lack of documentation of titles and ownership of the land. Land conflicts usually demand the intervention of juridical structures. Insecurity and ignorance of laws frequently contribute to the disputes between different parties. Land conflicts in general create a WIN-LOSE situation which makes it harder to re-establish relationships, even after the juridical situation has been clarified.

Traditional gender roles again have an influence on conflicts in this sphere. Land traditionally belongs to men. Registering land titles to women has its legal basis in the 1999 constitution while implementation started in the framework of the Land Tenure Reform Programme (LTRP) in 2008[1] According to reports from local authority staff, men still have a more dominant role in claiming land rights. They are known to be more persistent than women and have difficulties to accept the loss of their claims. Additionally, land conflicts have a power component which is mostly defined by knowledge. There is a high potential for people in stronger positions to exploit psychological vulnerability as well as illiteracy. We have often observed this constellation as being gender and age specific for APS clients. Male children try to obtain economic advantages by abusing the vulnerability of their mothers or other elderly female family members, who might not be in the position to defend themselves.

Economic conflicts

As mentioned above, while economic conflicts are often connected to families, they can also occur between neighbors or with the authorities and can include existential questions such as poverty, arguments over the possession or distribution of goods, theft, the categorization and receipt of economic benefits provided by state structures, etc. Economic conflicts are frequently connected to high levels of poverty, which can create competition and a struggle for the basic needs. This indicates a link to the occurrence of physical violence in connection with economic conflicts. Traumatized people are at a heightened risk to fall into severe poverty due to trauma related limitations like social isolation, mental illnesses or physical disabilities. The stigma attached to trauma can be a further hindrance to economical stability due to lack of customers or trust from neighbors.

Also actors in economic conflicts are frequently male, which might be caused by the traditional distribution of tasks allocating budget responsibility to the man. Within the clients of the APS one could also observe the psychological power of this responsibility. There were men getting highly affected by financial problems and unemployment. The loss of occupation might deprive them of their rightful function. They feel wounded in their self-esteem and destabilized.

Conflicts related to victims and perpetrators of the genocide

Victims and perpetrators are once again living in the same neighborhoods, but many are trying to avoid each other in their daily routines. One factor might be fear on both sides – fear of approaching the person, which goes alongside confronting the past, while there is still a high potential for aggression and hate. There are people who are still following genocide ideology and are not ready to accept the crimes that were committed. Survivors still suffer from unsettled issues which aggravate their process of grief,

including issues such as the bodies of their family members never having been found and the lack of reimbursement for property lost or damaged during the genocide.

These problems are also transferred to the next generation; the children of survivors and perpetrators. The problems these children face might actually be quite similar, such as poverty, fear, or lack of support from their parents, either physically (because they might be in prison or dead) or psychologically (because they are too busy with their internal problems). Some of these children are even developing more extreme feelings of hatred than their parents for people from the other side.

With regard to this divide one can observe that most of the perpetrators responsible for killing were men. Female perpetrators were mostly involved in the destruction and stealing of goods. The majority of the survivors are female. Many of them have to manage their lives alone. There might be parallels between the wives of perpetrators whose husbands are in prison and survivor widows. Both struggle with loneliness and bearing exclusive responsibility for the survival of their families. Overcoming the fear engendered by the victim/perpetrator divide can create closeness and empathy between them.

These gender inequalities in between perpetrators and survivors in reconciliation processes might lead to perpetrators offering to take on responsibility for tasks that would have been carried out by the person they killed. While this can be a good step for strengthening further relationships, it can also be a factor of force. Female survivors might accept such help out of existential needs, but without being emotionally ready for the consequences.

3.2. Factors which contribute to trauma and conflict

Certain factors which seem to be repeated regardless of the situation were withdrawn from the specific descriptions of the different conflict categories listed above. They can contribute to the vulnerability of people towards trauma and conflict, but also give reference to specific cultural characteristics of the Rwandan community. Many of these factors stand in direct relationship to the Rwandan experience of genocide. From what has been found in the evaluation, the consequences of the genocide can contribute to a situation which is breeding violent conflict. Outlining and explaining these factors in this section will also shed light on the intrinsic combination of trauma and conflicts. These factors appeared with both phenomena observed and they might determine each other, perhaps leading to vicious circles. This provides some explanations about the necessity of pursuing a holistic approach with regard to the management of conflict and trauma. Again these factors cannot considered to be of universal value, but are highly dependent on the context and the individual situation. However, they can be considered as orientation which can sharpen the perspective of peace practitioners in their analysis of conflict potential and vulnerabilities.

- One of the main factors making people vulnerable to conflict is **loneliness**. After the genocide many people are struggling with disrupted family structures. Many have lost family members due to death during the genocide, exile or imprisonment. Loneliness is often mentioned by people describing their symptoms of trauma. They close themselves in, try to avoid any contact with others, fall silent, etc. On one hand, the overwhelming nature of the traumatic event might be limiting peoples' capacity to interact, and leaves them unable to see beyond their own situation and misery. On the other, there are negative experiences which might cause hate, fear of loss or rejection towards others and thus, prevent any willingness for communication. This can also reflect in conflict situations. Whatever the reason, the disturbance of social relationships negatively affects the economic and social development of a person. It also increases feelings of vulnerability and insecurity. People who lack both support and social skills such as interpersonal interaction seem to be more prone to conflict. Furthermore, they have fewer capabilities to deal with trauma symptoms as they lack stable social networks, which contribute to the resilience of the soul.
- **Poverty** can lead to the destabilization of the person concerned. This can be caused by existential fears of not being able to provide for a family, but also with regard to a devaluation of the own personality. This destabilization might create conflicts in the form of needs-lead competition with others or due these negative emotions being expressed in socially unacceptable aggressive behavior. For traumatized people who also suffer from psychological destabilization, this factor can prevent healing or even deteriorate the outbreak of symptoms. Furthermore, poverty is often the result of conflict or trauma, as people with disrupted social relationship do not manage to maintain the same productivity. This might be with regard to the incapacity to collaborate and distribute tasks effectively, but also to energies being diverted towards the conflict or trauma.[3]
- There is a lack of internal capacities to deal with conflict in a peaceful way. This might go back to the violent past of the country. **Physical violence** is seen as a 'normal' behavior pattern, and the genocide period exasperated the disrespect of human rights. Children, especially male ones, can

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[3] In Rwanda the single most income comes from substance agriculture. This sector is depending on the collaboration and trade with the community. Therefore, if people are isolated, it necessarily has a negative impact on the income.

observe physical violence with their parents and might take on these behavior patterns. As it is culturally not accepted to show emotions, aggressive behavior can also serve as a defense mechanism for dealing with overwhelming feelings.

- Alcohol can be another means to compensate for a lack of capacity in dealing with conflicts and emotions. The frequency of alcohol abuse might be a little higher with men, probably due to their disproportionate access to financial resources. As mentioned above alcohol can be an implicit expression of negative emotions, but it can also contribute to aggravate conflict situations as well affecting as the physical health of those concerned. It decreases the personal borders towards commit violence and it decreases productivity and income, which might lead to economic decay.

- Violence of all forms can massively influence a person's perception of security. This perceived or real **lack of security** can be increased by conflicts concerning social as well as economic affairs. It can negatively affect the capacities to deal with trauma and conflict, especially due to the weakening of personal resilience.

- Further factors observed are prevailing **attitudes of egoism, mistrust and low self-esteem**. They might be based in the experiences of the past leading to the destruction of social relationships as well as the mental disruption of an optimistic world view. The evaluation discovered attitude patterns which neglect the sufferings of others, while emphasizing blaming and passing on responsibility for one's own problems to others. There also seems to be a lack of trust in others and in oneself. Low self-esteem can be deteriorated by **physical disability**. It is often played out through spreading **rumors** in the community, which might also be a tool of regaining control by destabilizing others. Competition over scarce resources might add to that and instigate envy and the abuse of more vulnerable people.

- People with a **lack of education** are more vulnerable to conflict. They do not have knowledge about their rights and do not have the capacity to see a bigger picture. In general, there is a lack of peace education to teach people about self-reflection and respect rather than pointing the finger at others.

- Furthermore, there is a **lack of external mechanisms for conflict resolution**. Officially it is the task of the local authorities to intervene to find positive solution for disputes in the community. However, they are overburdened and don't have enough capacity or time to meet the high needs. There also doesn't seem to be much support amongst neighbors. This can derive from their lack of capacities mentioned above, and that they also don't know what to do. However, it can also indicate a high group identification (with regard to origin, economic class, religion, etc.) which prevents people getting involved in issues which don't affect their circle of peers.

3.3. Reconciliation and healing in Rwanda

When asked about reconciliation in the community, many interviewees have described it as follows:

- **Reconciliation means the re-establishment of relationships/values/social networks which have been destroyed during the genocide. It leads to economic development.**

- **Reconciliation also means exchange about what has happened in the past, speaking the truth, and trying to forgive. This will liberate the heart.**

The evaluation team has received many examples on how reconciliation is operationalised in the community. Some of them shall be mentioned here:

They share water and food or accept water and food from another person. They invite each other to family celebrations such as weddings, baptisms, etc. They buy in each other's shops; they work together, and support each other in their daily tasks. Sometimes they use the symbol of family members to show the importance of their psychological as well as economic support. Some people describe that reconciliation has made them gain weight; it has increased their children's success in school, and once in a while there have even been 'reconciliation babies' from 'mixed' relationships. Many use the symbol of becoming a human being again after having behaved like an animal.

Healing is described as increased capacity to take responsibility and think about the future. They consider themselves to be capable once again of clearly separating between past and present. This goes alongside participating again in activities and exchange with each other. They talk about a calm heart which is free of fear, regret, hate or insecurity. Many of the Rwandan clients also mentioned as an indicator for their psychological healing, that they are able now to participate in the commemoration and/or even help others.

3.4. Factors which contribute to reconciliation and healing

- From what we have learnt there are specific factors which are contributing to reconciliation. One of the most important factors mentioned was **Communication.** Exchange can help to facilitate mutual understanding. Instead of acting aggressively, people can communicate their feelings and the reasons for them. Sometimes it helps to break the silence and talk about what you have experienced. The combination of talking and listening also contributes to a feeling of mutual interest which produces closeness and appreciation. It also facilitates collaboration, if decisions are discussed and taken jointly, or tasks are distributed in mutual agreement. approach
- Communication goes hand in hand with the **power of approaching**. In an environment which is shaped by mistrust and fear, it is appreciated if somebody takes the first step and initiates a communication. This can contribute to trust-building and reconciliation. Sometimes it is easier when an outsider facilitates these first steps of rapprochement and communication. In a traditional Rwandan background this role is taken by members of the enlarged family. In a joint meeting, both parties will be heard and the situation is analyzed together. At the end the parties have to accept their mistakes and apologize. Since families are often disrupted or family members themselves are not neutral and are involved in the conflict, it might be better to involve somebody from outside the family.
- A push factor for reconciliation can also be the **geographical closeness** in the community. In many cases we have seen that conflict parties who do not live close to each other also don't make any efforts to re-establish their relationships. The necessity to overcome bad feelings within the same neighborhood is much more pressuring. This might increase the willingness to actively take steps for reconciliation.
- Another important factor is **knowledge**. Education about different topics can broaden people's perspectives and increase their capacities to search for alternatives. A multidisciplinary approach

with people having different kinds of expertise can facilitate that. This can contribute to changing perspectives on how others are perceived as well as the reflecting upon behavior patterns.

- **Responsibility** seems to be an encouraging factor as well. People talk about recognizing the necessity to change difficult situations, when they were expecting a child or assuming responsibility for orphans. This also applies to people working as volunteers or perceiving themselves as role-models for the society. This increases their awareness about their behaviors and attitudes and the consequences they have. Furthermore, it was observed that the wish to help others increases, when one has made a positive experience in this regard oneself.
- There are also certain structures contributing to reconciliation. At a small scale the feeling of **belonging to a group** can already increase positive feelings towards others. Groups can replace family structures as well as increase economic activities. Collaboration and complimentarity in different forms of formalized groups can support people in their development.
- A bigger group in the same sense can be a religious community. **Religion** can support the individual in his/her spiritual development and convey values about the cohabitation with others. Next to religion also **political structures** can encourage the potential and acceptance for peace and reconciliation in a certain community (Ndi Umunyarwanda Campaign, NURC) However, these factors have to be observed carefully as they can also have negative effects on reconciliation processes.

The repetition o of these factors in several conflict situations displayed in the interviews as well as in conflict analyses conducted by other actors might indicate some general significance for the Rwandan context. Considering and continuously observing them might help to design peace building activities in a more effective way to create sustainable change with regard to reconciliation.

3.5. Conclusions on the interconnectedness of trauma and conflict

Interconnectedness as basis for holistic treatment

Observing the factors contributing to conflict and reconciliation also shows the interconnectedness between trauma and conflict. Most of these factors have high relevance for both phenomena. Thus, it makes sense to have a more in-depth look when observing the occurrence of these elements in the community. People who suffer from poverty or loneliness might already be victims of trauma and violent conflict, but they might also be more vulnerable to having these negative experiences. We discovered many stories where trauma and conflict have influenced each other (as cause or consequence) and aggravated the situation of the individual. If transformation processes are dealt with separately, the positive effects can be destroyed or hindered. It is essential to be sensitized to consider the whole picture and get a better understanding about the people who are being affected.

Use different entry points

Furthermore, trauma or conflict can be entry points for tackling the problem as a whole. As an example, since it is not accepted culturally to show emotions and talk about feelings, it might be easier to discuss a conflict with another party. While analyzing this conflict, a potential traumatisation can become obvious and addressed before it can affect the conflict situation. This can be especially important with regard to

overcoming differences of gender roles in dealing with emotions. However, the opposite may also be true. For example, if a person demonstrates clear symptoms of PTSD and accepts help in this regard, it can be of great importance to analyze the present environment of the person. There might be conflicting relationships in the society which have to be included in the healing process.

Dealing with emotions

Furthermore, an increased understanding about what trauma is and how it can be dealt with helps to understand outbreaks of negative emotions, stress and anxiety as being something natural. Thus, it might not be a problem that people are unable to differentiate scientifically between PTSD, depression or mental diseases; the simple fact that symptoms of mental stress are recognized and accepted can help to relax and deal with the emotions in a more constructive way.

4. Working with community volunteers

Intermediaries of the Project Management of Community Conflicts in the Southern Province of Rwanda

4.1. Impact analysis

The objective of the project MCC was defined as the following:

The communities in the three districts solve their conflicts peacefully.

Specific objectives:
1. Different groups in the community use the services of APSS to solve their conflicts peacefully
2. People in the region are sensitized on Conflict Management and Trauma Counseling, which helps them to solve their intra- and inter-personal conflicts
3. IBUKA has an increased reputation and impact in the districts

This evaluation focuses specifically on the first specific objective, as this is the one most relevant for multiplication purposes in the community. The impact chain guiding the project's implementation can be found in the appendix.

In order to ensure that the changes of the project contribute to sustainable peace building in a larger context ("Peace Writ Large"), it is important to observe the linkages of the project's intervention on different levels. The matrix which was defined by Reflecting for Peace Practices (RPP)[4] has been used as a planning and reflection tool throughout several stages of the project. These categories of individual and socio-economic change, key people and more people, will be also used in this report to portray the impact. This can help to discover the potential of the project to get wider outreach and increased sustainability with regard to the overall peace building process in Rwanda. A schematic illustration of the impacts in the RPP matrix can be found at the end of the chapter.

4.1.1. Positive changes

In this analysis the APS and their clients are considered as key people, as they are the direct target group of the project. In the category of "more people", the changes in the communities, where the APS and their clients live, were observed. These observations help to get an impression on the potential of outreach of the project's intervention.

Individual changes of APS (key people):

Increased process of self evaluation and analysis

The continuous training cycles have contributed to an increased process of self-analysis and evaluation of the APS themselves. Against a background of exchanges with other APS as well as the new knowledge acquired, they observe their attitudes and behaviors from different perspectives. They have managed to recognize trauma symptoms or destructive behaviors in conflict situation among themselves. 90% of the APS have stated that they can better cope with trauma symptoms themselves and 92% agree with not using physical violence anymore. Furthermore they have learnt alternative ways for dealing with both, and apply them in their daily life. In several personal stories, the APS illustrate how their living conditions and family situations have changed due to the increased knowledge and their capacities for

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[4] CDA – Collaborative Learning Projects: Reflecting on Peace Practises – Participant Training Manual, Cambridge, 2009.

self-reflection.[5]. They also pay more attention to their personal well-being and are aware of symptoms of physical exhaustion, depression or burnout. The vast majority of the APS uses Capacitar[6] exercises on a regular basis.

More self-confidence in their abilities to help others

The APS also report an increased range of action due to improved knowledge and capacities. More than 90% of them were already active as volunteers at the community level before the project MCC has started. However, in the interviews the APS described having feelings of helplessness when they were faced with the problems of their community members. Now they feel more self-confident in their abilities to help others and are more hopeful with regard to the possibilities of reconciliation and healing. This also contributes to their increased motivation to help. (see chapter on sustainability)

 Better relationship with former perpetrators

Another very dominant attitude change can be observed with regard to the diminution of prejudices and generalizations. In the interviews, we found many references of APS who emphasize their new awareness about the universality of trauma and conflict. Before there was a prevailing belief that trauma in particular only concerns survivors, but they have observed that there are other members in the community suffering from similar symptoms. Furthermore, they make more differentiations between people with regard to their personalities and the situations they are in. Concretely, this has lead to the APS being increasingly open towards co-habitation and collaboration with perpetrators. Some have offered forgiveness themselves; some has facilitated the process of forgiveness of others. These processes also include negotiations about the reimbursement of goods at community level. Many APS have received perpetrators as clients and encouraged them reject a status of isolation and fear and reintegrate themselves into society. Others have even founded groups where victims and perpetrators of the genocide meet on a regular basis. In the questionnaire 93% of the APS say that they now have a better relationship with former perpetrators in their communities.

Increased collaboration amongst APS and with other actors

The evaluation team has also observed that the APS tend to be more connected with each other. There is a high interest in the activities and well-being of other APS, they call each other and even meet outside the gatherings organized by the project. Some APS who work in the same sector/sectors close to each other report that they counsel each other with regard to their work or personal problems, that they facilitate groups of clients together or that they take advantage of their complementary knowledge and skills. Although these connections seem to be highly dependent on geographical conditions/distances and personal relationships, it is clear that the more than two years of joint trainings and supervisions have lead to the beginning of an established network between the APS of each district. They are also more aware about other institutions in the society which support conflict transformation and trauma counseling.

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[5] Please refer to the booklet containing Most Significant Change Stories of APS and their clients: IBUKA (ed.): Survivors as Actors of Change for Peace and Reconciliation; Kigali, November 2013.
[6]Capacitar is an approach which uses energy-based practices to empower individuals and communities with the objective of intergenerational and systemic trauma healing and transformation. For more information please consult www.capacitar.org or Mathes Cane Patricia; Rebmann Condon Joan: CAPACITAR: Healing Trauma, Empowering Wellness; Capacitar International, Inc.; California, 2011.

93.5% of the APS report that they collaborate with other actors. This tendency could move in the direction of socio-economic change.

Individual Changes of Clients of APS (key people):

Conflict situations and trauma symptoms have been improved

On the level of the clients of the APS, the evaluation has brought up many changes stories about conflict situations and trauma symptoms which have been improved. The majority of the cases received deal with family conflicts, land conflicts, economic problems and trauma. The data did not provide clear evidence, if the APS are more successful in the resolution of conflicts of a specific category. When evaluating the data of the questionnaires in 2012 more than 50% of conflicts of all categories have been described as resolved, while around 30% are still been accompanied. During the interview process in 2014 we have observed positive changes in 79% of the cases presented by the clients, 63% of those seemed to be solved sustainably.

They are also more aware about the symptoms of trauma and mental diseases. They are more open in accepting their own and other people's shortcomings in this respect. Around 66% of the clients interviewed with trauma symptoms have reported a substantial improvement in the handling of their emotions. Trauma victims in particular showed a decrease in hospitalization and the use of medicines, especially during the commemoration. By using relaxation exercises and counseling the APS can calm down emotional crises without the intervention of doctors.

With regard to interethnic marriages, the APS have contributed to a better understanding and acceptance between husband and wife, and also within the enlarged family, neighbors and other community members. There is qualitative evidence for the improved economic development of people who have overcome conflict and trauma. Some tell about increasing their productivity through better collaboration. This can lead to the purchase of domestic animals, to the start-up of an additional business, or even to the construction of a house. This also reflects in the improved possibilities for children whose parents have reconciled, as clients report being able to send their children to school and provide them with clothes and food.

Additionally, there have been changes with regard to the cohabitation of victims and perpetrators. Before, people tried to avoid each other due to fear and hate, while now the APS have facilitated a secure space for exchange, forgiveness and even joint economic activities. These change stories amongst victims and perpetrators were observed on an individual level between two persons or families, but also in the larger context of whole groups which have been brought together.

Decrease in physical, psychological and economic violence

One striking change is the decrease in physical, psychological and economic violence. Physical violence has been specifically dominant in family conflicts. In 95% of the interviews concerning family conflicts the clients reported about physical violence. In 73% the actor of violence has been male. In 66% of the cases children have been affected by the violence as well. Thanks to the intervention of the APS in 80% of the registered cases the violence could be decreased. The majority of APS clients have increased their understanding about the negative consequences of conflict and they have learnt about alternative, constructive ways for dealing with them.

More awareness about different possibilities and institution which can help

Furthermore, the clients of the APS have increased their ability and courage to actively search for help and are more aware of the different possibilities and institutions which can help. 42% of the clients have been transferred or accompanied by the APS, to present their conflict with different actors. The clients report about using services of local authorities, the police, health centers, AVEGA, AMI or other NGOs.

Individual changes with more people

Increased interest and general knowledge about trauma and conflict

In order to see if the approach of working with community volunteers has the potential to spread out to larger impacts on peace writ large, we have to observe the community beyond the APS and their clients. There have been several reports on positive feedback and close observations of the changes occurring with the APS and their clients by their surroundings. As some APS have also formed groups, putting together clients with similar problems, it could be observed that they create an even bigger level of attention, which has resulted in 'outsiders' asking to join these groups. Observing such changes, and exchanging with others about positive developments due to nonviolent conflict resolution, increases willingness to learn about and embrace these topics.

Prevention of negative behaviors (e.g. outbreak of violence, stigmatization of traumatized)

This can lead to a prevention of negative behaviors such as the outbreak of violence or the stigmatization of traumatized people. Some APS reinforce these preventive mechanisms by sharing their knowledge in public at community meetings such as umuganda or causerie during the commemoration. Furthermore, some of the clients of the APS start to help others who are in similar situations to those which they have suffered from. In 20% of the interviews we have found hints for the prevention of violence.

Socio-economic changes with key people

Multidisciplinary approach gets more attention

Connections can also be drawn to socio-economic changes. During the APS' training, actors from different fields (psychological, biological, juridical, social, and economic) were invited to share their experiences and improve the APS' contribution to peace building. There have also been training opportunities for them to increase their knowledge on the two disciplines of conflict management and trauma counseling. The project has contributed to an increased familiarity of these actors between each other and an increased awareness about the interconnectedness and the complexity of conflicts and trauma. Thus, the interdisciplinary approach is getting more attention from key people. This approach showed most institutionalization considering the collaboration of different actors during the commemoration period, which is coordinated by the local authorities.

Knowledge on conflict created at community level is provided to institutions

With regard to trauma and conflict the project also makes available an important amount of knowledge created at the community level. For example, the documentation of cases treated by the APS during the commemoration raises awareness of the gravity of the problem of trauma at the Ministry of Health. Since further information on conflicts and trauma in the community collected through monthly evaluation

sheets, supervision and/or interviews was discussed with different national and international state and civil society actors, the project contributed to an improved information flow in between institutions and the people in the villages.

Socio-economic changes with more people

Groups created by APS solve conflicts in the community

Furthermore, the groups created by the APS can be considered as new structures of conflict resolution. There are examples where APS clients have founded a committee with different responsibilities and distribution of tasks. Some groups have introduced small fees which are used to help people in emergency situations. The groups provide mutual support to each other, but also to other members of the community.

Fewer cases received by the state and the justice system

This development creates change for a wider range of people, and contributes to a reduction in cases passed to the state and justice system. This information is based on interviews with the authorities, who talk about an overload of cases and their direct request to the APS for help. Here also one example of a group composed by victims and perpetrators can be brought up. They have dealt with a total of 8700 cases concerning the reimbursement of goods destroyed during the genocide. These huge numbers demonstrate a caseload which could not be dealt with by the authorities alone.

4.1.2. Negative and unintended changes

Since changes within the APS directly influence changes at the target group level, it is important to consider the potential for harm at this point. Through the project the APS takes over a mandate to work with problems in the community. The success of this intervention depends a lot on the personal capacities of the individual APS. If the case in the community surpasses the APS capacities, it can have negative consequences for both the APS and the people in the community.

Quality and sustainability of the change

Furthermore, one has to consider that the quality of the change at target group level can also diverge. In most of the interviews conducted, the clients report a positive change, which has occurred since they have been in touch with the APS. However, this change might not always guarantee a sustainable solution to the problems which the people present. Sometimes resolution is done on a more superficial level, where relationships between conflicting parties and their surroundings are not sufficiently considered. Especially in land cases they intervene on behalf of one party in a WIN-LOSE situation. They consider the conflict as successfully solved, if one party accepted the loss of the land. In many examples they didn't consider the re-establishment of a positive relationship in between those parties. Here, the APS might himself decide on what is right and what is wrong according to their personal opinions, which carries the risk of misjudgment and partiality.

They might also pursue their own interests in the process of conflict resolution. One example discovered during the interview process was related to the membership in a church. The APS used the work with the clients in order to convert them to his belief.

Especially in serious trauma cases, the evaluation has brought up several cases where the intervention of the APS has been without visible results. In 33% of the interviews with clients suffering of trauma, the clients mentioned their hopelessness, lack of any help and even suicidal thoughts (6%). The quantitative data of the questionnaire filled in by the clients of the APS shows that 4% of the trauma cases did not become perceive any change at all, while in all the other categories the clients have validated only positive change due to the intervention of the APS. This lack of capacity to deal with trauma cases has been observed specifically with male APS trying to intervene on behalf of female clients with trauma. The APS just intervene in case of crisis, e.g. during the commemoration, but they don't manage to do preventive exercises with the clients or analyse the conflicts which might be connected to the trauma.

Re-traumatisation

The majority of the APS are survivors themselves and some might find it difficult to overcome the consequences and traumatic experiences of the genocide. This might lead to them working only with people from one ethnic group, which might be considered as exclusive by the outside community. Hearing their clients' stories might also bring up memories of their own suffering again. There is the risk of people trying to solve their own problems by helping others. Usually this is not constructive for any of the parties. This potential for re-traumatisation on the side of the APS as well as on their clients has to be considered.

In order to increase the likelihood of positive impacts in this regard, a regular follow up and quality check of the APS work would be advisable. It is very important to carefully observe the personal change level of the APS as their personal attitudes and behaviors determine the impact at community level. Furthermore, a monitoring system has to be in place, which clearly defines how sustainable conflict resolution, looks like, and which changes are to be expected by the APS' intervention.

Unavailability or lacking personal relationships with other support structures

Positive changes with regard to the creation of a network of assistance have been observed, however, there is definitely room for improvement. The APS transfer cases which surpass their capacities to professional actors or institutions. However, this might not work due to the lack of either adequate networking of the APS or the unavailability of more professional mechanisms (like clinical psychologists) in the APS' area. Furthermore, the relationships with local authorities have to be evaluated carefully. In some interviews we found evidence that the APS can be perceived as competition, wherein people listen more to the APS than to the authorities. Furthermore, negative relationships between the authorities and the APS can have negative influence on the solution of a client's case.

To counter this tendency, it is important that the project coordination supports the collaboration and involvement of existing structures (like authorities). Thus, the APS can become a complementary service not a competition or replacement to it.

Dealing with public attention

Another factor to be discussed here is how much attention for the work of the APS should be facilitated from the project coordination. With regard to socio-economic impacts, it was considered as positive to make the APS work known with both other state and civil society institutions and international actors. Thus, several national and international visitors have been invited and the project has received wide-

spread media attention. In the sustainability analysis it becomes clear that field visits and public attention to the APS' work can contribute to their feeling of appreciation and a positive reputation in their community. However, it can also create negative changes and conflicts. For example, visitors can create unwarranted expectations and create competition amongst both the APS and their clients. Furthermore, the psychological stability of the clients and the APS has to be considered. It is essential to sensitize the visitors before they arrive in the communities to prevent re-traumatisation of the people. Experiences have shown that victims and perpetrators groups can be particularly vulnerable to these negative impacts.

Enforced reconciliation

It is interesting to note here that it was not originally intended to work directly on conflicts related to victims and perpetrators of the genocide. The focus was set on a neutral resolution of all kinds of community conflicts and the provision of knowledge about different methods on how to do it. From the first training onwards, however, some APS decided for themselves that they wanted to apply their knowledge to the facilitation of conflicts between victims and perpetrators. Through supervision, these experiences were shared with other APS and the facilitators from IBUKA, which has created controversial opinions and debates. As IBUKA is genocide survivors' organization and most of the APS are survivors as well, this explicit tackling of the divide was regarded as occurring too early and as inappropriate with regard to the vulnerability and high needs of the survivors. Furthermore, IBUKA objects to a forced or needs-based reconciliation between perpetrators and victims, and emphasizes the importance of voluntariness and recovery of psychological stability for this difficult step. Of course, having APS, who are not experts with regard to the psychological needs of the people and who might be personally affected as well dealing with such sensitive issues bears high risks. Psychologically vulnerable people can be forced into a contact which overwhelms them, while survivors might be forced into reconciliation due to economic needs or group pressure, while resulting conflicts between survivors and perpetrators might not be tackled in a sensitive way, especially as the APS might not be considered as neutral, families might be divided with regard to diverging opinions on this kind of reconciliation, etc. With regard to the project, out of the 314 clients participating in the evaluation one has stated a negative influence on his conflict with regard to victims/perpetrator divide, after the intervention of the APS.

There are many possible reasons why this topic was taken up by several APS in all three districts, which lead to the creation of at least seven groups where perpetrators and victims meet. The political climate, which supports reconciliation in between the two groups as well as the international and national attention which these groups received, might be one of them. However, the fact that this idea derived from the APS themselves might also indicate that there is a high need in the community to solve conflicts relating to this divide. In most of the groups which have been observed, the impression was formed that the facilitated contact decreases fear and makes cohabitation in the villages easier, and economic advantages were often connected to overcoming this divide.

In any case, this issue is very sensitive and with regard to Do No Harm it would be necessary to guarantee a close follow up and maybe even a specific training of APS on this topic.

	More people	Key people
Individual Change	Increased interest and general knowledge about trauma and conflict Prevention of negative behaviors (e.g. outbreak of violence, stigmatization of traumatized)	CHANGES OF APS Increased process of self-analysis and evaluation ⚡ **Retraumatisation and Burn-Out** More self-confidence in their abilities to help others Peaceful coexistence of victims and former perpetrators ⚡ **Enforced Reconciliation** APS collaborate amongst them and with other actors ⚡ **Availability and Personal Relationships**
Socio -economic Change	Groups created by APS solve conflicts in the community Fewer cases received by the state and the justice system	Multidisciplinary approach is getting more attention Knowledge on conflict created at community level is provided to institutions

CHANGES OF CLIENTS OF APS

Conflict situations and trauma symptoms have been improved

⚡ **Quality and Sustainability**
Decrease in physical, psychological and economic violence

More awareness about different possibilities

4.2. Sustainability

The sustainability of the project can be demonstrated through the motivation of the APS. This motivation is determined by both intrinsic and extrinsic factors.[7] We considered intrinsic factors to be determined by the APS and their communities, while extrinsic factors are mainly based on services provided by the project. The motivation check aims to evaluate the potential for continuous voluntary commitment of the APS without the support of the project.

4.2.1. Intrinsic motivation of APS

In general, voluntary work is widespread in Rwanda, specifically after the genocide. It is based in a cultural belief that accepting voluntary work also brings responsibility. There is a responsibility of the community to contribute to the prevention of bad things happening again. Several times in the interviews we heard that in both the past and the present, problems in the community affect not only the people in conflict, but also their surroundings, thus, the whole community profits from their resolution. This might be the basis for the **intrinsic motivation** of the APS.

Sharing their own experience of positive change

Many APS have already worked as volunteers before. They have been conscious about the problems in society and about the obstacles to finding solutions. The MCC project trainings have sharpened this view and sensitized them on the symptoms and consequences related to conflict and trauma. It has also helped them to feel more confident in their capacities to help. Many report that they had wanted to contribute to changes in the community before, but were helpless and didn't know how. Now they have the capacities to reach good results. Some of them also have had negative experiences with existing structures for conflict resolution, and so want to use their knowledge to improve certain situations. Despite of the progress observed, over 80% of the APS still mention further training needs in the field of conflict transformation and trauma counseling.

The majority of the APS have also been victims of trauma and conflict, which might increase their empathy and willingness to help. Reports about their personal change stories are often connected to the wish to share and replicate these positive experiences. Their empathy and knowledge of the consequences of violence also shapes their wish for prevention. They want to prepare a better future for the children than that which they have experienced. This contributes to their motivation to support change in their community and intervene on behalf of others.

Positive feedback

Furthermore, the successful changes they can observe with their clients contribute to an increase in their motivation to continue this voluntary work. Several APS state that seeing people reconciled has given them joy. For their help, they have received thankful words, mutual support and friendship of around 75% of their clients. Additionally, the outside world also recognizes the changes they have gone through and the changes they have reached on behalf of the community. This increases their reputation and self-

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[7] Ryan Richard M.; Deci Edward L.: Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions; Contemporary Educational Psychology 25, 54–67 (2000); Academic Press, Rochester, 2000.http://mmrg.pbworks.com/f/Ryan,+Deci+00.pdf

esteem. More people demand their services, and even the authorities ask them for support. This recognition is like a reimbursement for their efforts. Increased observation and interest in their personalities also motivates them to continue fulfilling their function as role models in society. 82% of the APS consider themselves as highly satisfied with their participation in the project and their role in the community. Only one APS indicated that he was not satisfied with his involvement.

4.2.2. Extrinsic motivation of APS

More **extrinsic factors** for motivation are connected to the trainings and supervisions. It seems that the APS were enjoying and profiting a lot from the regular meetings. It has contributed to changing and improving their personal lives, sometimes even with regard to job opportunities.

Self-care due to supervision

The supervisions have also provided them with a space for both personal development and personal relaxation, and a means for discharging negative emotions and stress. This will be one of the most important factors missing after the end of the project, because it ensures the psychological health of the APS as a precondition for the positive sustainability of the project. It is hoped that the close collaboration between the APS, with regular exchanges about their well-being, will replace the project-lead supervisions. More than 85% of the APS have stated the importance of being part of group of 90 APS for their personal well-being.

Groups facilitated by the APS can also contribute to their personal strength. Here they can find mutual support with regard to psychological, social and economic issues. The APS can also be supported through a religious community. Their tasks as APS coincide with the values of their religion and praying in church gives them strength to continue to help their neighbors. From the beginning of the project the APS should be encouraged to identify additional sources of strength and energy apart from the supervisions provided by the project.

Financial Benefits

With regard to financial benefits, the APS have received small monthly fees for transport and communication, which stopped after six months when the first phase of the project ended. Furthermore, they have received daily transport reimbursements for their participation in the trainings and supervisions. We have received a lot of requests from APS who mention their difficulties in helping clients due to a lack of transport and communication means. Telephones and bicycles were provided to address these shortcomings on a sustainable basis. The fact that despite these problems the APS have still been able to find flexible solutions to meeting their tasks on behalf of the community indicates that the intrinsic motivation might outweigh this factor. Also in the questionnaires, less than 20% of the APS consider the financial facilitation as driving factors for their motivation. This goes along with the qualitative feedback received in the interviews. It seems that the majority of the APS will continue their work and ensure the sustainability of the project, even without further external inputs.

4.3. Conclusion on working with community volunteers

Advantages

Working with community volunteers can have great advantages with regard to their proximity to their communities, their constant presence and their background information and personal relationships. This contributes to peace building processes which are culturally adapted and based on community knowledge and self-help capacities. They can contribute to the finding of sustainable solutions due to their continuous follow up and trustful personal relationships. The flexibility in the provision of trainings and the shift of responsibility to the APS' personal capacities and experiences represents one of the main success factors of the approach.

Indicators for the success of the APS can be observed in the trainings as for example through their active participation and reliability, their openness in sharing their experiences with others and their honest exchange with the project coordination - which means that they don't want to hide problems, but try to actively seek solutions. Many of the APS have been voluntarily engaged with other organization before or during their work as APS. This might also be an advantage as they have a proven motivation and integrity in helping the community. They also receive different trainings which can broaden their perspectives and strengthen their multidisciplinary. This habit of taking over responsibility – which could also be shaped through parenthood or the care for orphans - contribute to the success of the APS in terms of their proven ability to work with higher reliability.

Furthermore, the voluntary commitment has the potential to strengthen the APS themselves in their personal development. This self-experience of possibilities of positive change contributes to their willingness to share with others. This effect seemed to be particularly strong with APS who have gone through suffering themselves. Thus, they did not only overcome their experiences of suffering, but they have helped them to be more empathetic and sensitive towards others.

Disadvantages

The risks of the approach are connected to the lack of expertise of the APS. Laymen's work always has the potential to cause harm, especially when working with sensitive issues as trauma and conflict. There is also no guarantee concerning the levels of self-reflection and change the APS have gone through. Some of them might use destructive approaches to conflict resolution themselves. They might also be in conflict with other APS or people in their surroundings. These personal attitudes and behaviors can also determine the willingness and trust that people have in cooperating with the APS. Some are connected and have a very good reputation; others are more silent or even have a polarizing function themselves in society. This might influence access and diversity of the target groups they receive.

Furthermore, the choice of the APS can limit the access to a specific target group. Young APS can have trouble when they want to help elderly people. They might not be taken seriously. Also the ethnic group and the gender have to be considered here in order to prevent that APS are perceived as exclusive service providers by the community.

Another important factor to be considered is time. The close accompaniment and the focus on trust building is very time consuming. APS, who have different jobs or have to care for their own family, might not have the chance to invest much time in a voluntary occupation. This might be more relevant for the choice of younger APS, too. Time and energy are limiting factors here, especially when considering the huge amount of problems in the society compared to the small number of APS.

The mentioned factors can be considered in a future multiplication of the project and guide the choice of new APS. This choice can contribute to their potential for positive change providing services to all groups in the society and prevent negative changes.

5. Recommendations

5.1. Recommendations on interconnectedness of trauma and conflict

1. Interdisciplinary sensitization

Regarding the interconnectedness between trauma and conflict, an interdisciplinary sensitization of practitioners in both fields proves to be very useful. This can broaden their perspectives and capacities to treat the person in a holistic way, while helping them to understand certain behaviors and attitudes and analyze relationships in social networks.

→ Use adequate methods

Of course, one has to regard the limits of a lack of professionalization. Especially with regard to trauma, a person who is merely sensitized to the symptoms will not be able to provide a therapy, and there is a certain potential to do harm. However, the application of easy relaxation exercises, the offer of active listening skills, acceptance, understanding and recognition can already be a huge support for the suffering individual. Methods such as Capacitar and 10 Steps of Basic Helping can be recommended here as guidelines for laymen's support.

→ Clarify limits and scope of laymen's intervention

It is very important to clarify from the outset the limits of intervention which one can provide after having received a basic sensitization. This will prevent the practitioner to over-estimate his capacities which might cause harm to himself/herself or his/her client. Furthermore, it can help to prevent a disappointment of high expectations of the client, if the scope of the intervention is discussed from the very beginning.

2. Clinical supervisions and self-care for all practitioners in peace building

As working on conflict is many times connected to trauma and always to negative emotions, it is of utmost importance to provide supervisions and self-care for all people working in this field. This ensures the psychological health of the practitioner and thus, guarantees the quality of the work for the target group.

3. Clear indicators for changes with regard to peace building

 It is essential to operationalise the meaning of "conflicts are solved peacefully" or "reconciliation". The factors contributing to reconciliation and conflict which are outlined in this evaluation can help to find adequate indicators. If time and budget allows, these operationalised indicators can be observed within a baseline study before the project starts. Another suggestion would be to use the initial working period with the APS to involve them in the baseline study and sensitize them to the problems on the ground. Baseline information like this can help to get a better grasp of the preventive effects of the project.

5.2. Recommendations on working with community volunteers

1. Choice of APS

The choice of the APS is very important, since it can influence the APS' commitment to their work, the quality and the potential for do no harm. Furthermore, it can severely affect the scope of the project as well as the access to a certain target group. In general, it is important to choose people who have the potential to develop themselves with regard to their attitude and behaviors for peaceful conflict resolution. This report as well as the following recommendations can help to define clear selection criteria for community volunteers.

→ Consider potential of victims of violence

Survivors of genocide (or more general victims of violence) might have a high potential for personal growth through a nomination as APS, as this gives them the opportunity to work with their personal histories, take over responsibility for themselves and for others and regain self-consciousness through the support and positive feedback of others. They can also be accepted and trusted by others more easily due to their function as role-models for overcoming their personal sufferings. People in conflict or with trauma might identify with them more easily due to shared or similar sufferings, and because they consider them to be more empathetic or sensitive. However, do not harm criteria as outlined below must be considered, here.

→ Consider age and gender specific characteristics in choice and training of APS

With regard to gender, women might have a higher potential for success due to characteristics such as emotional sensitivity and sociable communication habits. The higher vulnerability and dependence of women in Rwandan households can also increase their access to other vulnerable members of society. In traditionally male-dominated societies, women are more related to the private sphere and might have more time and dedication to assist their neighbors. They are also more used to taking over responsibility when it comes to children and other family members. This might contribute to their good qualities as APS. However, men can have easier access to other men and might be taken more serious in this regard. As men are more often the perpetrators of violence, specific attention might be necessary here to reach an improvement in the society on this level.

Similarly, age can be an influencing factor for the success of the APS. Older APS seem to be accepted more easily by the community, as the respect of age is rooted in the traditions of many countries. However, with regard to the experiences made in the MCC project, it is difficult for them to get access to the younger generation, particularly people under 20 years, who are also very much affected by the consequences of conflict.

As conflict affects society as a whole and involves all gender and age groups it is recommendable to choose diverse groups of APS who can address these issues in a holistic way. However, considering different roles and needs with regard to conflict and trauma, specific training sessions could be added related to gender, intergenerational differences, etc.

→ Consider availability as more important than level of education or previous experiences

There are no general recommendations with regard to level of education, previous experiences, or other job and voluntary commitments. Sometimes previous trainings or community volunteer functions can help as a reference and indicate the level of commitment of the APS, their openness towards different perspectives and their knowledge base. This is connected to a certain degree of integrity (being known by the authorities and the community, having a good reputation) which might facilitate access to the community as a whole, as well as the networking with other actors who can help the clients. However, we have also observed illiterate people without any education, who have proven to be very successful in their commitment as APS. More important here might be the factor of time. People having fulltime jobs, like e.g. at the local authorities, might be limited in their ability to attend essential training sessions as well as their availability for the clients.

→ Consider the environment of the APS as chance of getting access to specific target groups

As the APS mainly work in their close environments, these can be taken into consideration while choosing them. For example, APS working as representatives of genocide survivors are more likely to have access to this group, but APS could also be trained in prisons or amongst perpetrators. Certain work places or professions (teachers, abundzis, psychologists, employees in public or health sector, etc.) can be chosen, as well as representatives of cooperatives or in refugee camps for example.

2. Regular quality control

→ Establish evaluation mechanisms to measure attitude changes of APS

In order to prevent any harm being done by the community volunteers, continuous quality control of their work should be included in the project's concept. First of all this can refer to the in-depth analysis of the personal changes of the APS. A short questionnaire can be developed in order to first provide baseline data on the behaviors and attitudes of the APS. In a second step it will provide a reference point to assess the personal changes on a regular basis and help to ensure the quality of their work. Those APS who demonstrate non-constructive behaviors or are continuously absent from the training should be addressed in specific ways in order to evaluate potential reasons and build trust. Field visits can be a good tool here as well as specific group training sessions or the transfer of responsibilities within the group of APS. The APS can be questioned on a yearly basis to check their motivation and ensure that they still want to continue to be part of the project.

→ Involve APS in evaluation activities which include families and other members of the community

Particularly with regard to the high amount of time required for M&E, there should be a clear division of tasks, with having at least one staff member responsible for M&E. Furthermore, it can be considered to have evaluation mechanisms directly included into the project structure and the regular activities. One suggestion is to involve the APS through the supervision. It can also be considered if it is sensible to offer trainings where APS can bring a limited number of their clients in order to work jointly in a bigger group. This can increase their sensitization and broaden their perspectives, as well as helping to strengthen their responsibility. Good methods here can be the collection of most significant change stories, but also setting up evaluation mechanisms which are based on the entity of whole families and a focus on the analysis of relationships. Families and relationship building should be observed as core factors in trauma and conflict work. The mechanisms should be adapted flexibly to the changes in context and the experiences made.

3. Emergency mechanisms

→ Provide space for individual self-care of APS according to their needs

There should be emergency mechanisms in place to allow the APS to share their personal problems and the challenges of their engagement for the community which they feel unable to face. This allows vulnerable APS to be supported, while very difficult cases in the community can benefit from additional, qualified advice from the project coordination. For this aspect, the relationships between the supervisor, the project coordinator and the APS are of the utmost importance. They should have a trustful relationship with the APS and offer fixed or flexible times for appointments (depending on the culture) for individual concerns.

→ Provide overview and updated analysis of available services in the area of APS

The project coordination should have a good overview on publicly available services to which victims of violent conflict and trauma can be referred. This assessment should be done before the beginning of the project and continuously updated. The information can help to improve the strategic choice of where to place APS, encourage networking and increase the APS' capacity for successful orientation.

4. Geographic placement of APS

→ Address remote places which lack alternative structures for conflict resolution

One strategy can be to choose APS in more remote places where there is less knowledge of and a greater need for alternative mechanisms. Thus, APS can have a highly relevant impact both by providing support themselves and by offering further information about possibilities for transfer of the client. It seems to generally hold true that people address problems to the local authorities, and the smallest administrative units have the least number of qualified staff to deal with them. It therefore makes sense to locate APS in areas where there is limited access to sector and district authorities.

→ Address the challenges of communication and transport of the APS (e.g. by provision of material)

This can also help to reduce the ongoing transport and communication problems that APS face when helping their clients. The APS already offer their time and energies to support their community, but in many cases further financial means are required to provide adequate support (if people who want help live far away, if they have to be transferred, etc.). Since the project would harm the idea of volunteerism while increasing dependency and extrinsic motivations if it provided financial means, it is more advisable to focus on providing materials (such as telephones, bikes, writing materials, water and tissues during the commemoration, etc,). Feedback from the APS will help to define the most urgent needs. Furthermore, increasing the number of APS in a limited area can decrease the need for transports while facilitating communication.

5. Responsibility

→ Increase their active role in trainings and supervisions

On very important factor for the success of working with community volunteers is increasing their responsibility and adapting flexibly to their needs. From the outset, the self-consciousness and intrinsic motivation of the APS should be strengthened in order to prevent any dependence on the project. The

APS are the ones who work closest with the community and one should take advantage of this unique strength of an on-the-ground, needs-adapted intervention. This can be done by giving them more space in the training and supervision sessions. They can be more involved in choosing and preparing the contents of the trainings, inviting participants or experts, or taking over parts of the trainings themselves. The exchange of experiences should be given a learning focus and lead to mutual counseling. Methods such as group work and role plays seem to be beneficial.

→ Increase room for exchange and independent networking

Furthermore, the selection of certain responsibilities within the group of APS (the functions of APS representative and their deputy could be extended, should the APS want this) can also contribute to strengthening the collaboration between them. In general, the importance of a combination of training and supervision elements is crucial. The project should focus on providing room for exchange and offering a set of tools and methods, while the contents of the trainings and supervisions can derive from the APS' own experiences and interests.

6. Networking

Networking is another factor which can increase independence and the development of individual support structures. It is also a way to share knowledge and experiences with other people, and thus increase the scope of the project's impact. Networking should be facilitated by the project coordination, while considering the free choices of the APS.

→ Choose APS who are geographically close to each other

This network can primarily consist of the APS themselves. Here again it seems that the choice of APS is essential. Cooperation is highly dependent on geographical closeness. It would be recommendable to ensure that there are always at least two APS close enough to each other that they can meet on a regular basis without causing undue transport costs. A sector might be too big a framework here, and cells might be a more successful selection tool. Another suggestion is to have at least two pairs of APS in neighboring cells, which offers the potential to cooperate in an even bigger group.

→ Strengthen teambuilding amongst APS and with other actors in the trainings

Furthermore, networking can also be strengthened with external actors. This will be more successful if the APS are given the choice of which actors to focus on. For example, trainings can be offered where the APS can bring one or two actors who they consider as the most important for their success in resolving conflict. In general, it can be very beneficial to increase the amount of teambuilding elements within the training. This can be through specific exercises, but elements can also be built into the content of trainings and supervision: For example, a team of APS can be in charge of preparing training contents together, working relationships can be considered in role plays and group work, etc.

→ Strengthen the skills of the APS to facilitate groups

Another important tool of networking and mutual support can be the creation and facilitation of groups. This can also be strengthened by particular training contents. APS can also get ideas about facilitation methods, group dynamics and mechanisms of conflict sensitivity. Trainings can also include notions of economic development, which contribute to the capacities and means by which APS can support others,

while also increasing the sustainability of the groups. Furthermore, it can raise attention for the connections between poverty, conflict and trauma, while offering potential solutions.

7. Public Promotion of activities of APS

→ Facilitate conflict-sensitive field visits of external actors to the APS and their communities

Networking can be closely connected to the public promotion of the APS work. This can be very beneficial because it strengthens the self-consciousness and motivation of the APS. External interest through field visits can emphasize the importance of their commitment and increase their reputation in society. However, one has to consider factors of conflict sensitivity in this regard. The project coordination has to do a detailed investigation of the situation in the APS' community, and prepare them for visitors. The visitors must also be briefed in advance and specifically sensitized for the potential psychological vulnerability of the APS and their clients. Question-and-answer sessions should be well moderated and held in a safe space with psychological support available. Transparency and proper information flow in between the local authorities and the APS and the project coordination also have to be considered.

→ Facilitate the information flow in between the APS and national structures

This point is of general importance with regard to the implementation of the project. The project coordination should take the role of providing a voice for the APS and promoting their achievements at the community level to wider state and civil society structures. It is necessary to have regular meetings in place which ensure the information flow.

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Appendix:

IMPACT CHAIN « GESTION DES CONFLITS COMMUNAUTAIRES			
IMPACT: The community in the three districts can solve their conflicts peacefully			
Objective	*Use of Output*	*Output*	*Activities*
Community members use services of APSS to solve their conflicts non-violently	APSS can provide services (mediation, counseling, reference, plea) in conflict management to the community in their districts	APSS have increased knowledge on topics which provoke conflicts in their environment (e.g. Land Rights, Human Rights, Children's Rights, GBV, ...)	• Organize Trainings (RISD, David, GIZ Sante, District..) • Invite experts to supervision for an 1hour informative talk
		APSS have increased their skills to understand and mediate conflicts	• Organize training on conflict transformation (BDI) • Design 1 week course as a synthesis of 2 weeks MIPAREC training
		APSS can manage their own internal conflicts and support each other	• Organize a supervision every three months • Design supervision format
		APSS responsible have increased skills to organize and guide group of APSS themselves	• 2nd part of training on conflict transformation in BDI • Identify needs of APSS Responsible • Informal training sessions at the office (e.g. Computer Skills, Proposal Writing)
		APSS have founded an association	• Collection of information at district level • Support to write statute • Search for small scale funds
		APSS are well networked and know whom to address/refer their clients to depending on the case	• One day networking event • Identify and get to know different actors in the field in the three districts • Participation in JABF
		APSS are linked with district authorities (mutual support)	• Participate in joint planning with district to follow up trauma victims • APSS support district meetings on conflict resolution • Search for office for APSS with local authorities • Offer training capacity to district staff

Different groups in the community access services of APSS	Perpetrators have increased their own abilities in conflict management and support the APSS	Group of confessing perpetrators is trained to support group of APSS	• Identify a group of 14 in one district • Provide initial training to them on CT and TC • Try to integrate them into group of APSS
People all over the region get sensitized on CT and TC which helps them to solve their internal and external conflicts	IBUKA staff has internalized knowledge of conflict transformation and act as multipliers	Psychologists of IBUKA are trained in conflict transformation and part of a regional pool of trainers for CT and TC	• Organize training conducted by MIPAREC for 10 psychologist in Kigali • Prepare psychologists to be co-trainer for APSS training • Get 4-weeks Training for Trainers in conflict management for Therese
	MIPAREC staff has internalized knowledge of trauma counseling and act as multipliers	Burundian partners (MIPAREC, other ZFD PO) are trained in trauma counseling and part of a regional pool for trainers for CT and TC	• Organize trainings in BDI done by IBUKA psychologists •
	MIPAREC and IBUKA have improved their outreach due to mutual learning	Exchange between IBUKA and MIPAREC is formalized and sustainable	• Prepare MoU • Search for further funding • Organize further exchange visits
		IBUKA headquarter staff has increased knowledge on conflict transformation	• Organize training in conflict management for IBUKA headquarter staff