



# CENTRE FOR CONFLICT MANAGEMENT AND TRANSFORMATION



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*A Society Where People Manage and  
Deal With Conflicts Constructively*

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## Editors Note



*Helliet Nyamunda*

CCMT is glad to share with you, our valued partners, its first quarter newsletter for the year 2021. We hope all stakeholders in the conflict transformation sector and beyond will appreciate the successes, opportunities and challenges to programming faced by CCMT as reflected in this newsletter. This newsletter comes at a time of hope as the nation in particular and the world rolls out Covid-19 vaccination programs and relax covid-19 lockdown protocols, allowing workers to return to work under the new normal. We hope that everyone will be safe during these times of need!

Do not forget to follow us on Twitter @CCMTZimbabwe, Instagram on ccmt\_zimbabwe, Youtube on CCMT Zimbabwe and Facebook on Centre for Conflict Management and Transformation. Please wash your hands regularly, sanitize and practice social distancing!

## Directors Note



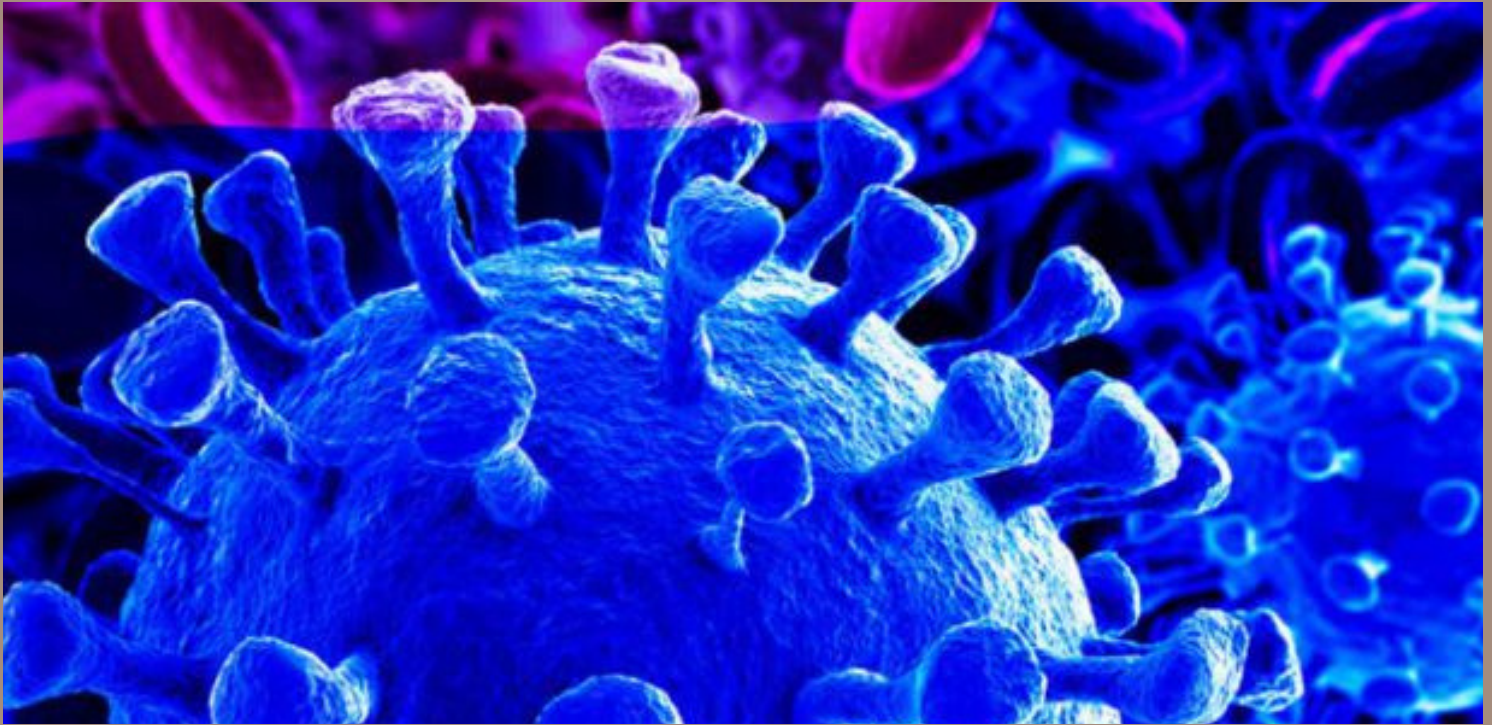
*Wonder Phiri*

Long standing conflicts require innovative approaches of addressing them. It is heartening to note that CCMT expanded its networking capacities, despite Covid-19 travel restrictions and partnered the Midlands State University and other institutions during the covid-19 induced lockdown period. CCMT's collaboration with the Environmental Management Agency (EMA) is bearing fruits with the development of district action plans on environmental rehabilitation. CCMT remains committed to addressing Gender Based Violence cases with youth and women in and

around Harare. The research finding on the 'opportunities and challenges facing women in mining communities' is a cause of concern. Exclusion and other deep-rooted discriminatory practices must be addressed to ensure sustainable development.

As we reflect on 2021, it becomes clear that there is need to support resilience measures for communities to manage disasters like Covid-19.

# Covid-19 and Inequality in Zimbabwe- The Widening Gap



*Covid-19 has changed the way people do things*

Zimbabwe is one of the most unequal countries in the world with a significant burden of poverty as well. Inequality increases in times of crises like the Covid 19 pandemic. The less privileged are the most vulnerable to the pandemic and its after-effects.

In Zimbabwe, it is the poorest sections of the society which find it most challenging to access healthcare especially during times of national and global crisis. This is mainly because accessing medical attention is expensive in Zimbabwe. Poor communities like high density suburbs in the country are more densely packed, which increases the likelihood of the spread of the virus. Their households are also typically constrained in terms of access to basic services like continuous supply of water which makes hygiene a luxury and puts the majority in danger. This however, exposes people to the virus, and Zimbabwe is anticipating to have a third wave of the virus.

The women however, continued to be marginalised due to the pandemic, gender based violence cases also increased in homes and the communities at large. Many women that were interviewed by CCMT spoke about the terrible abuses that they experienced in their homes. The induced lockdowns have also led to lack of transport and the majority resorted to using ZUPCO buses, in turn, flooding the only transport that was available where most women were victimised in the queues. Women are being harassed at bus terminuses, recently a middle aged woman was abused and victimised by the touts from Inter-Africa who forced her to get in their bus, and this was evidenced by a sad video which went viral on social media, where she was crying for help.



# Sustained Dialogue : A Powerful Tool for Conflict Transformation

Mining host communities in Mapanzure are using sustained dialogue to thaw frosty relations with mining companies they are hosting. There has been a proliferation of Chinese mining investments in Zvishavane over the past few years and the Mapanzure area was not an exception. Asia Ferry, Bunday, China Zim and Goldern Horn are some of the Chinese mining companies that have chrome mining operations in the Mapanzure area. Chrome mining in the area has left open pits, some of which are as wide as 120 metres and as deep as over eight metres. According to the Environmental Management Authority, 98 percent of these pits have not been filled and they are posing a danger to both humans and livestock. To date, eight human lives have been lost in these open pits in Zvishavane District and thousands of livestock have perished. Farmland, both grazing and cultivation land has also been lost. The open pits are also used as hubs for criminal activities. There were also reports of unfair labor practices wherein workers were housed in shacks which did not have ventilation and ablution facilities, in addition to poor wages. Mining host communities in Mapanzure felt that while they were bearing the brunt of all the negative effects of these extractive processes, they were not getting anything in return..



John Javangwe, ward 6 Community Liaison Committee member

Because of these challenges, mining host communities in the Mapanzure area initially took a very hostile attitude towards the Chinese mining companies. This stance however did not yield any meaningful results as the extractive processes and the resultant harmful effects did not stop. It was then that they decided to use a different approach, that of dialogue. *"We introduced ourselves to Asia Ferry. We told them we wanted to build a relationship with them. We told them we had concerns relating to their operations, we wanted to share with them"*, said Mr Nyoni, Councillor for Ward 6. *"It was not easy in the beginning but as we continued to engage with them through their managers, they started warming up and we*

*eventually met with them"*, said Mr Jabangwe, a community member from Ward 6, Zvishavane.

The community members then took advantage of the improved relations to present their mining induced development challenges which warranted the attention of Asia Ferry.

"Although they have not addressed most of our concerns, the fact that they have agreed to engage with us on our mining related concerns is a crucial first step to us", said Mrs Nyoni, a community member from the Mapanzure area. As a result of these engagements, Asia Ferry has agreed to help communities to rehabilitate roads in the community and this has already started. "They have also reinstated some of the workers they unfairly dismissed after our interventions. Also, they are now providing decent accommodation to the workers after we told them that it was not only unhygienic but inhuman as well to accomodate 20 workers in a truck trailer which did not have windows", said Councillor Nyoni. "Not all instances require adversarial approaches to problem solving. Try dialogue, it can work out", added Councillor Nyoni .



Nomore Nyoni, ward 6 councilor,  
Mapanzure, Zvishavane District

## Citizen Journalism: A Key Instrument for Effective Reporting

Centre for Conflict Management and Transformation trained 50 Community Liaison Committee members who plays a role of environment monitors in ward 3, 5, 6, 17, 18 and 19 from Runde, Zvishavane District on citizen journalism. CCMT saw it resourceful to equip these environment monitors with the citizen journalism skills which they will use to monitor and demand their environment and economic rights from the responsible local authorities and mining companies they play host to. The skills will enable them to check the reluctance and waywardness of the mining companies that they host in the maintenance of the environment and the development of the mining communities.

The training workshop on citizen journalism and digital advocacy was motivated by the complaints and concerns of the community members on environmental degradation as gold mining and chrome mining activities have been degrading the environment. According to the Environmental Management Agency, harmful mining practices by artisanal and small-scale gold and chrome miners have claimed a total of 11 164 hectares of agricultural land. Of these hectares, 6128.28 hectares have been lost to gold mining while a total of 5036.34 hectares of land have been lost to chrome mining. The pits are death traps to both humans and livestock. In Zvishavane District alone, 8 people have died in these open pits. In October, two young souls, one in form four and another one in form six were lost in these pits. The rate at which the environment is being destroyed by chrome miners in the Midlands Province is such



that, if no concrete steps are taken, there may not be any land to talk about in the near future. Thus, CCMT saw it good to train the community members in Zvishavane on citizen journalism so that they can use different digital platforms like WhatsApp, Facebook and Twitter to advocate for their environmental rights.

*"By using social media platforms, I can easily interact with many people from different countries and localities in their numbers. I can also reach different groups faster with my news and I am able to air my views up to the higher offices and policy makers. Thanks to CCMT, now I am able to report cases of environmental degradation effectively as I can now take good pictures and write good stories. I will use the skills to advocate for my environmental rights and to demand Corporate Social Responsibility (CSR) which should be practiced by the mining companies that we host", said Mr Javangwe from ward 6. "I am going to use the skills on citizen journalism which I have been capacitated with by CCMT to monitor the environment since most mining activities, especially chrome mining leaves unrehabilitated open pits which are very deep and very wide and these pits are claiming the lives of our loved ones and our livestock", said Mrs Mapirimira from ward 6.*



*Land degradation caused by harmful mining activities*

With the training, CCMT hope that they will use the skills to report effectively on issues that concern them, like development and environment issues. We also hope



that they will use the skills that they have received to capture quality pictures that tells some stories and to use the different social media platforms to engage with their local authorities on CSR issues and on environmental stewardship. CCMT also hopes that the women in the extractive sector will use the skills to advocate for their equal rights in mining and to also look for funding opportunities, as they are underrepresented in the mining sector.



*The open pits are a hazard to the livestock and humans as well*

## **“It cannot Be Business As Usual Without Women Involvement in Mining”, CCMT and MSU**

The Zimbabwean Extractive Industry is fraught with inequalities between men and women wherein the former benefits more than the latter despite years of advocacy for gender equality in accessing and controlling mining resources. The mining industry has remained a de’ facto male preserve symbolized by pervasiveness of socio-economic restrictions on women.



The gendered nature of regularizing women's operations as miners, that is; access and control of resources in the industry, restricted claim ownership and other factors contribute to these inequalities in the extractive sector. Imperative to note is how these mining concerns disproportionately affect the economic and social lives of women compared to their male counterparts.

This was revealed during a research paper launch which was held by CCMT in partnership with Midlands State University (MSU) Gender Institute on the challenges, experiences and opportunities of women in mining in the Zvishavane District of the Midlands Province in Zimbabwe.

EMA, in its presentation during the launch, gave very worrying statistics of marginal women participation in mining in the Midlands Province. *"Chirumhanzu has only 1 formal woman miner out of 20 registered miners, Gokwe North has only 1 registered woman miner out of 300 informal miners while Gokwe South has only 1 registered formal mine out of 1200 informal miners. Gweru district has 1 formally registered women miner, 800 informal miners and 75 registered miners, Kwekwe has 5 registered women miners out of 500 registered miners and there are 1100 women illegal miners out of 6000 in the district. Mberengwa has 20 registered women miners out of 900 registered miners and 3500 illegal miners, Shurugwi has 3 out of 200 registered mines and there are 4000 women illegal mines out of 10000 informal miners. Zvishavane has 1 formal woman miner out of 90 registered miners and 300 women informal miners out of 1000 informal miners."*, said EMA.

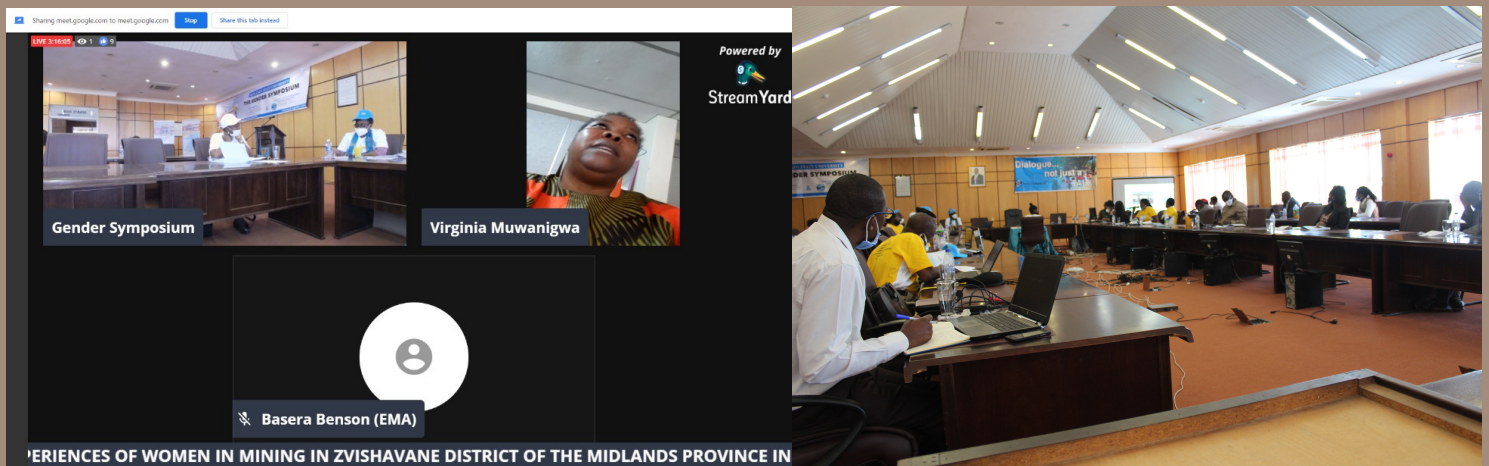


Mrs V. Muwanigwa, the director of Zimbabwe Gender Commission

During the research paper launch, Mr Phiri, the Director of CCMT, said that there was need for a deliberate move by all stakeholders to ensure more women claim a stake in the mining sector. He encouraged all the women to challenge all odds and participate in the extractive industry. "This research paper is being launched at a time when the country's economic recovery is being anchored on the mining sector. It cannot be business as usual without women involvement in mining. Women's involvement should go beyond selling trinkets at the mining claims and companies.", said Mr Phiri. "We need to curb conflicts in the management of resources particularly in the mining sector, where there is need to urgently address gender disparities in the industry.", added Phiri. He urged all the relevant stakeholders to address conflicts that are caused by resources amicably and constructively.

**CCMT produced a research paper on "The Challenges, Opportunities and Experiences of Women in Mining in Zvishavane District of the Midlands Province.", in partnership with the Gender Institute-MSU**

Prof Muzvidziwa, the Executive Director of the MSU Gender Institute said that the research paper was a starting point for both CCMT and MSU to lobby for policies that are inclusive and support women in the mining sector gender inequalities in the mining sector. "We need to have more women in the decision-making spaces in the extractive sector. I am very happy that CCMT is championing and leading discussions on gender equality in the mining sector.", said Virginia Muwanigwa, the Chief Executive Office of the Gender Commission. Women have the capacity to excel in mining, but due to the misogynist, discrimination and masculine nature of the sector, the potential is not realised.", said Gladys Balance from the MSU Gender Institute. She applauded CCMT for partnering with them in the fight against gender inequalities in the mining sector.



Participants at the research paper launch hosted by CCMT in partnership with MSU-Gender Institute

## Zimbabwe's New Batoka Township and the Specter of Development Induced Displacements



By Dr T. Mashingaidze, Dean Faculty of Social Sciences, Midlands State University

In August 2020 the Zimbabwean Government gazetted Statutory Instrument (SI) 188 which set aside land for the establishment of Batoka Township in Chief Shana's area in Hwange District. The envisioned town is a replica of the downstream Kariba Town, it is meant to accommodate people who will construct and ultimately work at the Batoka Hydro-electric Power Plant along the Zambezi River. The power plant located less than 50 kilometers from Victoria Falls is expected to create 6000 jobs. The US\$5.2 billion power project is

a joint venture between Zambia and Zimbabwe, and it is managed by the bi-national Zambezi River Authority (ZRA), an entity equally owned by the two countries. The World Bank (WB) and African Development Bank.



Like any other mega-project triggering development induced displacements (DIDs), preliminary assessments indicate that the proposed Batoka Town is going to affect more than 100 homesteads in Hwange District's Jembwe, Jabula, Kasikili and Kanywambizi communal areas. These displacements are abrupt because SI 188 gave the affected families a mere 4 months to vacate their lands and establish alternative livelihoods in undesignated and yet to be known lands. Besides instructing the villagers to vacate their homelands by 31 December 2020, SI 188 is silent on the critical question of compensation. Although the Zambezi River Authority claims it has a Resettlement Action Plan informed by the African Development Bank and World Bank Environmental and Social Safeguards Policies it has not yet signaled any clear, time bound and legally binding compensation mechanisms to the affected communities.

The unplanned Batoka Township induced displacements are unfair because the affected poverty stricken rural communities cannot be expected to vacate their current homelands, secure alternative land and establish themselves in new spaces under SI 188's strict timelines without well-defined and guaranteed financial and logistical support from both the Zimbabwean Government and the Zambezi River Authority. In any case, the Zimbabwean economy is in a parlous state and victims of DIDs cannot be expected to self-fund their dislocations. Such haphazard displacements also cause unquantifiable and non-monetized effects such as stress and anxiety in the affected communities

The inevitable Batoka Township induced displacements reveal the fault lines in Zimbabwe's DIDs mechanisms. Many people are dislocated at short notice and with minimal compensation because of 'national' and 'public' interest imperatives associated with development projects such as mega-dams, hydro-power plants, roads and urban expansion projects. Due to unequal power relations between the state and the rural citizens, people cannot resist DIDs and negotiate for fair compensation mechanisms. In most cases, the displaced do not get fair compensation and on time for lost homes and property. Rural Zimbabweans are also more vulnerable to DIDs because of the Communal Land Acts which divests them of any title to the land they occupy. The Act vests communal land in the President who can from time to time, especially through the Minister Local Governance, re-designate or change rural land use.

In light of the foregoing abrupt and somewhat insensitive Batoka Town induced displacements, Zimbabwe needs to formulate clear and enforceable Development Induced Displacements and Resettlement (DIDR) policies. Such policies should guarantee concomitant compensation mechanisms for people whose land right and livelihoods get compromised by both public and private owned development projects. Such compensation should have the effect of either minimally restoring people's livelihoods to their pre-relocation situation or at best improve them. All mega development projects should also factor in DIDs costs into their budgets well before commencement of such initiatives.

**"Like any other mega-project triggering development induced displacements (DIDs), preliminary assessments indicate that the proposed Batoka Town is going to affect more than 100 homesteads in Hwange District's Jembwe, Jabula, Kasikili and Kanywambizi communal areas."**

Zimbabwe can draw best practice models from international DIDR guidelines and normative frameworks such as the 1998 United Nations Guiding Principles on Internal Displacement and the African Union Convention for the Protection and Assistance of Internally Displaced Persons in Africa, popularly known as the Kampala Convention. In order, to ensure sustainable livelihoods for displaced communities the long overdue DIDR policies should have profit sharing mechanisms between those who develop mega-development projects and the affected communities.

## Compensation for Displacement Must Go Beyond Physical Losses: Mberengwa RDC

When a development project such as mining, dam construction or urban expansion necessitates the removal of people occupying a particular piece of land earmarked for such a development project, the affected people do not only lose their land and the improvements they would have made on the land, but they also suffer economic losses. They lose their only sources of livelihoods as many rural folks depend on farming activities as their only source of livelihood. Traditionally, the tendency has always been that they are compensated for lost land through relocation elsewhere and for the improvements they made on their land based on the valuation outcomes. Economic, social and cultural losses are not always compensated for.

When the Mataga Growth Point in Mberengwa expanded, it displaced the Gorongwe community which was

residing in the area earmarked for its expansion. With the facilitation of CCMT, the affected communities were given residential stands as compensation for loss of their land and for their loss of livelihoods as the people were displaced from their farms. The community heavily depends on farming and they did not have any other sources of livelihoods. Some of the community members opted to move to Bungwe/ Neta where their source of livelihoods (farming land) was restored. It should be noted however that the Gorongwe Community received urban land as compensation for loss of rural land. What this effectively meant is that their livelihoods had been disrupted as they could not practice subsistence agriculture on their residential stands. In addition to not having money to sustain the new urban lifestyle in the Growth Point, they also did not have money to construct houses according to the new urban standards.





*Mberengwa RDC cushions the Gorongwe community with a poultry project, where 20 people benefitted.*

Through continuous dialogue, lobbying and advocating for fair compensation with the facilitation of CCMT, the RDC came to the realization that the residential stands did not suffice as compensation of the affected communities and they made the decision to support Income Generation Projects (IGPs) for the affected community members in Gorongwe. Representatives of the affected communities, with the support of CCMT, brought this plight to the attention of Mberengwa Rural

District Council (MRDC). After two years of lobbying and advocacy, MRDC finally acknowledged the need to compensate the affected community members for the loss of their means to livelihoods. In addition to residential stands, Mberengwa Rural District Council opened a poultry project for the affected community members.

“MRDC supported us with 200 chicken and 20 women benefited from the project, with 10 women in each group. We thank MRDC for this support as many lives are being changed.”, said Mr Nkomo, one of the affected community members by Mataga Growth Point expansion. The first batch of 200 chickens was delivered to 20 of the 40 affected households. The timing of the delivery of the chickens in July 2020, which was at the peak of the Covid-19 pandemic and lockdown, also signified due consideration by MRDC that the affected were facing multiple layers of economic challenges, firstly as a result of the broader national economic challenges, secondly as people whose livelihoods were disrupted by the Growth Point expansion and thirdly as a result of the Covid 19 induced economic challenges. MRDC set an example of a best practice on how to deal with people affected by urban expansion; that compensation must go beyond catering for physical losses and include economic losses as well. “It was not difficult for us to find a market for our chickens as there is a ready market at Mberengwa business centre. We have also sold some of the chickens to the teachers at the surrounding schools and we have seen some profits. We have a feeling that if we continue with the project, our livelihoods will be restored and we will be able to send our children to school.”, said Mrs Moyo, one of the project beneficiaries.

**When a development project such as mining, dam construction or urban expansion necessitates the removal of people occupying a particular piece of land earmarked for such a development project, the affected people do not only lose their land and the improvements they would have made on the land, but they also suffer economic losses,**

# Gokwe South Rural District Council Commits to Put Women at the Centre of Local Community Development

Under the facilitation of CCMT, Gokwe South Rural District Council (RDC) has developed and adopted a Gender Policy. The policy is the first serious attempt by Gokwe South RDC to put women at the center of local community development since independence. The policy provides for deliberate actions to be taken by Gokwe South Rural District Council to affirmatively discriminate against women in the allocation of land so that they catch up with their male counterparts. It also provides for the establishment and operationalization of the Gender Committee at Council, Ward and Village levels. The Policy establishes a Gender Focal Person who is a senior member of the Gokwe South RDC Secretariat and a Gender Champion who is a Councilor. The policy also stipulates how the RDC will challenge traditional, cultural and religious norms that perpetuate women marginalization in the district.

Through this policy, the RDC will take concrete measures in addressing economic vulnerabilities of women which have been identified to be one of the factors that inhibit women participation in local governance as they lower their confidence and self-esteem. Some of these measures include providing tax holidays to women businesses, inviting to the district and coordinating development partners who have an interest gender equality, providing for joint spousal registration of land so that women are not disposed upon divorce or bereavement, among a broad array of measures. Lastly, the policy also aims at ensuring that women have space to participate in local governance from the VIDCO right up to the Council levels.



*Gokwe South RDC adopts a gender policy that was drafted with the facilitation of CCMT*

# Bad Governance Inhibiting Productivity of Irrigation Schemes in Zimbabwe

Governance of Small Holder Irrigation Schemes (SHIS) is one of the key factors that determine the functionality and productivity of Irrigation Schemes (ISs). The majority of SHISs across Zimbabwe are managed by Irrigation Management Committees (IMCs), whose primary function is to oversee the day to day running of the ISs. IMCs are expected to provide a sense of direction by continuously steering ISs towards achieving their vision and set goals. Although, governance model has worked for some ISs, it has not worked for the majority of ISs as demonstrated by their failure in their objective to improve food security and alleviate poverty, as the schemes have either failed to meet the expected productivity levels or in some cases have failed to function at all. This is further demonstrated by the fact that Zimbabwe's current drought and food security issues have remained dire over the past decade, exposing millions of people to food insecurity and poverty despite the fact that Zimbabwe has one of the highest proportions of irrigated land in the region. The reasons why the ISs governance have failed are both internal and external.

Availability of farming inputs, infrastructure for water storage and conveyance and capital does not always translate to productivity in irrigation schemes. Bad governance is one of the most underrated production inhibitors, yet it accounts for most of the reasons why irrigation schemes fail, regardless of the availability of inputs, infrastructure, and capital. Where there is conflict among farmers and other stakeholders in the irrigation schemes and absence of leadership and conflict management/transformation skills, productivity can fail regardless of how much financial and material resources have been invested in the irrigation scheme. Farmers spend more time on the conflicts and less on the farming itself. Productivity in irrigation schemes is thus a sum of inputs, capital, water, and infrastructure on one hand and leadership, and conflict transformation skills on the other hand. These factors combine to produce fully functional irrigation schemes which are productive. This is so because irrigation schemes comprise of several people with different beliefs, perceptions and backgrounds farming together and as such, cohesion between these people is key to their success.

It is this realization that prompted the Centre for Conflict Management and Transformation to partner with International Fund for Agricultural Development (IFAD) to work together to increase productivity in irrigation schemes through promoting good governance in the respective irrigation schemes across the country. While IFAD brings the infrastructure, skills, capital, technology, and inputs, CCMT brings leadership and conflict transformation expertise to the 14 irrigation schemes selected. This partnership is set to see a boom in Agricultural productivity in these 14 selected irrigation schemes. The partnership has resulted in the reduction of conflicts that had, for a long time, impeded productivity in irrigation schemes.



It has also resulted in the inclusive development of constitutions for irrigation schemes which clearly spells out how each irrigation scheme is to be governed, how members of the Irrigation Management Committee are to be selected and removed, how irrigation funds are managed, how land and water disputes which impede Agricultural Productivity are to be resolved. Constitutions are also helping farmers to strategically mitigate post-harvest loss. In addition, they also clarify duties and responsibilities of each of an irrigation scheme members.



*Bad governance in irrigation schemes is inhibiting cohesion and productivity*

## **Land Tenure Systems in Irrigation Schemes: A key driver of conflict**

What rights do irrigation scheme farmers have to the land they are using? Are they aware of these rights? Can they sell or lease out the land? Can irrigation land be inherited by a spouse or dependent after the death of the irrigation farmer? Not many irrigation farmers have good answers to these questions. In Zimbabwe the legislative laws are not very clear on the land tenure systems in irrigation schemes, the user is not the owner of the land and owner of the of land is not the user, the land sorely belongs to the state and many farmers are not aware of this information.



On the other hand, most IS constitutions are silent about the land allocation and tenure issues. In most cases farmers are not aware that the land does not belong to them (it belongs to the government), which results in the leasing and selling of plots. This in turn has resulted in challenges in the collection of water, electricity, land levy, operation, and maintenance fees as the IMCs cannot reign in on the new plot users.

This in turn has been generating conflicts between irrigation farmers themselves, between irrigation farmers and Irrigation Management Committees and between irrigation farmers and government authorities. This can best be illustrated by a case at one of the irrigation schemes in the Midlands province where CCMT works.

An irrigation farmer sold a plot they were using to an AGRITEX Officer, entered into an agreement of sale thereof, which was later declared null and void by the court. What is interesting in this case is that the buyer who is an AGRITEX officer lost their money in the process of purchasing the land which was not meant to be sold by anyone, except for the government. Even more interesting is the fact that had land tenure systems been clear, an AGRITEX officer, being a government official, owing to their proximity to where policy is made, should have known better the legality of the transaction they were entering into.

It is also interesting to note that the AGRITEX officer who purchased the plot

was not deployed at the particular irrigation scheme where they purchased the plot, meaning there is another AGRITEX Officer responsible for the scheme where the plot was purchased. This case is just one of the many cases where lack of clarity and knowledge on land tenure systems in irrigation schemes is generating conflicts. Working with the International Fund for Agricultural Development (IFAD), CCMT is assisting irrigation scheme farmers and other stakeholders in the irrigation schemes to answer some of the above questions and to manage and transform conflicts that emanate from them.



*Land Tenure issues in irrigation schemes are a major cause of conflict in Zimbabwe*



*Zimbabwe's irrigation schemes are not aware of the land tenure systems that guide them*

# Centre for Conflict Management and Transformation

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We work to transform the  
ways in which societies deal  
with conflict - away from  
adversarial approaches and  
towards collaborative problem  
solving.

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