

Annual Report 2015

Centre for Conflict Management and Transformation



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Pulling against each other due to differing needs is at the core of conflict.



Vision

A society where people actively participate in creating social and economic justice by managing and transforming all forms of conflicts constructively.

Mission

To enhance communities' capacity to deal with conflicts by raising awareness and creating synergies among decision makers and local stakeholders in conflict processes, thus building sustainable and constructive impacts towards transforming conflict and enabling stable and durable peace.



Message from the Director





2015 became the first year of implementing the 2015 - 2019 CCMT Strategic Plan. The year marked a significant milestone in that it launched a strategic plan with a special focus on advocacy work guided by the advocacy strategy developed in 2014 in partnership with community members and District Officials from the five Midlands districts.

The expansion of CCMT's programming into advocacy is a strategic one. In responding to requests from communities, the organisation had, over the years, focused on the transformation of very specific community conflicts. What emerged in resolving these issues was that the real roots of the conflicts lay in district and national level policies and legislation that frame the context within which communities live. These are policies that may have been put into place either by state or non-state actors like national government, local and international NGO's, or private institutions like mining companies. It became apparent these policies and laws, in particular those at the national level, were not just affecting those communities requesting assistance from CCMT, but that they were also impacting grass root communities across the nation. It is clear that if these problematic policies remain in place they will continue to cause conflict and continue negatively affecting communities across Zimbabwe. Introducing advocacy as the next tier in the intervention process became critical in contributing meaningfully to more peaceful communities; not just those CCMT has the capacity to interact with but across the country. Advocacy would heighten awareness around the identified challenges and create spaces for engagement beyond one community.

In order to achieve this it will be important to devise innovative ways to carry out the work as securing funding for the work and the institution became increasingly difficult in 2015. This trend is unlikely to improve in the near future as funding challenges are affecting all sectors in Zimbabwe. At the end of 2015, CCMT had to prepare to reduce its staff. Preparing to say goodbye to talented and committed team members meant the year ended on a solemn note. We hope that the interventions highlighted in our annual report will also leave you with the same sense of achievement that it did our team and that the resilience and determination of Zimbabwean communities to transform through conflict shines through and inspires.

I would like to extend my heartfelt thanks to the CCMT Board of Trustees for their unwavering support during 2015, the CCMT Team of 2015 for the commitment and perseverance in a very difficult financial environment, our funding partners for the support provided when resources have been very tight, the District Councils who we partner with in our work and the resilient communities they service.

In the new phase of our work, I look forward to the reviewing of unfair policies at community level so that community members in the implementing districts as well as throughout the country can enjoy social, economic and political justice”.

Stembile Mpofu



Dialogue

Communities learn better through participatory exercises.



In line with the philosophy that “conflict is positive if managed well,” we have continued to employ dialogue as the flagship approach in building and re-building human relationships within the implementing districts. We have learnt that conflict resolution starts when conflicting parties begin to view each other from a new perspective. This transforms how they listen and relate with each other. Once attitudes and behaviours have shifted towards the positive pole, engagements become more fruitful.

Fully aware that conflicting parties remain divided because there are no spaces where they can constructively engage to deliberate on the issues holding them apart, we have continued to create the spaces for conflicting parties to engage. The spaces enable conflicting parties to come together and 'listen to each other deeply enough to be changed by what they hear'.

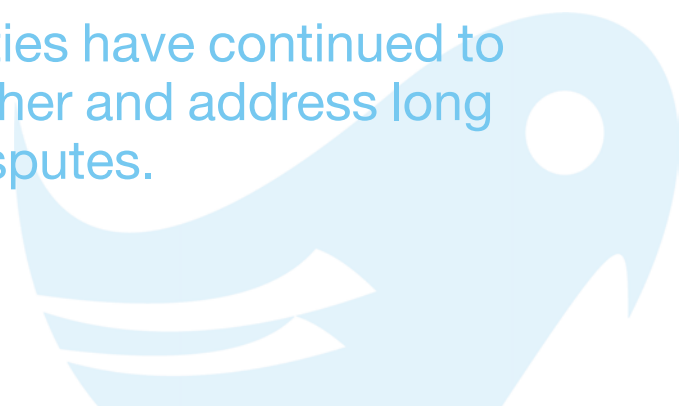
It is not enough to merely create spaces for dialogues, the dialogue spaces have to be kept 'safe'. A safe space is a space that encourages openness. A safe space also ensures strict confidentiality. Spaces that are characterised by openness and confidentiality in the deliberations have a greater potential of achieving resolution of very difficult conflict situations. To ensure this safety, we have utilised the expertise that we have built over the years and in these safe spaces, communities have continued to find each other and address long standing disputes.

Dialogues also reach sustainable and desired outcomes when the stakeholders have confidence in the convener and the facilitator. Having acquired extensive community entry and community engagement experience over the ten years of our existence, we have been able to engage with and gain confidence of the authorities at various levels in the implementing areas. Using a rigorous and sensitive entry procedure, we have retained acceptance and buy-in from the gate keepers and the ordinary community members as a bona fide development partner.

The dialogue space and processes have also been very important in sharing knowledge and generating new insights on a number of thematic issues that we have been dealing with as an organisation. Working with existing structures and engaging the communities on their lived realities, the organisation endeared itself to ordinary community members as well as officials who view the dialogue platforms as sources of undocumented local knowledge as well as previously unexplained policy details.

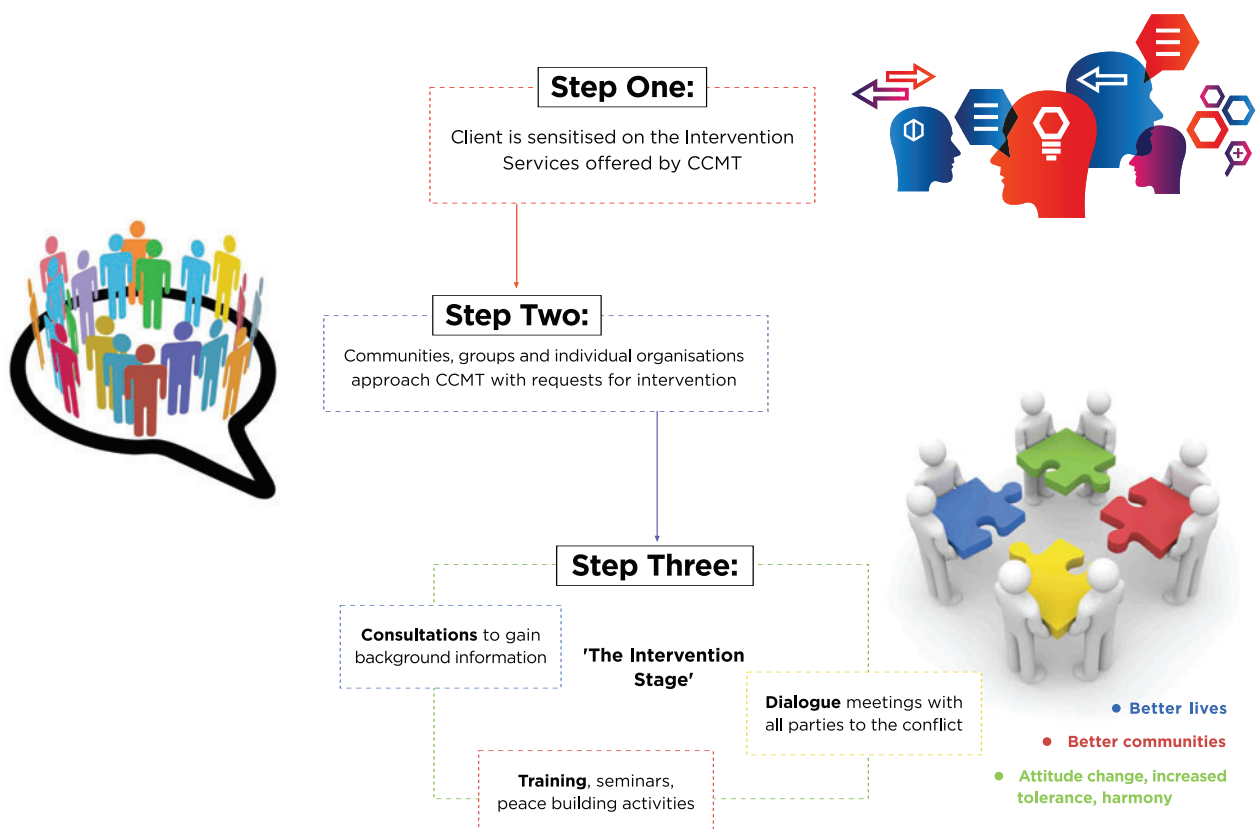
...we have utilised the expertise
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The Interventions

The CCMT Intervention Approach



The interventions are the processes that we carry out to assist communities in dealing with the presenting challenges. Generally, these are conflicts that have a potential for violence as well as those that affect a large section of society. We understand conflict to be a result of longstanding unresolved issues that continue to fester. In response, therefore, we recognise that while some conflicts may be resolved in a short period of time, others can take years to be resolved. Depending on the nature of the conflict and its causes, certain conflicts will be addressed by local level players. Others, however, will need national level policy intervention. The interventions below have taken more than two years to get to the stages described in this report.

Mundi-Mataga Dam Conflict

The intervention scored four major results.

1. Biri Extension Irrigation Scheme had been denied access to water from the dam by Zimbabwe National Water Authority (ZINWA) due to a debt which had accumulated during the Zimbabwe dollar era. The scheme however is now accessing water from the dam. In 2015 the debt was estimated to be standing at around USD \$79,000 which members of the scheme could not afford to repay. However, because of the dialogue with ZINWA, the Irrigation Scheme Committee managed to raise their concerns with ZINWA officials about possible errors with the bill, which ZINWA then looked into. ZINWA realised that there had indeed been errors with the bill and not only agreed to cancel the bill altogether, but began to release water to the scheme. Since the agreement came into effect there have been three crop harvests. Speaking of its revival at a commemorative Field Day held in December 2015, the secretary of the Irrigation Scheme Committee Mr Takunda Dube stated, "as the Irrigation Scheme committee we now have a very good relationship with ZINWA. They know that we have special requests and we communicate easily with them through phone calls. This has come about as a result of the dialogue we had".

2. Ward 18 Mataga, 22 Nyamhondo, 23 Musume, 24 Makuwerere, 26 Chingoma A & 27 Chingoma B are now accessing water when it is released to flow down-stream. The community members from the aforementioned wards had been failing to access water from the dam during the dry season. This, according to the community and the Rural District Council had been caused by the refusal by ZINWA to release water for downstream users.

3. In its conflict with Musume Mission, ZINWA was not releasing water to flow downstream as a measure to compel Musume Mission to pay. ZINWA considered Musume Mission a commercial entity which should pay. Musume, on the other hand, argued that the hospital should not be regarded as commercial since it was providing a service to the community. This impasse affected community members down-stream who needed the water for their domestic use and for their livestock.

Musume Mission hospital had bilateral discussions with ZINWA, which resulted in a water agreement contract being signed between the two institutions as provided for in the Act. As a result of the process it however became apparent that a contract actually existed. Their bill will now be paid from Musume Mission Hospital Head office. The conflict had resulted in the local hospital struggling to operate. The nutrition gardens at the hospital used by people living with HIV and AIDS had also dried up.

4. Bilateral discussions took place between ZINWA and the local authority, Mberengwa Rural District Council, to address challenges emanating from the charging of lease rentals /development levy. An agreement has been reached which will see ZINWA paying US\$2/hectare as lease rentals for each of their dams in the district down from US\$4 per hectare before the CCMT intervention.

Contrary to what most people had believed, water rights were no longer in existence as had been the case prior to the establishment of ZINWA. Instead the Act now provides for water permit system which states that for anyone to draw water from a water body they must have a contract with ZINWA, something which the affected communities and institutions were not aware of.

250 individual farmers in the Biri irrigation scheme benefited from the intervention directly. 21 000 community members in 6 wards benefited from the resolution of the water access intervention.

Mataga Growth Point Conflict

Growth points can be defined as “settlements (rural or urban) which central and local government consider to have potential for commercial development and hence need to be supported by public and private sector investment”.¹

Mataga Growth Point is one such settlement which was identified for development back in 1992, which is when the conflict started. Community members in the area opposed the growth arguing that the land from which they were being removed had irrigation infrastructure which had sustained their lives for decades prior. Although Mberengwa Rural District Council was able to successfully relocate some of the residents with compensation, others refused to be moved up until now.

Mberengwa Rural District Council was growing increasingly concerned about the stagnation of development at the Growth Point as they had failed to carry out planned infrastructural developments due to a shortage of adequate land. A decision was taken to engage CCMT on the matter. The community members who are refusing to be moved, state that they have been relying on that land as their main source of livelihood and will not have the means to support themselves if moved. Community members were experiencing a loss of productivity as they were forced to stop farming on their land due to the expansion of the Growth Point. Council, on the other hand, lost potential revenue as it was difficult to put up infrastructure on disputed land. The sale of residential and commercial stands stagnated.

The intervention has established the true concerns and needs of both parties. The community has requested to be allocated a new piece of land. Although council had agreed to provide this piece of land, the additional demand by the community to have council establishing the irrigation infrastructure for them is proving difficult since council does not have the financial capacity.

¹Rural Growth Points in Zimbabwe - prospects for the future, K H Wekwete 1982.

Zvishavane Mining Conflict

The conflict in Zvishavane is between district authorities, communities and mining companies over mining activities that are happening within the district. 4 different mining companies are involved in the conflict and 5 wards within the district are affected and actively taking part in the dialogue.



Mining operations have resulted in some areas being affected by erosion.

Wards 3, 5, 6, 18 and 19 are the worst affected communities. These have a combined population total of 19 244. CCMT has created a dialogue platform where the representatives of the affected communities, council, mining companies and government agencies sit to deliberate on the challenges and the possible solutions.

What was apparent from the 2015 engagements is that mining companies are struggling to keep afloat as a result of poor commodity prices on the world market as well as the poor performance of the Zimbabwean economy. However, monitoring of the compliance with environmental laws emerged as another huge challenge. Although mining companies are required by law, to deposit certain amounts of money for rehabilitation of land during and after operations, it appears this Environmental Impact Assessment requirement is not enforced. State institutions mandated to work on the issues need strengthening. District councils are incapacitated to deal with this challenge as all mining regulation is centralised at national level.

We will escalate this issue to national level through advocacy in the next phase of our organisational strategy.



Some pits left behind after chrome ore surface mining are a danger to humans and livestock.

People and animals have drowned in the pools. Community members reported that while these stories are documented by both state and non-state actors, they have benefitted nothing from sharing their problems and are no longer keen to be 'used' by government and non-governmental organisations for no gain to themselves. This affects community participation in efforts to seek solutions to the challenges.



Other areas, though rehabilitated have remained wastelands with no potential for any productive use for the communities.

Kushinga School Site Conflict

Kushinga is a resettlement area established in the 1990s. The conflict was affecting around 900 households and was between two local rival groups in dispute over the proposed siting for a secondary school. An old farm house had been identified as a potential site for the school. However, the new farmer who took occupation of the house following the land reform exercise claimed that he had an offer letter to occupy the farm and its infrastructure. As he had already invested in the property he could not make way for the school. As a result, a new site for the school needed to be identified.


In 2015, after a series of dialogue meetings convened by CCMT on the matter, the majority of the community members finally agreed on a site that would not push out the occupant of the farm house. They proceeded to mobilise resources for the construction of the school. They molded the bricks and hired a grader to clear the site. They have dug the foundation of the new classroom blocks, something they had failed to do since 2005 when the need for the secondary school was first recognised.

A few other community members, however, remained intent on establishing the secondary school at the farm house. Towards the end of 2015, they took their matter to the courts but, on two occasions, were unsuccessful. Although CCMT would have preferred unanimity on the site, the organisation is satisfied that at least the other side is using peaceful means to try and contest the case rather than violence as before. This conflict has a history of violent confrontations where people were injured and property destroyed, particularly in 2008.

Zhaugwe School Conflict

The Zhaugwe Primary School is situated in a resettlement area and the conflict situation had been understood to be caused by the non-payment of school fees resulting in lack of funds for the school's development. CCMT brought officials from the Ministry of Education and the Ministry of Lands to participate in the intervention process. We convened a dialogue platform that deliberated on the issue and established that the challenges at the school and in the community in general were a result of non-renewal of leadership. The leadership challenges in the community were in fact interfering with and affecting the day to day running of the school, resulting in the pass rate falling to 0% where it stayed for approximately three years prior to the intervention.

Leadership in the community and in particular the Farm Committee and School Development Committee (SDC) had not been renewed since the community moved in during the fast track land reform period in 2000. Fuelling the conflict further was the impaired relationship between two important development committee leaders in this context, the School Development Committee and the Farm Committee. This had resulted in community members taking sides and splitting into two camps. The two leaders were at loggerheads and constantly undermined each other - a development which affected community cohesion and resulted in violence. We organised workshops where officials from the Ministry of Lands supervised election processes for a new farm committee. Likewise, Ministry of Education officials supervised the election of a new School Development Committee (SDC). The two ministries then clarified policies and regulations in the running of the respective committees. From this process, roles became clear and overlaps were minimised.



The old farm structures which were being used as classrooms at Zhaugwe.



The conflict came to a successful resolution in 2015. CCMT project officers consolidated the intervention using 'The Team' outreach process. The Team process uses a video drama to elicit discussions around community topical issues. We also carried out a number of support visits to check on progress of the action plans drawn up by the community and to assist with ideas on emerging issues. Early in 2015, the community mobilised resources and put up one classroom block. Having completed the first project, the community, which is now feeling enthused by their success has begun construction of a second classroom block. In addition, they collectively approached the Zimbabwe National Army (ZNA) for assistance and have since been allocated 3 officers who are assisting with technical expertise in the construction of the new classroom block.



The new standard classroom blocks being constructed at Zhaugwe.

After the first elections in 2014, a second round of elections was also carried out in 2015 to select a new School Development Committee. The ability to freely elect their own choice of leaders has re-energised the community members to strengthen collaborations on other developmental issues. The pass rate at the school has been rising since the start of the dialogues in 2013. The 2015 pass rate at the school was 38%, up from 0% at the start of the intervention.

The developments in Zhaugwe so far are largely encouraging as community cohesion is the strongest it has ever been. Having managed to construct the school from their own resources, communities are realising that they have the power to transform their socio-economic situation and are motivated to try out other developmental projects on their own. They have since started community gardens and a fish farming project.

Conflict between council, community members and churches in Tongogara district

The conflict started in the 1980's when government handed over running of the schools to councils. Tongogara district has 96 primary and secondary schools. Overwhelmed by the number of schools in relation to available resources, Tongogara Rural District Council invited interested churches to apply to take over the running of some of the schools. However, this was done without consultation with the affected communities and relevant government offices, for example, the Ministry of Education and the Ministry of Local Government.

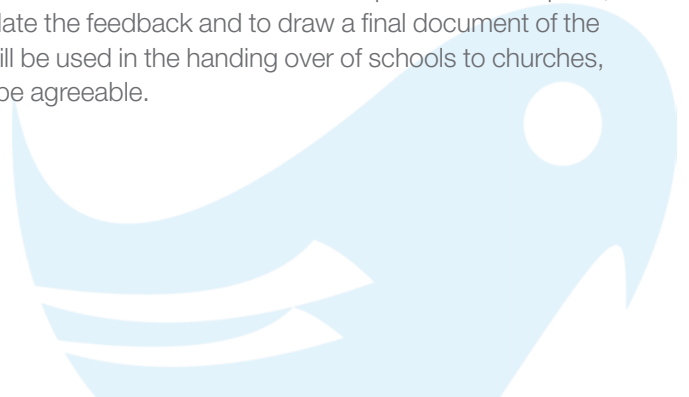
It soon became clear from the ensuing conflicts in the targeted schools that a number of issues needed to be clarified. For instance, community members needed to know what the churches would be taking over - the children, the communities or the structures? The roles of heads, rectors, pastors and communities at the schools were also not defined. There was also the issue of the disparities in the code of conduct that is used by the Ministry of Education when employing teachers and that of the churches. The Seventh Day Adventist (SDA) code of conduct, for example, was regarded by teachers to be too strict. Also, if the school head was not SDA he or she would have to transfer to another school. As a result, the affected School Heads felt that their past efforts were not being recognised. Traditional leaders questioned the issues of names of schools being changed, for instance, Mavedzenge (the name of the local chief) Primary School was being changed to St. Boniface leading to the traditional leadership feeling undermined. The past efforts of local communities in the construction and repairing of the school structures which they felt they partially owned were also being ignored.

Some churches had promised to pay fees for all the children at the school and to improve the infrastructure but this did not materialise and communities felt they had been tricked. Since the teachers were routinely being transferred, pass rates fell and parents were unhappy.

There was no Memoranda Of Understanding between council and churches binding the two in the process and the new dispensation.

CCMT convened dialogue platforms that brought the issues to the surface. Through the discussions we helped the council to realise that the handover process was more important than the outcome. Tongogara Rural District Council temporarily suspended the handover of schools until the issues emanating from the process were resolved. As a result, CCMT led the consultation process that gathered views of affected stakeholders on the matter. We also provided technical assistance to the council to develop terms of reference to guide the hand over process. Training was carried out for the district officials to craft an MOU and the draft was approved by social services and full council.

This was completed in September 2015. In the last quarter of the year, the district further consulted the communities on the terms of reference and consultations will continue in 2016. Once the consultation process is complete, council will sit to consolidate the feedback and to draw a final document of the terms of reference that will be used in the handing over of schools to churches, should the communities be agreeable.



Story of Change

Coming to understand the value of education through dialogue

Sharon facilitating an exercise during a conflict transformation training session.



Sharon is the mother of three children, a girl in Grade 5, a boy in Grade 1 and a 3 year old boy. The eldest two children attend Matshaya Primary School, which is at the centre of this conflict.

Development at the school was being adversely affected by the conflict and there was a lot of animosity between teachers and parents. Parents were no longer paying school levies and teachers were growing increasingly frustrated, resulting in a request for intervention from the school head who had been inspired after watching a documentary on a similar CCMT intervention at New Gato Primary School.

Sharon, as a parent at the school who had not been paying levies for her children, was willing to share her story.

According to Sharon the school was no longer functioning properly and 'the standards had really gone down'. She continues, "children were not passing their exams, the buildings were not painted and did not have window panes. Where the floor was supposed to be there were big holes in the ground, so that a child could even fall in".

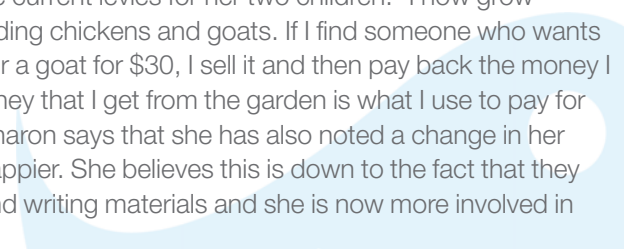
When the intervention began, group consultation meetings were held with community members allowing parents and teachers to air their grievances. Sharon attended both the consultations and dialogue meetings that followed.

When asked why she had not been paying school levies for her children, Sharon replies, "Both my husband and I were not working. On top of that, I never saw any value in attending the meetings held in the ward about the school. I didn't even care to know who my children's teachers were". Sharon goes on to say that she never actually understood what the levies were used for.

However, Sharon has since had a complete change of heart which she attributes to the dialogue meetings that she attended as part of the CCMT process.

“ I can personally say that for me it transformed my life. When CCMT came things changed. Through the meetings, I became aware of the importance of education and the role that I play as a parent ”.

Sharon and her husband had incurred a huge debt with the school over the unpaid levies. She is now taking measures, however to clear the debt whilst at the same time paying the current levies for her two children. "I now grow vegetables and am breeding chickens and goats. If I find someone who wants to buy a chicken for \$5 or a goat for \$30, I sell it and then pay back the money I owe the school. The money that I get from the garden is what I use to pay for things like stationery". Sharon says that she has also noted a change in her children as they seem happier. She believes this is down to the fact that they have adequate books and writing materials and she is now more involved in their school lives.



Sharon says that she has also noticed a shift in the relationship between the School Development Committee (SDC) and teachers and feels that it is now stronger. She says,

“ We have learnt that when electing committee members for the SDC we need to choose carefully and get only people who are ready to do the job ”.

Sharon attended a Conflict Transformation training, which was carried out by CCMT project officers as part of the intervention. Asked what exactly it was she learnt from the intervention process and the training combined, Sharon says, “I have learnt a lot from CCMT especially issues to do with living in harmony with others. I know that even the language I use when speaking can be harmful. Before saying anything I must look within myself and see if what I say will be productive for myself and everyone else. Even with my husband, if he has done something wrong, before I approach him, I first ask myself how do I deal with him through conflict management. I don't accuse him and say you didn't bring firewood! Instead I talk to him in a way that doesn't get him angry or frustrated with me for asking”.

Since the intervention began, the payment of levies by parents at the school has improved. According to the Acting School Head Ms Irene Mangwaya, the school has been able to purchase resources due to an increase in the percentage of school levies coming in. Before the intervention began, only 21% of parents at the school were paying their levies. However, at the time of interview this figure had increased to 54%. And those parents who are unable to pay are no longer shying away from the school, but instead are coming in to discuss their problems and agree on payment plans. Ms Mangwaya states, “at least there is now communication between parents and the school, which wasn't there before”. Other improvements at the school include increased motivation of teachers who now have appropriate materials to work with, as Ms Mangwaya states, “we recently purchased abacuses and clocks for teachers to use during their lessons and we are working towards purchasing a computer so that the children can become more exposed. We also managed to replace the whole floor in the Grade 4 classroom block as it was full of holes. At least 90% of windows at the school are now glazed and have had panes fitted”.

Though the intervention is still ongoing, it is clear to see that the sustained dialogue method utilised by CCMT in its intervention process is an extremely effective tool which ultimately leads to attitude change and increased tolerance and harmony within communities.

Research

Cultures in Conflict: Challenges of Marriage and Divorce under Zimbabwe's Dual Legal System

In line with the Research and Documentation departmental goal which is :- CCMT is a national resource and reference centre for matters related to community conflict management and transformation through high quality action-oriented research and advocacy publications, in 2015, the organisation published one paper. The publication entitled, "Cultures in Conflict: Challenges of Marriage and Divorce under Zimbabwe's Dual Legal System", seeks to draw the attention of Zimbabweans to the conflict potential of this commonly ignored phenomenon.

Most countries that emerged from one form of colonialism or the other are saddled with the challenge of a dual legal system. The implication of the dual legal system in the application or delivery of justice is a matter still needing deeper research and debate amongst the affected communities.

In this paper, CCMT makes its contribution to this debate noting, particularly, its conflict potential. The paper explores how Zimbabwean women and in particular those that live in the Chiwundura area under Chief Gambiza experience legal pluralism. Various aspects of family law are analysed, first by looking at the legal provisions (both customary and general) and secondly by an examination of how the courts have interpreted the law.

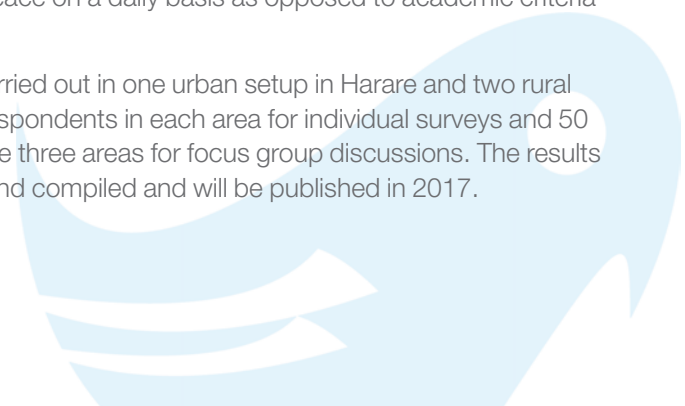
The research paper, together with an accompanying documentary, provides Zimbabweans with a rare insight into practical realities of ordinary the rural woman- issues which are generally glossed over if not ignored altogether. The report has been taken to the participating communities. Two chiefs, Chief Gambiza and Chief Chiwundura will share the document with the Chiefs Council for further deliberations. Local councillors will in 2016, share the findings with full council and interrogate them further. Non Governmental Organisations working on related and gender issues will also engage with the findings and provide feedback with their recommendations. Put together, the feedback from all stakeholders will inform the advocacy themes and strategy going forward.

Everyday Peace Indicators Project (EPI)

We carried out our second year activities with the continuation of a project to develop alternative indicators for measuring local perceptions of progress toward peace-building and state-building in Africa (Everyday Peace Indicators Project). This research is happening in 4 African countries, Ethiopia, South Africa, Uganda and Zimbabwe.

The research opens up new perspectives with regards to what communities define as indicators of peace on a daily basis as opposed to academic criteria and measurement.

The research is being carried out in one urban setup in Harare and two rural settings targeting 100 respondents in each area for individual surveys and 50 households in each of the three areas for focus group discussions. The results are still being analysed and compiled and will be published in 2017.



Monitoring and Evaluation

Circumstances in conflict transformation interventions are often complex and difficult to assess. As a result, we put a lot of effort into gathering background information about each of our intervention cases. That is facts surrounding the actual conflict issues, such as the following:

- **the policies and legal frameworks which are relevant in a particular conflict**
- **enquiries about the number of stakeholders affected as well as how they are affected**
- **historical development of the conflict matters**

However, even more so, it is looking into the relationships and histories between stakeholders taking into account things such as their interests, their attitudes and the positions and conditions which they bring into conflict scenarios. In summary, there are countless smaller and not so small details which make up and characterise an intervention. It is not always easy to assess the multitude of indicators, let alone to communicate them to third parties, or to filter out the aspects which should guide us in decision making and intervention planning.

While we have in place a comprehensive documentation system for every step of our interventions, in 2015 we took on the challenge of making the complexity of conflict processes tangible. This was done by developing “real-life” indicators specific to the various conflict stages, which can be observed within the communities and utilised as progress markers. These markers point out which aspects of a conflict (e.g. relationships, attitudes, behaviours, economic/social/political circumstances) determine its development, which progress has been made or challenges faced in respect of the various indicators. We have called this tool the “Intervention Evaluation Tool”.

Once assessed, it is possible to draw a “conflict map” for an individual intervention which visualises its status and progress history with the help of what we call the “Intervention Visualisation Tool”. While based on detailed analysis, the map itself provides an easy-to-decipher movement of the conflict. That is, a summary which brings out the critical issues surrounding a particular case. With the help of this visualisation tool it is possible to compare developments in different interventions with each other and to draw conclusions in respect of higher level project, programme or even organisational objectives.

Networking and Collaborations

At CCMT, we recognise the need for a comprehensive package to achieve national peace building aspirations. As such, we continued to engage with like minded organisations across the country.

Search For Common Ground



Screening of 'The Team'.

Our partnership with Search For Common Ground (SFCG) is important in that SFCG has developed a powerful concept called "The Team". This is a TV series which highlights issues that our youth and communities grapple with on a daily basis. These issues, ranging from leadership, teamwork, development and parenting are also regarded by CCMT to be critical to community and national peace. In 2015, we continued to carry, "The Team" concept across the country. This enabled us to influence peace processes in the following Provinces:

1. **Matabeleland North: (Lupane, Jotsholo and Gwayi)**
2. **Midlands Province: (Somabhula, Kushinga, Zhaugwe, Rockford, Murowa, Mberengwa Centre, Mhondongori)**
3. **Mashonaland West: (Magunje, Nyamakate)**
4. **Masvingo: (Bikita, Gutu and Zaka)**
5. **Manicaland: (Nyazura, Rukweza and Headlands)**

The reach amounted to 1440 direct beneficiaries who included District Administrators, Council Chief Executive Officers (CEOs), local traditional leaders (Chiefs, Headmen and Village Heads), Government departmental heads, mining officials, Religious leaders, ward councillors, women and youth.

Peace Building Network of Zimbabwe (PBNZ) - Institute of Justice and Reconciliation (IJR)

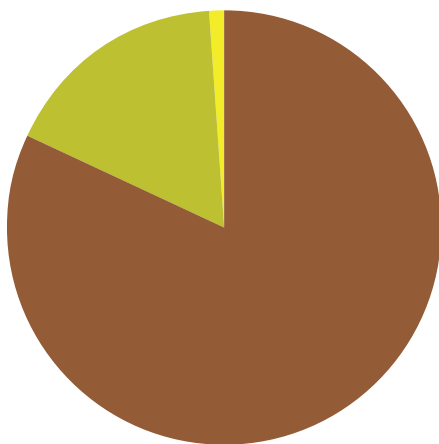
As the secretariat of the network, CCMT continued to steer the PBNZ, a network of 19 organisations working towards peace building in the country. This network is working in partnership with the Institute for Justice and Reconciliation (IJR) of South Africa. The partnership between IJR and PBNZ worked towards the publication of a Community Healing Manual. Peace building organisations within and outside Zimbabwe are already using the manual to develop their own manuals. Others are using excerpts of it in their trainings on peace building and healing.

Centre for Conflict Resolution (CCR) South Africa

CCR contributed to the strengthening of CCMT's capacity in the Gender thematic area. Initially, we benefited from a series of Gender and Peace-building workshops focusing on understanding the concept of gender, gender conditioning and impacts on institutions, everyday patriarchy, feminism and masculinities, as well as strategies to build equitable institutions. CCR also helped us to appreciate how we could utilise the emerging technologies to address gender based violence.

Finance and Administration

Consolidated statement of income and expenditure for the year ended 31 December 2015

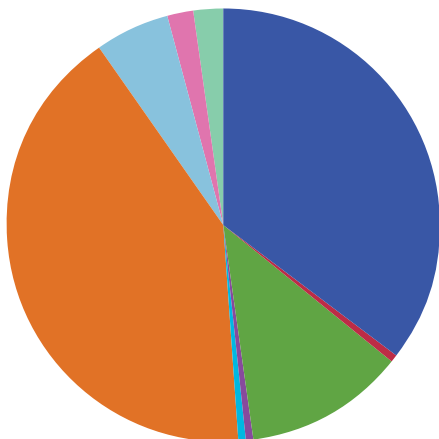


Income

Balance Brought Forward
Refund for disallowed cost - WFD

■ Grants Received
■ CCMT Consultancy Department
■ Interest Received

	2015 (\$)	2014 (\$)
Balance Brought Forward	(561)	79,799
Refund for disallowed cost - WFD	-	1,831
Grants Received	457,434	350,325
CCMT Consultancy Department	88,979	89,210
Interest Received	171	37
	546,023	521,202



Expenditure

■ Personnel Costs
■ Equipment and Investments
■ Administration Costs
■ Training of Staff
■ Board Meetings
■ Project Running Costs
■ Depreciation
■ Bank Charges
■ Audit

Personnel Costs	198,787	252,507
Equipment and Investments	1,721	3,924
Administration Costs	69,537	72,261
Training of Staff	100	9,798
Board Meetings	874	828
Project Running Costs	235,977	166,644
Depreciation	30,210	31,748
Bank Charges	6,532	5,661
Audit	5,962	13,139
	549,701	556,511

Surplus/(Deficit) for the year	(3,677)	(35,309)
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Biri Extension Irrigation Scheme,
Mataga.



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