

# 2023

## ANNUAL REPORT



Centre for Conflict  
Management and Transformation

# Acronyms



AFSC	American Friends Service Committee
CAFOD	Catholic Agency for Overseas Development
CCJP	Catholic Commission for Justice and Peace
CCMT	Centre for Conflict Management and Transformation
BROT	Bread for the World
DIC	District Irrigation Committee
DIDs	Development-Induced Displacements
FAO	Food and Agriculture Organisation
GP	Growth Point
GTC	Gokwe Town Council
IEC	Information Education and Communication
IFAD	International Fund for Agriculture Development
IMC	Irrigation Management Committee
IS	Irrigation Scheme
LA	Local Authority
MoA	Memorandum of Agreement
MoU	Memorandum of Understanding
MRDC	Mberengwa Rural District Council
PBNZ	Peacebuilding Network of Zimbabwe
PD	Peace Direct
RDC	Rural District Council
RSC	Rural Service Committee
SI	Statutory Instrument
VDC	Vanguard Development Committee
VRC	Vanguard Residents Committee
VRDC	Vungu Rural District Council
WFD	World Peace Services
WFP	World Food Programme
ZGC	Zimbabwe Gender Commission
ZHOCD	Zimbabwe Heads Of Christian Denominations
ZHRC	Zimbabwe Human Rights Commission
ZiLAN	Zimbabwe Land and Agrarian Network
ZRP	Zimbabwe Republic Police



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## Hello 2024

# Message From The Board Chairperson

This past year has been a time of transition as the Centre for Conflict Management and Transformation's (CCMT) new Board embarked on the Private Voluntary Organisation registration process and reviewed the strategic plan to ensure that CCMT's organisational structure is "fit for purpose". As a new Board Chairperson, I am humbled by the dedication and resilience of the staff in the face of a challenging environment that saw the whole country preoccupied with elections. I remain gratified by the continued financial support and engagement of our partners.



**Board Chairperson  
Ambassador Mary S. Mubi**

On behalf of the new Board of CCMT, I wish to extend my deepest gratitude and appreciation to our outgoing Board members, Ms. Tecla Mapota, Mr. Ngonidzashe Mpofu, and Mr. Gardiner Manikai.

Your dedication and leadership has been instrumental in laying the foundation for strong partnerships between CCMT and its public and financial partners. We are grateful for the strategic vision, and unwavering commitment to the mission of CCMT.

In spite of the complex and changing nature of conflicts and peace-building work, CCMT has remained steadfast in its mission of promoting the mitigation and transformation of conflicts into opportunities for building enduring platforms for sustainable development.

We have witnessed the profound impact of our work in dealing with development-induced displacements and the growing initiatives around the need to plan for development-induced displacements, the protocols being put in place at irrigation schemes and the growing inclusion of women and youth in peace-building initiatives. This success is a testament to the tireless efforts of our team in building partnerships and the unwavering support of our stakeholders and financial partners.

Whilst recognising that situations of conflict are an inevitable part of development, the mitigation and transformation of conflict and supporting inclusive dialogue platforms for the resolution of such conflicts is critical in the work of CCMT.

The country's National Development Strategy 1 Plan which prioritizes the development of key sectors including, agriculture, mining, and industrialisation will inevitably result in the development of massive infrastructure and the resultant displacement of communities.



This underscores the critical need for organizations like ours to partner with government, local authorities and communities to build sustainable frameworks for the mitigation and resolution of potential conflicts as affected communities remain vulnerable to climate and other shocks, as they are not fully settled and thus unable to invest and participate in projects that enhance their livelihoods.

Looking ahead we plan to deepen and broaden our partnerships with Government Ministries, Universities, Local Authorities and Private Sector organisations as we seek to provide the tools for the mitigation and resolution of development-induced conflicts and thus play our part in the country's quest for sustainable development.

In conclusion, I wish to express my gratitude to the outgoing Board for their wisdom in selecting a well-balanced CCMT Board with the necessary skill set to steer the management and staff to meet the CCMT mandate.

Ambassador Mary S. Mubi

## Our Vision

**A just society  
enjoying  
sustainable  
peace**

## **Our Mission**



**To promote  
the management  
and transformation  
of conflicts into  
opportunities  
for positive development**

# Message From The Director/Coordinator



**Director/Coordinator**  
**Mr. Xavier Mudangwe**

CCMT had its 20th anniversary in 2023, making it a memorable year. The CCMT journey began in 2003, driven by the vision of our founders, Father Fidelis Mukonori SJ, Mrs. Sarah Kachingwe (late), and Mrs. Stembile Mpfu. Their original concept has served as a compass for the ongoing growth of the organisation. Their vision was more than just a dream; it became a driving force that has touched the lives of countless Zimbabweans and changed their lives forever. We take this opportunity to thank these remarkable people from the bottom of our hearts as we commemorate this historic occasion. We at CCMT stand forever indebted to our founders.

The ushering in of a new Board, led by the esteemed Ambassador Mary Mubi, marked a significant turning point for the organisation. While integrating leadership renewal can present challenges, the organisation managed this transition seamlessly. The new Board has brought not only stability but also a wave of fresh ideas. Their diverse perspectives and experiences have injected renewed energy into the organization, propelling CCMT onto a new and exciting path. We are confident that with this strong leadership, we are well-positioned for growth and future prosperity.

Programmatically, the organisation was able to further refine its thematic areas through continuous research on conflict issues. We are pleased to announce that the organisation will be broadening its fair natural resource governance to environmental peacebuilding. While ensuring just and equitable management of resources remains a core aspect of the work that we do, environmental peacebuilding better reflects the broadness of the work we do under this thematic area. This shift acknowledges broad environmental factors that can contribute to conflict, such as resource scarcity and climate change. This focus on environmental peacebuilding aligns perfectly with our future plans, and this allows us to tackle the most pressing issues facing our nation and beyond. Ultimately, environmental peacebuilding will sharpen our focus on proactive solutions, ensuring a more stable and secure future for all. The organisation has also sharpened its understanding of the core issues at hand in the conflict transformation and livelihoods and women and youth agency in peacebuilding thematic areas and the most impactful ways to address them. This refined focus allows the organisation to dedicate resources with greater efficiency and ultimately maximize the positive change we create.

Understanding the enormous complexity and difficulty of resolving conflicts and establishing peace, we actively sought to amplify our impact by fostering collaboration. We continued to coordinate the efforts of various peacebuilding organizations within the framework of the

Peacebuilding Network of Zimbabwe (PBNZ), facilitating joint responses to address pressing peace needs. This not only leveraged combined expertise but also ensured a more unified and impactful approach. Furthermore, we expanded our network by collaborating with organisations and partnered with the Catholic Commission for Justice and Peace, and the American Friends Service Committee. This strategic partnership, extending beyond the PBNZ network, allowed us to reach a broader audience and further solidify our commitment to promoting peace, particularly around critical election periods.

Finally, I would like to express my gratitude to the Board for their priceless advice and strategic supervision, and to our hardworking team for translating our vision into reality. The support of our stakeholders and funding partners Bread for the World (Brot), Catholic Agency for Overseas Development (CAFOD), Peace Direct (PD), WFD (World Peace Services), whose belief in our cause is also very appreciated. Having a positive impact on the communities we work in is crucial to our success. What makes a difference is the trust and teamwork among them. It is by working together, via this network of support, that we are able to create a meaningful difference. We are very grateful to each and every one of you for the crucial part you played in our journey.

Xavier Mudangwe

## Our Values





# Tribute To Our Founders



Father Fidelis Mukonori SJ

A spark was kindled twenty years ago. Our organization exists today because our founders, Father Fidelis Mukonori SJ, Mrs. Stembile Mpofu, and the late Mrs. Sarah Kachingwe, fancied a better society through constructively addressing conflict. As we celebrate 20 years of existence, we are both humbled and appreciative of their contribution to the peacebuilding landscape in Zimbabwe and beyond.

Their plan was more than simply an idea; it was a blueprint. Even though our environment is always changing, the path it laid out for us remains the same. Their faith in the power of conflict transformation has never faltered, and it is because of this faith that we have been able to have a positive impact on the lives of so many people across Zimbabwe.

The unwavering bravery, perseverance, and visionary leadership of our founders have ignited a transformative journey that we proudly continue today. We are forever grateful for their remarkable contributions.

Recognizing the organisation's heritage is an essential part of celebrating its accomplishments. We are motivated to strive for greater heights by this heritage, which serves as an inspiration to us. We vow to uphold their legacy with the same fervour and commitment that they embodied, as we are the protectors of their vision.

Father Fidelis Mukonori SJ, Mrs. Stembile Mpofu, and the late Mrs. Sarah Kachingwe, we are grateful for the present you bestowed upon us. In addition to an organization, you have created a community and sparked a movement for good. We will be forever indebted to you for that.



Mrs. Stembile Mpofu

# About CCMT

The Centre for Conflict Management and Transformation (CCMT) works to transform the ways in which societies deal with conflict - away from adversarial approaches and towards collaborative problem-solving. Our vision is 'a just society enjoying sustainable peace' whose primary aim is to promote the management and transformation of conflicts into opportunities for positive development in Zimbabwe. We believe that conflicts can be turned into opportunities for growth and development. We strive to facilitate this process through our multi-faceted approach which involves partnering with government, civil society, and communities to find culturally appropriate means to strengthen societies' capacity to deal with conflicts constructively and to deliver on our mandate.

Our organization, formerly known as the Coalition on Conflict Management Trust, was formed in 2002 and transformed into the Centre for Conflict Management and Transformation in 2003. We began our work in the suburbs of Harare, building the capacities of community associations and members in dealing with everyday conflicts. In 2009, CCMT expanded its work to the Midlands Province and gradually shifted towards a request-based programming approach, where tailor-made conflict interventions are designed and implemented in response to specific cases brought up by local communities, stakeholders and institutions. Around the same time, given the immensity and complexities of peacebuilding, CCMT spearheaded the establishment of the Peace Building Network of Zimbabwe (PBNZ) to which it became its secretariat to date. The network seeks to leverage a wider range of expertise in peacebuilding to amplify our reach within communities and foster a more sustainable peacebuilding ecosystem.

Since 2013, CCMT strengthened its strategic focus on research and advocacy to adequately respond to structural conflicts, especially in the context of natural resource and service delivery conflicts. Through research, we seek to uncover and share information about traditional and non-traditional methods of transforming social conflicts and to generate empirical evidence that is used in resolving structural conflicts. Our goal is to package and disseminate this information to ensure that it is accessible to everyone who seeks to promote growth and development through conflict transformation. We believe that by sharing this knowledge, we can help individuals and communities navigate conflicts more effectively and turn them into opportunities for positive development. Our advocacy work seeks to highlight structural issues generating conflicts in communities and this has resulted in the development of conflict-sensitive policies by institutions and in consequence, the transformation of conflicts in the Midlands Province.

Over the years, CCMT has acquired significant institutional knowledge, competencies and skills in managing, resolving and transforming conflicts at different stages and levels, as well as in developing and enhancing the capacities of stakeholders in responding to conflicts, misunderstandings and challenges in their communities in a constructive manner. Having gained extensive community entry and community engagement experience, we have been able to engage with and gain the confidence of communities and authorities at various levels in the implementing areas, which enables us to unlock and open spaces for sustained dialogue. We have an excellent track record in designing, implementing and administering outcome-oriented programmes, projects and interventions resulting in (i) improved, fair and well-managed access of communities and marginalized groups to service delivery and natural resources, (ii) sustainable impact and effectiveness of development structures, programmes and projects through conflict-sensitive policies, governance and management, and inclusive decision-making processes, (iii) strengthened social cohesion and resilience of communities against negative conflict, and trauma and (iv) enhanced role of women, youth and vulnerable groups in peace-building, community development and decision-making.

# Thematic Focus Areas

The Centre for Conflict Management and Transformation has three thematic focus areas, that is, Environmental Peacebuilding, Conflict Transformation for Improved Livelihoods and Women and Youth Agency in Peacebuilding.

## 1. Environmental Peacebuilding

The environmental peacebuilding thematic area focuses on resolving conflicts that arise from the management of natural resources such as land, water and minerals. These include conflicts over displacements, evictions, relocation and compensation of communities displaced by

development projects (development-induced displacements), conflicts over environmental degradation triggered by the implementation of development projects, and conflicts over land, and water triggered by the effects of climate change among other issues.



*Midlands Province DIDs Working Group Workshop Participants*

Our work under this thematic area is around Development-Induced Displacements. Since 2013, the organisation facilitated several interventions in the Midlands Province aimed at transforming conflicts between local authorities and communities over relocation, compensation and/or incorporation of communities displaced or affected by development projects in the areas they are settled in, for example in the context of town and growth point expansions, infrastructure development, mining development and irrigation schemes development.

In 2017/18, CCMT in cooperation with the Provincial Administrator's Office established a working group consisting of representatives of the Provincial Administration, line Ministries, District Development Coordinators and Rural

District Councils to conduct policy dialogues and consult with external experts and communities affected by Development-Induced Displacements (DIDs). As a result of these engagements, the working group developed the Midlands Province Guidelines and Recommendations for the Compensation of Local Communities Displaced by Growth Points' expansion and Rural Development Projects (hereafter referred to as Guidelines and Recommendations). The Guidelines and Recommendations were adopted by five Rural District Councils (Mberengwa, Runde, Vungu, Chirumhanzu, Gokwe South) and two Urban Councils (Gokwe, Zvishavane). In 2019, action plans were developed for operationalising the Guidelines and Recommendations within their areas of jurisdiction.



Since 2021, CCMT has been providing direct support to local authorities in Mberengwa, Gweru, and Gokwe South districts to resolve conflicts related to development-induced displacements. The organisation has been facilitating the co-creation of win-win solutions through promoting dialogue and utilising a conflict-sensitive approach as outlined in the Guidelines and Recommendations. These have resulted in mutual win-win solutions being achieved as outlined below.

## Key Highlights

### Mberengwa

- Transformation of two conflicts between local authorities and communities (affecting over 2369 households) over relocation, compensation and/or incorporation of communities displaced or affected by development projects.
- Development and implementation of conflict-sensitive policies by the MRDC with regard to development-induced displacements.
- Over 65 community members with enhanced participatory budgeting knowledge and skills.
- Inclusion of development-induced displacement processes in the 2024 budgets by the MRDC.
- Livelihoods and land use rights of 2332 people safeguarded through the signing of a Memorandum of Agreement between the Vanguard community and the local authority.
- Access to social service delivery for 2332 people through the designation of Vanguard as a special development zone and inclusion into the 2024 budget.
- Enhanced management of community development committees in Vanguard.
- Designation of Vanguard as a special development zone in Mberengwa.
- Livelihoods and land use rights of 37 households secured through the development of a joint compensation plan developed by a Mining Company and the Rural District Council.
- Access to social service delivery of 37 Bungwe community members through inclusion into the 2024 budget.

### Gweru

- Transformation of two conflicts between local authorities and communities (affecting over 84 households) over relocation, compensation and/or incorporation of communities displaced or affected by development projects.
- Development and implementation of conflict-sensitive policies by local authorities with regard to development-induced displacements.
- Livelihoods of 18 households and land use rights were safeguarded in Vungu through the passing of a resolution providing the minimum basic protection for community members displaced by the expansion of Muchakata Growth Point.
- Inclusion of development-induced displacement processes in the 2024 budgets by the Vungu Rural District Council.

### Gokwe South

- Transformation of one conflict between local authorities and communities (affecting over 770 households) over relocation, compensation and/or incorporation of communities displaced or affected by development projects.

- Development and implementation of conflict-sensitive policies by local authorities with regard to development-induced displacements.
- Inclusion of development-induced displacement processes in the 2024 budgets by the Gokwe Town Council.
- The livelihoods of 290 families were safeguarded through the development of a draft compensation offer and regularisation framework for community members affected by the expansion of Gokwe Town Council.

### **DID Case #1: Informal To Integrated: Vanguard Community Secures Livelihoods And Land Use Rights Through Collaboration**

Shrouded by uncertainty after the closure of mining operations in the 1980s, Vanguard, residents in Ward 2 of Mberengwa District faced the threat of eviction and lacked access to basic services due to their informal status. The informal status came as a result of their unrecognised occupation of the residential structures without the involvement of and regulation of local authorities. About 60 community members on the other hand felt that the occupation was justified as they did not receive their terminal benefits following the closure of the mine. This triggered conflict between the community and the District Authorities which resulted in the community blocking access to the community for District Authorities and constructive engagements on the same.

The issue of mistrust was further exacerbated by the developments at C-Mine in Mberengwa, where residents who also occupied housing structures after its closure in 1999 were evicted by new mine owners in 2021. Just like Vanguard, C-Mine residents occupied housing structures after the mine's closure. This created a sense of shared vulnerability and fear of potential eviction in the Vanguard community. The eviction of C-Mine residents in 2021 served as a stark reminder of the precariousness of their own situation. It reinforced their apprehensions about the potential lack of legal protection and the possibility of being forcefully removed from their homes. Witnessing the eviction at C-Mine further eroded the Vanguard community's trust in authorities and their willingness to engage in negotiations for a peaceful and secure future.



# Dialogue...

# Not Just a

# TALK

*"Looking at where we started as the Vanguard Community, we are happy with the progress we have achieved in partnership with Mberengwa RDC. Initially we had difficulties in engaging with council and there was a lot of mistrust between us, but with the support from CCMT, we have managed to engage each other constructively. We went through the process of participatory budgeting and we managed to share our priorities as a community and our needs were included in the 2024 budget. We are hoping that council implements what we have agreed on and we will support all government and council initiatives in the community."*

**Patson Chitoro – VDC Chairperson**

As a result, artisanal mining activities which whilst they brought economic opportunities, brought with them significant consequences, such as population growth from a handful of former mine workers to over 2300 residents in search of economic opportunities. As more people migrated to the settlement, they built makeshift

structures, leading to unplanned and unregulated expansion of the settlement with no proper sanitation, waste management, and access to essential services like water and electricity. This therefore made Vanguard an inaccessible and unregulated development thereby making it almost impossible to have constructive dialogue.



*CCMT Coordinator (Xavier Mudangwe), MRDC Acting CEO/ EO Planning (Mr Percy Mwedzi), Mberengwa DDC (Mr Hlavati), Chief Bvute, MRDC Council Chairperson, (Mrs Nyembesi Shumba), Vanguard Development Committee Chairperson (Mr Patson Chitoro) and Vanguard Development Committee Vice Chairperson (Mr Tonga) during the MoU signing ceremony.*

However, against all odds, a remarkable transformation took place in the community. The transformation was achieved through CCMT-facilitated dialogue processes which resulted in the signing of a MoA between the Vanguard community and the Mberengwa Rural District Council. This agreement is a testament to overcoming mistrust, and securing land rights and access to services for 2332 residents. The journey was not smooth sailing, and even with the signed MoA, progress stalled due to internal conflicts within the Vanguard community. Disagreements arose between the Vanguard

Development Committee (VDC) and the Vanguard Residents Committee (VRC) due to differing priorities, inherent power dynamics, unclear roles and responsibilities, and pre-existing disputes. Recognising these internal roadblocks, the organisation facilitated an organisational development process to clarify roles and responsibilities for each committee and individual positions within them and establish a formal framework outlining the mandate and structure of both committees, promoting transparency and accountability through the development of a constitution.





*Vanguard Community Vice-Chairperson during the signing of the Memorandum of Agreement between Mberengwa Rural District Council and the Vanguard Community.*

Even with a signed agreement and internal conflicts addressed, the lack of funding by MRDC remained a significant hurdle to implementing the MoA. Recognising the need for community ownership and agency, the organisation equipped 65 residents with participatory budgeting skills. With newfound knowledge and skills, these 65 community members actively participated in the 2024 budget processes, securing their inclusion in the 2024 budget cycle.

Recognising the unique circumstances of Vanguard, the Mberengwa Rural District Council (MRDC) designated it as a special zone. Vanguard received separate consultations during the budget allocation process, ensuring their specific needs were heard and addressed. This crucial step ensures that the financial resources necessary for implementing the MoA and regularising the settlement are finally available.

## **DID Case #2: Sharing The Land: A win-win For Mining And The Community**

Following lengthy negotiations, the passing of a community vote in favour of a proposed compensation offer by a mining company has paved the way for a win-win solution to a conflict triggered by plans to expand mining operations. The plan will benefit 37 households after losing their farming land. The conflict roped in the Rural District Council because of their role in settling the affected community on the land in question. Through CCMT-facilitated dialogues, a solution which will allow coexistence between the mining company and the community was proposed and accepted by the community. The proposal will see the affected community members retaining one (1) hectare of land per household and a groundbreaking piped water scheme for irrigation as compensation for the lost farmland due to mining activities. This collaborative approach shows how mining and community interests can be balanced, leading to a win-win outcome for all involved.

### **DID Case #3: Compensation Offer Providing The Minimum Basic Protections For Affected Community Members.**

A conflict between the Muchakata community and Vungu Rural District Council (VRDC) over the occupation of land designated for the Muchakata Rural Service Centre by the former and proposed compensation offer which affected 18 households, resulted in a stalemate between the two parties. However, through capacity building, authorities opted for a CCMT-facilitated dialogue to develop a mutually accepted compensation offer. The eviction option came up because part of the affected community members were considered to be informal settlers. The community and VRDC engaged in open dialogue including, informal settlers addressing concerns about compensation, relocation, and inclusion. VRDC offered free residential plots, showing their dedication to the affected families by ensuring they receive compensation for their lost assets and livelihoods. The families were also given a chance to contribute to developing the compensation offer, ensuring they receive the minimum protections outlined in the 1998 United Nations Guiding Principles on Internal Displacement. Despite the commitment by VRDC to affected community members, disagreements over how informal settlers should be treated remained. In view of this challenge and the protracted conflict, a solution to redraft the collective agreement as a Council resolution was agreed upon, paving the way for individual agreements between the RDC and each affected household. The process is expected to be concluded in the first quarter of 2024 to allow due process regarding Council procedures to take place. This innovative approach ensures a win-win solution: the community receives fair compensation, and the vital rural service centre development can proceed.





## DID Case #4: Bridging The Divide: Land Occupiers And Local Authority Find Common Ground



Gokwe South Dialogue Meeting

Established in 2006, Gokwe Town Council's expansion plans faced a significant hurdle as residents occupied land designated for development. This triggered conflict between the Town Council and communities over the occupation of land designated for urban development. Some families had resided there before incorporation, while others were informal settlers who arrived after 2006. Relocation and compensation for affected households registered before 2006 had not materialized, indicating a significant delay in the process. While the local authorities were willing to take a collaborative route with the community members registered before 2006, they were also considering evictions, a potentially harsh solution for the informal settlers. Through capacity building by CCMT, the local authority shifted its approach towards a collaborative and more humane approach anchored on the dialogue process facilitated by CCMT. To navigate this complex situation, and recognise the large number of community members affected and diverse needs and concerns, CCMT divided the affected areas into three zones for a more targeted engagement, that is Zone one, Zone two and Zone three.

## DID Case #5: Putting The Agreement Into Motion

In Zone one, a signed Memorandum of Agreement (MoA) secured positive outcomes for 230 households. The MoA guarantees the affected households the right of first refusal to purchase the residential stands they occupy, alternative stands for those within commercial zones or designated for infrastructure development and payment plans or affordable stands for those that cannot afford the stands they occupy. In the past year, 25 community members whose structures aligned with the development plan were offered the chance to formalise their land ownership through affordable payment plans. The payments will enable them to sign the lease agreements with Gokwe Town Council. This zone exemplifies the power of collaboration, with residents gaining security and the town council achieving its development goals.

*"CCMT has been a reliable long-term partner in assisting the Gokwe South District in resolving conflicts between our local authorities and communities affected by displacements. As partners, we have achieved a lot of progress starting in Njelele and Kambasha and now we are working in replicating those achievements in Zone two and Zone three. As government, we are pleased with the progress and we will continue working with CCMT and affected communities to ensure that we resolve all the outstanding cases in the district. Also, the lessons we have learnt will impact not just the lives of families in the district, but across the whole province and country."*

**Netsai Mushauri – Gokwe South District Development Coordinator**



### **DID Case #6: Overcoming Mistrust.**

Zone two initially faced resistance due to community mistrust of the process specifically household assessments and in general disagreements over the intentions of the local authority. However, "shuttle diplomacy" fostered communication and built trust which was further deepened through dialogue. Household assessments, which had been initially resisted and blocked, were eventually conducted to determine compensation needs, leading to the establishment of a compensation framework. Ongoing negotiations are expected to lead to mutually agreed-upon compensation packages in 2024, showcasing the value of sustained dialogue.

### **DID Case #7: Building Trust Before Action.**

Similarly, as with Zone two, Zone three faced resistance due to mistrust of the process. Recognising the need for trust-building, Zone three discussions on compensation and relocation are currently on hold. This strategic pause prioritises fostering a strong foundation of trust between the community, stakeholders, and the organisation before proceeding. Dialogue processes are expected to resume in 2024.



*Group exercise during one of the Gokwe Zone 2 engagement meetings*

### **DID Case #8: Setting The Scene For Constructive Dialogue**

CCMT was requested by the authorities in Gweru to assist in resolving a conflict between the District Authorities, and Community over farming land designated for the development of an Irrigation Scheme in Vungu. The proposed irrigation scheme, which is planned to stretch over an area of 190 hectares, has resulted in the displacement of seven families from their arable and grazing land, as well as 65 families from their grazing land. Consultations carried out by CCMT with members of the affected communities and relevant stakeholders revealed that the community members are willing to cooperate with the District Authorities and be incorporated into the irrigation scheme as compensation. However, the main challenge has been the failure to provide alternative land for the seven affected families to conduct their dry land farming and grazing land for the 65 families' livestock. CCMT facilitated the establishment of a platform for engagement, and negotiation team setup from all sides and initiated dialogue over the issue. The positive tone of the discussions suggests a high possibility of reaching an agreement within the year.



*Gokwe Zone 2 Dialogue Meeting*

## 2. Conflict Transformation For Improved Livelihoods

This thematic area works to improve livelihoods and build sustainable peace through transforming conflict. Experience gleaned by the organisation is that livelihood programs and projects are often disrupted by conflicts that are not dealt with constructively or that are not managed in a conflict-sensitive manner which in consequence trigger conflicts amongst the parties involved in the program/project.

Since 2017, the organisation has been supporting the resolution of conflicts intra irrigation scheme conflicts (amongst farmers), inter-group conflicts (between ordinary farmers and Irrigation Management Committees, between Irrigation Schemes and service providers, between farmers in the ISs and greater scheme community) over a broad spectrum of issues which include conflicts over land tenure and allocation, access to and use of water, weak governance systems and structures, lack of financial knowledge and skills among other issues. The conflicts resulted in low productivity which consequently affected food security and nutrition for the farmers, the wider community and the nation at large.

Since 2017, as part of its interventions, the organisation has enhanced farmers' and stakeholders' capacities in conflict transformation, leadership, and organisation development which resulted in the development

of eight (8) constitutions, and eight (8) strategic plans among others. In recognition of the impact, the organisation was invited by the International Fund for Agriculture and Development and the Ministry of Agriculture, Lands, Water, Fisheries and Rural Development to support similar processes in the Matabeleland, Manicaland, Masvingo and Midlands Provinces.

Since 2022, the organisation has been working to strengthen cohesion, constructive conflict management capacities, functional governance structures and governance accountability systems. Same as in the preceding projects, the project provides "software" to the hardware for functional irrigation schemes to resolve conflicts and improve livelihoods and incomes.

In recognition of the exclusionary tendencies of the patriarchal nature of society which relegates women to the peripheries of decision-making in Irrigation Schemes which also in consequence trigger conflicts, the project supports an active role of women in decision-making in the communities of irrigation schemes. This is being done through gender mainstreaming trainings and establishment of gender hubs. The gender hub is a platform where information, solutions, opportunities and challenges pertaining gender issues affecting irrigation schemes are shared.



## 2023 Key Highlights

### Gweru District

- Twenty-seven (27) community members and stakeholders trained in conflict transformation and leadership through the Vungu DIC platform.
- Fourty (40) community members and stakeholders were trained in gender mainstreaming at Insukamini irrigation scheme.
- One (1) gender hub platform established at Insukamini irrigation scheme.
- Vungu DIC reconstituted in line with the new irrigation regulations.
- One (1) irrigation scheme (Insukamini) began the process of aligning governance operations in line with the new regulations.
- One (1) dialogue platform established at Insukamini irrigation scheme which houses the Lower Gweru Cluster (London and Mkoba irrigation scheme).
- One (1) gender committee with six (6) members elected at Insukamini irrigation scheme.

### Mberengwa District

- Twenty-five (25) community members and stakeholders trained in conflict transformation and leadership through the Mberengwa DIC platform.
- Three (3) dialogue platforms established at Biri Extension, Vurasha and Chimwe Chegato.
- One (1) gender hub established at Biri Extension.
- Mberengwa DIC reconstituted in line with the new irrigation regulations.
- One (1) irrigation scheme (Biri Extension) began the process of aligning its governance operations in line with the new regulations.
- One hundred and sixty eight (168) community members at Biri Extension, Vurasha and Chimwe Chegato in conflict transformation and leadership.
- One (1) gender committee with six (6) members elected at Biri Extension irrigation scheme.
- One CCMT-supported irrigation scheme (i.e. Biri Extension Irrigation scheme) excelled in provincial and national Irrigation Scheme competitions.



## Impact And Achievements

### a. Irrigation Scheme Stakeholder's Empowerment For Conflict Resolution

The focus in 2023 was on "laying the ground" for the constructive resolution of conflicts affecting the functionality of Irrigation Schemes' operations. These are critical key first steps that allow the naming and mapping of issues and relationships, designing tailor-made interventions for the different issues and equipping stakeholders with the requisite conflict transformation and leadership knowledge and skills. We are pleased to share that 88.3% (194 of

farmers and relevant stakeholders) received training in conflict transformation and leadership reported an increase in confidence, an improvement in their ability to communicate with authorities, and an improvement in their ability to handle conflicts. To a similar extent, 83.75% (44 farmers and stakeholders) of the District Irrigation Committees reported an improvement in their ability to assist others in leadership and dispute resolution.

*"As the Department of Irrigation, we are committed to achieving the Government's vision of a food-secure and middle-income earner nation. Irrigation schemes are crucial, and their success hinges on proper management and productivity. Our collaboration with CCMT over the years has demonstrably improved irrigation schemes across the province. They have equipped scheme committees with conflict management knowledge and skills, leading to a significant increase in productivity. The positive impact of CCMT-supported schemes compared to others is undeniable. CCMT's support for District Irrigation Committees (DICs) in Mberengwa and Gweru is not just about individual schemes. It created a platform for leadership training, allowing us to cascade those skills to other schemes within the Province maximising the impact. Inspired by this success, we are now trying to replicate this approach across all districts. This would not be possible without the invaluable knowledge and skills CCMT has imparted over the years."*

**George Chiwewe – Irrigation Technician (Department of Irrigation)**



Proceedings during a Conflict Transformation and Leadership Training



## **b. Planting The Seeds For Effective Management Of ISs: Cultivating Policy Awareness**

Anxieties, fears, frustrations, uncertainty, dread and resistance are all natural responses to change, as are misunderstandings, divergent perspectives, and the unknown, all of which may lead to escalating confrontations. Since the new regulations on ISs were introduced in 2021, this has been the case for the majority of the irrigation's stakeholders. Having noted the risks presented to Irrigation Schemes' operations, in 2023 the organisation initiated the process of supporting the change management process. The goal was to facilitate a smooth and seamless

transition to the new order with little interruption and disagreement. The first steps were reported to be fruitful; after carefully reviewing the obstacles, consensus on the need to address the situation was created and stakeholders are now starting to adjust to the new rules for example, Irrigation Scheme stakeholders who hitherto the process were not keen on having Irrigation Managers at their ISs have now warmed up and welcomed the new regulation and have since been engaged by the ISS.



*Farmers at Biri Extension Irrigation Scheme during a field trip*

## **c. From The Periphery To Power: Women Take The Wheel In Decision Making**

Despite it being the first year of the project, gender mainstreaming processes conducted by the organisation have started bearing fruits as demonstrated by the increase in the number of women in leadership from nine to fourteen members following the gender mainstreaming

trainings. The project has already proved to be a catalyst for women empowerment, through fostering an environment where women actively participate and contribute to decision making processes.

By integrating their unique perspectives and experiences, project processes have begun dismantling the barriers that previously relegated women to the sidelines. This shift marks a critical

step towards a more inclusive future, challenging the exclusionary tendencies that have long kept women's voices from shaping the path forward.

*Overview of stakeholders who were equipped with conflict transformation, leadership and gender mainstreaming in Vungu and Mberengwa*

	Irrigation Scheme/area	Training Area	Participants		
			Males	Females	Total
Vungu District	Vungu DIC	Conflict Transformation and Leadership	13	14	27
	Insukamini, London and Mkoba	Gender Mainstreaming	10	30	40
Mberengwa District	Mberengwa DIC	Conflict Transformation and Leadership	29	5	25
	Biri Extension	Conflict Transformation and Leadership	28	31	59
	Chimwe Chegato	Conflict Transformation and Leadership	24	25	49
	Vurasha	Conflict Transformation and Leadership	34	26	60
	Biri Extension	Gender Mainstreaming	15	25	40
TOTAL			144	156	300

#### d. Replication And Recognition.

The success of our programs has led to requests for support from additional provinces facing similar challenges within their irrigation schemes for example Zuwarabuda Irrigation scheme and Maunganidze Irrigation scheme in Manicaland Province.

#### e. Award-Winning Efficiency.

One of the ISs (Biri Extension) directly supported by CCMT excelled in provincial competitions, showcasing best practices in irrigation management and achieving outstanding levels of productivity and functionality. By empowering

communities, promoting gender equality, and fostering collaboration, the Conflict Transformation and Livelihoods thematic area is making a significant contribution to building a more peaceful and prosperous future.



*Farmers from the Award-Winning Biri Extension Irrigation Scheme*



### 3. Women And Youth Agency In Peacebuilding

This thematic area focuses on enhancing the agency of women and youth in peacebuilding processes. The Zimbabwean society, characterised by patriarchal and gerontocratic structures, presents significant barriers for women and youth. These obstacles limit economic opportunities, fuel unemployment and force mobility. They also restrict access to resources, basic services, civic participation and economic development.

Despite being crucial for peace, women remain inadequately included in peacebuilding efforts. Their vital contributions at the family and community levels are often overlooked in formal peace processes. This exclusion creates fragile and unsustainable peacebuilding. Similarly, societal structures marginalise young people, leading to frustration and potentially fuelling violence. This marginalisation is a ticking time bomb.

Actions under this thematic area were carried out under the auspices of the Peacebuilding Network of Zimbabwe (PBNZ) to which CCMT is the secretariat. The PBNZ is a collaborative effort that was established in 2009, which aims to unite organizations that specialize in conflict resolution and peacebuilding so that they can share their expertise and ideas. PBNZ provides a space for knowledge exchange, which enables member organisations to conduct coordinated peacebuilding activities that will benefit their communities.

As the PBNZ secretariat, CCMT plays a crucial role in facilitating this collaboration. Ultimately, PBNZ aims to empower Zimbabwean society with knowledge, where coordinated peacebuilding efforts will pave the way for lasting peace and sustainable development. At CCMT, we recognise the need for comprehensive and coordinated approaches to achieve national peace-building aspirations. Therefore, we continue to engage with like-minded organisations across the country.

In recognition of the need for peace building organisations to join forces and promote peaceful conflict resolution within communities. In 2023, the organisation through the network focused on strengthening the role of women and youth in peace-building initiatives as outlined herein.



*Conversation on peacebuilding with women and youth in Mutoko*

### 2023 Key Highlights

- Publication of a Research on “Women and Youth Specific Peace Building Needs, Best Practices and Recommendations for Zimbabwe”.
- 4982 online engagements through social media
- Six (6) joint peacebuilding initiatives with members of the PBNZ.
- 340 women and 194 youth reached through four dialogue platforms established.
- 2300 IEC materials on peacebuilding produced and distributed.



## Impact and Achievements

### a. Safeguarding Women And Youth Participation In Peacebuilding: Setting The Scene For Sustainable Peacebuilding.

2023 was a year of establishing the foundational basis for targeting women and youth in peacebuilding processes. This was achieved through conducting a study, on “*Women and Youth Specific Peace Building Needs, Best Practices and Recommendations for Zimbabwe*”. The study identified factors that relegated women in peacebuilding processes such as society's exclusionary nature, women's multiple roles in the community, and initiatives that fail to resonate with and force youths out of their comfort zones. Consequently, four (4) platforms directly targeting women and youth where they could freely participate were created.

### b. Empowering Women & Youth To Take Part In Peacebuilding Initiatives

Cognisant of the power of information, the project facilitated a greater understanding of the importance of women and youths in terms of their role in peacebuilding processes. Armed with this newfound information, young people and women stepped up to the plate to participate in community peacebuilding activities.

### c. Greater Cooperation Inside Of PBNZ

Members of the PBNZ were able to work together more effectively throughout the project; for example, the group met three times to discuss national peacebuilding challenges with a particular bias on women and youth demographics.

### d. Greater Cooperation Outside Of The PBNZ

Beyond the network, the organisation was able to cooperate with non-network members such as the American Friends Service Committee (AFSC), Zimbabwe Heads of Christian Denominations (ZHOCD), Zimbabwe Republic Police (ZRP), Zimbabwe Gender Commission (ZGC), and the Zimbabwe Human Rights Commission (ZHRC).



Peace dialogues hosted in partnership with the CCJP

# Research & Advocacy

## Research



As highlighted above, the CCMT, in collaboration with the Peacebuilding Network of Zimbabwe (PBNZ), conducted a study titled, “Women and Youth Specific Peace Building Needs, Best Practices and Recommendations for Zimbabwe”. The study highlights the distinct needs of women and youth in peacebuilding efforts within the Zimbabwean context. It also brings to light the existing peacebuilding initiatives undertaken by the PBNZ member organisations and the extent to which these initiatives integrate women and youth. The research concludes with recommendations on how women and youth can be integrated into peacebuilding processes in the Zimbabwean context, intending to create a more inclusive and effective approach to peace building in Zimbabwe.

Over the past two decades, CCMT and PBNZ have conducted research and published several resources that have been key in shaping both programming and advocacy actions. Going forward, we aim to continue being a source of valuable information in various key areas. Below are some of the key publications from the past two decades which can be accessed on our website.





## Advocacy

Experience gleaned by the organisation has shown that the transformation and sustainable resolution of structural conflicts often require not only changes in behaviour and attitudes but even reforms of policies and institutional processes. Advocacy has, since 2016, become an integral element of our work and we support communities and stakeholders in collaboratively and consultatively promoting, developing, implementing and monitoring conflict-sensitive approaches in decision-making and at an institutional level.

As dialogue processes take place, CCMT documents the process and if there are policy-related issues, further research is conducted to understand the issues better and enlighten communities on what policy informs. CCMT then supports communities and relevant stakeholders to advocate for addressing policies as a means of solving their conflicts. CCMT plays a facilitator's role, providing a platform for communities to interact with policymakers where necessary.

In the year 2023, CCMT continued with its advocacy processes aimed at promoting the protection of affected communities' rights and ensuring that they are adequately compensated for any displacement caused by development projects.



### Adoption Of Conflict-Sensitive Approaches By Local Authorities In Dealing With Development Induced Displacements In The Midlands Province

This was achieved through promoting constructive engagements relating to DID cases and advocating for our four key recommendations as outlined herein, (i) free, prior and informed consent of communities affected by development projects, that is, inclusion in decision-making of the affected community members in the planning and implementation of development projects, (ii) fair and comprehensive compensation for development-induced displacement in Zimbabwe, that is, financial payments, replacement of structures and assets, or any other form of support to compensate for any damages or losses incurred by the affected people, (iii) inclusive socio-economic development and profit-sharing schemes, that is, emphasising the need to go beyond physical losses to consider collective social, economic, and cultural assets, such as access to social facilities (schools, clinics, shops etc), natural resources and heritage sites and in cases where natural resources are dispossessed and commodified, then the affected people should also benefit from this e.g., in the form of shareholder-agreements and profit-sharing schemes to support the socio-economic development of the affected people in the long run and (iv) planning and budgeting for relocation and compensation of affected communities before the commencement of a project, that is, properly planning for investment agreements and development projects to consider the social costs of the project from the planning phase so as to ensure the affected people are compensated before they are displaced. Our advocacy actions have led to achievements in Muchakata, Vanguard, Bungwe, Mbembeswane, and Gokwe Zones one and two, as outlined in the cases update.



# CCMT in the Media

**Gokwe South RDC comes up with gender policy document**

September 24, 2020



GOKWE South Rural District Council (RDC) will this financial year prioritise the construction of a clinic and a pre-school in Chiwara Village to improve service delivery.

**At one point, illegal miners invaded Vanguard Primary School where they were digging pits in search of gold, putting the classroom blocks at risk of collapsing.**

Located near Mount Delago, the compound has no such such as lock-up and houses that have been constructed without approval from Government Inspectors.

The structures were constructed haphazardly.

The Vanguard community, however, recently heard a call of staff following the signing of a memorandum of understanding (MoU) with the Mberengwa Rural District Council (MRDC) that legalises the compound.

The development comes after a local non-governmental organisation, Centre for Conflict Management and Transformation (CCMT), which seeks to generate the management and transformation of conflicts into opportunities for positive change, brought the community together to agree on a path to follow.

**Patrick Chitumba, Midlands Bureau Chief**

THERE are about 300 women with disabilities in the Gokwe South Rural District Council suffering from multiple discrimination.

The RDC is made up of 33 wards with five political constituencies namely Gokwe Centre, Gokwe Kana, Gokwe Sesame, Gokwe Mapungautsi and Gokwe Nemangwe.

**Gweru Irrigation committee launched**

October 10, 2019



A Gweru Irrigation committee was launched on Monday to manage the Gweru Irrigation Scheme. The committee will be responsible for the day-to-day management of the scheme and will report to the Gweru Irrigation Board.

**Expansion of Njelele Growth Point to benefit locals**

November 5, 2020



Gokwe South RDC, Mr. James Mhlangu, RDC co-Mr. Sibusiso Mkhondo, CCMT co-ordinator Mr. James Mhlangu, Mr. Gokwe Town Council and Mr. Mkhondo after signing the MoU in Gokwe village.

**Gokwe meets villagers to be displaced by town expansion**

November 23, 2020



Gokwe South RDC, Mr. James Mhlangu, RDC co-Mr. Sibusiso Mkhondo, CCMT co-ordinator Mr. James Mhlangu, Mr. Gokwe Town Council and Mr. Mkhondo after signing the MoU in Gokwe village.

**Gokwe to build clinic, pre-school**

October 20, 2019



Addressing villagers during the 2019 annual budget consultation feedback meeting at Chiwara Village under Chief Mazvimba last week, Gokwe South RDC executive officer planning Mr. Togara Mutandiro said the local authority was committed to improving service delivery by completing budgeted projects.

**Patrick Chitumba, Midlands Bureau Chief**

Members of Vanguard, a small-discounted village in Mberengwa District, Midlands Province, have been in a line of being evicted from the village compound of Vanguard Primary School in Mberengwa.

Over 1000 families who had made the home school, using company compound their home, some for 40 years, have been evicted.

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The local authority was considering evictions for illegal settlers but had to engage in a dialogue process with the affected communities through facilitation by the Centre for Conflict Management and Transformation (CCMT).

**Patrick Chitumba, Midlands Bureau Chief**

There is need to strengthen cohesion and functionality in irrigation communities to enhance food capacity and security for the development of the country, said Eng Zano, said irrigation schemes ought to take a leading role in producing food for the country to be food self-sufficient.

Eng Zano was addressing representatives of irrigation schemes from Mberengwa and provincial heads of the Forest Commission, Agribus and Mberengwa Rural District Council (MRDC) at Mberengwa District offices during the launch of the irrigation scheme support programme. The programme is being spearheaded by a local non-governmental organisation called the Centre for Conflict Management and Transformation (CCMT). "The Government has realised the need to invest in irrigation schemes to enhance food capacity and security for the development of the country," said Eng Zano. "There is need for strengthening cohesion and functionality in irrigation communities. Irrigation schemes should take a leading role in food production in the country."

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**CCMT offers advice on handover of schools**

August 6, 2019



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CCMT offers advice on handover of schools

**Runde RDC descends on rogue miners**

March 15, 2019



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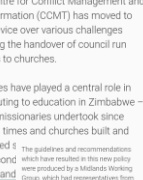
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**Gokwe Town Council incorporates informal settlement**

January 2021



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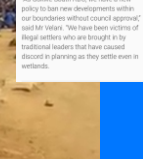
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# CCMT's 20<sup>th</sup> Anniversary

As CCMT marked its 20th anniversary in 2023, it was a time of reflection and celebration. Over the past two decades, countless individuals have passed through our doors, each with their unique story, and we have had the privilege of touching their lives in one way or another. From the communities who benefitted from our services, we are proud of the impact we have made. None of this would have been possible without the unwavering efforts of our stakeholders and staff. They have worked tirelessly to ensure that CCMT remains a beacon of hope and support for the community. Their dedication and commitment to our cause have been the driving force behind our continued success. As we look back on our journey, we are filled with gratitude for those who have been a part of it. The memories we have created together will stay with us for a lifetime, and we are excited to create many more in the years to come.

## Down Memory Lane





## Our Team

In 2023, there was a significant reorganisation of our staff members, which involved adding new staff and reassigning others. We took great care in the process of onboarding new staff to ensure that they were aligned with the culture and approach of CCMT. As an organisation, we remain committed to providing our staff with continuous learning and capacity development opportunities.



*Standing, from left to right: Tavonga Mutemeri (Advocacy & MEAL Officer), Xavier Mudangwe (Coordinator), Vimbai Mupikata (Project Officer), Blessing Mutoro (Project Officer), Christof Schmidt (Advisor), seated, from left to right: Chrispen Banda (Driver/Caretaker), Melissa Benhura (Finance & Administration Officer) and Rumbidzai Magurupira (Project Officer).*

## Our Board

In 2023, CCMT underwent a process of board renewal to bring in new leadership and ideas. The renewed CCMT Board consists of seven members, including three women and four men, who oversee all affairs of the organization. The Board's primary responsibility is to review the organisation's operations in light of its strategic plans to ensure programmatic focus and financial viability.

**Ambassador Mary S Mubi (Board Chairperson):** Retired senior civil servant who worked as the Government of Zimbabwe Ambassador to Namibia, Sweden and Italy and Zimbabwe's country representative to FAO, IFAD, and WFP. Afterwards, she served as the Senior Principal Director for Monitoring of Government Programmes in the Office of the President & Cabinet.

**Mr. Mehluli Tshuma (Board Vice Chairperson):** Registered Legal Practitioner, Notary Public and Conveyancer with the High Court of Zimbabwe and a member of the Law Society of Zimbabwe who works as a Lawyer at Chinamasa, Mudimu & Maguranyanga Legal Practitioners as Head of Litigation.

**Mr. E Veremu (Board Treasurer):** Finance expert with 20 years experience in International NGO financial management and reporting, budgetary control, procurement, operations and administration and performance & knowledge management in Development, Research, Conservation and Sexual & Reproductive Health and Rights Sectors.



**Ms. Y Mutama (Board Member):** Finance and Administration expert who has worked for the Centre for Peace Initiatives in Africa since its inception in 2001 in Administration and Finance.

**Dr. R Sillah (Board Member):** Development Practitioner and Academic who has recorded astounding achievements in the areas of academic teaching and research; youth development policy formulation and programming; food security and livelihoods programming; disaster management research and training (focusing on urban disaster risk and resilience); social entrepreneurship research and policy initiation; decolonial thought and land reform research and career coaching.

**Father Fidelis Mukonori SJ (Board Member):** Father Mukonori has been with the CCMT board for over 10 years. A passionate peace-building practitioner and renowned educationist, he has directed CCMT to new areas of programming. Besides his involvement at senior levels within the Roman Catholic Church, Fr. Mukonori finds time to proffer solutions for community-driven interventions.

**Mrs. Stembile Mpofu (Board Member):** Stembile Mpofu is an experienced legal practitioner. She was the founding Director of CCMT. With vast experience as a peace-building practitioner, Stembile has written extensively on best practices in peacebuilding and conflict transformation.



*Standing, from left to right: Ms Y Mutama (Board Member) and Dr R Sillah (Board Member),  
seated, from left to right: Mr Mehluli Tshuma (Board Vice Chairperson),  
Ambassador Mary S Mubi (Board Chairperson) and Mr E Veremu (Board Treasurer).*



As we embark on a new year, CCMT remains steadfast in its commitment to fostering a more peaceful and prosperous Zimbabwe.

Throughout 2023, we witnessed the transformative power of collaboration as we joined hands with communities and stakeholders to address the root causes of conflict and empower individuals to build a brighter future.

Looking ahead to 2024, we are energised by the progress achieved and the opportunities that lie before us. We will continue to refine our thematic areas, focusing on initiatives that empower communities, promote gender equality, and cultivate sustainable positive peace.

**As we navigate 2024,  
we look forward to  
continuing this journey with you.**



**Centre for Conflict Management and Transformation**

"A JUST SOCIETY ENJOYING SUSTAINABLE PEACE"

# Annual Report 2023



**Address:**

28 Oxford, Newlands  
Harare

**Phone:**

+263242746016  
+263242776784  
+263242788154

**Web:**

info@ccmt.co.zw  
www.ccmt.co.zw