



Centre for Conflict Management and Transformation



ANNUAL REPORT 2022



Our Vision

A just society enjoying sustainable peace.

Our Mission

To promote the management and transformation of conflicts into opportunities for positive change.

Our Values

Commitment, Respect, Accountability,
Teamwork, Openness.



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Centre for Conflict Management and Transformation

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

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Community members from Gweru District during a “leaky pipe” exercise



MESSAGE FROM THE COORDINATOR



Following the disruptions caused by the Covid-19 pandemic and internal renewal processes, 2022 was the year that the organisation pressed the “reset button”, which in consequence led to the formulation of a new strategic focus for 2022-2026. Development of the strategic plan enabled the organisation to re-define its vision and mission informed by the experience gleaned across all the operations of the organisation and the lessons learnt in the implementation of the previous strategic plan.

We will continue to work on enhancing the capacity of communities and stakeholders to constructively deal with conflicts, as well as the capacity of institutions to design and implement conflict-sensitive policies and approaches addressing structural causes and reducing the likelihood and negative impact of conflicts. As a learning organisation, we will explore new areas of work where we believe our dialogue-based approach can make a difference, while at the same time strengthening our core identity and mandate and the key services, we successfully delivered in the past two decades. We also intend to strengthen our own governance and management systems and to improve our resource base to enable us to effectively deliver on our mandate and increase the reach and beneficiaries of our work. We therefore would like to invite you, our stakeholders, to join hands with us on this journey of contributing to the realisation of our aspiration of “a just society enjoying sustainable peace” through transforming “conflicts into opportunities for positive change”. Find out more on what we can offer in our capability statement at the end of this report.

In 2022, we continued to deepen our thematic focus on conflicts evolving around development-induced displacements and informal settlements in the context of mining and urban expansion. As a result, we contributed to the safeguarding of 3000 people threatened by displacement or eviction in the Midlands Province, based on establishing constructive dialogue between

communities and stakeholders and facilitating mutually agreeable win-win solutions. The second key area, in which we achieved significant progress in 2022, focused on strengthening conflict management capacities and governance and accountability systems in 8 irrigation schemes in the Midlands Province. Our efforts contributed to an increased household income of 64% of the targeted irrigation scheme farmers.

Our work in 2022 dovetailed with key strategic focus areas of the Government of Zimbabwe in terms of inclusive development, housing delivery, irrigation development and land tenure security.¹ In this context, we collaborated with the Ministry of Local Government and Public Works and the Ministry of National Housing and Social Amenities in reviewing and reflecting policies and experiences on development-induced displacements and regularisation of informal developments. In addition, we partnered with the International Fund for Agricultural Development (IFAD) and the Ministry of Lands, Agriculture, Fisheries, Water and Rural Resettlement in the context of the national “Smallholder Irrigation Revitalisation Programme” (SIRP) to provide conflict management and organisational development trainings to irrigation schemes in 4 Provinces.

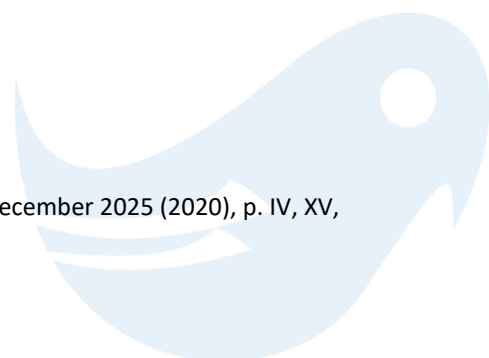
Our work on natural resource conflicts and with irrigation schemes has further convinced us that conflict management and transformation are also crucial elements in mitigating the impact of climate change and environmental degradation and we intend to further explore this nexus and expand our work in responding to conflicts caused or affected by climate change. Another thematic area we are increasingly becoming invested in, is the challenge of strengthening the role of youth and women in peace-building initiatives and platforms, which we will be working on with our fellow members of the Peace Building Network of Zimbabwe (PBNZ). Cognisant of the complexities of peace-building work and that it requires coordinated efforts, the organisation revived the network which led to the identification of new areas of collaboration in the future.

I would like to take the opportunity to thank the CCMT Board for providing oversight of the operations of the organisation in 2022 and the CCMT Team for their commitment and perseverance in dealing with complex conflicts and conflict issues within an often difficult operational context. I would also like to extend my gratitude to our funding partners for their financial and technical support, as well as to our boundary partners, including local and national Government stakeholders, for believing in our approach and rendering their support in carrying out conflict interventions. Last but not least I would like to extend my heartfelt thanks to the resilient communities who entrust us in working with them on managing, resolving and transforming their conflict issues.



Xavier Mudangwe

¹ Government of Zimbabwe: National Development Strategy 1, January 2021-December 2025 (2020), p. IV, XV, 12, 30.



OUR APPROACH: DIALOGUE – NOT JUST A TALK!

What is conflict?

"Conflict is a form of competitive behaviour between people or groups. It occurs when two or more people compete over perceived or actual incompatible goals or limited resources"

Boulding, 1962



Step One:

Client is sensitised on the Intervention Services offered by CCMT

Conflict impacts us

PERSONALLY

RELATIONALLY

STRUCTURALLY

CULTURALLY



"Nature uses conflict as its main motivator for change"
- Thomas Crum

Step Two:

Communities, groups and individual organisations approach CCMT with requests for intervention

Step Three:

'The Intervention Stage'

Consultations to gain background information

Dialogue meetings with all parties to the conflict

Training, seminars, peace building activities



• Better lives

• Better communities

• Attitude change, increased tolerance, harmony

Did you know...?

Conflict is **NORMAL** in human relationships and is an inevitable part of life.

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 and learn".

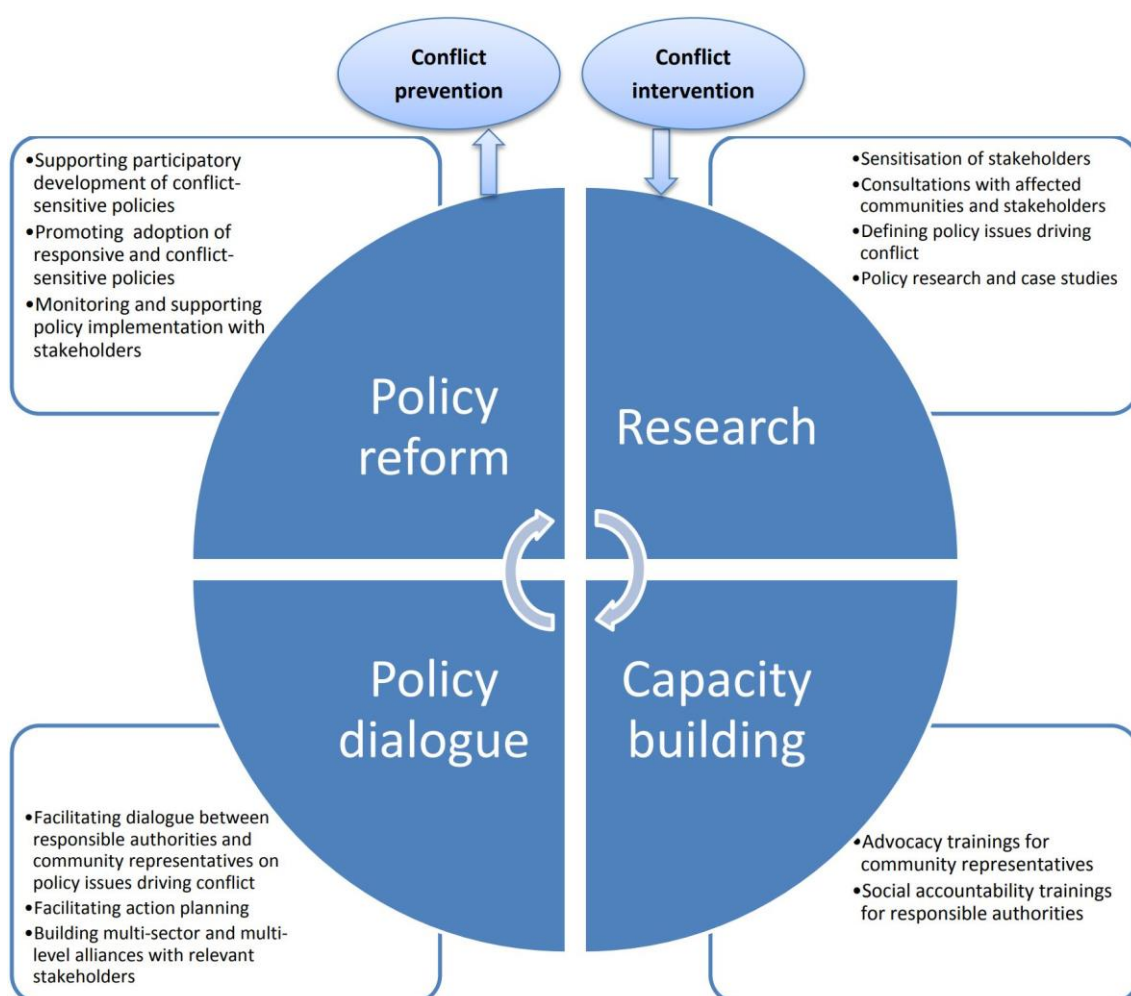
It is not enough to merely create spaces for dialogues, the dialogue spaces must be kept "safe". A safe space is a space that encourages openness. A safe space also ensures strict confidentiality. Spaces that are characterised by openness and confidentiality in the

deliberations have a greater potential of achieving resolution of 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 twenty 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 especially important in sharing knowledge, generating new insights and informing our advocacy work 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 and unreviewed policy details.

Transformation of structural conflicts often requires not only changes in behaviour and attitudes, but also reforms of policies, governance, and administrative procedures as well as inclusive decision-making and consultations. Advocacy has become an integral element of our work and we support communities and stakeholders in promoting, developing, reviewing, implementing, and monitoring conflict-sensitive, participatory and transparent policies and governance.



CONFLICT INTERVENTIONS & CAPACITY DEVELOPMENT

Conflict Interventions

Interventions are the processes that we carry out upon request to assist communities and stakeholders in dealing with the presenting challenges. Generally, these are responding to conflicts that impede development, have a potential for violence or rights violations, or directly/indirectly affect a large section of society. We understand conflict to be a result of long-standing unresolved issues that continue to fester. In response 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 support through complementing advocacy initiatives and policy interventions at district, provincial or national level. In 2022, our interventions focused on two main conflict areas:

- Conflicts on development-induced displacements, informal settlements and service delivery affecting land and socio-economic rights of communities in rural and (peri-)urban areas.
- Conflicts on governance, management, natural resources, and service delivery in irrigation schemes affecting their functionality and social cohesion as well as productivity, livelihoods and climate change resilience of small-scale farmers.

Key Results

- 3000 people safeguarded against threats of displacement or eviction in 3 districts of the Midlands Province.
- 6 dialogue platforms established to manage, resolve and transform displacement conflicts between communities, local authorities and private sector.
- 3 written agreements to jointly resolve displacement conflicts (1 was signed and adopted by the local authority and community, 2 were recommended for adoption).
- 3 Rural District Councils and 1 Town Council are making progress in implementing conflict-sensitive policies on displacements adopted since 2019.
- 4 conflicts in irrigation schemes in the Midlands Province on land boundaries and water access resolved with 80.8 % of members reporting satisfaction with their leadership regarding the management of conflicts.
- 73.3% of farmers in 8 irrigation schemes in 2 districts report adherence of management committees to constitutions and operational plans and 66.7% production of quality financial statements validated by the Department of Irrigation and Rural District Council.
- 64 % of households in 8 irrigation schemes increased their income by at least 25% as a result of improved conflict management, governance, accountability, productivity, and market linkages.

Vanguard Mine Settlement Conflict

Conflict between Rural District Council and Community over the informal occupation and development of a settlement

The Vanguard Mine in Ward 2 of Mberengwa District had been closed and liquidated in the 1980s. About 60 of the former mine workers, who claimed

they did not receive outstanding salaries and terminal benefits, continued to occupy the residential structures for mine workers in the nearby settlement that was owned by the former mine. With the increase of artisanal mining activities in the area in the last decade, the settlement has experienced significant growth and new informal developments. The settlement has become a dynamic local hub of various economic activities, now housing 2332 temporary and permanent residents regarded by the local authorities as informal settlers. The settlement is very densely populated and is affected by several challenges in terms of sanitation and environmental degradation. The residents created their own community-based governance structures to regulate activities in their settlement and harbour deep mistrust towards the intentions of the local authorities regarding the settlement. Due to their informal status and attempts at blocking access of the local authorities to the area, the residents could not access service delivery and infrastructure development. 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 2021.²



Vanguard settlement near Mount Belingwe

In the context of government policies directing local authorities to deal with “dysfunctional settlements”, the Mberengwa Rural District Council is interested in regularizing the area, surveying and reorganizing the settlement based on a layout plan, collecting revenue from local residents and businesses, as well as enforcing compliance with council by-laws. Residents in Vanguard are afraid of being evicted and their economic activities being disturbed. They request tenure security and service delivery from the council. Faced with this challenge, council approached CCMT to defuse the tense situation, which had resulted in a complete breakdown of communication, and to establish dialogue amongst stakeholders on the future development of the settlement.

Robson Shumba, Mberengwa Rural District Council:

“As council, we tried to engage with the Vanguard community, but we were failing. There were instances when it almost became violent. We invited CCMT to help facilitate dialogue between us and Vanguard. The

² <https://miningzimbabwe.com/c-mine-residents-evicted-structures-destroyed-by-new-owner/>

sustained dialogue approach, coupled with the patience of the officers who were assisting us, enabled us to build trust with the Vanguard community, which has led us to develop a mutually beneficial agreement with the community. Some may see the agreement as the end, but for us as Council, we see it as the beginning, and we will still depend on CCMT as a partner to continue making sure that us and the community finish what we started.”



From left to right: Ms Chaikosa (CCMT), Chief Bvute, Mr Hlabati (DDC), Ms Shumba (Council Chair), Mr Mudangwe (CCMT), Mr Mwedzi (MRDC CEO), and Vanguard netball team at the background during the IDP commemoration

Initially, the intervention was met with suspicion, and it took several efforts by CCMT to gradually establish dialogue between the conflict parties and to be accepted as a neutral facilitator. After several dialogue processes, trainings and facilitated exchanges with other communities facing similar challenges, CCMT collaborated with Mberengwa district stakeholders and the Vanguard community in hosting International Day of Peace (IDP) celebrations in the settlement in September. On this occasion, residents were reassured by the District Development Coordinator and the Rural District Council Acting CEO that the local authorities had no intention of evicting them and wanted to discuss regularisation.³ As a way of demonstrating good faith in the process, council supported efforts by the community to be re-connected to the electricity grid.



Tree planting at Vanguard Primary School in commemoration of the IDP

³ <https://www.newsday.co.zw/southerneye/local-news/article/200000872/ngo-builds-bridges-in-mberengwa>

In the following months, CCMT facilitated dialogue and agreements between community representatives and the local authorities on a roadmap for the regularisation of the settlement. The agreed upon process will see the development of a physical layout plan and zoning incorporating already existing structures, design of an infrastructure development and servicing plan, allocation of residential and commercial stands to residents, regularisation of economic activities, and environmental protection measures. With the support of CCMT, the agreements and timeframes were captured in a Memorandum of Agreement, which was recommended by the Planning Committee of the Rural District Council and is expected to be adopted and signed by both parties in the first quarter of 2023.



“My name is Tinaye Dewa (55), and I am a resident of Vanguard. I have lived in Vanguard for the past 30 years. I moved to Vanguard soon after the mine owners had left, abandoning both the mine and the workers without paying them their packages.

I was introduced to CCMT in 2021 when they visited the settlement at the Mberengwa Rural District Council’s (MRDC) invitation. MRDC had invited CCMT to assist in facilitating dialogue between MRDC and us. There had been rumours going around indicating that MRDC was planning to take over the settlement and evict us from our homes.

At first, we did not trust CCMT. They were brought by MRDC, and the community thought they were going to be used to force us from our homes. Our mistrust of CCMT was because of us thinking that there is no one who can just come to assist us without getting anything in return. CCMT took its time to explain to us what their intentions were and how they were going to assist us. They sat down with a small group of community leaders and as the community leadership, we decided to give CCMT a chance and observe how the process they were explaining would unfold. Many individuals have tried to take Vanguard from its people through different means and we thought that this was just a plot to have us trust them while they are being used by MRDC to take our land.

We started engaging with MRDC, but the meetings did not go so well in the beginning and because of that, CCMT suggested that they facilitate a relationship-building workshop, and I think that was the first breakthrough. We managed to create relationships with individuals who belong to the local authority and that enabled us to discuss our issues without fear of them having a hidden agenda. As for me personally, I managed to see the authorities and people, people who face the same challenges as we face, but people with the power to assist us to address the challenge we were facing.

It was not always an easy road; the main challenge was for us to convince everyone within the community that this programme was here to help us. Even within the leadership, there were individuals who did not believe that CCMT was trying to help us. A lot of times, we were

referred to as sell-outs by the community, and even to this stage, there are few individuals who do not fully understand what we are trying to do, and they see our engagements with CCMT and MRDC as selling out. We understand that the issues being discussed are very sensitive issues as they relate to the survival of families in Vanguard, and we always try to listen to every voice in the community and explain to everyone that engaging with the authorities is good for Vanguard.

What I have learnt from this process is to be patient. We might not get to where we want now, but I trust that we will get there. I have developed a lot as a leader and an individual because of this programme and I hope that we will keep working together for the betterment of the people of Vanguard. Our hope is for CCMT to continue giving us advice as we engage with the local authority so that the trust, we have built with the local authority, will bear fruits.”

Neta Mining-Induced Displacement Conflict

Conflict between a Mining Company, Rural District Council and Community over farming land designated for mining

A major mining company is planning to expand its mining operations in Mberengwa District, which may affect at least 35 households in a resettlement area in Neta, Ward 36. The resettlement area was established in the late 1990s and launched by then President Robert Mugabe. Some of the residents were initially relocated to the area to pave way for the Mataga Growth Point, which had been a traumatic experience for the community due to poor planning and implementation of the relocation and compensation process.⁴



Open mining pit in Neta

Based on the information available, the community had inadvertently been resettled to an area, where a mining company maintains to own mining claims pegged in the 1930s. The community indicated that they were once approached by the mining company and told that they need to stop farming operations on the land in question and prepare to relocate. The community emphasized to CCMT that they do not want to be displaced or relocated again, given the challenges they had experienced with such a process in the past. However, the community is willing to coexist with adjacent mining activities in the area if they are only affecting their fields and grazing area but not their homesteads. The community requested to be left with at least

⁴ See CCMT's short documentary: <https://www.youtube.com/watch?v=cKtJmcOqyXo>
Presentation by a community member: <https://www.youtube.com/watch?v=csybKIBllGU>

one hectare land per household, which they intend to use more intensively for agricultural/horticultural production. As compensation for the loss of their fields, the community is seeking assistance for boreholes and solar pumps, water pipes and tanks, fencing, seeds and fertilizer etc.

Garikai Moyo, Village Head:

“My journey with CCMT started long back when we worked together after we had been relocated from Gorongwe to Neta. I have worked with different people from CCMT and what they have in common is the ability to always try and find solutions around challenges even in instances where, as the community, we would naturally throw in the towel and give up. Working with CCMT has taught me that as a leader, I have a greater responsibility to serve and protect those that I lead even if it does not benefit me. I am now able to separate my personal feelings from the issues we face, and this has given me the clarity to effectively deal with issues in my community. I have been able to provide leadership to my community through the various trainings we have been part of as a result of CCMT interventions.”

After several attempts by CCMT to establish a tripartite dialogue platform involving the mining company, the local authorities and the affected communities, the issue was also taken up by the District Development Coordinator and provincial level stakeholders. The mining company started to engage with the Rural District Council to develop a joint framework and action plan to respond to the issue and the demands of the community. The mining company also sent an expert to the area to assess the feasibility and costs of meeting the requests by the affected households and community, while CCMT supported the collection of household and GPS data to be used in establishing compensation needs. Currently, dialogue processes and negotiations are still underway, but will hopefully yield positive results in the next year.

Vafius Hlabati, District Development Coordinator, Mberengwa District:

“It is our responsibility as local authorities to look after everyone in the district on behalf of Government. CCMT has proved repeatedly that they are a partner that we can rely on to assist us in our time of need. One of the most difficult tasks is to bring people who are fighting and make them listen and understand each other and CCMT has managed to do that well over the past years.”

Gokwe Town Expansion Conflict

Conflict between Town Council and Communities over the occupation of land designated for urban development

Gokwe Town was established in 2006 and as a result former rural areas were incorporated into the town boundaries. Several of these areas are designated for urban development, but some are already occupied by families settled on the land before incorporation as well as informal settlers that took over land and developed residential structures after 2006. Although affected households were registered in 2006 and compensation values assessed, no relocation or compensation took place since then. Regarding informal settlers, the local authorities were considering evictions, but instead engaged in a dialogue process with the affected communities facilitated by CCMT.

As a result of the dialogue process, the local authorities and informal settlers from the Kambasha community negotiated, signed and adopted a Memorandum of Understanding, which guarantees the residents (120 households) the right of first refusal to purchase the residential stands they occupy.⁵ Families that occupy land within commercial zones or designated for infrastructure development will receive offers for alternative stands, whereas those that cannot afford the stands they occupy will be accommodated by payment plans or offered more affordable stands.

Sibangani Shava, Chairperson, Kambasha Community Association:

“When we started to engage with Gokwe Town Council with the facilitation of CCMT, many of us wondered why someone would offer us assistance. We used to see Council as an enemy and we had had many encounters with Council officials that were not amicable and we saw CCMT as an extension of the Council. That was before we managed to engage with them and understand what CCMT stood for. As residents of Kambasha, we were on the verge of losing our homes and being left homeless, but we managed to engage with Council and came to an agreement that would result in us keeping our homes and being able to own them legally. A lot of efforts were made in helping us reach an agreement with Council and we will always be grateful to CCMT for their advice and guidance.”



Zone 2 and Zone 3 community members during a dialogue meeting

Regarding residents in two other areas that already were settled on the land before the incorporation into Gokwe Town, CCMT established dialogue platforms between the communities and the local authorities to discuss options and models for compensation, relocation and incorporation. In addition, a district stakeholder platform was established to coordinate plans and actions between Gokwe Town Council and the Gokwe South Rural District Council. As a first step, the local authorities validated the town boundaries together with the affected communities to create more transparency. Currently, the local authorities are preparing participatory household assessments to establish which households are affected to what degree and qualify for compensation. This will form the baseline for further dialogue and negotiations on compensation options, which CCMT intends to facilitate and support next year.

⁵ <https://www.chronicle.co.zw/gokwe-town-council-incorporates-informal-settlement/>

**Muchakata
Rural Service
Centre
Development
Conflict**

Conflict between Rural District Council and Community over the occupation of land designated for rural service centre development

The Muchakata Rural Service Centre in Gweru District was established in 1982 and plans are underway by the Vungu Rural District Council to develop the centre. The local authorities were considering evicting families residing on land designated for development within the centre's boundaries, but instead engaged in a dialogue process with the affected community facilitated by CCMT. The community is comprised of 5 families that were already settled on the land before the gazetting of the Rural Service Centre (Group A), 4 households headed by their adult children (Group B), as well as 9 households that settled on the land between 2005 and 2015 (Group C).

In a series of dialogues facilitated by CCMT, the community and local authorities engaged constructively and discussed options and models for compensation, relocation and incorporation of the affected families. The local authorities with the support of CCMT conducted participatory household assessments and GIS mapping vis-à-vis the layout plan to establish how each family will be affected. As a result of the dialogue sessions, the local authorities offered each household of Group A two free residential stands as compensation for their loss of land, with one of them incorporating their current houses and residential structures. In addition, households of Group B were offered one free residential stand, whereas households from Group C would receive the right of first refusal to purchase the residential stand they reside on, facilitated by a payment plan over a period of 6 years. To support livelihoods, a community garden measuring one hectare with water supply from a borehole was offered to be established.



Community members from Muchakata during the MoU development workshop

With the support of CCMT, a Memorandum of Understanding between the Rural District Council and the community was drafted and consolidated by both parties, which contained all offers and agreements as well as safeguarding mechanisms for vulnerable households. Although the Memorandum of Understanding was recommended by the Planning Committee of the Rural District Council, the community has not yet concluded their own decision-making process. Some voices in the community would prefer resettlement of the whole community, but the local

Irrigation Schemes Functionality and Social Cohesion

authorities are indicating that there is no land available in the district and no resources to replace immovable structures at a different location. The year ended with both parties reviewing their options and proposals and it is hoped that the case can be concluded to the satisfaction of all parties in 2023.

Conflicts between small-scale farmers, leadership and other stakeholders on governance, management, natural resources, and service delivery in 8 irrigation schemes

CCMT continued to strengthen conflict management capacities and governance structures in 3 irrigation schemes in Mberengwa District (Vurasha, Chimwe Chegato, Biri Extension) and 5 irrigation schemes in Gweru District (Insukamini, London, Mkoba, Mutorahuku, Mabodza). Based on the establishment of dialogue platforms and through developing conflict management skills of farmers and leadership (irrigation scheme management committees, district irrigation committees), four major conflicts on land boundaries and water access have been resolved successfully. The participants applied the acquired skills and gained experience to other areas of conflict, which resulted in 80.8% of the irrigation scheme members reporting satisfaction with their leadership regarding the management of conflicts. Through training of trainers and indirect support, CCMT also strengthened conflict management capacities in 7 additional irrigation schemes in Mberengwa (Biri Old, Zvavachari, Makuva, Neta) and Gweru District (Mbembesanwa, Mambanjeni, Shagari).



Farmer from Mutorahuku Irrigation Scheme:

“Some people from the dry land were drawing our water to use it in watering their gardens. Other farmers from the scheme would also steal the water or use it when it is not theirs to use. In the previous years we would fight but CCMT came and taught us that the effective way of resolving a conflict is engaging in a dialogue. We sat down as a committee then engaged both the dryland and the irrigation scheme farmers. Currently we do not have any challenge related to that, we take turns in using the water.”

The support the irrigation schemes had received in developing constitutions and operational plans and through financial management trainings, improved their governance, management, coordination, and accountability mechanisms. 73.3% of farmers expressed satisfaction with the adherence of the management committees to constitutions and operational plans and 66.7% highlighted that their schemes produced quality financial statements validated by the Department of Irrigation and the Rural District Council.

The improved coordination and support by the district irrigation committees also strengthened the confidence of farmers when engaging with service providers. Farmers from the Biri Extension Irrigation Scheme approached the Grain Marketing Board (GMB) about delays of payments to farmers and a solution was found to address the issue. Farmers also regained an enhanced sense of ownership, as shown by the commitment of farmers in the Mutorahuku Irrigation Scheme to the rehabilitation of the scheme by purchasing a gate-valve using own resources as opposed to solely depending on the Department of Irrigation.

Farmer from Mutorahuku Irrigation Scheme:

“In the previous years we did not have a constitution, strategic plan and our record-keeping was extremely poor. CCMT came in not only for conflict management, but we were taught on the importance of having our own constitution and record keeping. Our productivity has improved because previously we spend much time on unproductive issues. In fact we are now more organised than before.”

Based on this progress in the areas of conflict management and governance combined with trainings on post-harvest loss reduction, the irrigation schemes managed to increase their productivity and 64% of households reported an increase of their income by at least 25%. This was further consolidated through the coordinated efforts of management committees and district irrigation committees supported by CCMT in providing market linkages, which 80% of households made use of.

Capacity Development

In 2022, CCMT conducted various capacity development activities to scale up its direct interventions and spread the expertise, skills, experiences, best practices, and lessons learnt evolving from these interventions to other communities and stakeholders dealing with similar challenges. In this way, CCMT indirectly supports the management and transformation of conflicts in cases, in which CCMT cannot directly intervene.

Key Results

- ➔ 52 community leaders/representatives from 15 communities threatened by displacement linked and trained in conflict-sensitive lobbying and advocacy.
- ➔ 1475 smallholder farmers from 14 irrigation schemes in 4 provinces (Manicaland, Masvingo, Matabeleland South, Midlands) trained in conflict transformation & leadership and constitution development.

Conflict-Sensitive Advocacy & Lobbying Trainings

52 community leaders/representatives from 15 communities in 3 districts (Gokwe South, Gweru, Mberengwa) of the Midlands Province affected by development-induced displacements and/or informal settlement status were trained by CCMT in conflict-sensitive lobbying and advocacy. The trained community members from 3 different districts formed interest groups at district level and developed advocacy action plans to

constructively engage identified district stakeholders. Since the groups consist of representatives from communities, in which CCMT facilitates direct interventions, as well as representatives from other communities experiencing similar challenges, CCMT expects a multiplier effect.



Group work during the advocacy & lobbying training

Conflict Management & Leadership and Constitution Development Trainings

CCMT partnered with the International Fund for Agricultural Development (IFAD) and the Ministry of Lands, Agriculture, Fisheries, Water and Rural Resettlement in the context of the national “Smallholder Irrigation Revitalisation Programme” (SIRP) in providing conflict management and organisational development trainings to 1475 small-scale farmers in 14 irrigation schemes in 4 Provinces (Manicaland, Masvingo, Matabeleland South, Midlands Province). Whereas SIRP delivers the necessary “hardware”, CCMT provided relevant “software” supporting successful and effective operations of irrigation schemes.

District	Irrigation Scheme	Training Area	No of Participants
<i>Manicaland Province</i>			
Rusape	Roomsley	Conflict Transformation & Leadership, Constitution Development	128
<i>Masvingo Province</i>			
Mwenezi	Fuve, Panganai	Constitution Development	44
Mwenezi	Fungai	Constitution Development	62
Mwenezi	Rupangwa	Constitution Development	39
Mwenezi	Mushandike	Conflict Transformation & Leadership, Constitution Development	196
Mwenezi	Musaverema	Constitution Development	129
Mwenezi	Machena	Conflict Transformation & Leadership	103
Mwenezi	Tashinga	Constitution Development	15
<i>Matabeleland South Province</i>			
Gwanda	Bambanani	Constitution Development	59
Gwanda	Makwe	Conflict Transformation & Leadership	152
Gwanda	Thornville	Constitution Development	54
<i>Midlands Province</i>			
Mberengwa	Chamakudo, Inyala	Conflict Transformation & Leadership, Constitution Development	494
TOTAL			1,475

RESEARCH, ADVOCACY & NETWORKING

Research

CCMT in collaboration with the Tugwi Mukosi Multidisciplinary Research Institute and Weaver Press published the book “Development-Induced Displacements in Zimbabwe: Learning from Colonial and Post-Colonial Experiences”. The book brings together perspectives, analyses, case studies and recommendations by various experts and stakeholders. It is available on CCMT’s website⁶ and can be obtained as paperback from CCMT and Weaver Press. In 2022, CCMT availed the book to university libraries and presented its key recommendations to stakeholders and decision-makers in the Office of the President and Cabinet; Ministry of Local Government and Public Works; Ministry of National Housing and Social Amenities; Ministry of Lands, Agriculture, Fisheries, Water and Rural Resettlement; Ministry of Mines and Mining Development; and Ministry of Justice, Legal and Parliamentary Affairs; amongst others.

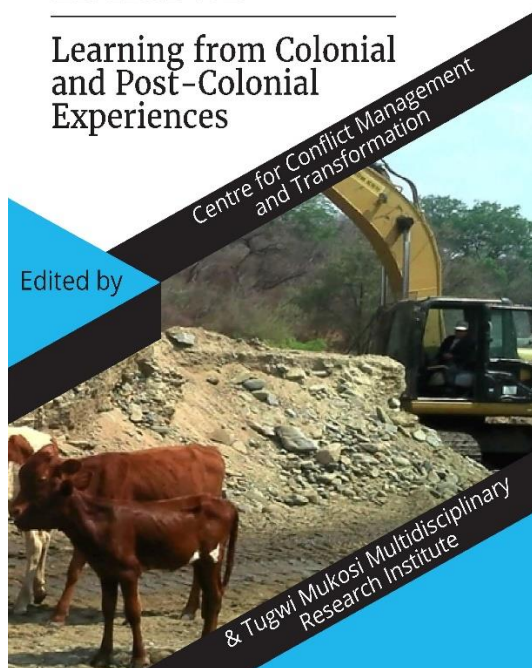
DEVELOPMENT-INDUCED DISPLACEMENTS IN ZIMBABWE

Learning from Colonial
and Post-Colonial
Experiences

Edited by

Centre for Conflict Management
and Transformation

& Tugwi Mukosi Multidisciplinary
Research Institute



Advocacy

Based on the recommendations captured in the book and practical experiences with displacement conflicts in Gokwe, Gweru and Mberengwa, CCMT’s advocacy work in 2022 focused on supporting communities and stakeholders in lobbying and advocating for comprehensive and harmonized policies and procedures regulating development-induced displacements and regularisation of informal settlements at district, provincial and national levels. One major highlight was a policy review workshop held in collaboration with the Ministry of Local Government and Public Works and the Ministry of National Housing and Social Amenities in October.

⁶ <http://www.ccmt.co.zw/publications>

Representatives of relevant departments of both ministries engaged with community representatives and external experts from the Infrastructure Development Bank of Zimbabwe (IDBZ), Development Governance Institute (DEGI) and Midlands State University (MSU) to review relevant policies, approaches, procedures and practices. Participants identified and reviewed cases and experiences and agreed on the need to harmonize, consolidate and coordinate existing policies and procedures. During the workshop, it was agreed to develop a draft “transitional stabilisation framework” guiding development and regularisation projects and processes, and participants outlined policy principles, guidelines and action plans for the framework design.

Workshop opening remarks by the Permanent Secretary, Ministry of Local Government and Public Works:

“Across the country, we expect to see an increase in mining and industrial activities, development of infrastructure (roads, dams etc.), as well as revitalization and development of irrigation schemes and commercial agriculture. These transformative development ideas and projects require sound planning and acquisition of land for development. This means that some people that are residing on and utilizing land designated for development will have to pave way for such projects. In such instances, there is need to balance economic interests and social interests, as well as the public interest of development with the interests of groups directly affected by such development in their areas. Our development agenda is inclusive, which means that it targets to improve the livelihoods of all citizens. This requires that we, as development actors, need to consider and mitigate potential negative impact that our plans and the development that occurs thereafter will have on some groups in our communities.

Considerations need to be made on how to incorporate affected people into development projects, so they may directly benefit and can appreciate the purpose of what is happening in their area. If their sources of livelihoods are affected, they may need new sources of livelihoods. If relocation is necessary, the question is how to relocate project-affected people and how to restore their lives, livelihoods and way of life in a way, that does not leave them aggrieved about what happened to them and to their area. This requires a holistic approach to development and includes economic, social and cultural considerations.

In addition to the developments mentioned above, Zimbabwe is urbanising at a rate of 2% per annum and in response to the urban development backlog, Government intends to acquire 10,000 hectares for urban development during the period of the National Development Strategy 1 alone. Besides having to acquire land for urban development, Government has also committed to in-situ regularisation of some irregular and un-serviced settlements that have grown in and around growth points, towns and cities, and to upgrade them with the necessary basic and social services infrastructure. Furthermore, Government has committed to restore and put planning first, so that we have orderly, safe, well serviced, liveable sustainable settlements in a safe environment, a departure from the informal, haphazard development trajectory that we witnessed in the past.

To address some of these issues, the ‘Zimbabwe National Human Settlements Policy’ suggests the development of a comprehensive ‘compensation and relocation framework’ as well as a ‘regularisation protocol’ to guide such processes and harmonize approaches across the country. (...) We want to have critical conversations about the relevant legal and policy frameworks and procedural and administrative guidelines, but also reflect and review the practices and experiences we had with development-related relocations and in-situ regularisations in the past. During this process, we want to identify best practices that can guide us as well as challenges and gaps that may need to be addressed in the future.”

In order to raise awareness and stimulate public debate on the challenges related to development-induced displacements and regularisation of informal settlements, CCMT engaged with stakeholders, interest groups and relevant networks, such as the Zimbabwe Land and Agrarian Network (ZiLAN), and presented the issues, experiences and its message and recommendations on various dialogue and advocacy platforms as well as radio and TV shows. In addition, CCMT conducted interviews with experts on development-induced displacements that were published on its Youtube channel “CCMT Zimbabwe”. One highlight was the debate with the Minister of National Housing and Social Amenities on the ZTN show “The Chase” hosted by Andy Hodges, where CCMT discussed key issues and challenges with the Minister.⁷



From left to right: Hon. Daniel Garwe (Minister of National Housing and Social Amenities) and Francis Mukora (CCMT Advocacy & MEAL Officer)

Networking



At CCMT, we recognise the need for comprehensive and coordinated approaches to achieve national peace-building aspirations. As such, we continued to engage with like-minded organisations across the country. As the secretariat of the Peace Building Network of Zimbabwe (PBNZ), CCMT continued to steer a network of 20 organisations from all Zimbabwean provinces towards working together in strengthening positive peace in Zimbabwe. The network consolidated its membership and based on its new constitution selected a committee to coordinate activities and joint efforts by its membership. For 2023, the network is geared towards a new collaborative project on strengthening the role of women and youth in peace-building initiatives with the support of the Catholic Agency for Overseas Development (CAFOD).

⁷ <https://www.youtube.com/watch?v=rJdcr1gfcR4>

MONITORING & EVALUATION

Monitoring & Evaluation (M&E) as well as incorporated learning mechanisms have been crucial and integral to CCMT's programmes, operations, and conflict interventions. The gathering of relevant data is critical for assessing progress and adapting our intervention strategies. CCMT's M&E system is based on five main pillars:

- Performance Monitoring and Assessment Framework
- Financial Monitoring System
- Case Monitoring System and Advocacy Cycle Monitoring
- Outcome Harvesting and Tracking
- Feedback and Complaints Mechanisms

The "Performance Monitoring and Assessment Framework" guides CCMT's activity-based, weekly, quarterly, and annual planning and review procedures and documentation, which informs project implementation, work plans and performance appraisals. The "Financial Monitoring System" ensures documentation of all operations in line with CCMT's finance and administration policies, general accountability standards and donor requirements.

Conflicts are determined by a number of variables like context, knowledge, attitudes, relationships, and behaviour of stakeholders. Hence these variables provide the baseline information for designing customized conflict and policy interventions and for capturing positive changes that these interventions contribute to. CCMT's "Case Monitoring System" and "Advocacy Cycle Monitoring" guide the process step by step and facilitate continuous reflection and learning. The pathways for change need to be driven by the communities and much of the information gathered and assessed is derived from the stakeholders who are directly affected.

Circumstances and scenarios in conflict transformation interventions are often complex and difficult to assess and validate. Therefore, we put a lot of effort into gathering background information about each of our intervention cases and developing a comprehensive conflict analysis covering contextual and historical developments, stakeholder relationships, positions and interests, as well as relevant policies and legal frameworks and other relevant issues. In summary, there are countless smaller and not so small details which make up and characterise an intervention and need to be documented and reviewed during its course.

Another pillar of CCMT's M&E system includes tools and procedures facilitating outcome harvesting and identifying and tracking evidence and means of verification. These are often project based and informed by project-specific results frameworks, indicators and M&E plans. They include, for example, conducting pre- and post-assessments for trainings, identifying stories of change, tracking resolutions and agreements between conflict parties, or the reach and impact of CCMT's own communications content and media engagements.

CCMT is dedicated to continuously improving the quality of the services it provides to communities and other stakeholders based on regular assessment of feedback and appraisals. The M&E system is rounded up by systematic collection and analysis of feedback provided by beneficiaries, stakeholders and boundary partners on CCMT's activities, trainings, interventions, and projects, as well as facilitation of anonymized complaints mechanisms anchoring on our commitment to being accountable to our stakeholders and partners.

Based on the systems we have in place to comprehensively plan, review and document every step of our programmes, operations and interventions, our efforts in 2022 focused on consolidating and streamlining tools and procedures, customizing them to new types of interventions and activities, as well as strengthening regular reflection and learning processes to review and adapt strategies and utilize best practices and lessons learnt across different projects and interventions.

OUR TEAM & BOARD



Front, from left to right: Chrispen Banda (Driver / Caretaker), Melissa Benhura (Finance & Administration Officer); back, from left to right: Christof Schmidt (Advisor), Francis Mukora (Advocacy & MEAL Officer), Xavier Mudangwe (Coordinator), Blessing Mutoro (Project Assistant), Tavonga Mutemeri (Project Officer), Margaret Chaikosa (Project Officer)

We are committed to providing our staff with continuous learning and capacity development opportunities. In 2022, our staff members benefited from training programmes on “Conflict Transformation & Sustained Dialogue” and “Environmental Peace-Building”.

OUR BOARD

Father Fidelis Mukonori is a Zimbabwean religious leader of the Roman Catholic Church and a passionate peace-building practitioner and renowned educationist. He is the Executive Director of the Centre for Peace Initiatives in Africa and has been involved behind the scenes as a mediator and advisor in many of Zimbabwe’s defining historical moments, from the Lancaster House Agreement to the political transition in 2017.

Ms. Stembile Mpfu is the former founding Director of CCMT and has carried out strategic interventions for various organisations in Zimbabwe, the SADC region and Liberia with specific focus on organisational development and provision of legal advice.

Ms. Tecla Mapota started her career in the Attorney-General’s Office before she moved to the corporate sector and then went into partnership at Gwaunza & Mapota Legal Practitioners.

Mr. Ngoni Mpfu has 15 years of experience in the mining industry as a Finance Executive, has served as Chairman of the Post Properties Board and also served on the Mining Industry Pension Fund board.

Mr. Gardiner Manikai is Director of Consulting Services at the multi-disciplinary consulting firm Best Practices (Pvt) Ltd and was chairman and lecturer in the Department of Rural and Urban Planning at the University of Zimbabwe.

CAPABILITY STATEMENT

Over the last twenty years since its formation, 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 confidence of communities and authorities at various levels in the implementing areas, which enabled 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:

- Improved, fair and well managed access of communities and marginalized groups to service delivery and natural resources.
- Sustainable impact and effectiveness of development structures, programmes and projects through conflict-sensitive policies, governance and management, and inclusive decision-making processes.
- Strengthened social cohesion and resilience of communities against negative conflict, violence, rights violations, and trauma.
- Enhanced role of women, youth and vulnerable groups in peace-building, community development and decision-making.

Based on these achievements, CCMT has also become an established service provider offering training, research and dialogue facilitation services to various institutions, businesses and organisations in the public sector, private sector and civil society. Besides drawing on the expertise and experience of our current staff, we have a pool of associated experts and experienced practitioners that have successfully partnered with the organisation in delivering trainings and tailor-made solutions in the areas of:

- Conflict Analysis and Research
- Mediation & Dialogue Moderation
- Conflict Interventions, Management and Transformation
- Conflict-Sensitive Advocacy & Lobbying
- Teambuilding and Leadership
- Monitoring & Evaluation
- Organisational Development & Strategic Planning

"I would fully recommend CCMT to any organisation that needs its staff members to be trained in Conflict Sensitivity and Management. Your training session for AFRODAD was a worthwhile investment. Thanks for imparting your knowledge."

Mercyln Kasipo (AFRORAD, HR/OD Manager)

"CCMT has been overseeing our community outreach activities in Zimbabwe for our flagship television programme 'The Team'. The impact of the dialogues has been so powerful that SFCG Zimbabwe would like to, where possible, continue to work with CCMT in other programmes relating to peace."

Caroline Majonga (SFCG Zimbabwe, Programme Associate)

"We value CCMT's careful and thorough approach in engaging on conflicts, which is designed to facilitate holistic and sustainable solutions with communities and other stakeholders. CCMT is one of our long-term partners in Zimbabwe and our partnership has been very fruitful over the years. We are looking forward to continuing our cooperation and we recommend CCMT to other organisations."

*Maren Voges (WFD Programme Coordinator, Germany) &
Andrea Case (WFD Regional Coordinator Southern Africa)*

Previous Clients:

- Action Contre La Faim (ACF)
- African Forum and Network on Debt and Development (AFRODAD)
- Basilwizi Trust
- Chikukwa Ecological Land Use Community Trust (CELUCT)
- Christian Care
- Church & Civil Society Forum (CCSF)
- Envision
- International Fund for Agricultural Development (IFAD)
- Sabi Consulting
- Silveira House
- Student Christian Movement of Zimbabwe (SCMZ)

Current & Previous Project Partners:

- Weltfriedensdienst e.V. (WFD)
- Bread for the World (BftW)
- Catholic Agency for Overseas Development (CAFOD)
- Peace Direct
- Search for Common Ground (SFCG)
- Swedish International Development Cooperation Agency (SIDA)
- Christian Aid
- Action Aid
- Gesellschaft für Internationale Zusammenarbeit (GIZ) / Deutscher Entwicklungsdienst (DED)
- German Embassy



Oct. 2022, from left to right:
 Ms Mpfu (CCMT Board), Ms Voges (WFD), Mr Mudangwe (CCMT),
 Mr Schmidt (CCMT/WFD), Fr Mukonori (CCMT Board), Ms Case (WFD)



Nov. 2022, from left to right:
 Mr Mukora (CCMT), Ms Mpfu (CCMT Board), Fr Mukonori (CCMT Board),
 Ms Knox Brown (Peace Direct), Ms Benhura (CCMT), Mr Mudangwe (CCMT)

Our Vision

A just society enjoying sustainable peace.

Our Mission

To promote the management and transformation of conflicts into opportunities for positive change.

Our Values

Commitment, Respect, Accountability,
Teamwork, Openness.



28 Oxford Avenue
Newlands, Harare

www.ccmt.co.zw

Centre for Conflict Management and Transformation

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

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Annual Report 2022

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