



Centre for  
Conflict Management  
and Transformation



Annual Report **2013**



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## Welcome from the Director

It is with great pleasure that I present to you the Centre for Conflict Management and Transformation's annual report for 2013. It was a very exciting year at CCMT. Not only did we celebrate our 10th anniversary, but various exciting developments also took place throughout the year.

Our work has seen the growth in the organisation's appreciation of conflict and the dynamics that result from conflict. The link between development and conflict has become increasingly clear to us. The deterioration in service delivery in schools and health facilities, for example, results in rising tensions within communities which may ultimately end in violent conflicts between groups or individuals. We have seen how these violent conflicts which may be about the siting of a school or health facility escalate in intensity and frequency when party politics come into play during election times. We have also learnt that conflict transformation work within the Zimbabwean context cannot solely focus on relationship building. It must include the very concrete concerns of service provision, resource administration and allocation and must take into account the state of the structures and institutions set up to oversee these areas. Where there is poor service delivery or no services at all and it is not clear who can get access to which resource, conflict will inevitably arise. Our work therefore, has seen us partnering with local government leaders, community leaders, community members and other civil society organisations to work on these areas through the facilitation of dialogues and conflict transformation training.

In our endeavour to ensure that the lessons learnt from the very intensive interventions carried out at local level do not only benefit those directly involved, CCMT has designed an organisational wide monitoring and evaluation system. The system has provided a framework within which we can document lessons learnt and produce research reports for the benefit of the communities and institutions we work with and for those communities elsewhere that may be facing similar challenges. 2013 has seen the CCMT research department come of age, with a new publication, 'Mapping of Peace Initiatives in Zimbabwe'. The publication was launched in April following a collaborative research study in partnership with NAYO (The National Association of Youth Organisations) and Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). In addition the department looks forward to publishing more research papers on thematic issues that have emerged from the conflict intervention work being carried out in the field. CCMT will package and share these reports with other peace-building organisations both in Zimbabwe and beyond.

As we approach the end of our 5 year strategic plan, we look ahead to the future with the anticipation of breaking new ground in the field of conflict management and transformation. The final year will see CCMT research informing policy formulation at local government level and advocacy initiatives at various levels within different institutions and structures at both local and national level.

Finally, I would like to say a special thank you to our partners in the Midlands Province, our funding partners and our Board and Staff at CCMT. Without their support and hard work, the progress and achievements made in 2013 would not have been possible.



A handwritten signature in black ink, which appears to read 'Stembile Mpofu'.

**Stembile Mpofu**, Director

## Management and Staff

### Board of Directors

Ngoni Mpofu

Tecla Mapota

Father Fidelis Mukonori

### Management

Stembile Mpofu (Director)

Godwin Chigwedere  
(Programmes Manager)

Shingirai Cele  
(Finance and Admin Manager)

### Programmes Staff

Xavier Mudangwe (Project Officer)

Margaret Chaikosa (Project Officer)

Richard Chere  
(Consultancy Officer)

Chiedza Zororo  
(Networking Officer)

Farai Mazikana  
(Communications Officer)

Proctor Masekera (Intern)

Tarisai Gwaure (Intern)

Otilia Katiyo (Intern)

Leona Goredema (Intern)

### Research and PM&E

Debra Mwase (Research and  
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Collen Zvandasara  
(Research Assistant)

Philipp Heintze (M&E Advisor)

Tinashe Kuzuwazuwa (Librarian)

Andrew Illif (Research Fellow)

### Finance and Administration

Zvikomborero Matenga  
(Book keeping Assistant)

Godfrey Gwande  
(Operations Officer)

Norah Joswa Kavalo  
(Admin Assistant)

Petronella Jogo (Office Assistant)

Jealous Zinyemba  
(Driver/Day Guard)

Crispen Banda (Caretaker)



## Our Story

### 2000:

German Development Services (DED) commissions a study to assess the level of expertise of local NGO personnel in the area of conflict management.

Of the 40 civil society organisations surveyed only a few have the skills to manage conflicts. It is agreed that a coalition will be formed and those few organisations with technical skills and expertise in conflict management will impart knowledge through periodic training workshops.

### 2002:

Coalition on Conflict Management (CCM) is born and it is made up of six organisations.

### 2003:

The steering committee, staffed by a coordinator, guides the coalition towards formal registration as a trust. For the next two years the secretariat organises workshops in basic conflict management skills for NGO personnel.

### 2004:

The Coalition decides to change focus by building the capacity of urban grass roots communities in the area of conflict management.

It is decided that the change in focus to capacity building must be informed by current situational trends. Research must therefore be carried out to determine these.

The result of the research study is the publication 'Now that we know - A case for Community Peace Building in Zimbabwe'. From this study comes the realisation that for a national reconciliation process to move forward, every individual in every community must be involved.

The Capacity Building for Conflict Transformation Project is born. The programme is designed to build the capacities of ordinary community members in dealing with everyday conflicts happening within their communities. This is done through community based Conflict Management Associations (CMAs).

The first three Conflict Management Associations are operating in Mbare, Chitungwiza and Epworth.

### 2006:

Campus Sustained Dialogue Network (CSDN) is established. The network consists of clubs set up at three universities: the University of Zimbabwe, Midlands State University and the National University of Science and Technology. They tackle issues such as communication breakdown, violence, sexual harassment, service delivery and discrimination.

The setting up of the clubs is a coordinated effort between CCMT, an international NGO called the Coordinating Committee of the Organisations of Voluntary Service (COSV) and South African based organisation the Institute for Democracy in Southern Africa (IDASA).

### 2007:

By now ten Conflict Management Associations, made up of between 15 - 20 volunteers, have been established in communities within the provinces of Harare, Masvingo and Midlands. Each group receives training and mentoring from CCMT and becomes a resource to their communities, providing family mediations and later convening dialogues on service provision within their communities.

## 2008:

The associations provide services to their communities, and CCMT begins weaning the clubs. Sustainability is an issue as associations struggle to get financial support for their work from the economically stretched communities they are servicing. Association members themselves also struggle with dividing their time between income generating activities to sustain their families and community service.

## 2009:

CCMT begins to develop a new strategic plan to see it through the next 5 year period. A new approach is born out of the strategic plan whereby interventions will be carried out upon request from the district. It is intended that this new process will result in increased levels of commitment to the intervention process. Co-facilitation of the dialogue process with identified community members is used to ensure that there is capacity building taking place through transfer of skills.

CCMT partners with the Life and Peace Institute to provide conflict transformation training to students at Addis Ababa University.

## 2010:

CCMT launches an ambitious five year strategic plan which will see the organisation grow its staff compliment, test its new approach to conflict interventions and embark on a research and advocacy drive informed by its interventions.

## 2011:

The Conflict Management Associations become independent of CCMT and function on their own driven by dedicated volunteers. July 1st 2011 marked the day that the Associations became fully independent.

## 2012:

Lessons from the implementation of the new approach begin to emerge. The first two interventions using this approach come to a close and are deemed to be a success.

A new M&E system is developed and is being tested by project officers in the field who use a set of templates to gather information as an intervention progresses. A database is developed to compliment the use of the forms.

## 2013:

CCMT takes its first step towards advocacy by facilitating a dialogue between District Authorities, NGO Directors and community members in the Tongogara and Chirumanzu Districts. The dialogue process culminates in the Director's Forum which brings together Directors of NGO's to address the issues and agree on a way forward on the issues highlighted during the dialogues. The organisation enters two new districts, Zvishavane and Mberengwa.



10  
CCMT  
Celebrating 10  
YEARS

## Highlights of 2013



### February:

10 year anniversary!

CCMT is requested to assist Tongogara district in a consultative process between schools and the district in an attempt to deal constructively with resource challenges affecting the education sector.

### April:

NGO Directors' Forum takes place, bringing together directors of NGO's and Government authorities to discuss developmental issues affecting NGO's operating in Chirumanzu and Tongogara districts.

Official launch of the Mapping Peace Initiatives Publication attended by partner organisations, participants of the research and the Organ on National Healing Reconciliation and Reconciliation.

CCMT becomes a member of the Global Coalition for Conflict Transformation (GCCT).

### May:

The anniversary edition of CCMT magazine 'The Transformer' is published.

Upon approval of its project proposal, CCMT acquires Diakonia as a new funding partner.

CCMT begins implementing a new WFD three year project.

### September:

CCMT exhibits at the annual NGO Expo held in Harare.

### October:

A school in Lower Gweru, Matshaya Primary School, hosts and funds a dialogue process for 11 local schools, having been inspired by a CCMT documentary of an intervention at New Gato Primary School in Tongogara.

### November:

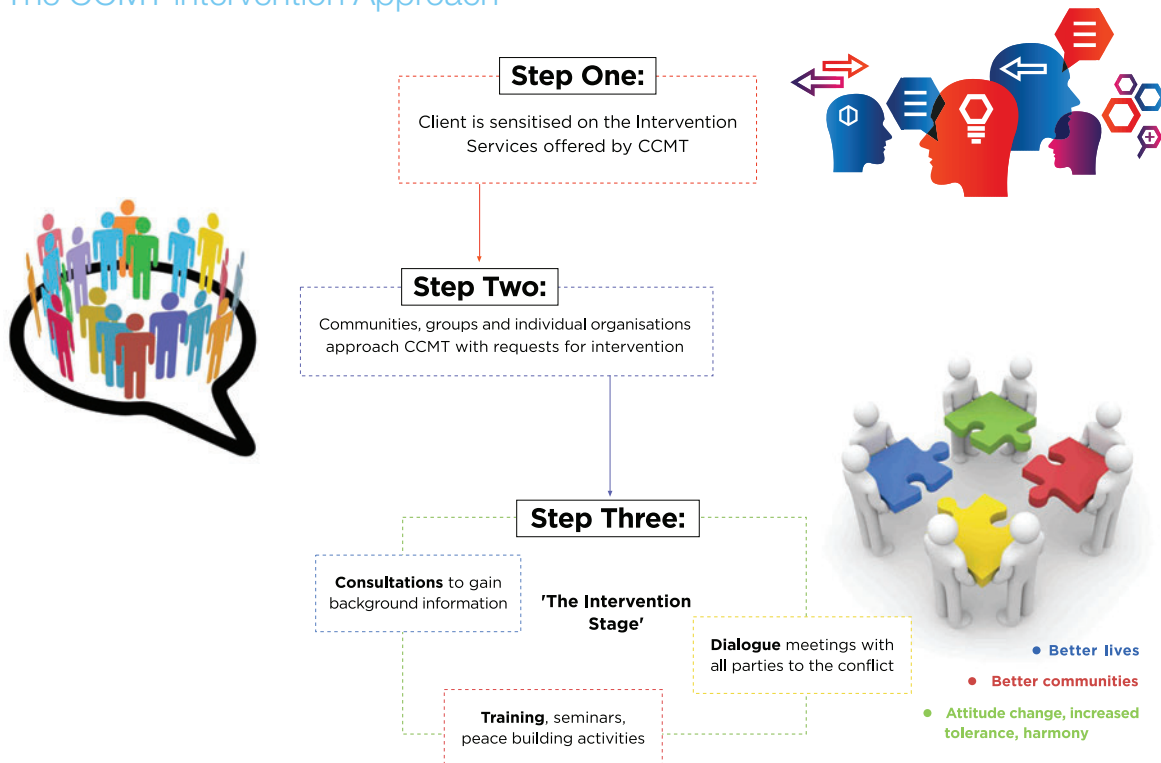
CCMT enters two new districts, Mberengwa and Zvishavane.

The total number of people living in wards affected by the Chief Gambiza conflict

18541



## The CCMT intervention Approach



## 2013 Interventions

### Gundura Clinic - Tongogara District

The Tongogara Rural District Council requested CCMT's intervention in a conflict emanating from the vandalism of communal property in Gundura. The conflict appeared to be between Council, the clinic staff and community members over the ownership of the clinic, resulting in repeated acts of vandalism by community members who failed to see the clinic as a local resource. However it emerged during the intervention that the conflict was in fact due to community members feeling a deep sense of dissatisfaction towards the poor service delivery being provided by the council. They had protested violently against attempts by District Council officials' visits to the community to attempt to discuss community issues and collect levies from them. As a result the district officials were unable to engage with the community for a long period of time and developmental efforts had slowed down.

In this particular situation CCMT's intervention approach brought about quick results. Only two dialogue meetings were carried out before the community members agreed to work together with the local authority and law enforcement agents to address the challenge of vandalism, a symptom of the relationship between the community and the district council. The process not only helped to provide clarity on the ownership of the clinic but assisted community members and district officials to see what each group's role and responsibility was with respect to community development. Community members learned that the clinic was there to serve them and should therefore be maintained and looked after by them. The district officials learnt that communities need to be engaged in a constructive manner and the importance of transparency when dealing with community issues.

As part of the intervention process, CCMT also carried out a Conflict Transformation Training for the Gundura community and facilitated an exchange visit to the New Gato community, in the same district, which had undergone a successful CCMT intervention in the years 2009-2011. Gundura community members were able to acquire and develop conflict transformation skills and become inspired after seeing what was achieved by the community in New Gato.

Traditional leaders who participated in the process have reported that they feel better able to deal with conflicts more constructively without relying solely on their conventional arbitration method which results in punitive measures being taken. In addition, community members, police and the local authorities reported that their attitudes towards each other had changed as a direct result of the CCMT process. Some also came to realise how their negative attitudes were fuelling the conflict.

“ Before the CCMT intervention there was no trust between the council and the community. The councillor could not even stand before the community and talk to them as relations were so strained. She was constantly told by the people to go away and tell her superior to come and address them instead. When she did come with the CEO the meeting was chaotic. The opening prayer was cut short as people started beating up the CEO. He had to run away from the gathering leaving behind his car and even his shoes.

The CCMT programme targeted community leaders and as the dialogue meetings progressed we started to notice changes. We soon found that a representative from council could spend an entire day with us community members, something that never used to happen before. We kept on seeing improvements as the councillor could now call for a meeting and people would sit and listen without interrupting her.

Ever since the process ended there have been no break-ins at the clinic. Community members have even come together and are making contributions to pay the security guard at the clinic”

**Douglas Mutabeni, Ward Youth Officer, Gundura**

Since the intervention began, there have been no reported burglaries at the clinic. Council authorities who came to realise the negative way in which their attitude towards the community was fuelling the conflict are continuing to work at improving relationships. Villagers who had stopped paying levies to the council due to mistrust have begun to do so and the clinic has been able to hire a security guard. An adult education programme aimed at improving opportunities for young people who are unemployed has also been introduced.

CCMT project officers continue to monitor the situation within the community, however for now community relationships are going from strength to strength.

What did the intervention consist of?	Who participated in the process?	Overall number of people affected by the conflict?
<ul style="list-style-type: none"> <li>4 individual consultations</li> <li>2 planning meetings with district authorities</li> <li>1 group sensitisation and consultation (Gundura Clinic)</li> <li>2 dialogue meetings with community members and other relevant stakeholders</li> <li>1 conflict transformation training with community members</li> <li>1 exchange visit (Baswilizi / New Gato)</li> </ul>	<ul style="list-style-type: none"> <li>Traditional leaders</li> <li>Local authority</li> <li>Police</li> <li>Youth councillors</li> <li>Ministry of Health</li> <li>Community members</li> </ul> <p>An average of <b>34</b> participants took part in the process</p>	<p><b>57</b> villages each with an average of <b>25</b> households were affected by the conflict</p> 

## Kushinga school siting - Vungu District


The intervention in Kushinga, Vungu District began in mid-2012 after the Vungu Rural District Council brought the issue to CCMT's attention and requested an intervention. Kushinga is a resettlement area established in the 1990s. It resettled farmers from both the pre 2000 resettlement programme and the post 2000 programme. The conflict, affecting around 900 community members is around a disputed site for a secondary school. An old farm house has been identified as a potential site for the school; however community members and the district leadership have been unable to resolve their differences in opinion and their expectations over its continued use. It was allocated as an A2 plot and is currently being used as a private residence.

The Kushinga school siting intervention has become CCMT's longest-standing conflict intervention to date. The Project Team has carried out a wide array of activities aimed at transforming community relationships. Even though a final resolution is yet to be passed, significant progress has been made towards finding a solution to the problem.

As a result of the dialogue processes conducted in 2013, stakeholders in the conflict have each realised how much they have contributed to the fuelling of the conflict. The intervention process helped to expose shortcomings in the local governance system therefore prompting the authorities to take steps to address some of the root causes of the problem. Some of the community members have come to realise that compromising on their positions may help them build more constructive relationships amongst themselves. The Council and the Land Committee, for example, passed new resolutions on the issue. Although these had previously been passed eight years before, they were yet to be implemented.

Activities which have been carried out so far as part of the intervention process, have contributed to notable improvements in the relationships between the two main conflicting groups. Initially respective group leaders were not talking to each other and dialogue discussions were next to impossible. However as the intervention progressed they were able to share jokes and even sit together in meetings. In addition, Government authorities agreed to work as a team in addressing the concerns that community members had raised. The meetings also resulted in improved communication and role clarification among government departments as it became clearer with each meeting what each department and Ministry was responsible for in the establishment of schools in communities.

Throughout this intervention CCMT has been utilising its capacity building strategy of working with local co-facilitators, in this case councillors from the social services committee and government officials. The co-facilitators indicated that through participating in the process, they had learned how to deal with conflict situations both in their personal and professional lives.

What did the intervention consist of?	Who participated in the process?	Overall number of people affected by the conflict?
<ul style="list-style-type: none"> <li>2 group sensitisations and consultation meetings</li> <li>10 individual sensitisation and consultation meetings</li> <li>12 consultation, planning and sensitisation meetings with district authorities and community leadership</li> <li>6 consultation visits</li> <li>5 dialogue meetings with community leadership</li> <li>1 dialogue meeting with community members</li> <li>SFCG 'The Team' outreach process</li> <li>1 conflict transformation training</li> </ul>	<p>An average of <b>15</b> officials from the district office, <b>20</b> community leaders and <b>80</b> community members participated in the process</p>	<p>About <b>900</b> community members were affected by the conflict</p> 


## Nyagari Primary School - Chirumanzu District

In 2012, CCMT started a community conflict intervention at Nyagari Primary School which is situated in a Resettlement Area in Chirumanzu district.

The Nyagari Primary School conflict situation is characterised by personal relationship issues between various individuals holding leadership positions in the community and within the School Development Committee (SDC). The conflict has negatively affected the development of the school and the pass rate of the pupils. Moreover, some affected individuals feel threatened by violence in the community over the leadership issue at the school. During the consultation process and the first few dialogue meetings carried out by CCMT officers in 2012, the attending community members had managed to prioritise a long list of issues of concern around the day to day running of the school. These also pertained to management of the school's finances.

Back in 2012, the intervention had already begun to show its first results as community relationships appeared to be improving. Also, conflict transformation skills were transferred to district authorities, for example, the assistant DA and the Social services committee chairperson who took a lead role in the consultation processes at community level.

The intervention continues and we look forward to reporting on progress made in 2014.

What did the intervention consist of?	Who participated in the process?	Overall number of people affected by the conflict?
<ul style="list-style-type: none"> <li>2 sensitisation meetings</li> <li>2 planning meetings with district authorities</li> <li>2 consultations with district authorities and community members</li> <li>2 dialogue meetings with Nyagari community members</li> </ul>	<ul style="list-style-type: none"> <li>SDC committee</li> <li>Ministry of Education</li> <li>Ministry of Local Government</li> <li>Zimbabwe Electoral Commission</li> <li>Community leaders</li> <li>Religious leaders</li> <li>Political leaders</li> <li>Ordinary community members</li> </ul> <p>An average of <b>30</b> people took part in the dialogue process</p>	<p>About <b>900</b> community members were affected by the conflict</p> 

## Zhaugwe - Tongogara District

Following on from CCMT's successful community conflict intervention at New Gato Primary School, the organisation received a request from another school headmaster in the Tongogara District. The Zhaugwe Primary School is situated in a resettlement area and the conflict situation had been perceived to be caused by the non-payment of school fees resulting in lack of funds for the school's development. Through the intervention process it was discovered that the impaired personal relations between the headmaster, members of the School Development Committee (SDC) and other community members were the primary cause of the conflict. The relationship issues were in fact affecting the day to day running of the school, resulting in the pass rate falling to 0%.

“In the early days you could tell that there was a lot of suspicion between the community members from Zhaugwe. They would interrupt each other constantly during dialogue meetings”

**Vongai Mugwira, Education Officer, Tongogara Rural District Council**



*Community members from Zhaugwe conduct planning meeting to map a way forward on the school issue*

Although the conflict issue remains unresolved the headmaster indicated that the dialogue approach had helped in identifying the relationship dynamics that were contributing to the conflict. As a result they have been working towards transforming them. The individuals claiming leadership positions in Zhaugwe are now able to come together and work on the developmental issues for the benefit of the community.

What did the intervention consist of?	Who participated in the process?	Overall number of people affected by the conflict?
<ul style="list-style-type: none"> <li>4 consultation meetings</li> <li>4 planning meetings</li> <li>4 dialogue meetings</li> <li>1 conflict transformation training</li> <li>1 social services committee meeting</li> <li>1 end of project evaluation</li> </ul>	<ul style="list-style-type: none"> <li>Ordinary community members</li> <li>Farm committee</li> <li>SDC committee</li> <li>Political leaders</li> <li>Teachers</li> <li>5 district authorities</li> </ul> <p>An average of <b>40</b> people took part in the dialogue process</p>	<p>The community has a total of <b>160</b> households</p> 

### Lukhuluba School Intervention - Vungu District

In mid-2013, CCMT was approached by the Vungu Rural District Council to intervene in a conflict over the location of a school on the Lukhuluba farm which is located in a resettlement area. The conflict is taking place between community members and school authorities over the legality of the allocation of a plot by one community member. It results from a lack of understanding of government policies and a battle for resources as the community believe that they are being denied access to a farmhouse they are entitled to use for communal purposes. The conflict has resulted in strained relationships among community members and school authorities which in turn has hindered development in the community. The community has failed to construct the school since the year 2000 therefore compromising the provision of education.

Important details around the conflict issue were collected from key stakeholders during preliminary consultations carried out by the CCMT team. The findings from the consultations are currently (2014) going through a conflict analysis process at CCMT which will provide the basis for the design of the intervention strategy.

In the case of Lukhuluba, the preliminary findings suggest that in order for the conflict situation to be resolved and to subsequently transform community relations, clarity needs to be provided by the state actors from the responsible ministries on relevant government policies. However, the findings also suggest that there are dual government policies on the use of existing infrastructure on farm land in resettlement areas, including a gap in government policy when it comes to compensation claims by the occupants of the farm land. CCMT continues to engage the identified stakeholders on the issue. Alongside the intervention, we are carrying out targeted research to gain more clarity on how government policies, or the lack thereof, can contribute to conflict in Zimbabwe's rural communities.

A resolution is yet to be passed on the issue as it is still in its inception stage.

What did the intervention consist of?	Who participated in the process?	Overall number of people affected by the conflict?
<ul style="list-style-type: none"> <li>2 community consultations</li> <li>10 sensitization and consultation meetings</li> <li>1 conflict transformation training</li> </ul>	<ul style="list-style-type: none"> <li>30 ordinary community members</li> <li>8 district authorities</li> <li>2 traditional leaders</li> </ul>	<p>Approximately <b>635</b> people (<b>127</b> farms)</p> 

“Through the CCMT process I learnt that teamwork starts even in the home. I used to think that if I want to do something as the mother of the household I could just go ahead and do it without consulting anyone. But I have learned that even a child can be asked for their opinion, for example what we should cook for dinner. I learned that you don't just do things on your own but as a team - father, mother and children”

**Betserei Mabvongwe, community member, Zhaugwe**

## Chief Gambiza - Vungu District

In 2012, CCMT received a request from Chief Gambiza in Vungu District on an issue that the Chief felt strongly about and was hoping that the CCMT approach could help addressing. The Chief had identified a conflict issue resulting from the selective application of customary law and general law in Zimbabwean communities. As a result, women were seen to frequently suffer injustices, for instance in cases of divorce and inheritance, with men enjoying the benefits of traditional, customary practices that do not always cater for the realities of family life in modern times.

For CCMT, this extraordinary intervention request also presented an opportunity to document a live intervention process through filming. A film team accompanied all dialogue meetings carried out in 2013 and the footage will be used to produce and publish a documentary. CCMT's Research Department has also produced a report on research which has been carried out throughout the intervention and CCMT intends to use both the research and the documentary as advocacy tools so that the findings can be shared with key actors at the national level.

Stakeholders were brought together for dialogue meetings during which issues pertaining to customary and general law were discussed. These included for instance, inheritance, property ownership, marriage and divorce. Dialogue participants shared their own personal experiences within their families and the community as a whole.



*Chief Gambiza dialogue planning meeting with co-facilitators from the Chiundura community*

The intervention, through the community dialogue platforms has started to register modest achievements. An evaluation meeting carried out with some participants revealed that the process had helped to create awareness of the interpretation and application of the different laws among community members. Traditional leaders were amongst those who reported that they had gained an appreciation of the tensions between customary law and general law, saying that they were now better able to explain the laws to their constituents. Stakeholders relevant to the process, such as Childline and the Legal Resources Foundation (LRF), participated in the dialogues and were able answer questions from community members providing further clarity on key issues. Synergies with other NGO's and government departments working on similar issues have been made as we have all come to realise the value of working together constructively when dealing with community issues.

Currently (at the end of the first quarter of 2014), CCMT is seeking funds for a grassroots-driven advocacy process to highlight the issues raised by the participants in Vungu District. It is intended that this intervention will contribute to increased fairness for women and youth in the application of the parallel legal systems in Zimbabwe.

See Chief Gambiza story *Taking the law by its horns* for more information on the intervention's early achievements.

What did the intervention consist of?	Who participated in the process?	Overall number of people affected by the conflict?
<ul style="list-style-type: none"> <li>2 consultations &amp; sensitisation meetings</li> <li>7 planning meetings</li> <li>7 dialogue meetings</li> <li>1 district council meeting</li> <li>1 thematic review meeting</li> <li>1 end of project evaluation</li> </ul>	<ul style="list-style-type: none"> <li>11 traditional leaders</li> <li>4 NGOs</li> <li>6 District Authorities</li> <li>24 community leaders</li> <li>18 ordinary community members</li> </ul> <p>An average of <b>40</b> people took part in the dialogue process</p>	<p><b>18,541</b> people from <b>4</b> wards</p> 



The number of Rural District Councils in Zimbabwe that CCMT partnered with in 2013



## 'Taking the law by its horns' by Godwin Chigwedere

The Chiundura community sits in the heart of Zimbabwe in the Midlands Province. It is a community that would pass for any other Zimbabwean rural community. Yet it is a community daring to tackle issues no other rural community has dared in the District or Province. When Chief Gambiza of Chiwundura Communal Lands requested CCMT to carry out an intervention addressing the plight of women suffering injustices as a result of the application of the Customary Law, the district authorities were perplexed. This kind of request was unheard of. However, the Chief continued to invite CCMT to intervene. The Chief had attended dialogue platforms facilitated by CCMT and was convinced the CCMT approach and sustained process of engaging stakeholders to interrogate issues was the way to go. The Council could not understand the need for intervention but the Chief would not give up. In one of the meetings, the Chief raised the issue with council again and this time used an anecdote:

"In my community lives a woman, Miriro, a 59 year old and recently divorced mother of two. Her youngest child is 25 years old. The husband has just taken a younger wife and wants Miriro to move out of the matrimonial home where they have lived for 30 years together. The Customary Law cannot protect Miriro. The General Law would be an alternative but Miriro does not have the resources to pursue the case in a court of Law which is also very far away from her home. To compound the problem, what benefit could accrue to Miriro if she approaches the General Law? The husband does not have any substantial property and he is basing his decision on customary law".

Playing its mediatory role, CCMT consulted with Council and was allowed to carry out a research in Chiundura that would inform on this issue. The data gathering approach consisted of a focus group discussion with council officials and community members to openly discuss the issues and put forward recommendations. The research found that Miriro was only one of hundreds of women who were suffering quietly in the area and that the application of dual legal systems was confusing and disadvantaging women.

Seven dialogue meetings have so far taken place. These have brought together, traditional leaders, women, men, and youth. The platforms have also brought in NANGO, Childline, Legal Resources Foundation, Musasa Project and The Department of Women's Affairs to partner CCMT in the dialogues and share ideas and experiences on the two sets of Laws. What is emerging from the platform is that while the issues initially involved traditional leaders and women, the youth have also taken the opportunity to raise questions that affect them.

One village head remarked, "We have attended other workshops before, but the approach where we actually question the laws, freely argue out our needs as different sectors of communities in such a sustained and enriching manner is new to us."

The results of this initiative cannot be prejudged but one thing is for sure; the Chiundura community has started a new chapter.

## Church schools conflict - Tongogara District

In 2013 CCMT intervened in a conflict in the Tongogara district of the Midlands Province, which centered around the handing over of council schools to churches by Tongogara Rural District Council. The process of handing over the schools had started in 2009 following the council's inability to maintain the schools due to economic challenges. Council's revenue bases had been reduced and in addition the government had stopped giving councils per capita grants. As a result, conditions at the schools had deteriorated prompting the council to hand them back to the original founding churches, selecting those that appeared to have adequate resources.

The handing over of the 17 schools affected was far from smooth. It was resulting in high staff turnover at the schools and causing divisions within communities. The council was eager to handover the schools in order to increase its revenue base, however community members and school staff were not pleased with the process.

Community members, particularly those belonging to different denominations felt they could no longer be part of the school, while others who were church members believed that they could influence decisions on the day to day running of the schools. In a similar manner, staff belonging to different denominations felt that the values instilled by the churches were not in line with their own. Further fuelling the conflict was the fact that some community members felt that schools that were taken over by churches were in a worse state than they had been prior to the handover.

Following a sensitisation process with church leaders and consultations with the Tongogara Rural District Council, CCMT project officers convened a dialogue platform bringing together the conflicting parties. The intervention will continue in 2014, along with a research project carried out by CCMT's Research Department to further examine the thematic issues arising.

So far the intervention has resulted in the Tongogara Rural District Council temporarily suspending the handover of schools until the issues emanating from the process are resolved. The council has also engaged CCMT to carry out consultations with parents on issues related the development of the schools.

What did the intervention consist of?	Who participated in the process?	Overall number of people affected by the conflict?
<ul style="list-style-type: none"> <li>8 individual consultation meetings</li> <li>5 group consultations</li> <li>1 conflict transformation training</li> <li>4 dialogue meetings</li> </ul>	<ul style="list-style-type: none"> <li>10 district authorities</li> <li>18 church leaders</li> <li>7 SDC Chairpersons</li> <li>7 school heads</li> <li>14 teachers</li> <li>2 traditional Leaders</li> </ul>	<p><b>18,095</b> people from 4 wards</p> 



*Church schools dialogue meeting*

## Entering new districts - Mberengwa & Zvishavane



With the advent of the new Weltfriedensdienst e.V. (WFD) project in 2013, CCMT has been seeking an expansion of its programmatic activities into two new districts in the Midlands Province: Zvishavane and Mberengwa.

In both districts, CCMT was welcomed by the district authorities and CCMT Project Officers were able to conduct sensitisation workshops for the district authorities, councillors and traditional leaders in each district. At the sensitisation workshops, CCMT Project Officers introduced the organisation and its unique approach to conflict transformation. Following the sensitisation workshops, the local authorities then developed a list of prioritised conflict issues which they see as prevalent and in need of a CCMT community conflict intervention in their districts.

The CCMT Project Teams are now (2014) beginning consultations with identified stakeholders on each of the conflict issues in order to collect the necessary detailed information for an informed conflict analysis process. This process will allow for the subsequent development of a suitable and tailor-made strategy for each intervention.

## Advocacy at CCMT

### The Directors' Forum

In formulating its new five year strategic plan which was launched in 2010, CCMT developed a six step intervention process which would culminate in the organisation using research findings from interventions for advocacy initiatives. CCMT is currently in the final year of that plan and following a research process which took place in 2009 in the Midlands Province, the organisation embarked on its first advocacy initiative from 2012 to 2013. Dubbed the 'Directors' Forum', this particular advocacy platform brought together actors from local government, communities and NGO's operating in the Tongogara and Chirumanzu districts of the Midlands province.

The aim of the 2009 research was to assist the organisation in gaining an understanding of the province in terms of types of conflicts, trends and causes as well as to assess available structures and systems being used to resolve conflicts. It emerged from the research that there were conflicts occurring as a result of NGO activity in the two districts. The conflicts were identified by district authorities and community members as follows:

- Conflict between District authorities, NGOs, and communities over the discrepancies in the amount of allowances paid out by different NGOs to project participants.
- Conflict between District authorities, NGOs, and communities over the duplication of NGO programs in some wards
- Conflict between District authorities, NGOs, and communities over the absence of NGO relief aid and other programmes in Resettlement Areas

*Film crew at work on the documentary  
'Creating Common Ground: the nature of  
NGO work in Zimbabwe'*



After several community dialogue meetings at the District level, it emerged that many of the conflict situations discussed could not be improved solely at the District level because their root causes lie within policies that can only be attended to at a higher level of governance. The participants in the process therefore requested that CCMT invite all the relevant stakeholders to participate in a facilitated dialogue process, in order to resolve current and prevent future conflicts based on NGO work in the Midlands Province.

Advocacy tools were developed by the organisation and were used to support the process. These included a documentary entitled, 'Creating Common Ground: the nature of NGO work in Zimbabwe' and a research publication, 'Dealing with NGO work in rural Midlands', both of which highlighted the issues which came out from the research and subsequent dialogue process. The Directors' Forum, was held at a venue in Harare on the 30th of April 2013 and was attended by directors of NGOs, Civil Society representatives and local government authorities. Recommendations from the process include a review of policies and practices around the payment of NGO allowances and coverage of relief aid. In addition, NGO activities will need to be better co-ordinated in order for development to be equally beneficial to all communities.

There is a need to continue with this process and tackle these issues by facilitating a similar platform at a higher national level. We believe that these issues are affecting development initiatives countrywide and there is need for them to be urgently addressed. The organisation is currently seeking funds which will enable us to take this advocacy platform to the next level.

## Research Happenings: an update from CCMT's Research and Documentation Department

Research at CCMT is an integral component of the organisation's intervention and advocacy strategies. It is intended that research will facilitate CCMT's strive towards relevant policy change and will form the basis of our move towards being a robust and reliable source of information for communities, partners, the public and government.

CCMT's vibrant Research department undertook various studies in 2013, some of which are still ongoing and will be published in 2014. Below are brief abstracts from some of the studies carried out in 2013:



### Women, Marriage and Property Inheritance under Customary Law in Zimbabwe

This study examines conflicts arising from different legal and social conceptions of marriage and inheritance in a rural Zimbabwean community. Rural Zimbabweans live under a dual legal structure that is a legacy of the colonial era, comprising general law and traditional law.

Traditional chiefs were accorded power by the white settler government to enforce unwritten "customary law" in their traditional jurisdictions, while white Rhodesians and black urban residents were governed by general law, codified in statutes.

After Zimbabwe achieved independence in 1980, the new majority government chose to maintain this dual system of laws and governance. One effect is to sustain a dual system of marriage. The rights and responsibilities attached to these different forms of marriage differ, as do the relevant adjudicatory forums and the social standing of the participants and their relationship.

Research was conducted on the effects of this dual system in Chiwundura community in Midlands Province, in the course of a series of dialogue meetings convened by the local chief. Participants observed that the dual system of marriage creates a burden that falls on women, particularly in the areas of divorce and inheritance. Participants acknowledged that women are not accorded equal treatment in traditional courts. A widow who remarries, for example, is not permitted to retain property that she held jointly with her previous husband. This dual system of marriage presents a particularly heavy burden in contemporary Zimbabwe, where many families have been divided by the necessity for economic migration. [\[Abstract End\]](#)

The complete research is due to be published in 2014 along with a documentary highlighting the issues which emanated from the community issues. The next stage of the process will be the creation of an advocacy platform which will be used to inform policy-makers of the conflicts which arise as a result of this dual legal system.

## Mapping Peace Initiatives in Zimbabwe

In response to the long-running crisis in Zimbabwe, civil society has launched a wide range of peace-building initiatives. Some interventions were launched by major national human rights organisations, while others are small, local or community initiatives. These processes were not coordinated from their inception, but responded organically to need.

During the worst periods of political violence, peace-builders had to maintain a low profile in order to avoid becoming targets and endangering survivors. Nonetheless, the number and scope of initiatives continued to grow, representing a crucial body of knowledge, expertise and experience in the area of peace-building in Zimbabwe.

Zimbabwe's new constitution, which came into effect in 2013, heralds a new era in peace-building in the country. The constitution establishes both a national human rights commission and the National Peace and Reconciliation Commission (NPRC). Peace-building has been recognised as a national priority.

Research was carried out in 2012 to identify the full range of peace-building work in Zimbabwe. Workshops were held in each of Zimbabwe's ten provinces to solicit input on regional experiences and priorities from as wide a range of peace-building organisations as possible. This input was synthesized into reports, which were then presented in follow up workshops to confirm findings. The final report entitled 'Mapping Peace Initiatives in Zimbabwe' combines a directory of peace-building organisations with peace-building guides to each of Zimbabwe's provinces, providing a crucial baseline for future peace-building work. [\[Abstract End\]](#)

The publication was officially launched and handed over to representatives from the Organ on National Healing and Reconciliation (ONHRI) in April 2013. Our vision is for this publication to be a useful resource to as many individuals and organisations in Zimbabwe as possible. As such CCMT is seeking donor funds in order to make this a reality and also support the process of updating the information and database annually to keep it relevant.



*Handing over of the Mapping Peace Initiatives publication to the Organ on National Healing (ONHRI) at the launch event*

The number of children from 6 schools  
**indirectly benefiting** from the  
church schools intervention in **2013**

2598

## Social Service Delivery in Zimbabwe's Resettlement Areas

Zimbabwe's land resettlement exercise transformed the country in a number of ways, as hundreds of commercial farms were divided up into subsistence plots. While a great deal has been written about the politics of the resettlement process, there has been little research into the livelihoods of resettled farmers in the years since the occupations.

This paper describes challenges to the provision of basic social services, particularly health facilities and schools, being faced in Zimbabwean agricultural resettlement areas. Research was conducted in Vungu and Tongogara districts in Midlands Province. Data was collected through individual interviews, consultations and focus group discussions, in the course of ongoing conflict transformation work.

The paper discusses the dynamics of the resettlement process, which took place rapidly and without centralised planning. Research findings indicate that acute competition over resources arises in resettlement areas as a result of inadequate service provision. Schools in these communities are scarce and in very poor condition; health facilities are dangerously distant. In the absence of transportation networks, community members must walk long distances to and from schools and clinics. Political conflicts and longstanding ethnic cleavages are exacerbated and reignited by these resource conflicts. In summing up these challenges, the paper looks at the conflict potential of the failure of service provision in these fragile and polarised communities.

[\[Abstract End\]](#)

The research report on the social service delivery in Zimbabwe's resettlement areas will be published in 2014.

## Planning, Monitoring and Evaluation (PM&E)

Since 2012, CCMT has been working on the development of a PM&E system designed to improve the documentation of field work. The system is comprised of a set of forms used by CCMT project officers to document each stage of an intervention, from sensitisations, consultations right through to conflict analysis and intervention design. In 2013, the PM&E system was taken a few steps further as CCMT project officers out in the field tested the forms on current interventions.

The importance of planning and in particular planning for results has begun to influence the work culture at CCMT and we look further to further developing and establishing the system in 2014.

CCMT would like to thank Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and Diakonia for their support and for making it possible for us to develop our PM&E system.

## Consultancy Department

CCMT's Consultancy Department seeks to strengthen the organisation's revenue base. The department actively responds to calls for proposals that are in line with organisational and staff expertise. The Consultancy Department also offers a training package comprised of specialist conflict transformation and management modules. Target clients include individuals, CSO's, private sector institutions, government departments and development agencies wishing to carry out conflict sensitive approaches to their operations. We believe that being able to mitigate the potential effects of conflict can go a long way towards successful project implementation whether it is in the public or private sector.

Much of 2013 saw CCMT's Consultancy Department work on an assignment which was commissioned by Search For Common Ground (SFCG) Zimbabwe. Together with SFCG and the International Video Fair Trust (IVFT), CCMT conducted community outreaches in and around Zimbabwe.

Six outreaches were completed in 2013 in geographic areas which were identified as conflict hotspots. Members of a community, including traditional leaders, youth, councillors, church leaders, local government authorities and ordinary community members amongst others were brought together for a week long process focused around screenings of the television series 'The Team'. In between screenings of the episodes, attendees were invited to reflect on their own day to day living within the community, identifying issues that were proving to be divisive. They were also encouraged to think of ways in which they could deal with these issues constructively and come up with action plans. All of this was done with reference to the issues coming out of The Team and how the fictional characters deal with them. To add a bit of flavour to the process some of the original actors from the television series tagged along and took part in the outreaches much to the excitement of participants.

The community outreaches are proving to have positive effects and will be continuing in 2014. It is intended that coverage will be extended to more parts of the country.

“I am now able to identify conflicts and have been utilising the conflict transformation skills that I acquired through working with CCMT at work. We once had a conflict between one of the mining companies here in Shurugwi and community members. I used the conflict tree analysis tool to go through the root causes of the conflict with both parties and we were able to resolve the issue”

**Charles Mutimbairi, Assistant District Administrator, Shurugwi**

Other consultancy assignments that kept the department busy in 2013 include evaluations, commissioned research and training assignments for various organisations. Below is a summary of all consultancy assignments carried out in 2013.

Date	Client	Consultancy Assignment
March - December	Search for Common Ground	The Team Outreaches held in Mutoko, Rusape, Karoi, Mvurwi and the Midlands
15 Aug - 30 September	Centre for the Study of Violence and Reconciliation	Project Evaluation
October	CELUCT	WFD Project Orientation
21-22 October	Diakonia	Facilitation on UNSCR 1325 mainstreaming
4-7 November	CIVNET	Mediation Training



## Networking Department

The Networking Department at CCMT seeks to create and maintain strategic alliances with like minded organisations nationally, regionally and internationally, through the pursuit of common or mutually beneficial goals. It is intended these alliances will enable the organisation to share experiences, learn, improve skills and avoid duplication of activities.

### The Peace Building Network of Zimbabwe (PBNZ)

CCMT is currently the secretariat and a founding member of the Peace Building Network of Zimbabwe (PBNZ) and it is the responsibility of the Networking department to carry out PBNZ related activities. The network has a membership base of 19 peace building organisations coming together to share ideas and expertise. Following a successful funding application, the network embarked on a project in 2013 which sought to bring together the agendas of civil society, government and the economic sector to a single platform which would enable them to co-ordinate their peace-building efforts. The concept came from the acknowledgement that a stable economy contributes in fostering peace, therefore the inclusion of the economic sector is crucial in national healing and reconciliation efforts.

The research project was successful and the process kicked off with a meeting attended by research officers from PBNZ member organisations. Together they formulated the research objectives and design. This was then followed by focus group discussions and in-depth interviews with business leaders throughout Zimbabwe. 50 in-depth interviews were carried out.

Following the data collection, PBNZ member organisations came together once more to begin the report writing process. The report is currently in the final editorial stages and is due to be published in 2014. The publication will seek to bring together actors from civil society, the government and the business sector in order for them to formulate a joint response to national healing and reconciliation based on findings from the research. PBNZ looks forward to sharing the published report with relevant actors in Zimbabwe.

### Other Networking activities

The department also undertook various networking activities which included:

- Attending a Mediation training programme in Botswana organised by SADC-NGO
- Creating linkages and facilitating a process whereby PBNZ partner Zimbabwe Council of Churches (ZCC) assisted the interventions team in the intervention on church schools
- Launching a new PBNZ website with increased functionality
- Attending various networking activities on behalf of the organisation

## Resource Centre

CCMT's on-site Resource Centre currently houses 1326 resource materials. The collection is made up of paperback and hardback books, CD's, DVD's, VCD's and research papers covering a range of topics which include conflict management, peace-building, gender, human rights, organisational development and strategic management amongst others. In 2013 CCMT began to put together a policy document which will enable the Resource Centre to open its doors to the public in 2014, making its resource materials accessible to all. It is envisioned that the Resource Centre will in future be accessed by government officials, peace building and conflict transformation practitioners, students and ordinary members of the public.

The Resource Centre acquires books through purchases, donations, repackaging and exchanges and accepts delivery of books that are deemed to be in good condition. In 2013 CCMT's Resource Centre successfully applied for a book donation from the International Book Bank (IBB), a United States based non profit organisation which procures donated books and other educational materials from North American publishers and donors. CCMT's book consignment comprises a 20-foot sea container, holding approximately 25,000 pounds of books. The books selected cover a range of thematic areas and CCMT will receive a minimum of 50 copies for each title for use by students, members of the public, civil society organisations and anyone else who may benefit from the publications, CCMT would like for the collection to benefit as large a part of Zimbabwean society as possible.

CCMT is currently trying to raise the funds required to transport the container from the USA to Zimbabwe. All shipping and handling costs, which in this case amount to \$17,000 USD are met by the recipient organisation.

The books are currently being stored at a warehouse in the United States and CCMT looks forward to receiving the shipment once the funds have been raised.

## Communications Department

The Communications Department at CCMT embarked on various projects in 2013. These included the production of the anniversary edition of the Transformer Magazine, a range of Information, Education and Communication (IEC) materials and several documentary related projects.

**Publications** The anniversary instalment and third edition of the Transformer Magazine was published in April 2013. The publication, celebrated the journey of CCMT so far with highlights of the organisation's beginnings with the Conflict Management Associations, to the development of the M&E tools and an increased research focus.

New CCMT organisational brochures were printed in 2013 and were for the first time translated into the two vernacular languages, Shona and Ndebele, in response to feedback from a project evaluation carried out in 2012. Indications show that the translated materials have been well received by community members they have distributed to.

The Communications Department together with the Project Officers embarked on a project to develop a CCMT Training Manual for use by CCMT project officers carrying out training as part of an intervention or for consultancy purposes. A series of writing workshops were held during which project officers worked together to develop a manual which reflects the organisations experiences. The manual is expected to be finalised and published in 2014.

**Documentaries** The Communications Department once again partnered with Maijai Films in 2013 to work on a number of documentary projects. Documentary has turned out to be a powerful communications tool for CCMT, firstly through the documentation of intervention processes which have inspired communities in conflict situations and secondly as an advocacy tool used to inform policy makers and effect change.

The year began with finalisation of the third documentary instalment in the Conflict series, 'Creating Common Ground: the nature of NGO work in Zimbabwe'. The film, which was screened at the Directors' Forum held on the 30th of April, successfully highlighted the issues affecting the working relationships between local government authorities in the Tongogara and Chirumanzu districts of Zimbabwe.

The dialogue meetings for the Chief Gambiza intervention in Vungu District were filmed by the documentary team in 2013. The footage will be used to produce an advocacy film to be completed and used as an advocacy tool in 2014.

**NGO Expo** The Communications Department attended its first ever NGO Expo in September 2013. The exhibition, organised by the National Association of NGOs (NANGO) enabled interaction with visitors to the CCMT stand and networking with representatives from the Zimbabwe government, other civil society organisations and SADC representatives. Overall, it was an enjoyable experience and the Communications Department looks forward to taking part in future exhibitions both in Zimbabwe and the region.

# Consolidated Statement of Comprehensive Income

## for the year ended 31 December 2013

		<b>2013</b>	2012
	Note	\$	\$
<b>INCOME</b>			
Balance brought forward		<b>124,813</b>	4,657
Grant Received	10	<b>551,751</b>	659,660
Other Income	11	<b>146,076</b>	73,900
Interest Received		<b>114</b>	100
		<b>822,754</b>	<b>738,317</b>
<b>EXPENSES</b>			
Personnel Costs		<b>267,631</b>	239,867
Equipment		<b>22,823</b>	4,078
Administration Costs		<b>100,600</b>	95,935
Training of Staff		<b>1,925</b>	10,106
Board Meetings		<b>1,102</b>	2,534
Project Running Costs		<b>304,072</b>	226,318
Depreciation		<b>28,648</b>	22,669
Bank Charges		<b>5,362</b>	5,557
Audit		<b>10,793</b>	6,438
Internal Capacity Building		-	-
Investments		-	-
		<b>742,955</b>	<b>613,504</b>
<b>Surplus for the year</b>		<b>79,799</b>	<b>124,813</b>

The approximate number of households affected by the Gundura Clinic conflict

1425

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