ZIMBABWE LAND COMMISSION

ANNUAL REPORT 2016

A Centre of Excellence in Equitable and Sustainable Land Administration and Management

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2016 ANNUAL REPORT
07 JULY TO 31 DECEMBER 2016
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Section 296 of the Constitution of Zimbabwe Amendment (No. 20) Act 2013 establishes and defines the composition of Zimbabwe Land Commission.

(1) There is a commission to be known as Zimbabwe Land Commission consisting of—
(a) a chairperson and deputy chairperson; and
(b) a minimum of two and a maximum of seven other members appointed by the President.

A nine-member Land Commission was appointed and sworn in by His Excellency the President, Comrade R.G Mugabe on the 7th of July 2016 and the members are;

Chairperson: Tendai R. W Bare

Deputy Chairperson: T.S Muzoroza
Commissioner A.G.C. Nyathi
Commissioner J.M. Manjengwa
Commissioner J. Buzuzi
Commissioner E.E. Nyamusa
Commissioner M. Chinamhora
Commissioner E.A. Ndudzo
Commissioner L.T. Buka
ZIMBABWE LAND COMMISSION

FOREWORD

The Constitution of Zimbabwe Amendment (No. 20) Act 2013, Section 323 compels the Zimbabwe Land Commission to submit an annual report through the responsible Minister on its operations and activities during the preceding financial year to Parliament.

It is in this view that I hereby submit the 2016 annual report covering the period from 7 July to 31 December 2016, reflecting on achievements and setbacks recorded by the Commission since its inception, in the absence of a full Secretariat to operationalise the ZLC mandate.

To date, four Committees whose membership comprise Commissioners were formed, which sit to deliberate on various issues of land administration and management. The committees are as follows: -

(a) Legal and Governance Committee,
(b) Land Audit, Technical and Environment Committee,
(c) Communications Committee and
(d) Administration, Finance and Human Resources Committee.

During the reporting period, the Zimbabwe Land Commission crafted a 5 year Strategic Plan that would see the Zimbabwe Land Commission addressing issues in a holistic and synergistic manner. A strategic workshop was held that brought key stakeholders together. The strategic workshop set the stage for consulting further with the stakeholders to obtain the necessary information needed for the finalization of certain key baseline data of the Zimbabwe Land Commission strategic planning.

Commissioners embarked on Provincial tours for the purposes of establishing client’s needs, their characteristics and the extent of the needs in line with the Constitutional mandate.

In addition to the Strategic Plan the ZLC produced its organisational structure and budget now awaiting treasury approval.

The task ahead is to address issues contained in the Strategic Plan that were raised during the client needs assessment exercise undertaken by the Commission in 2016.

In conclusion, I wish to take this opportunity to express my profound gratitude to fellow Commissioners, for performing tasks and responsibilities with zeal,
dedication and diligence during the last six months. The exemplary leadership must remain our banner and we will rejoice in seeing that reflection in the improved service delivery.

It is also my pleasure to register my appreciation to our parent Ministry, Ministry of Lands and Rural Resettlement, for the support and guidance given to us in 2016. I would also like to thank the Secretariat for the good work exhibited in 2016.

To the stakeholders and interested parties I pay tribute for every good contribution made and future investments in our common endeavour.

TENDAI R. W. BARE (MS)
CHAIRPERSON
ZIMBABWE LAND COMMISSION
Section 323 of the Constitution of Zimbabwe and the Public Finance Management Act No. 11/2009 Section 49, task the Zimbabwe Land Commission to as soon as possible after 31 December of each year to compile a report on matters dealt with by the Commission during that year.

The aim of this report is to comply with the above-mentioned provisions so as to apprise the Government and the public about activities undertaken by the Zimbabwe Land Commission during the period from 07 July to 31 December 2016.

This report therefore provides an insight into the achievements of the Commission in line with its mandate which seeks to ensure fairness, transparency and accountability, in the administration and management of land for improved livelihoods.

In an endeavour to fulfil its mandate, the Commission proposed a lean decentralised, flat structure with a staff establishment of 151. Three divisions namely Administration, Finance and Human Resources; Land Audit and Inspections; and Legal and Governance were created. In addition, three main sections, Communications; Corporate Services and Internal Audit were agreed upon.

The report provides an overview of work done in 2016, highlighting achievements, challenges, key observations and recommendations made. The Committee functions are also stated in the report as annexures.

The report comprehensively reflects the goals pursued by the Commission. It outlines policies and programmes that guides the Commission for the next five years.

PIWAI MAWIRE
A/SECRETARY
ZIMBABWE LAND COMMISSION
Section 297 of the Constitution Amendment (No. 20) Act 2013 specifies the functions of the Commission as follows:

(1) The Zimbabwe Land Commission has the following functions—
(a) to ensure accountability, fairness and transparency in the administration of agricultural land that is vested in the State;
(b) to conduct periodical audits of agricultural land;
(c) to make recommendations to the Government regarding—
(i) the acquisition of private land for public purposes;
(ii) equitable access to and holding and occupation of agricultural land, in particular—
A. the elimination of all forms of unfair discrimination, particularly gender discrimination;
B. the enforcement of any law restricting the amount of agricultural land that may be held by any person or household;
(iii) land usage and the size of agricultural land holdings;
(iv) the simplification of the acquisition and transfer of rights in land;
(v) systems of land tenure; and
(vi) fair compensation payable under any law for agricultural land and improvements that have been compulsorily acquired;
(vii) allocations and alienations of agricultural land;
(d) to investigate and determine complaints and disputes regarding the supervision, administration and allocation of agricultural land.

(2) The Zimbabwe Land Commission, with the approval of the Minister responsible for land, may make regulations for any of the purposes set out in subsection (1).

(3) The Zimbabwe Land Commission must exercise its functions in accordance with any general written policy directives which the Minister responsible for land may give it.

(4) In discharging its functions, the Zimbabwe Land Commission must be guided by the principles set out in section 289.

(5) The State and all institutions and agencies of government at every level, through legislative and other measures, must assist the Zimbabwe Land Commission in carrying out its functions and must protect its independence, impartiality, integrity and effectiveness.
(6) The Government must make adequate and suitable provision, through legislation and other appropriate means, to ensure that—
(a) the Zimbabwe Land Commission is able to exercise its functions efficiently and independently; and
(b) persons employed by the Zimbabwe Land Commission carry out their duties conscientiously, fairly and impartially.

PRINCIPLES GUIDING POLICY ON AGRICULTURAL LAND

The Zimbabwe Land Commission is guided by the following principles set out in section 289 of the Constitution:

a) land is a finite natural resource that forms part of Zimbabweans' common heritage;

b) subject to section 72, every Zimbabwean citizen has a right to acquire, hold, occupy, use, transfer, hypothecate, lease or dispose of agricultural land regardless of his or her race or colour;

c) the allocation and distribution of agricultural land must be fair and equitable, having regard to gender balance and diverse community interests;

d) the land tenure system must promote increased productivity and investment by Zimbabweans in agricultural land;

e) the use of agricultural land should promote food security, good health and nutrition and generate employment, while protecting and conserving the environment for future generations;

f) no person may be deprived arbitrarily of their right to use and occupy agricultural land.

VISION

A Centre of Excellence in Equitable and Sustainable Land Administration and Management by 2021

MISSION

To ensure fairness, transparency and accountability in the administration of land for improved livelihoods.
CORE VALUES
The Zimbabwe Land Commission upholds and maintains with a firm commitment the following values:

1. **Integrity**- professionalism, honesty, objective and independent, following rules, procedures and zero tolerance to corruption.

2. **Equity**- fairness, impartial, gender and diversity sensitive.

3. **Transparency**- openness, accountable, responsive and consultative

4. **Communication**- interactive, public awareness and clarity

5. **Teamwork**- participatory, consensus, respecting diversity and collaboration

KEY RESULT AREAS

- Land administration and management
- Accountability and Transparency in the distribution of State land
OVERVIEW OF WORK DONE IN 2016

In its terms of reference, the Zimbabwe Land Commission took into account relevant legislations and reports that include:

- Constitution of Zimbabwe Amendment (No. 20) Act 2013
- Zimbabwe Land Commission Bill (2016)
- Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZimAsset) for 2013-2018 and
- Zimbabwe Ten Point Plan (2016)
- Public Finance Management Act (22:19)
- National Code on Corporate Governance Zimbabwe
- National Gender Policy
- Sustainable Development Goals
- ZLC Induction Manual
- ZLC Strategic Plan for period 2016 – 2021
- Proposed National Land Policy
- Labour Relations Act

COMMISSION ACTIVITIES

During the reporting period the Commission undertook the following activities:

1. STAFF ESTABLISHMENT

The Zimbabwe Land Commission successfully completed crafting its organisation structure, with professionals both at Head Office and Provinces.

A flat structure was developed that took into account cost management, use of ICT, multiskilling and multitasking. The Commission has a proposed total establishment of 151 posts, of which only 19 have been filled resulting in 132 vacancies.

Posts were filled through secondments and transfers from the Public Service Commission as per request and from the former Agriculture Land Board. This process has assisted in the setting up of the Commission.

2. ESTABLISHMENT OF COMMITTEES

First Schedule of the Land Commission Bill (hereinafter referred to as the Bill). Section 9(1) states that “for the better exercise of its functions the Commission may establish one or more Committees in which it may vest such of its functions
as it thinks fit". The Zimbabwe Land Commission established four Committees as indicated below:

**Land Audit, Technical and Environment Committee**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commissioner TM Chinamhora</td>
<td>Committee Chairperson</td>
</tr>
<tr>
<td>Commissioner AC Nyathi</td>
<td>Member</td>
</tr>
<tr>
<td>Commissioner JM Manjengwa</td>
<td>Member</td>
</tr>
<tr>
<td>Commissioner EAM Ndudzo</td>
<td>Member</td>
</tr>
<tr>
<td>Commissioner LT Buka</td>
<td>Member</td>
</tr>
<tr>
<td>Commissioner EE Nyamusa</td>
<td>Member</td>
</tr>
</tbody>
</table>

**Finance, Administration, Human Resources and Training Committee**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commissioner J Buzuzi</td>
<td>Committee Chairperson</td>
</tr>
<tr>
<td>Commissioner TM Chinamhora</td>
<td>Member</td>
</tr>
<tr>
<td>Commissioner EAM Ndudzo</td>
<td>Member</td>
</tr>
<tr>
<td>Commissioner LT Buka</td>
<td>Member</td>
</tr>
</tbody>
</table>

**Legal and Governance Committee**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commissioner TS Muzoroza</td>
<td>Committee Chairperson</td>
</tr>
<tr>
<td>Commissioner EE Nyamusa</td>
<td>Member</td>
</tr>
<tr>
<td>Commissioner EAM Ndudzo</td>
<td>Member</td>
</tr>
<tr>
<td>Commissioner LT Buka</td>
<td>Member</td>
</tr>
<tr>
<td>Commissioner AC Nyathi</td>
<td>Member</td>
</tr>
<tr>
<td>Commissioner J Buzuzi</td>
<td>Member</td>
</tr>
</tbody>
</table>

**Communications Committee**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commissioner EE Nyamusa</td>
<td>Committee Chairperson</td>
</tr>
<tr>
<td>Commissioner JM Manjengwa</td>
<td>Member</td>
</tr>
</tbody>
</table>
3. STRATEGIC PLANNING WORKSHOP

A five-year strategy for 2016-2021 was formulated taking into account information availed by other stakeholders and independent situational analysis. The strategy then guided in formulating the organisation structure and the budget for 2017.

4. SITUATIONAL ANALYSIS

The Commission undertook a situational analysis of various literature and thematic areas including the following reports:

a) Rukuni Commission (2) Land disputes, nature of disputes, outstanding cases and complaints
c) Riddell and Chavhunduka Reports; Moving Zimbabwe Forward and Institute of Agrarian Studies baseline document
d) Basic information and data on demographics of Zimbabwe
e) Land Audit Reports and Sunday Mail article of 10th of July 2016
f) Land Policy Documents

Key Observations

The following key observations were made from the situational analysis undertaken:

a) More studies on land administration and management practices need to be undertaken
b) A comprehensive Land Information database must be established
c) An observation was made that an A1 Land Audit has not yet been done and therefore a national A1 Land Audit should be undertaken
d) There is need for update on occupation and use of agricultural land outside resettlement land.
e) Meeting with various stakeholders and experts be organised
f) ZLC to work on the land reform image of the country.
g) Need to build confidence in farmer’s security of tenure
5. MEETINGS

a) Meetings with Minister

The Zimbabwe Land Commission held four meetings with the Minister of Lands and Rural Resettlement. The meetings enabled the Commissioners to share with the Minister achievements made and challenges faced during the execution of their duties as well as to get the expectations of the Minister.

b) Commission Meetings

The Commission convened ten meetings in 2016. Focus of operation is on disputes and land administration resulting in promoting transparency and accountability in land management. Table 1 summarizes the attendance of Members for the period under review.

**Table 1: Attendance of meetings**

<table>
<thead>
<tr>
<th>MEMBER</th>
<th>ATTENDANCE OF MEETINGS IN 2016</th>
<th>% ATTENDANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>13/0 7 7 8 9 9 9 9 9 9 9 9</td>
<td>22/1 12 14 1</td>
<td>100%</td>
</tr>
<tr>
<td>Chairperson</td>
<td>TRW Bare</td>
<td>100%</td>
</tr>
<tr>
<td>Deputy Chairperson</td>
<td>TS Muzoroza</td>
<td>100%</td>
</tr>
<tr>
<td>Commissioner AGC Nyathi</td>
<td></td>
<td>100%</td>
</tr>
<tr>
<td>Commissioner JM Manjengwa</td>
<td></td>
<td>100%</td>
</tr>
<tr>
<td>Commissioner J Buzuzi</td>
<td></td>
<td>100%</td>
</tr>
<tr>
<td>Commissioner TM Chinamhore</td>
<td></td>
<td>100%</td>
</tr>
<tr>
<td>Commissioner EAM Ndudzo</td>
<td></td>
<td>100%</td>
</tr>
<tr>
<td>Commissioner EE Nyamusa</td>
<td></td>
<td>100%</td>
</tr>
<tr>
<td>Commissioner LT Buka</td>
<td></td>
<td>100%</td>
</tr>
</tbody>
</table>
c) Meeting Between ZLC Chairperson and EU/UNDP Support, to the MLRR 2014-2016 Project Coordinator.

The meeting was held to accord the Commission an opportunity to appreciate the opportunities provided for under the project. The meeting discussed all ZLC areas that are funded by the Project as follows:

- Development of Dispute Resolution Framework
- Land tenure policy development and implementation
- Study tours
- Hardware, software needs and connectivity
- ZLC Strategic planning workshop
- ZLC needs assessment by UNDP/MLRR project.

d) ZLC Meeting with the World Bank

The Zimbabwe Land Commission (ZLC) and the World Bank Team held a half day workshop to discuss the ZLC capacity needs and explore areas of possible cooperation in land administration and management. The meeting was organized by the Ministry of Lands and Rural Resettlement (MLRR).

e) ZLC Meeting with Land experts

The Zimbabwe Land Commission held three meetings with local land experts. The meetings provided the land experts with a platform of sharing their experiences in land administration and management with the Commissioners.

f) Meeting to review Consensus Based Compensation Mechanism Report

The Zimbabwe Land Commission attended a meeting to review the Consensus-based Compensation Mechanisms report by a Consultant commissioned under the EU/UNDP Support to Ministry of Lands and Rural Resettlement 2014-2016 Project.

6. PROVINCIAL TOURS

The Commission undertook Provincial tours to gather information on current land administration practices and issues to inform and complete the strategic planning process.
During the tours, meetings with Resident Ministers, farmers and Farmers Unions were convened. The farmers’ main concerns included the following:

- Resolution of disputes
- Security of tenure and land rights
- Land utilization and Government support
- Succession and inheritance concerns, especially from widows
- Settlements on wetlands and grazing areas
- Perceived corruption by influential people in land allocation
- Maladministration by Government Officials in land allocation.
- Safari Operators need more land for wildlife and tourism
- Continuous encroachment into wildlife conservancy
- Conflict with mining operations on agricultural land
- Review (downwards) of land rentals and development levies

7. COMPLAINTS AND DISPUTES

During the period under review, the Commission received 62 disputes from eight Provinces with Masvingo and Mashonaland West registering the highest number of disputes of 13 each and the Province with the least number of disputes received, was Midlands with three.

The disputes involved the following main issues; land ownership, double allocations, sharing of farm infrastructure, illegal settlers, boundary disputes, ownership of land and upon divorce and inheritance, settlement by persons in grazing land, conflict of shrines and cultural areas, and lastly disputes between the former farm owner and newly resettled farmers.

The complaints varied from unfairness in the land allocation system, procedural and unreasonable withdrawal of offer letters, alleged corruption by Officials in the land allocation structures, unfair and procedural farm replans and lastly the illegal selling of state land.

Twenty-five (25) disputes and complaints combined, were investigated, and we are in the process of finalising determinations on each of the disputes and complaints.
8. FARM INSPECTIONS

The Commission undertook farm inspections on various farms in Mashonaland West, Mashonaland East, Masvingo, Midlands and Mashonaland Central Provinces out of the 62 disputes received. The Commission took advantage of these field visits to undertake comprehensive inspections on those farms.

9. FINANCIAL REPORTING

a) 2016 Budget

The Zimbabwe Land Commission had an original approved budget of $567 138.00 for 2016, which was grossly inadequate to cover the core functions of the Commission.

The Commission was subsequently funded with $452 523.00 only, impacting negatively on the operational requirements of the Commission.

Zimbabwe Land Commission Income and Expenditure Statement for the Year 2016

<table>
<thead>
<tr>
<th>ITEM</th>
<th>PROVISION</th>
<th>VIREMEND</th>
<th>UR</th>
<th>REVISED BUDGET</th>
<th>CUM RELEASE</th>
<th>% OF BUDGET RELEASED</th>
<th>CUM EXP</th>
<th>% Exp/Rel</th>
<th>UNRELEASED BUDGET BALANCE</th>
<th>RELEASE BAL</th>
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<td>Basic Salaries - Non-Pensionable</td>
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<td>4,693</td>
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<td>FINANCIAL TRANSACTIONS</td>
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<td>UTILITIES AND OTHER SERVICE CHARGES</td>
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<td>100</td>
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<td>53</td>
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<td>1,766</td>
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<td>MAINTENANCE</td>
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<td>PHYSICAL INFRASTRUCTURE</td>
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<tr>
<td>TECHNICAL AND OFFICE EQUIPMENT</td>
<td>1,500</td>
<td>(1,500)</td>
<td>1,100</td>
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<tr>
<td>VEHICLES &amp; MOBILE EQUIPMENT</td>
<td>2,500</td>
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<td>8,000</td>
<td>8,000</td>
<td>100</td>
<td>3,000</td>
<td>38</td>
<td>-</td>
<td>3,000</td>
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<tr>
<td>STATIONARY PLANT MACHINERY &amp; FIXED EQUIPMENT</td>
<td>-</td>
<td>-</td>
<td>2,005</td>
<td>2,005</td>
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</tr>
<tr>
<td>FUMIGATION AND CLEANING SERVICES</td>
<td>-</td>
<td>-</td>
<td>300</td>
<td>300</td>
<td>300</td>
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<td>-</td>
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</tr>
<tr>
<td>FUEL, OIL &amp; LUBRICANTS</td>
<td>9,200</td>
<td>11,320</td>
<td>4,500</td>
<td>25,380</td>
<td>25,380</td>
<td>100</td>
<td>15,370</td>
<td>61</td>
<td>-</td>
<td>103,170</td>
</tr>
<tr>
<td>ACQUISITION OF FIXED CAPITAL ASSETS</td>
<td>135,000</td>
<td>-</td>
<td>-</td>
<td>135,000</td>
<td>85,000</td>
<td>63</td>
<td>66,645</td>
<td>78</td>
<td>50,000</td>
<td>18,355</td>
</tr>
<tr>
<td>FURNITURE &amp; EQUIPMENT</td>
<td>115,000</td>
<td>-</td>
<td>-</td>
<td>115,000</td>
<td>85,000</td>
<td>63</td>
<td>66,645</td>
<td>78</td>
<td>50,000</td>
<td>18,355</td>
</tr>
<tr>
<td>CONSTRUCTION WORKS</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL FOR 1990</td>
<td>191,000</td>
<td>-</td>
<td>376,638</td>
<td>567,518</td>
<td>534,770</td>
<td>91</td>
<td>452,521</td>
<td>88</td>
<td>49,054</td>
<td>65,358</td>
</tr>
</tbody>
</table>
### ZIMBABWE LAND COMMISSION

**VOTE 47**

**SUMMARY AS AT 31 DECEMBER 2016**

<table>
<thead>
<tr>
<th>SUB-VOTE 4: COST CENTRE: 47001</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ITEM</td>
<td>PROVISION</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>EMPLOYMENT COSTS</td>
<td>327,884</td>
</tr>
<tr>
<td>GOODS AND SERVICES</td>
<td>39,000</td>
</tr>
<tr>
<td>MAINTENANCE</td>
<td>17,000</td>
</tr>
<tr>
<td>ACQUISITION OF FIXED CAPITAL ASSETS</td>
<td>135,000</td>
</tr>
<tr>
<td>PROGRAMMES</td>
<td>-</td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>327,884</td>
</tr>
</tbody>
</table>

**b) 2017 Budget**

The Commission compiled a bid for 2017, and came up with a budget request of US $24.3 million of which $16.3 million was for the comprehensive Land Audit programme, $5.1 million for recurrent expenditure, $2.9 million for capital expenditure and employment costs of $1.7 million.

The Commission was given an Expenditure Target of only $580,000, to cover $440,000 for recurrent expenditure and $140,000 for capital expenditure. This resulted in a massive shortfall of $23.8 million, including the $16.3 million for Land Audit for which no allocation whatsoever was made.
The Commission submitted its budget justification to Parliamentary Portfolio Committee on Agriculture and Mechanisation as requested and consultations are underway.
During the period under review, the Zimbabwe Land Commission registered the following main achievements:

1. Formulated strategy and organizational structure.
2. Developed job descriptions for Senior Management positions.
3. Human Resource capacitation through secondments and transfer.
4. Developed the following policy documents:
   - Job descriptions for the Secretariat staff that fall under Divisions that service their Committees.
   - Code of conduct for the Secretariat.
   - Draft ZLC Secretariat employment regulations.
   - Standard operational procedures.
   - Finance administration, procurement processes procedure manuals.
   - Client Service Charter.
   - ZLC Strategic Plan 2016-2021.
5. Submitted a budget bid for 2017 on time, meeting the set deadline.
7. Established stakeholder concerns and needs.
8. Investigated and determined 25 out of 40 complaints and disputes received despite financial, human resources and transport challenges and constraints.
9. Developed ZLC logo.
CHALLENGES

Table 2 highlights some challenges encountered by the Commission in 2016 and measures adopted to ameliorate some.

Table 2

<table>
<thead>
<tr>
<th>CHALLENGES</th>
<th>MEASURES ADOPTED TO ADDRESS THE CHALLENGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shortage of staff due to late approval of structure</td>
<td>Requested for staff from the Public Service Commission to be seconded and transferred to ZLC</td>
</tr>
<tr>
<td>Lack of office equipment such as computers, printers, photocopiers, scanners</td>
<td>Appealed to staff to continue using their personal laptops.</td>
</tr>
<tr>
<td>Lack of internet facilities</td>
<td>The Commission, through Ministry of Lands and Rural Resettlement sought for assistance from UNDP for Internet connectivity.</td>
</tr>
<tr>
<td>Office space</td>
<td>The Commission arranged with Ministry of Lands and Rural Resettlement to reserve offices and Boardroom till the Commission secured offices.</td>
</tr>
<tr>
<td>Inadequate budget</td>
<td>Presented a budget justification before the Parliament Portfolio Committee on Agriculture and Mechanisation.</td>
</tr>
<tr>
<td>Inadequate operational vehicles</td>
<td>Requested for funding from treasury for the procurement of at least four vehicles.</td>
</tr>
</tbody>
</table>
RECOMMENDATIONS

1. Treasury concurrence required in order for ZLC to recruit critical staff needed for effective delivery of its mandate.

2. Zimbabwe Land Commission’s mobility needs to be enhanced. There are only two usable vehicles. The magnitude of land disputes and land inspections is extremely high. More so, the Commissioners have no condition of service vehicles to use, whilst their mandate and functions calls for extensive visit for evidence based decisions.

3. Land Audit and Inspections be funded.

4. Government to ensure the Zimbabwe Land Commission has enforcement power so that dispute resolutions are observed and respected by all Citizens.

5. Government to facilitate the decentralization of Commission Secretariat so that farmers can access services closer to them, than travelling to Harare.

6. Funding for the acquisition of technical hardware equipment for use by ZLC, in order for it to effectively deliver its mandate be secured.
WAY FORWARD

1. Mobilise resources for conducting a Land Audit.

2. Continued stakeholder consultations and compilation of situational gap and client needs analysis.

3. Develop comprehensive data collection instruments, Land Audit Training manual and increase land inspections in light of availed financial resources.

4. Assess the 99-year lease applications before submission to the Minister for approval and granting of some.

5. Complete planning Audit and develop instrument and training manual.

6. Develop dispute resolution framework and mechanism.

7. Continue research and meeting with local experts and developing land administration knowledge base.

8. Compile, analyse, investigate and resolve disputes and conflicts. Target of 90 resolutions in the 1st quarter and to improve on recording of these disputes for future reference purpose.

9. Review all existing tenure systems and documents on agricultural land to ensure that they promote investment and provide security of tenure.

10. Collate gathered data and information and;
   - Enhance the LIMS information
   - Make recommendations to Government on mandated areas

11. Embark on awareness and outreach programmes on all relevant and important matters and issues to do with the Zimbabwe Land Commission.
Annexure

ZLC Committee Functions
FINANCE, ADMINISTRATION, HUMAN RESOURCES AND TRAINING FUNCTIONS

The Committee shall have the following responsibilities, and any other responsibilities reasonably related to its purposes or assigned by the Commission:

1. Review and advise the Commission on financial, administrative (including transport management), and Human Resource strategies and policies

2. Review and make recommendations to the Commission on the annual proposed operating budget, including any proposed material changes during the year;

3. Review and recommend long-range financial plans

4. Review and monitor income, expenditure and financials monthly

5. Establish appropriate financial controls and reporting;

6. Review and recommend Risk Management and insurance policies

7. Review and make recommendations regarding personnel policies, including compensation and benefits;

8. Review and recommend Code of conduct for Secretariat and Code of Ethics for Commissioners

9. Ensure compliance with regulations and accurate filing/record keeping
The functions of the Land Audit, Technical and Environment Committee are derived from the Constitution of Zimbabwe Amendment (No. 20) Act 2013 section 297(1)(a, b, c i to vii) The functions are as follows:

1. To conduct comprehensive inspections and audits of Agricultural Land as provided for in Section 8(a) and (b) of the Bill.
2. To ensure mainstreaming of Gender and Environmental Sustainability in the work of the Commission.
3. To establish a comprehensive Land Information Database for Land Administration and Management
4. To review and make recommendations on aspects of the 99 Year Lease applications.
5. To contribute towards making recommendations to the Government regarding:
   (i) the acquisition of private land for public purposes;
   (ii) equitable access to and holding and occupation of agricultural land, in particular—
   a. the elimination of all forms of unfair discrimination, particularly gender discrimination;
   b. the enforcement of any law restricting the amount of agricultural land that may be held by any person or household;
   (iii) land usage and the size of agricultural land holdings;
   (iv) the simplification of the acquisition and transfer of rights in land;
   (v) systems of land tenure; and
   (vi) fair compensation payable under any law for agricultural land and improvements that have been compulsorily acquired;
   (vii) allocations and alienations of agricultural land;
The functions of the Legal and Governance Committee are derived from the Constitution of Zimbabwe Amendment (No. 20) Act 2013 section 297(1) (a, b, c i to vii) The functions are as follows:

1. Provide recommendations to the Commission with regard to the formulation, amendment, drafting and implementation of any proposed or existing legislation within the country which has an impact on the Commission’s mandate.

2. Review the oversight function or activities of the Commission to ensure that all operations comply with existing regulations.

3. Ensure strict adherence to good corporate governance standards.

4. Formulate and monitor the Commission’s Dispute Resolution Framework and handle disputes and complaints.

5. Advise the Commission on all legal matters that may impact the smooth operation of the commission.

6. Carry out the reviews of the current land tenure systems and make recommendations where necessary.
The Communications Committee is responsible for the following:

1. Develop and review ZLC Communications Strategy to ensure that it addresses the needs of the Commission in communicating its mission, vision and values.
2. Develop and propose policies and changes thereto in relation to communications.
3. Co-ordinates the production and distribution of external publications such as websites, social media tools, educational materials in liaison with Committees.
4. Develop and manage the ZLC website content
5. Supports other ZLC Committees to engagement.
6. Fosters open dialogue and clear messages to promote awareness of initiatives and contribute to a positive reputation for ZLC.
7. Perform functions in the following categories: events management, library services, exhibitions and roadshows/outreach programmes.
8. Production of ZLC Periodic Reports as required by the Constitution.
10. Commissioning of new research on land administration and management issues that will lead to improved livelihoods.
11. Provide recommendations derived from evidence-based research, including land audits, for environmentally sustainable, socially equitable and economically viable agricultural land administration and management.