



12/31/2020



ENMT ANNUAL REPORT 2020

Table of Contents

1.0	Introduction	3
2.0	Country Context Analysis	3
3.0	Program performance against targets	7
3.1	Governance and leadership	6
3.2	Management, Finance and Administration	10
3.3	Main Library and Core Services	17
3.4	Schools and Community Outreach	25
3.5	Enterprise Development Program	31

1.0 Introduction

2.0 Country Context Analysis

The operating environment in Zimbabwe is harsh for both the program implementers and client communities alike. The environment has created some harder facts to deal with than under normal circumstances. This has a tendency to push the operating costs while increasing the risk factors beyond what a single organisation cannot be able to deal with. In 2020 operating conditions deteriorated because of the outbreak of the novel Corona Virus.

The following sections provide the details of the operating environment and their implications on programming.

(i) Political

President Emmerson Mnangagwa's administration is not improving economic performance which naturally affects Zimbabwean politics. In addition to that the coronavirus (Covid-19) is exacerbating long-standing structural issues, and Zimbabwe's economy remained weak. Protests over the deepening economic crisis, particularly the shortage of essential goods, as well as sharply declining real wages amid soaring inflation, highlight the risk of wider political instability. Zimbabwe emerged out of the harmonised elections held in 2018 that were heavily disputed by the major opposition the MDC Alliance. The results of the elections were contested and were only resolved through the courts. This was after violent protests and deadly military response that led to the death of 6 protesters. This cast the new government of President Emerson Mnangagwa into turmoil and negative international spotlight with some nations demanding the trial of the political leaders through the ICC.

Previously, the country went through a challenging socio-economic and political situation that lasted for over a decade (2000 - 2009). This situation culminated in the 2008 disputed general elections that led to the birth of the Government of National Unity (GNU) implemented between February 2009 and September 2013. The harmonised elections held in 2013 were largely peaceful and led to the election of the previous government of the late President Robert Mugabe. Even then, the postelection period did not inspire much confidence that was required to deal with the far reaching effects (loss of livelihoods and increasing poverty and dislocation) of the decade long crisis. These effects are still being felt currently in varying degrees, by different sectors of the country's population, particularly the vulnerable groups in underserved rural communities.

(ii) Economic

Zimbabwe in 2020 was facing an economic crisis, further worsened by COVID-19 (coronavirus) pandemic. In 2020, Zimbabwe was still recovering from being hit by severe drought and Cyclone Idai, that coupled with shortages of foreign currency led to double-digit contraction of agriculture, electricity, and water production and pushed more than half of the population into food insecurity. Policy missteps lack of effective fiscal monetary forex policy coordination and significant quasi-fiscal activities by the Central Bank undermined the de-

dollarization effort and resulted in a rapid depreciation of the local currency and high inflationary pressures.

High inflation eroded disposable incomes of population and depressed domestic demand. Gross domestic product (GDP) is estimated to have contracted by 8.1% in 2019 and the recession continued in 2020 due to persistent climate shocks and domestic vulnerabilities worsened by COVID-19. The pandemic has negatively affected exports, tourism, and manufacturing, deepening the economic crisis and poverty. As uncertainty about the duration and severity of the virus spread remains high, GDP continued to contract in 2020 by 5%.

The COVID-19 pandemic has gravely wounded the Zimbabwean economy with serious consequences impacting all communities and individuals. Moving rapidly across the country, along the principal arteries of the country's economy, the spread of the virus has since introduced restrictions that have wounded the trade line across the country, catapulting a nation health crisis into a country economic shock that has hit the most vulnerable the hardest. Emerging from the natural environment and paralyzing our societies and our economies, the coronavirus disease demonstrates the interdependence implicit in the Sustainable Development Goals, but it is derailing country's efforts to achieve them.

One of the key challenges that have led to worsening economic fortunes from the country is the challenge of serious policy inconsistencies. One such policy is on the legal currency in Zimbabwe since the country dropped it in 2009.

As the country was still recovering from Inflation that reached triple digit levels in 2019 the outbreak of the COVID-19 disrupted production and trade in 2020 and further worsening the already crippled economy. Inflation surged to 521% year-on-year in December 2020, fueled by a rapid exchange rate depreciation, poor harvests, and reduction of subsidies on fuel and electricity. Food prices increased by 725%, resulting in a severe loss of purchasing power for the poor. Continued local currency depreciation, disruption of production and trade as a result of COVID-19 fueled inflationary pressures in 2020.

The government introduced a new inflation rate in June 2020 based on blending US\$ and ZWL\$ (local currency) prices. The blended annual inflation rate stood at 457.2% in June 2020 while the unblended (usual) annual inflation rate stood at 737.3% down from 786% in May 2020. With limited access to external financing and growing humanitarian needs due to COVID-19 and persistent climate shocks, the government resorted to monetary financing, stoking further inflation.

(i) Social

The country's crisis has given rise to numerous social challenges that altogether have resulted in the near total collapse of social services, networks and safety nets.

The food security situation is critical, especially given that the 2019 -2020 season was a widespread agricultural drought that led to poor harvests, especially for the rural households that depend on rain fed agriculture. The nation faces a food crisis that can potentially affect the entire country, due to widespread harvest failures and especially in rural areas where households depend on their own production for food security. NGOS estimate that about 1.5 million people are in need of food aid. On the other hand, Government's ability to provide

food to vulnerable groups is seriously affected by the fall in revenue collection, the return of hyper-inflation, huge wage bill, ballooning domestic and internal debt and poor balance of payments support.

Although government's economic blue print, (Transitional Stabilisation Program - TSP) has been announced with a clear sectoral approach, its implementation remains in the balance because of lack of appropriate funding. This therefore may mean that the government may adopt a crisis response mechanism instead of strategic pro-active approach due to limited funding and a dwindling revenue base. This creates a dire necessity for alternative support mechanisms for the rural communities in fragile local economies. Key areas of support are food security, water and sanitation, access to markets and general support for food production in all agricultural sub-sectors.

The health system is on its knees, services were overstretched before the COVID-19 epidemic, but this has now worsened dramatically as health-care workers are concerned about their risk, many have been infected, and there is no clear pathway for how to manage those who are infected. In addition, the availability of personal protective equipment (PPE) is insufficient, and most community health workers are not aware of the correct infection prevention and control measures. The health delivery system remains poorly resourced and operates at extremely minimal levels with frequent strikes that have produced enormous fatalities. Shortages of essential drugs and related medical supplies continue to affect mostly those infected and affected by HIV and AIDS and now the coronavirus (Covid 19).

Many poor people including people with disabilities are unable to access quality health services provided by the private sector. Women are the most affected due to gender roles they perform and the inequality in accessing and usage of resources dictated by unequal power relations between men and women. Due to all these unprecedented socio-economic and political pressures facing the country, there is an increase in conflicts and tensions at family and community levels including gender and domestic violence and mostly in 2020 due to coronavirus (Covid 19) effects. Some women were abandoned by spouses and partners who went to other countries in search of a better life, thus widening the at risk groups.

- (ii) **Technological:** As demonstrated in the past, the country has high level suspicion on the use of technologies, especially information communication technologies and social media. Freedom of use of various technologies have been stopped before, thus affecting the sharing and movement of information which is critical among the groups that function together in an association.
- (iii) **Environmental:** The country experienced a drought in the 2019-2020 season that have increased the programming challenge through the sharp increase in the number of people who need food aid in order to survive. Further, the drought has complicated programming through shortage of water (which is required for most of the community enterprises), and reallocation of financial resources towards purchase of food. Livestock mortalities also resulted in unexpected shocks to the enterprises run by study groups.

- (iv) **Legal:** The current government of Zimbabwe has developed a very dangerous process of using statutory instruments to develop key legislation instead of the normal parliamentary route. This creates the possibility of quick policy shifts that cannot be stopped because they don't come through channels where they can be debated and refined. These have been used mainly in the currency regulation systems as well as in the introduction of new taxes such as the 2% transaction tax.

3.0 Program Performance against targets

3.1. Governance and organisational Leadership Program

This section provides details on how ENMT performed in 2020 against planned annual targets and against strategic plan.

Strategic Goal

The strategic goal for governance and leadership is to; *Improve organisational leadership and governance for sustainability through developing new policies and strengthening existing policies and related systems and processes by December 2023.*

ENMT has put in place a number of strategic steps that will help it navigate into a secure future. The following actions were put in place to ensure achievement of the strategic goals;

- (i) **Improve governance and involvement of Board in fund raising:** This has been done by creating a management Board that will be required to work closely with management to ensure that the organisation attracts more partners, including leveraging private sector finance.
- (ii) **Re-structuring of Board and Management:** The ENMT Board of Trustees decided to restructure the organisation's Board and management in order to reflect its new development thrust. The new Organogram created the Management Board and also restructured the management to include the position of a programs manager, who ideally will have qualifications in development studies. Their key role will be resource mobilisation, management of funded programs as well as acting as deputy director. (See Fig 1: The New ENMT Organogram attached). All other positions will be regraded to program officer positions instead of management positions.
- (iii) During the course of 2020 the director fell ill and his position was filled by an acting director

Adoption of Gender Sensitive Programming: ENMT Board and management continues to work with women in programming in order to deliberately push for development outcomes that target women as a special vulnerable group within the operational environment. In the current strategic plan, the Board has decided that all programs should leverage on this reality and profile the organisation as one that programs specifically for the benefit of women as a special interest group.

3.1.1 Achievements against targets

(i) Policy Development

During the year, the program implementation went well against planned objectives and targets despite a challenging environment; performed as shown:

Table 1: Achievements against Objective 1 targets: Policy Development.

Planned Activities	Achievements	Variance	Explanation of Variance
1.1 Develop new policies that govern ENMT's new production units by June.	1. New Policy on private sector engagement 2. New policy on production units		
1.2 Develop new policies and guidelines for private sector engagement, and operations of production units and COVID 19 Regulations	Policies formulated.		
1.3 Introduce AGMs as a system of review and reflection and leadership renewal	One resolution on adoption of AGMs	Work on the funding and processes leading to AGMs still outstanding.	Funding for AGMs still need to be addressed.
1.4 Train new board on ENMT governance systems and processes	All board members trained	-	-

It is important to note that, board operations and decisions went well despite resignation of a board member. Replacement was identified and incorporated into the board.

(ii) Fund raising

Fund raising work was done in the form of a number of fund raising proposals developed and submitted for consideration by current and potential donors. The following table shows achievements against targets.

Table 2: Achievements against Objective 2 targets: Fund raising.

Planned Activities	Achievements	Variance	Explanation of variance
2.1 Develop fund raising proposals to leverage sector finance to support	fundraising application was done		

commercialisation			Applicable model still under consideration
2.2 Raise funds for at least two of the three proposals raised to finance commercialisation of study circles program.	At least 1 proposal submitted to existing donors	2 concept notes need to be submitted for consideration by potential donors	

(iii) Framework for communication and Cooperation

Table 3: Achievements against Objective 3: Communication and Cooperation

Planned Activities	Achievements	Variance	Explanation of variance
3.1 review communication policy, improve press communication aimed at sector players and potential partners in the donor community	Reviewed communications policy adopted and implemented	-	-
3.2 Develop and operation procedures of self-evaluation for performance	Board operations procedures formulated		
3.3 Develop new policies on IT, Social media and related in order to ensure greater publicity of the new strategy and programs.	New policies formulated.		

(iv) Board operations

Table 4: Achievement of Objective 4 targets: To improve Board operations in order to achieve greater innovation and sustainability.

Planned Activities	Achievements	Variance	Explanation of variance
4.1 Develop and implement board operations, monitoring systems.	Monitoring systems implemented	-	-

(v) Improve Publicity**Table 5: Improve publicity, visibility and promotion of the library ENMT at work.**

Planned Activities	Achievements	Variance	Explanation of variance
5.1 Prepare promotional visits by corporate partners to show case ENMT work.	2 promotional visits were done.	-	-

3.2 Management, Finance and Administration

Activities in the annual plan were aimed at achieving the strategic goal for administration, finance and management which is: *To improve organisational management and project cycle management to ensure efficiency and cost effectiveness through implementation of value for money management principles by December 2023.*

Key areas of focus in 2020 included value for money management, tracking of exchange rates in order to ensure discreet financial management in the challenging operating environment. Achievements in this area were key in ensuring overall high performance in the programs and general operations.

Achievements in this theme are shown in the table below;

3.2.1 Achievement of targets

(i) Objective 1 targets: Itemised Operation Budget

Itemised budgets were adopted to ensure that planned activities would be managed easily in this volatile finance sector and that helped to easily track budget lines and allocate resources to the activities according to the allocations.

Table 6 below shows the achievements and overall benefits to the organisation.

Table 6: Achievement of Objective 2 targets: Itemised Operational Budget

ACTIVITIES	ACHIEVEMENT	VARIANCE	VARIANCE EXPLAINED
1.1 Preparation of departmental budgets in collaboration with departmental heads at least 3 months before the end of the year.	Budget done and completed on time	No variance	Participatory budget preparation already prepared staff members in the departments for value for money management.
1.2 Preparation of the consolidated budget done by the administration 3 months before year end.	Consolidated Budget done, and shared with board and partners.	No variance	
1.3 To formulate program/department based monthly expenditure- variance reports by the second	Reports were formulated	No variance	Major challenges were experienced due to the new policy on the use of multi-currencies and unstable exchange rates in the course of the year which led to the depreciation of USD Currency.

Overall, implementation of the itemised budget framework helped achievement of value for money, and keeping expenditure with the budget lines.

(ii) Organisational management and programming capacity

Capacity building is a key area of sustainability for ENMT. Our focus areas for 2020 included the building of financial and program management capacity and strengthening of monitoring, evaluation and reporting. A number of scores were made in this area as shown on the table below.

Table 7: Achievement of Objective 2 targets: Organisational management and programming capacity.

ACTIVITIES	ACHIEVEMENT	VARIANCE	EXPLANATION OF VARIANCE
2.1 Mobilise appropriate resources	Resource mobilisation was done with	No variance.	There is a challenge with estimating

	Afrikagrupperna and other donors. Also with ENMT friends from Sweden.		budgets due to the hyper inflationary environment.
2.2 Facilitate staff capacity building training in line with new strategic direction	ENMT staff was trained on Monitoring, Evaluation and Learning systems.	No variance	There is need for more funds to train staff in the outreach programs and finance team to keep updated with the changing economic environment.
2.3 Strengthen project cycle management	Training was done	No variance	There is need for a follow up training.
2.4 Acquire and implement appropriate information communication technologies	The internet service helped us to improve communications.	No variance	Power outages reduced the efficiency and effectiveness of the technologies.
2.5 Strengthen monitoring, evaluation and reporting	Follow up and financial reporting was done	No variance	There is need to continue strengthening program monitoring

(iii) Management of fixed and movable Assets

Management of fixed and movable assets is one of the key areas of sustainability for ENMT. Efforts were focused on addressing the depreciation rate and the reclassification of assets.

Table 8 below shows achievements in this area.

Table 8: Achievement of Objective 3 targets: Management of fixed, and movable assets.

ACTIVITIES	ACHIEVEMENT	VARIANCE	EXPLANATION OF VARIANCE
3.1 Conduct regular asset checks every 3 months and prepare updated inventories.	Inventories of all assets updated and in order	No variance	There is a need to urgently dispose assets that have been scrapped. Board yet to decide on this.
3.2 Calculate asset depreciation and recommend for disposal	Assets depreciation was calculated, and books removed from asset lists. Other assets depreciation rate was also revised to accommodate hyper-inflation.	No variance	
3.3 Prepare for and facilitate asset disposal	No disposal but recommendations have been made.	No variance	
3.4 Conduct internal audits every half year.	This has been done in consultation with the Board Treasurer.	No variance	This aided preparation for external audit.

(iv) Procurement

Procurement of materials and assets has been one of the key areas of management. Careful budget focused procurement was implemented throughout the year, guided by the organisation's policies. Bulk procurement has been done especially for workshop materials and various program infrastructure.

Key achievements are shown in the table below;

Table 9: Achievement of Object 4: Effective Procurement

ACTIVITIES	ACHIEVEMENT	VARIANCE	EXPLANATION OF VARIANCE
4.1 Ensure that user departments are knowledgeable on procurement requirements.	Procurement has been done	No variance	Bulk purchasing is recommended to avoid increasing prices and shortage of goods.
4.2 Receive duly approved procurement requisitions and all supporting documents for processing	Received procurement requisitions		Improved procurement processes
4.3 Receive and file all invoices procurement documentation and petty cash requirements for user	All invoices were filed	No variance	-

(v) Up to date Records

In 2020, record keeping was taken to the next level in all programs. The table below shows key achievements under finance and administration.

Table 9: Achievement of Objective 5 targets: Up to date records

ACTIVITIES	ACHIEVEMENT	VARIANCE	EXPLANATION OF VARIANCE
5.1 Maintain up to date computerised monthly accounts on Pastel	This was done timely on a monthly basis	No variance	Additional work of continuous tracking of exchange rates due to hyperinflation and use of the local currency.
Prepare and produce monthly program, donor and operational reports	Monthly reports done.	No variance	
5.2 Prepare monthly bank reconciliations.	Monthly bank reconciliations done	No variance	

(vi) Human Resources management

The Human resources policy was adopted by the board and immediately implemented.

Table 10: Achievements against Objective 6 targets: Human Resources Management

ACTIVITIES	ACHIEVEMENT	VARIANCE	EXPLANATION OF VARIANCE
6.1 Update all personnel files	All personnel files and contracts were updated	No variance	Salary payments updated to USD currency
6.2 Process staff remuneration on time	Remuneration was paid on time in USD currency.	No variance	Salaries were processed to their Nostro individual accounts.
6.3 Process statutory payments on time (PAYE, NSSA).	PAYE was paid in USD	No variance	-
6.4 Identify staff development needs	Training needs were identified on the MEL system	No variance	Trainings on M&E was done.
6.5 Facilitate training of staff in IT and other fields as required.	IT training is earmarked for year 2021	No variance	

(vii) Internal and External Communication

The key aim for 2020 was to improve both internal and external communication in order to ensure efficiency in program management. This was done with key achievements being scored in relation with stakeholders in both government and private sector spheres.

Table 11: Achievements of Objective 7 targets: Internal and external communication.

ACTIVITIES	ACHIEVEMENT	VARIANCE	VARIANCE EXPLAINED
7.1 Ensure prompt answering of the telephone and email communication.	Prompt communication was done.	No variance	Power outages limits connectivity and reduce efficiency on email communication
7.2 Timely and promptly attend to office visitors	This was done timely.		
7.3 Timely dissemination of information to appropriate places where it is needed	Timely dissemination of information was done		

3.3 Main Library and Core Services

Programming in the main library and core services were aimed at achieving the 5-year Strategic Goal which was stated as; *To stimulate personal and livelihoods growth & learning through provision of appropriate reading materials to at least 250 000 boys, girls, men and women who ordinarily live and work in Gwanda town by December 2023.*

In 2020, in a bid to try and fulfil the above objective ENMTs first point of call was to reach out to all Schools both primary and secondary in Gwanda town to advertise the Library. ENMT successfully convinced all local primary schools within the vicinity of the library to join as institutional members, thereby maintaining the number of institutions that have joined the library since inception of the new strategic plan in 2019.

Before the outbreak of the novel corona virus in 2020 the library continued to conduct children's programmes every Tuesday, Wednesday and Thursday. The number of children attending these programmes during that time had increased compared to the same period last year. With an average of at least 120 children per event, which has risen from 100 per event from the same period the previous year. Activities done during these programmes include; story-telling, art, craft, song and dance, adventure and research. Although these programmes can be attended by any child who can come to the library they are usually dominated by children coming from schools that are located within the central business district (town). These activities and other activities attract a number of children to visit the library on a daily basis, making the library a visible and accessible centre of reading and learning.

Program Performance Against Targets

Program implementation in the library and core services managed to deliver high achievements against targets. The following sections show the achievements.

(i) Development of the ENMT Library Book Collection

The strategic stipulates that achievements in the development of the book collection must stand at 20% in the next five years. This gives an annual target of 4%. In 2020, the book collection grew by a total of 9% (with 1875 books processed) thus surpassing the target by 5%. Currently the book stock in circulation at ENMT library in Gwanda town stands at 26 282. Over the period under review ENMT received 5322 books as donations by BAI (UK). Books that were donated were comprised of children's books 4002 and adults book adding up

to 1320 copies. For both children and adults, the books were an assortment of fiction and non-fiction which were carefully selected to meet information needs of the library clients.

(ii) Table 12: Achievement against objectives: Development of the ENMT Library Book Collection

OBJECTIVE	PLANNED ACTIVITIES	ACHIEVEMENT	VARIANCE	VARIANCE EXPLAINED
1.0 Develop the library book collection by at least 4% of the current book stock and other IT	1.1 Catalogue all books and enter them into the library Management system	A total of 1875 books were processed making it a 9% growth to the existing collection	Positive 5%	We received a total of 5322 books from Book Aid International and purchased more than 1200 books from local publishers which managed to help us process a lot of books.

(iii) Increased utilisation of Library Services

Our second objective was to promote utilisation of library services. To achieve this target new strategies were to be employed which included allowing classes to join as institutional members, they were various ways through which members could access these services. The table below shows achievements against planned targets in 2020 financial year.

Table 13 Achievement of Objective 2 targets: Promote increased utilization of the library services through facilitating growth in fee paying members.

Planned Activities	Achievements	Variance	Explanation Variance
2.1 Hold 4 workshops annually to raise awareness about library services	A total number of 6 visits to urban schools and colleges raising awareness of library services.	No Variance	Due to the outbreak of the Corona virus and gathering restrictions most collaboration was done through visiting colleges and institutions that were in reach of the Library and convinced them to renew their membership with the

			Library. This proved to be more effective as the member institutions were retained.
2.2 Promote right to access and use of information to at least 20 non-members and once off users	the library offers free use of library services to primary children and those that come in to read newspapers.	At least an average of 20 children who are not members access the library a day and an average of 10 adults every day.	Due to the outbreak of the Corona Virus the daily average of non-members using the library reduced.
2.3 Hold 1 annual International Literacy Day commemorations in Gwanda from the Community	Literacy Day celebrations were cancelled.	Negative 1	Due to the outbreak of the Corona virus the government put In place restrictions on gatherings which eventually affected plans to hold a literacy day event.

The Library managed to maintain the number of paid up institutions (10). Institutional members included Gwanda Prison, Sabiwa Primary School, Guyu Vocational Training Centre, Gwanda Adventist Primary School, Jahunda Primary School, Senondo Primary School, Mount Cazalet Primary School, Trust Academy, Sibona and Grandeur College. Due to the outbreak of the corona virus the library recorded a significant decrease in the number of paid up members, a total of 310 paid up members who continued to borrow books directly from the library and collectively loaned out 19 303 books over the period under review.

Table 14: Books received as donations

ADULTS		CHILDREN		Totals
FICTION	NON FICTION	FICTION	NON FICTION	
657	1562	2200	903	5322

Table 15: Books loaned out

NORMAL LOAN	SHORT LOAN	RESERVE	CHILDREN
5609	2742	1300	9652

Table 16: Library Membership

ADULTS			CHILDREN			Grand total
MALE	FEMALE	Total	MALE	FEMALE	Total	
60	57	117	83	110	193	310

(iv) Increased Book Circulation

Due to the outbreak of the Corona virus which saw the introduction of dusk to dawn curfew, travel restrictions and gathering restrictions, most children and adults visited the library less frequently. In an effort to mitigate against this major setback primary schools were encouraged to pay up as institutional members and receive book boxes that were delivered to their respective schools. Edward Ndlovu Memorial Trust continued to allow all local primary schools within the vicinity of the library to join as institutional members. This gave the schools at least 300 books each, which they could loan out to their pupils during the term. The book boxes are collected at the end of each school term and a new box is delivered at the beginning of every term. A total number of 15 Book Boxes with a combined 4500 books were sent to 5 primary schools benefiting 5000 children.

Objective: 3: Promote increased book circulation and onsite utilization of library services through timely.

Our third objective was to increase access to information to the communities surrounding Gwanda. This was to be achieved through, increasing the library book collection, access to the internet, and up-to-date daily and weekly information sources such as newspapers. Through the unwavering support from our donors we were able to offer uninterrupted internet connection to our customers. We offered a wireless network through which our clients can connect with their personal gadgets and also availed desktop computers to those without personal computers or smartphones. We still have a limited number of computers and we hope will have means to increase the available hardware so as to ease pressure on the few available.

The library further grew its book collection by 9% with 1875 books processed. Currently the book stock in circulations at ENMT library in Gwanda town stands at 26 282. Over the period under review ENMT received 5322 books as donations. Book Aid International (UK) donated over 95% of these books over 3000 of which were children’s literature. For both children and adults, the books were an assortment of fiction and non-fiction which were carefully selected to meet information needs of the library clients. We further purchased 500 set books from Consultus Publishing Services to add variety to our already rich collection.

Table17: Library Usage Statistics

Month	Children (reading)			Adults (reading)		
	Male	Female	Total	Male	Female	Total
Jan	562	615	1177	216	197	413
Feb	710	462	1172	193	216	409
Mar	210	161	371	199	107	306
April	LD	LD		LD	LD	
May	32	21	53	6	11	17
June	43	67	110	16	31	47
July	78	43	121	21	11	32
AUG	135	97	232	67	56	123
SEP	200	87	287	61	34	95
OCT	134	213	347	56	41	97
NOV	171	78	249	41	49	90
DEC	106	187	293	107	98	205

(v) Children’s supplementary Reading

Objective 4: To provide supplementary reading material appropriate to children’s needs, interest and skills.

Table 18: Achievements against targets: Supplementary Reading

Planned Activities	Achievements	Variance	Explanation Variance
4.1 Procure appropriate children's supplementary reading material	More than 500 children's books were purchased and a further 3000 were received as donation from Book Aid International with an assortment of titles including children fiction books.	No variance	Unwavering support from book aid international played a pivotal role in attaining this objective. We received a lot of children's books from Book Aid International and we managed to purchase some of children's reading materials from local publishers.
4.2 partner with at least 5 providers ECD learning services in Gwanda District	Maintained our partnership with ECD learning providers	No variance	Procurement of relevant ECD materials and marketing strategies played a major role in attaining this objective

(vi) Improved Examination Results

Objective 5: To contribute to improvement of children examination results of schools participating in the final examinations.

Table 19: Improved examination Results

Planned Activities	Achievements	Variance	Explanation Variance
5.1 increase collaboration with ministry of education and other education stakeholders	Continued collaboration with the Ministry of Education and the District Schools coordinator	No variance	When conducting teacher librarian workshops we invited the District Schools coordinator through the ministry of Education to observe and share information on how to improve our children on reading and writing.
5.2 motivate teachers to incorporate library use in their teaching/curriculum	We managed to convince teachers to visit the library at least once a month and some that are nearby once every week for a library tour as a class.	Maintained number of member classes.	This facility of making classes join the library allowed children to access library books and increase library usage.
5.3 Provide set	Purchased set books	They were	We managed to provide

books and examination revision material to 4 secondary Schools	and other exam assisting material	accessed by more than 1200 secondary students from the 5 surrounding schools.	set-books and revision material to the five surrounding secondary schools. The schools were Gwanda High School, Gwanda Government Secondary School, Sabiwa high and Sibona High School
--	-----------------------------------	---	--

(vii) Institutional Support

Objective 6: Institutional Support

Table 20: Institutional Support

Planned Activities	Achievements	Variance	Explanation Variance
6.1 Strengthen provision of information and literature support to 7 institutions on special request	We were able to provide a special collection to 3 institutions namely Grandeur college, Trust Academy and Zimbabwe correctional Prison services	Deficit of 4	Due to the outbreak of the global pandemic Covid 19 which resulted to economic meltdown and a number of restrictions being put in place by relevant authorities we couldn't manage to reach our set target of 7 institutions as most institutions couldn't travel to collect books due to the restrictions.

Hospital program

Since the outbreak of the Corona Virus, hospitals were declared hotspots thereby limiting entry to authorised personnel only. ENMT reached out to 110 nursing mothers at the Gwanda Provincial Hospital on Wednesdays mornings. On Thursdays we reached out to 160 expecting mothers and 96 admitted children in the children`s ward before the declaration of a national total lockdown in March. The use of e-readers has seen more expecting mothers keen to read on their own.

Objective 7.0 Encourage recovery of children admitted in hospital through provision of reading material

Table 21: Hospital Program

Planned Activities	Achievements	Variance	Explanation Variance
7.1 visit Gwanda hospital and read appropriate stories to children admitted in hospital twice every week	We reached out to 110 nursing mothers at the Gwanda Provincial Hospital on Wednesday mornings. On Thursdays we reached out to 160 expecting mothers and 96 admitted children in the children's ward	No variance	Since receiving the E-Readers the number of people willing to participate in the hospital programme is increasing every year.

3.4 Schools and Community Outreach

The year 2020 was definitely a year with massive difference which affected our outreach programme in a significant way. Our mandate to fulfil our objectives had to shift focus to accommodate the unpredicted effects of COVID 19 which led to the closure of schools in March up to opening in phases in September October and November. The 3 phased opening of schools only affected the examination classes.

46 book boxes were prepared for the book box scheme starting 2020. Two casuals were engaged to prepare the book boxes in January. 2590 books were pulled out torn and soiled beyond repair and same number replaced.

In January we reached out to 27 rural community schools with an enrolment of 9507 children benefitting from the book boxes. Two of the schools Buvuma and Selonga requested and received 2 boxes with 600 books in them because of their high enrolments. Other schools received a book box each carried 300 books which translated to 8700 books in which 80% of them were children`s books.

Selonga Primary and Samlodi Primary have library structures and

Four urban schools with an enrolment of 3869 requested and were supplied with 9 book boxes containing 2700 books. Senondo primary was supplied with 5 book boxes and has an enrolment of 1573.

The boxes were collected in March at the onset of lockdown. There after schools remained closed up to September when they opened in 3 phases starting with the examination classes, then phase two middle classes and phase 3 lower classes and Early Childhood Development Classes.

Performance against targets.

(i) **Scale up to 14 new schools**

The schools and community outreach programme aimed at reaching 14 new schools in Gwanda district. The new schools did not participate in the programme. Instead, a new programme the Pioneer book box scheme which was implemented in 2019 extended to 10 more new schools in 2020. This programme is well equipped and suitable for schools away from the main library.

Table 22 Objective 1: Scale up schools and community outreach to include 14 new primary schools in Gwanda

Key Activities	Planned Output	Achievement	Variance	Comment
Hold 6 workshops on the operations of the school libraries, requirements and conditions.	3 workshops participants	3 workshops and 120 participants.		The workshops were reduced due to COVID 19 Pandemic effects
Sign 27 MOUs with participating schools per term.	27 MOUs signed with participating schools	46 33 10 89	62	46 are schools participating in the Book Box 33 are heads of schools teaching seSotho 10 are additional schools in the Pioneer Programme
Train 2 teacher librarians for the 27 participating schools.	Number of schools participating Number of teacher librarians trained	0 0	27 54	Due to COVID 19 Pandemic schools closed End of March and thereafter in 3 phases starting in September.
Collect baseline information on the performance of each participating school	Report on information collected National Gr 7 Results	27	27	
Manufacture 10 new book boxes.	Number of new book boxes	12	2	12 Heavy Duty plastic Boxes were purchased.
Prepare at least 1 book box (with a minimum of 300 books) for the 31 participating schools three times a year	Number of book boxes prepared	38	7	This was done once in 2020 because schools were closed due to COVID 19 pandemic.
Distribute at least 1 book box (with a minimum of 300 books) for	38 book boxes distributed	38	5	This was done once in 2020 because schools were closed due to COVID 19 pandemic. Some schools requested

31 participating schools three times a year.				and received more than one box .
Collect book boxes from each of the 31 participating schools three times a year.	38 book boxes collected	38	5	This was done once in 2020 because schools were closed due to COVID 19 pandemic
Assess condition of returned books	Number of books returned, lost, torn and replaced	returned 807 lost 185 torn 899 replaced		Book handling needs to be addressed.
Repair, weed and replace books from the 38 book boxes.	Number of books repaired, weeded and replaced			
Compile and circulate report on the usage of the book boxes (including all related costs).	31 Reports	31 reports	0	Term one statistics and reports available.



Teachers workshop on Covid 19 Awareness and distribution of PPEs

Pioneer Book Boxes

In October when we anticipated full opening of schools, ENMT coordinated and trained 10 heads of 10 new rural schools on the Pioneer Book Box project that was introduced to 10

schools by Book Aid International in 2019. Each of these schools received around 200 books and a box to store and transport the books to different classes. This brings to 20 schools now participating in the Pioneer Book Box Scheme.

The aim of the Pioneer Book Box scheme is to support the ENMT library service distribute books and associated reading material in its role to distribute books to rural or hard to reach places and situations. A pioneer Book Box consists of a large plastic, brightly coloured, lockable trunk carrying 180-200 primary school level books. Each box comes with a lock and a teachers' manual with a range of classroom activities and 'How-to' step guides on setting up a library or book management. Other materials include a poster and Award Chart – for encouraging children.

Pioneer book box outputs

Plans for the books: The sizes of the schools vary between 200 pupils to more than 700. All are in need of fiction and supplementary books.

In the main, schools already had text books and some had non-fiction in varying conditions from new to very old. However, all were excited about having brand new fiction books to kick-start a reading culture at school.

Schools have not made any meaningful use of the Pioneer Book Box Scheme since schools were on lockdown and partial opening towards the end of 2020



A picture of pioneer book box prepared for distribution

(ii) Library Hubs

The schools which had been earmarked to host the library hubs did not participate due to lockdown because of the COVID pandemic. We continued with the pioneer book box scheme incrementally and reached out to 10 new rural schools later in the year.

Objective 2: To establish and operate at least 1 new library hub.

Table23: Library Hubs

Key Activities/Activities	Planned Output	Achievement	Variance	Comment
Conduct 2 district awareness workshops on the establishment of library hub, their objectives, operation and targets.	2 workshops With a minimum of 10 participants	0 0	2 2	Due to COVID 19 Schools were Closed for the greater part of the year.
Identify schools with appropriate infrastructure that meets the requirements and conditions to participate as a library hub.	5	0	5	Due to COVID 19 Schools were Closed for the greater part of the year.
Identify and select 5 schools that qualify to participate as hubs.	5	0	5	Due to COVID 19 Schools were Closed for the greater part of the year.
Sign MOUs with 5 qualifying schools to operate as library hubs.	5	0	5	Due to COVID 19 Schools were Closed for the greater part of the year.
Facilitate signing of MOUs between library hubs and participating cluster schools.	5	0	5	Due to COVID 19 Schools were Closed for the greater part of the year.
Establish 5 library hubs in rural Gwanda district.	5	0	5	Due to COVID 19 Schools were Closed for the greater part of the year.

(iii) Build Capacity of library Hubs

Objective 3: To build capacity of 5 library hubs to run and manage efficiently and effectively.

Table24: Capacitating Library Hubs.

Key Activities/Activities	Planned Output	Achievement	Variance	Comment
Train 10 library hub administrators (2 per hub) and librarians from satellite school.	10	0	10	Hubs not done due to COVID Pandemic. Schools were closed for the greater part of 2020
Prepare book boxes for library 5 hubs	5	0	5	
Prepare materials for 5 library hubs (book boxes, books, stationery) to 5 hubs	5	0	5	
Distribute library hub materials (book boxes, books, stationery) to 5 hubs.	5	0	5	
Handover hub library materials and book boxes	5			

(vi) Operation of Library Hubs.

Table 25 Objective 4: To facilitate distribution of book boxes from the hub library to schools.

Key Activities/Activities	Planned Output	Achievement	Variance	Comment
Set up receive book requests from satellite schools	5	0	5	Hubs not done due to COVID Pandemic. Schools were closed for the greater part of 2020
Facilitate processing of book requests from hub to schools				
Prepare book boxes for schools.	5	0	5	
Distribute book boxes to schools.	5	0	5	

Prepare Book Boxes

Distribution of seSotho books

A friend of ENML based in Sweden Kersti Palmberg sourced funds to translate children`s story books published by DASH in 2019. The books were finally produced and distributed to seSotho speaking rural community schools 6000 books were produced and 33 schools invited to receive 100 books through the ministry of education at district level.



Five rural primary schools have been identified and scoping done to participate in the Inspiring Readers project which will be rolled out in 2022 by Book Aid International (UK). In this project a school will receive 1500 brand new children`s books including locally purchased publications, a lockable cupboard. This is another extension of library service to more poorly resourced rural community schools while still mobilising resourcing for the Hubs.

Book Box Usage

5. Objective: To monitor and evaluate book box usage and book management.

The books were sent out in January to the schools making it once in the year. They were collected at the end of March. From there on there was complete lockdown, schools were closed up until September when the schools were concentrating on examinations.

The table below shows the number of books circulated and returned to the library.

Table26: Assess books returned from schools.

Key Activities/Activities	Planned Outputs	Achievements	Variance	Comment
Assess condition of returned books	31	31	0	Hubs not done due to COVID Pandemic. Schools were closed for the
Repair, weed and replace books from the all book boxes.				

Compile and circulate report on the usage of the book boxes (including all related costs).	1	1	0	greater part of 2020
--	---	---	---	----------------------

3.5 ENTERPRISE DEVELOPMENT PROGRAM (STUDY CIRCLES)

Enterprise development program is one of the programs which aims at shifting community members' livelihoods into businesses. These businesses will mark a greater impact in communities through generating income and creating employment among members so as to uplift their livelihoods. The strategic goal for enterprise development in the 5-year strategic plan is to *‘Promote food security and income among women, men and youth of Gwanda District through use of appropriate information that catalyzes creative problem solving using the study circles approach by December 2023.’*

Table 27: Type of Projects and Membership

TYPE OF PROJECT	NO OF GROUPS	MEMBERSHIP			DEPENDANTS			WIDOWS	ORPHANS			SCHOOL GOING AGE		
		M	F	T	M	F	T		M	F	T	M	F	T
GOAT	17	20	69	89	58	156	214	23F	5	9	14	93	90	183
POULTRY	8	34	7	41	19	87	106	8F	3	3	6	45	52	97
GARDENS	13	19	99	118	75	132	207	21F	9	11	20	52	126	178
CRAFT	3	18	23	24	12	47	59	5F	3	5	8	14	37	51
FISH FARMING	1	8	1	9	19	16	35	1	1	2	13	22	32	54
TOTALS	42	82	199	281	183	438	621	58	31	30	61	226	337	563

GOAT REARING

A total of 17 groups are engaged in goat keeping. These groups have a total number of 589 goats. There was an increment of 5 groups in the reporting period due to awareness stakeholders workshop carried out in ward 17. Among the groups Thuthuka with the lowest number of goats. In the reporting period, a total number of 53 goats for breeding were sold to the local farmers and to farmers in Matobo District. These farmers bought the red head breeds (the Boer cross breeds). Sifisimpilwenhle group bought roofing material and constructed a wall to protect their herd from bad weather conditions Profits realized from the sales were used to rehabilitate kraals and to purchase supplementary feeding for the remaining stock.

Amohelang has the highest number of goats. The group managed to retain 119 goats in the reporting period.

Goat groups focused on sourcing supplementary feed mainly from failed crops and few acacia pods. In the reporting period stock feed prices escalated by more than 200% which gave a lot of farmers' setback to push their goats to the next rain season thereby feeding the nannies and the weak ones.



Goats at Sifsimpilwenhle project in ward 17

POULTRY

8 groups are involved in indigenous poultry keeping. These groups have a total number of 217 chickens. The breeds include black astrolope, mixed breeds and bosh veld. The groups managed to sell both meat and eggs to the local community. This encouraged groups to keep manage the poultry by constructing fowl runs and purchasing well balanced feed in order to maintain high production of eggs. Sales were made from day old chicks up to the slaughter stock. A total number of 120 birds were sold. Income realized rehabilitated the existing structures, purchased feeders and drinkers, stock feed and pesticides and some maintained the groups ongoing activities of Village Saving and Lending Income.

On the other hand, 2 groups are specializing in meat chickens called broilers. In the reporting period, these groups managed to keep 1800 birds were sold at USD6 each and proceeds from the sales were utilized for rehabilitating the fowl runs and shared some among themselves, the highest amount shared was USD50. These groups had challenges in ever rising stock feed, chicks, transport costs and later on the lockdown which closed all the businesses where these chickens were supplied. Zincedise group was mostly affected in the sense that it kept 150 birds for 10 weeks with no plans of what to do. This exhausted all the proceeds which the group had saved. From lock down the hatcheries had challenges in producing the chicks so the groups had to wait for 3 months without anything in their businesses. They could only get 25% per expected order. Production costs were too high compared to the proceeds.



The picture of broiler chickens ready for sale at Hold On group in ward 14

NUTRITION GARDENS

13 groups with 5 projects are involved in market gardening. Increase in the number of groups was due to awareness campaigns done in ward 17. The gardens grew a variety of crops but tomatoes were grown on a large scale. For example, Zenzeleni garden in Sinai once planted 3000 tomato plants and produced 6 tonnes of tomatoes. These were sold to the local community and the vegetable markets in Gwanda town. Production levels went high due to the knowledge attained by study circle members during workshops. This encouraged project members to pull their resources together and work as a team. The highest amount realized was in one sale was USD\$192. In total, all the gardens realized USD\$4156.

In the reporting period, proceeds from the sales, Zenzeleni garden constructed a store room.

However, some gardens water level went down due to little rainfall received during the rainy season. Groups reduced their plantations for proper maintenance. Sokuseka and Zenzeleni gardens in ward 14 had a challenge of water as they used the same borehole supplying both the community and the garden.



Mpumelelo group working in their garden in ward 17

CRAFT

There are 3 groups specializing in handwork. These members are producing handbags made of beads, floor polish, Vaseline and dishwashing liquid. The groups managed to produce 26 handbags and 15 purses. Handbags were sold at USD\$25 each, 15 purses which sold at USD\$3 each. Members also increased their financial base by producing dishwashing liquid and floor polish. In the reporting period they produced 400 by 500ml containers and 80 by 750ml. floor polish produced had a total of 125 by 375ml containers which sold at USD\$2 each. From the proceeds, each member managed to get USD\$36 as annual dividends. This minimum share was affected by lockdown period which stretched for 3 months.



Hamba labahambayo craft displaying their finished products of dishwashing liquid and floor polish.

FISH FARMING



Magaya group in ward 17 working on the 20 by 20m fish pond

Magaya group is a fish farming group in ward 17, this group managed to construct a 20 by 20m fish pond. Members contributed funds to source fish pond liner and solar equipment to draw water from the borehole. Construction of the fish pond was done by group members.

Program Performance against Targets

This section presents program performance against targets in 2020. The section provides detailed explanations to the key program targets, while the rest of the activities are presented in tabular format.

In the 2020 operational planning, ENMT employed the following strategies as described in the strategic plan;

Key Strategies:

(a)**Encouraging vertical integration through study circles associations:** Study circle groups were organized into an association which operates from village, ward and district level. They interact with each other using institutional frameworks that encourage vertical integration and scale economies in processing and marketing.

(b)**Building capacity for economies of scale:** Encouraging higher production volumes through investments in training and appropriate infrastructure. 2 trainings were held in marketing and quality production in 2020 and 2 infrastructures were established. These structures include a goat paddock in ward 14 and a fodder garden in ward 15.

(c)**Adopt new production technologies and approaches including renewable energy and ICTs.** Nutrition gardens now depend on solar power supported water pumps. Communication

skills have been improved through the use of phone calls, text messages and use of online meetings through WhatsApp platforms.

(d)**Strong end market linkages:** - Value chain approach (ensure direct access to end market by eliminating middle men): Marketing plays a pivotal role in the commercialization pathway and involves finding out what customers want and supplying to them at a profit. A reliable market was established by the association committee for tomatoes producers in ward 15 and 18, this functioned well in terms of reducing the cost exchange of agro-produce and increase profits for producers.

(I) Scaling up to 2 new wards:

In the reporting period, the program aimed at covering 2 new wards. This was due to the fact that enterprise development program plan was based on the scaling up in the geographical coverage of the program to 2 new wards in 2020. This would see the program attract more members thereby increase the output of various products in order to strengthen the market access of all products through stronger market linkages. The expansion to 2 new wards was aimed at establishing a total of 20 new study circle groups during the year. However, 13 groups were established in ward 17.

Objective 1 was stated as, scale up the adoption of Study Circles to existing areas and 2 new wards

Table 28: Scale up of enterprise projects

PLANNED ACTIVITIES	ACHIEVEMENTS	VARIANCE	EXPLANATION OF VARIANCE
Increase the number of Study Circles by 20 in the areas of operation	13	Negative 7	Due to the introduction of Covid 19 travel and gathering restrictions we couldn't manage to reach out to the other areas operation
Conduct 4 awareness meetings in areas of operation and 2 new wards	4	4	No variance
Conduct 2 training workshops in 4 wards	2	2	No variance
Conduct 2 training workshops in 4 wards to	2	1	We couldn't do the second workshop due to restriction that

motivate business start-ups.			were put down by relevant authorities to curb the spread of Covid 19
------------------------------	--	--	--

(II) Transformation of projects into enterprises The sustainability strategy for the projects is to transform them into enterprises that produce for the market.

Table 29: Objective 2 was stated as, transformation of Study Circle projects into enterprises

KEY ACTIVITIES/ ACTIVITIES	PLANNED OUTPUT	ACHIEVEMENT	VARIANCE	EXPLANATION OF VARIANCE
Train new Study Circles on business planning.	200 participants	65	Negative 135	Slow buy in of business plans by members.
Facilitate the drafting of business plans by all study Circles in their sectors.	30 groups	30	0	
Train all Study Circles in business management at ward level.	200 participants	65	Negative 135	Due to the outbreak of Covid 19 which saw relevant authorities restricting gathering to a ,maximum of 30 individuals this limited the number of participants attending to these trainings.
Use information as a catalyst to create open discussions, debates and democratic decision making leading to productivity by Study Circle members.	50 groups	38	Negative 12	Slow buy in from new wards.

KEY ACTIVITIES/ACTIVITIES	PLANNED OUTPUT	ACHIEVEMENT	VARIANCE	EXPLANATION OF VARIANCE
Conduct assessment of Study Circles income generating project statuses and baseline.	25 groups	25	0	No variance
Train new Study Circles on business planning	200 participants	51	Negative 149	Maximum gatherings of 30 individuals due to Covid 19 regulations.
Facilitate the drafting of business plans by all Study Circles in their sectors	30 copies completed	30	0	No variance
Facilitate transformation of production arrangements and appropriate infrastructure.	2	2	0	No variance
Train all Study Circles in business management at ward level.	200 participants	32	Negative 168	Due to the outbreak of Covid 19 which saw relevant authorities restricting gathering to a ,maximum of 30 individuals this limited the number of participants attending to these trainings.
Use of information as a catalyst to create open discussions, debates and democratic decision making leading to productivity by Study Circle members.	50 groups	50	0	No variance

(I11) Formation of district ward association.

Study Circles farmers ward association were formed in ward 14,15,17, and 18. The aim of these associations is to link the study circle with reliable markets, financial institutions to offer groups loans for project expansion, mobilize groups into contract farming and to increase production. Period under review the association sold 10 tons of tomatoes to Gwanda urban vegetable markets.

Table 30: Objective 3 was stated as, organize Study Circles into a district wide association.

KEY ACTIVITIES/ ACTIVITIES	PLANNED OUTPUT	ACHIEVEMENT	VARIANCE	EXPLANATION OF VARIANCE
Conduct ward level Study Circles association workshops in ward 13, 17, 18 and 20	30participants	15	Negative 15	Due to travel restrictions we couldn't reach out to ward 13 and 20.
Facilitate for formation of Study Circles association structures at village and ward level in 4 wards.	4	4	0	No variance
Train 4 ward level study Circles Association committees in their roles and functions.	28 participants	28	0	No variance
Facilitate formation of district level association committees	1	1	0	No variance
Facilitate opening of bank accounts at district, ward and village levels.	2	0	2	Slow buy in on banking system by members
Train district, ward and village level on financial management.	120 participants	52	68	Due to the outbreak of Covid 19 which saw relevant authorities restricting gathering to a ,maximum of 30 individuals this limited the number of participants attending to these trainings.

A number of meetings were held in ward 14, 15, 17 and 18. In total 3 meetings were held, 2 were Study Circles and association awareness meetings in ward 17. One district association meeting was held in ward 15. It was attended by association committees from wards 14, 15 and 18, Study Circle leaders from ward 17 and the district committee. This was meant to

identify and discuss the roles of the association committees, production, marketing of Study Circle produce and percentages to be paid towards the development of the association.



The picture shows association committee members attending a committee ward meeting.

2 workshops were held mainly for ward associations and district committees for the 4 wards, 14, 15, 17 and 18. The workshops were meant to capacitate the association committees on understanding agricultural markets, strategizing to give each other responsibilities according to the sectors of production, the roles of the association committees, sustainable agricultural products and market oriented production

(IV) Market linkages

Table 31 Objective 4: Link district study circles association with reliable end markets through contract farming.

KEY ACTIVITIES/ACTIVITIES	PLANNED OUTPUT	ACHIEVEMENT	VARIENCE	EXPLANATION OF VARIENCE
Facilitate profile study circles businesses in accordance with their groupings	20	20	0	No variance
Assess market requirements for the products available from study circles businesses	10	10	0	No variance
Conduct one multiple sector district workshop on market linkages.	200	52	68	Covid 19 rules and regulations affected the number of people to be trained
Conduct 1 ward business shows/ exhibition	1	0	1	Covid 19 rules and regulations did not allow the facilitation

				of shows
--	--	--	--	----------

(V) Link study circle enterprises to affordable credit finance from private sector

Table32 –Objective 5: Link study circle enterprises to affordable credit finance from private sector

KEY ACTIVITIES/ACTIVITIES	PLANNED OUTPUT	ACHIEVEMENT	VARIENCE	EXPLANATION OF VARIENCE
Assess potential of study circles businesses to meet requirements to access credit from private sector	20	11	9	Study circle groups not willing to access credit facilities
Facilitate submission of study circles and association business plans for private sector funding	20	11	9	Low participation on study circles groups
Provide documentation support to study circles loan applications	20	0	20	Economic instability and monetary rules and regulations that changes

(VI) Improve program sustainability through setting up production units.

Table 33: Achievements of objective 6: Improve program sustainability through setting up production units based on viable study circles enterprises

KEY ACTIVITIES/ACTIVITIES	PLANNED OUTPUT	ACHIEVEMENTS	VARIENCE	EXPLANATION OF VARIENCE
Sign 2 value addition MOUs with selected private sector partners to each specific sector	2	0	2	Planned for 2021
Conduct joint planning with private sector partner	2	0	2	Planned for 2021
Construct value addition facilities at selected locations	2	2	2	No variance
Commission value addition facilities	2	2	0	No variance
Assess the feasibility of	2	2	0	No variance

setting up value addition facilities for small livestock				
Assess the feasibility of setting up value addition facilities for crops through private and public partnerships	2	0	2	Planned for 2021
Select private sector partner for each sector	2	0	2	Planned for 2021

Discussions

Thematic issues included conservation farming, seed selection, fodder production and use of pesticides to get rid of pests. Study Circle members learnt that they should plant early maturity seeds, treated seedlings in horticulture to ensure high and quality production. Zenzeleni and Sibambene market gardens in ward 18 produced more quality tomatoes from treated seeds. Also market gardens learnt that use of one pesticide time and again cause pests resistance, therefore they should use different types of suitable pests to get rid of pests in their gardens.

Other discussions held is the Covid-19 pandemic. Issues raised were; how it affects humans, signs and symptoms and how to prevent it. Lock down challenges and how it affected the Study Circles projects was also discussed.



The picture shows study circle members reading and discussing on covid 19

WORKSHOPS/TRAININGS

2 trainings were done on the Study Circles methodology in ward 14 and the other one in ward 17. These were meant to train the new groups on the study circle methodology, the association was introduced while association committees for ward 17 was selected. Group members learnt to work together as a team and to produce more for business. They also learnt that they should seek knowledge through studying or trainings in order for their projects to succeed.

2 workshops were also held for study circle members in wards 14,15,17and 18, these were meant to equip the association committees on the roles of the association, funding the association, good leaders, and marketing. Association committees developed a common vision from these trainings, there are working together to produce more for the market e.g. in horticulture nutrition gardens grew tomatoes at the same time to supply markets in Gwanda town. Associations in ward 14 and 15 have paid monthly subscriptions for sustainability of the association and have funded themselves in transport for association meetings. They also save the money for running of the association and there are also in the process of opening bank account for the safe keeping of their funds.

The district committee with the assistance of ENMT managed to get a market for tomatoes in Gwanda town. Nutrition gardens in ward 18 managed to sell their tomatoes and raised \$1500 us in July and September 2020.



Picture showing Study Circle members attending a workshop market linkages and lead

(VII) Enterprise development out comes

This section presents information on the outcomes of the enterprise development program (formerly known as Study Circles)

I. Stable committed team work

The enterprise groups show stable membership over a long time which is the key requirement for successful enterprise development. Over 95% of the group members have been working together as a team.



Picture showing Study Circle groups working together

Enterprise group members have adopted the system of working together and are able to share roles, ideas and responsibilities equally bringing fulfilment and achievement to all. Strong working together relations are a key to transforming the projects into enterprises.

ii Acquisition of skills to produce quality products:

Members of enterprise groups have acquired skills to make products in line with their businesses. The skills enable them to work on their own and minimize the expenses of hired labour. All groups participate in local and in Gwanda town markets, 55% of what is produced is sold while 45% is for family consumption. This indicates that skills to produce more beyond family consumption and quality for market grade have been acquired.



Produce ready for town market



Produce ready for local market

iii. Acquisition of value addition facilities:

Enterprise assets include value addition facilities/ structures.

The enterprise groups have acquired productive asserts which include the value edition facilities/ structures at the association ward level. These have been donated while some have been funded by the groups using incomes from their projects.



The picture shows value edition structure: A Fodder garden in ward 15 with sun hemp.

iv, Ability to meet food security needs.

Market gardens and one poultry group managed to meet their food security needs in terms of accessing fresh vegetables and meat on daily basis. Sibambene, Zenzeleni and Hold on managed to sell their excess in order to buy some basic needs and inputs.

v. Participation in local markets

80% of the projects participate in the local market. There is need for them to increase their production in order to feed up to larger markets.

iv. Income growth

Groups funded themselves through funding construction of value addition structures, transport to workshops and meetings, funding their local workshops affiliation of percentages to ENMT. Associations also contributed towards commissioning of value addition structures.