



FFM 2021 REPORT

A. INTRODUCTION

The FFM Trust is making this report in an environment punctuated by sustained large scale economic worries and small pockets of progress in the country and in the communities. The little observable progress includes command agriculture and devolution programmes like rehabilitation of infrastructure and empowerment of local councils. However, efforts to arrest inflation seem to have hit a snag, with parallel markets pegging 300 ZWL (local currency) for 1 USD at the time of composing this report, against a conjured official rate of 1:99. Business functionality remained shrouded in uncertainty and this has affected the availability and capability of contractors to undertake projects. As usual the state has blamed international sanctions for these eventualities, and the ruling party has upped its anti-sanctions campaign ahead of approaching national elections due in 2023 amid efforts to reengage with the international community. The situation in Matibi is barely different, with prices for basic commodities now skyrocketing, including the maize staple which was going for over 1,000 ZWL (100 South African Rands) per 20 kg bucketful when this report was compiled. American dollars are in short supply in Matibi. Primary schools are charging an equivalent of 25 to 35 US dollars while health centres charge about 500 ZWL for mere consultation. The small and slow successes reported hereunder are therefore great successes in some way when this operational atmosphere is factored, since even at national level business is low and slow due to the very same factors.

B. PROJECT NARRATIVES

i. Nook

At the top of the Nook priorities for this year was the enrolment of a Nook fellow to manage the learning which was anticipated to start by midyear. This task witnessed slight changes and eventually saw the enrolment of two fellows namely the Nook Hub Manager and the Innovation Lead. This recruitment came at a time when the drilling and installation of a



borehole was completed at the Nook, having faced numerous challenges in the previous year, and the recruited fellows witnessed the conclusion of this project which consumed 9,610 US Dollars.

The second intention in order of priority was putting solar power in the Nook. Five quotations were gathered and two contractors were shortlisted for interviews. The outcome of this work was 5.5 KVA of solar power supported by 12 x 365 Watts solar panels, 2 lithium-ion batteries 48V/100A and a 5.5 KVA inverter, all for 10,514 USD. With the assistance of local authorities, there is room to connect the Nook to the national power grid which is only 4km away. The District Coordinator of the district pledged to facilitate this process.

Next was the installation of internet. A number of alternatives were considered including the impossible option of connecting with fibre optics lying over 30km away. Mobile based broadband was also pursued but the demands of the service providers were awkward, apart from poor network reception in Matibi. For progress' sake the programme settled for satellite based internet provided by the state owned Tel-One Company. Finally the Nook was furnished with an internet system with an average download speed of 25 megabytes per second and an upload speed of 3 megabytes per second. The total cost of the work was 580 USD.

Flooring in Nook hall was another important assignment of the year. It was implemented even ahead of solar power and internet installation because of some striking challenges which produced unavoidable delays in these other works. The supplier charged 7,773 USD and sourced the materials from South Africa. The final product was very satisfactory from both technical and layperson perspectives.

The same company that did the flooring was the one that did the plumbing fixtures. Some 3,128 USD was charged in this other job which was completed with some defects in the form of pipeleakages. It was explained that when the plumbing was done, there was no running



water to test the system. By the time of this report the contractor had only acknowledged the faultiness and promised to fix it but had not yet done as promised.

Another project which was implemented behind schedule was the fixing of doors and glasses. A delay in commencing this work was technically explained as being necessary to let the flooring go first, so that there would not remain ugly gaps between the doors and the floor beneath. Later when the contractor fitted the doors and glasses, French doors were fitted with clear/transparent glass instead of opaque/obscure glass. The Building Inspector instructed the contractor to replace the fitted glasses. This task was not performed until November 10th. The 2,981 USD charged for this work was paid after this correction.

The Nook also witnessed the arrival of material donations from Switzerland. The huge consignment included materials for the Bulawayo Nook as well, and the Matibi team had to go to Bulawayo to collect their allocation, incurring 784 USD in transport. For quite some time the Matibi stuff was stored at Matibi Mission and were finally brought to the Nook in September. The arrival of these stuffs and the purchasing of additional materials from South Africa and Bulawayo marked the beginning of a complex process of setting up the Nook.

Meanwhile there were some pending and ongoing activities during the time of compiling this report. There was noted a need to put anti-burglary bars on windows and doors, and this was paused a bit due to the ongoing setup exercise. There is also a need to spruce up the Nook building especially the front board and the window seals. Also the mounting of Nook signboards was delayed due to its priority status but still remains needed. Other works such as painting and ceiling were necessarily postponed as they were deemed less pressing.

Community engagements had already begun and there were already over 50 learners registered. Early activities in the Nook process had already begun ahead of intense processes in early 2021 when the Nook hosts an expert from India.



The Nook recently recruited two caretakers to watch over the Nook space during nighttimes. Another critical development was the crafting of security policies, one for safeguarding the child participants and the other one for general security of the premises.

ii. CHS

The doctors' incentives witnessed another smooth cycle just like the other years. There were two beneficiaries throughout the year. Efforts to add another doctor were fruitless. Also the two doctors seem to be sharing the workload comfortably to date.

Medical supplies for the year were not able to come in 2021 as per plan. Lockdowns for COVID 19 had slowed down the patronage of the hospital and lowered the uptake of medicines leading to a mistaken impression that the ordering of new drugs would be wasteful. Figures for both patronage and drug uptake later soared and caused pharmacy shortages. A recent pharmacy analysis recommended that the shortages could be offset by two deliveries in 2022, namely the delayed 2021 batch and the normal 2022 batch. The hospital also applied for 5 wheelchairs from an Australian charity named Wheelchairs For Kids (WFK) that has a running relationship with some Zambian organisations. As there were trade restrictions between Australia and Zimbabwe, Matibi hospital and WFK arranged that the wheelchairs would be loaded in a Zambian consignment and the hospital collects them from Zambia.

Apart from the doctors' incentives and the pending medical supplies, no other planned activity succeeded. There was a plan to renovate the hospital theatre but for a moment there was confusion over the possibility of building a new one altogether. The final consensus to quote renovation only was reached very late in the year thereby postponing the project automatically to 2022 where it would have high priority. There was also planned a doctors' training programme covering cardiovascular life support training; trauma life support training; surgical skills training; and, ultrasound training. Only cardiovascular training was



quoted and it was decided that a complete set of costs be available first before commencing. Hence the programme was rescheduled to 2022.

Another very important project which failed to see the limelight is the procurement of an X-ray set, or at least certain parts to enhance the available analogue machine. The hospital could not come up with the quotation because of intimidating prices locally and regionally. It remains hoped that some assistance in this regard will be obtained from Switzerland.

Non-implementation was also the fate of the hospital's intention to have its staff garden fitted with a drip irrigation system. Quotations were hard to come by, as the main supplier of this service had recently been accused of stealing equipment from clients. Word in the community was that the company furnished Tamuka Garden in 2018 but then came back to steal solar panels. The hospital was trying to spread the call for quotations to other places outside Masvingo province to avoid entanglement with the stigmatised supplier. Otherwise they would have to settle for the same feared company as per the recommendation of agricultural authorities.

iii. EEA

St Ambrose Primary School opened the year 2021 with a megaproject on the cards - that of constructing a classroom block for infant learners. The 41 Thousand USD project delayed commencement due to numerous verification meetings over the plan and the budget among other issues. In this project, the FFM pledged 36,931 USD and the school contributed 4,248 USD. When this report was compiled, the project had reached the wall plate level and an advance of 14 Thousand USD was already paid as per contract. Under way was the fabrication and installation of the roof. Significant time was lost to some inevitable interjections but it was still anticipated that the project would be complete by year-end. At that time the balance 22,931 USD would be payable.

The school also started a very noble initiative to assist the disadvantaged kids. In the scheme the FFM donates 1,000 USD per term to cover tuition fees for 40 pupils and the school



admits 10 more for free to make 50. Such fees were paid on 21 May at the end of Term 1 and there is still a pending 1,000 USD payment for the last term which was current during the report compilation. The school delayed demanding this payment because of incomplete talks about fees increment, which were not finalised at the time of this report.

The school also managed to order Grade 7 learners' textbooks early in the year. The textbooks were delivered on May 20th; a few weeks after the school had paid its 300 USD. The payment of 2,700 USD on May 25th concluded this project. It also concluded a protracted funding of textbooks which started in 2015.

The textbooks project also ran concurrently with that of learners' furniture over the years. In 2021 the school decided to switch to teachers' furniture and temporarily shelve the purchasing of Grade 7 furniture. The school paid its 300 USD contribution in May but the supplier was slow to deliver, with the final delivery being done on 11 November. FFM then paid the balance 2,700 USD the following day thereby concluding the project. The following year is hopefully faced with supplying Grade 7 furniture.

There was also the school garden project whose fencing materials were funded to the tune of 1,138 USD. The supplier reportedly misplaced some tying wire upon delivering the materials thereby delaying the fencing. The school was somewhat half-hearted to follow up the wire leading to the supplier selling it to another client. At the time of composing this report, the wire had not been replaced. The school garden was supposed to receive funding for irrigation in 2022 but that is blocked by the fencing delays.

Two more projects were supposed to be implemented in 2021 but did not get the chance because of time lost in the substantial ECD project. One was to put electricity in the classrooms constructed by FFM in 2016, charged at 2,508 USD. The other one, which was quoted 3,970 USD, was to put ceiling in those three classrooms. Both projects were pushed to 2022 as the school-side contributions were claimed to be ready.



There had also come up an idea to start an e-library at the school. The project was welcomed in words but the commitment remained to be seen. As a result the school hardly spoke about its progress in regard to this server project, neither in the last quarter updates nor in the projected works for 2022. One would believe the e-library server was sacrificed for the secondary school project wished to commence in 2022 if granted sanction.

iv. SLI

Under SLI, two big projects were carried over as unfinished business from 2020. They both involved setting up drip irrigation in Kotamaurime and Ruzambu Gardens. The 10,135 USD Kotamaurime project has since been concluded. Worryingly the pump blew up too soon. The contractor had just finished repairing it at the time of reporting. The 10,555 Ruzambu was still at the level of drilling a borehole, which was being sited anew due to a failed initial attempt.

Then there was the fencing of new gardens namely Banda and Chimurudze. The FFM supported with 2,276 USD worth of fencing materials. This project was supposed to come after the construction of toilets but then in the interest of time the fencing materials were bought while the toilet pits were being excavated. Finally the materials to construct two toilets were purchased at a total of 512 USD. Meanwhile normal cropping activities were going on regardless of challenges related to broken irrigation systems in some gardens.

Three projects were not implemented. The gardeners had asked for help in building dip tanks (dew ponds) for goats and sheep but the planning of the project took too long and there was weak consensus about how to proceed since the local agricultural officer was mostly tied up. The same hesitancy and indecision affected the idea of constructing bee houses to produce commercial honey. Stakeholders hardly agreed even on the design of this structure. However, in the last quarter meeting of the FFM Trust, the agricultural officer promised to collect new quotations in time for the following Trust meeting scheduled for February. Then there was the funding of agricultural shows which could not take place due to COVID-19 lockdowns. The



Trust and the gardeners agreed that the funds be diverted to trainings in future, as the organic concept is still infant.

v. **Administrative**

There were certain actions which were going to be funded under administration but which did not come to pass. They included the need for signboards at all FFM funded gardens. Another set of signboards was to come under the Nook. All these were not implemented as they gave way to other pressing commitments.

Then there arose the issue of multiple bank accounts for the FFM Trust. The bank had created one new account after another to try to meet the regulations, ending up with 4 accounts for FFM. The rest of the accounts were closed to remain with one with updated signing arrangements.

The FFM Trust also crafted two important documents. One is the FFM Child Protection Policy (CPP) to guide the operation of the Nook. The Vice Chair of the Trust, one Enerth Dube, was named as the leader of the Child Protection Committee (CPC). The other document is the FFM General Security Policy (GSP) for use by caretakers in maintaining order. The Trust also recruited Zhou Nemanga and Ramson Chimuti effective October 1st as caretakers.

vi. **Deferred works**

CHS

- Training of doctors
- Renovation of hospital theatre

EEA

- Electrification of three classrooms



- Ceiling in the three classrooms

SLI

- Construction of bee houses
- Construction of dew ponds

NOOK

- Hoisting of Nook signboards
- Fitting of burglar bars
- Window seals and other finishes
- Painting
- Ceiling

vii. Ongoing works

CHS

- 2021 medicinal supplies
- Wheelchairs from Australia

EEA

- Construction of classroom block
- Fencing of school garden
- School fees grant for Term 2 of 2021

SLI

- Borehole drilling at Ruzambu Garden
- Pump repairs at Kotamaurime Garden

NOOK



- Enrolment of participants (already advanced)
- Purchasing of critical materials
- Processing of immigration for Indian expert

C. CHALLENGES AND RECOMMENDATIONS

- The nastiest challenge encountered in FFM's 2021 work was substandard work as encountered in the Nook partition. The post-completion payment remains important but there is need to intensify controls so that verification is redoubled before paying for completed work.
- Another challenge was that of missing targets by very wide margins as has been the case with the setting up of irrigation systems. In future it could be helpful to separate activities by their nature so that skill-intensive projects do not mix with those that demand heavy equipment. For example, the drilling of boreholes could be separated from the installation of irrigation.
- A usual challenge which continued to affect FFM work was financial lack among the community participants. This caused the stolen garden equipment to enter a second year without replacement regardless of promises that the gardeners would contribute money to buy new solar panels.
- Another challenge which was felt among the FFM team in Matibi is that of irregular meetings. A quick recommendation would be to resume quarterly meetings as the team is now big with 5 staff and the Trustees. The participation of representatives from Matibi Mission could also be strengthened by calling them to these meetings regularly.
- During meetings it was also felt that the absence of meeting allowances was affecting in a big negative way. It would be recommended that there be a small fund to start up an income generating project with which to raise petty cash.
- There was also noted a rising risk of robberies and theft, and the FFM lost 500 USD in one such case. A suggestion to insure FFM property against theft, fire and other risks was proffered.



- The fact that the FFM is growing in number of projects and their magnitude could also be a source of challenges if not well managed. There came up a suggestion to conduct regular recollection exercises where the team reflects on the FFM system to constantly improve it and keep the projects well coordinated.



2022 PLAN

Project title	Category	Priority
Signboards for all FFM project sites (Nook, gardens etc.)	Admin	1
Project administration recollections	Admin	2
Staff costs	Admin	3
Insurance costs	Admin	4
Income generation for petty cash	Admin	5
Doctors' incentives 2022	CHS	1
Medical supplies 2022	CHS	2
Hospital theatre renovation	CHS	3
Doctors' trainings	CHS	4
Perimeter wall around hospital staff quarters	CHS	5
Irrigation for hospital staff garden	CHS	6
Classroom electricity	EEA	1
Classroom ceilings	EEA	2
Grade 7 learners' furniture	EEA	3
Starting up a secondary school	EEA	4



Conducting repairs across all gardens	SLI	1
Trainings for gardeners	SLI	2
Dip tanks for goats and sheep	SLI	3
Bees houses	SLI	4

D. CONCLUSION

The expected sequel of this report is a properly informed new plan. Normally any subsequent plan is informed by lessons learnt from previous experiences and this should be the case here too. The highlights given in Section C above are important to make the 2022 budget and to follow up the specific task undertaken. It is a fact that 2021 was a hard year but that should not be emphasised now, because most of the difficulties are now trendy since a couple of years ago. Lasting solutions to resolvable issues and learning to survive with irresolvable ones should be the focus of the ongoing and future work.