

# ANNUAL REPORT 2021





“A Zambia where all Community School Learners, especially Orphans and Vulnerable Children (OVC), girls and Learners with special education needs, obtain quality and equitable education that enables them to realize their fullest potential”.



ZOCS exists to brighten prospects of Community School Learners by empowering Community Schools, building partnerships, influencing policy, supporting learners and creating conducive learning environments.



## Acronyms and Abbreviations

CAG	Community Action Group
CAOOSC	Community Action for Out of School Children
CDC	Curriculum Development Centre
COVID 19	Coronavirus Disease 2019
CWD	Children with Disabilities
DEBS	District Education Board Secretary
DRCC	District Resource Centre Coordinator
EAA	Education Above All
EAC	Educate A Child
ECE	Early Childhood Education
ELK	Early Learning Kiosk
EOI	Embassy of Ireland
ESO	Education Standards Officer
GPE	Global Partnership for Education
HEI	HeiVerden
ICT	Information Communication Technology
IDD	Innovation Development Directorate
IFERB	Internet Free Education Resource Bank
MoE	Ministry of Education
ODL	Open and Distance Learning
OOSC	Out of School Children
OVC	Orphans and Vulnerable Children
PCSCs	Parents Community Schools Committees
SPARK	Skills, Participation, Access to Relevant Knowledge
SCREAM	School Readiness Accountability Monitoring
TLM	Teaching and Learning Materials
SRI	School Readiness Initiative
UNHCR	United National High Commissioner for Refugees
UNICEF	United Nations Children's Fund
ZANEC	Zambia National Education Coalition

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Dear Partner,

Today, Zambia Open Community Schools (ZOCS) is in an exemplary position thanks to the skills and commitment of our teams, which remain dedicated to providing quality service to all our beneficiaries.

As the Board Chairperson, I am proud of ZOCS. Proud of an organization that has been able to professionalize itself and adapt to the challenges of our times while staying attentive to what we do best: ensuring that every Orphan and Vulnerable Child especially girls and children with disabilities in Zambia, have access to quality education.

We need to keep up this work, day after day. We need to reinforce our position while remaining united and committed to our mission.

At the same time, we must keep in mind that our organization does not exist on its own, but through the interaction and integration of the people who are part of it. It is our reason for being: people.

Those that we are committed to helping. Those who trust us, who support and fund us. And last but not least, all those who are the arms, legs, head and heart of our organization: our employees and collaborators in the country. All of them have the same spirit of solidarity and commitment anchored within them. It is in that same spirit we assure to serve you in the coming year.

Thank you so much for all the support rendered tot us in this year. We are indeed grateful for your immense support. Without you, what we achieved would not have been possible.

**Victor Koyi**

**ZOCS Board Chairperson**



Dear All,

On behalf of Zambia Open Community Schools (ZOCS), it is indeed my privilege to present this Annual Report 2021. Despite COVID -19 pandemic, ZOCS team remained committed to providing quality education services to the underprivileged children through Community Schools.

Advocacy, capacity building and Service delivery were the three pillars on which ZOCS stood to deliver its mission.

In the year 2021, ZOCS team provided education services to 214 706 OVC in 1285 Community schools, distributed 334 teaching and learning materials, built the capacity of 110 volunteer teachers and 358 Parent Community School Committee.

The COVID 19 pandemic lockdown mandated by Government in the year led to the abrupt closure of schools, however, the ZOCS team worked directly with the marginalised communities providing information on COVID 19 prevention, studying materials for the learners in examination classes supported through the bursary programme, held virtual meetings with various stakeholders and all that was in a bid to ensure the programme did not stall.

ZOCS staff continue to provide support to the marginalised children through education and I would like to invite you to visit us and volunteer your time in the service of the Orphans and Vulnerable Children.

I would like to thank you for your ongoing support and we look forward to your insights, expertise and constructive feedback to improve our community activities and programs.

Very best regards,

**Mrs. Cleopatra Muma**

**ZOCS Executive Director**

# 2021 HIGHLIGHTS



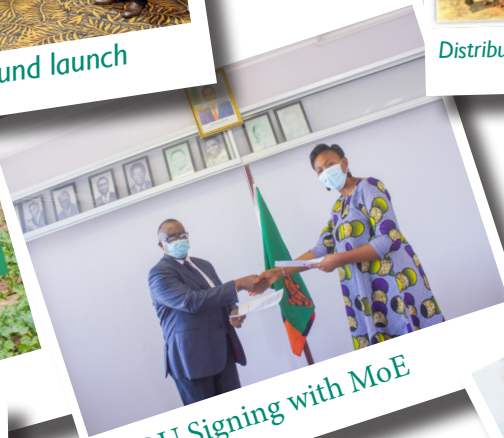
HSM Scholarship fund launch



Distribution of Teaching and Learning Materials



Woolworths borehole donation



MOU Signing with MoE



Alive and Kicking ball donations



Teacher training in Sesheke



Donations to Emedel C. School



"Thank you to the Embassy of Ireland and ZOCS for supporting me with a bursary in Secondary School. Today I am a student at the University of Zambia pursuing a Bachelor of Medicine & Surgery", Milimo Mainzo.



2021 Annual General Meeting



Engagement meeting MoE



Learners play park

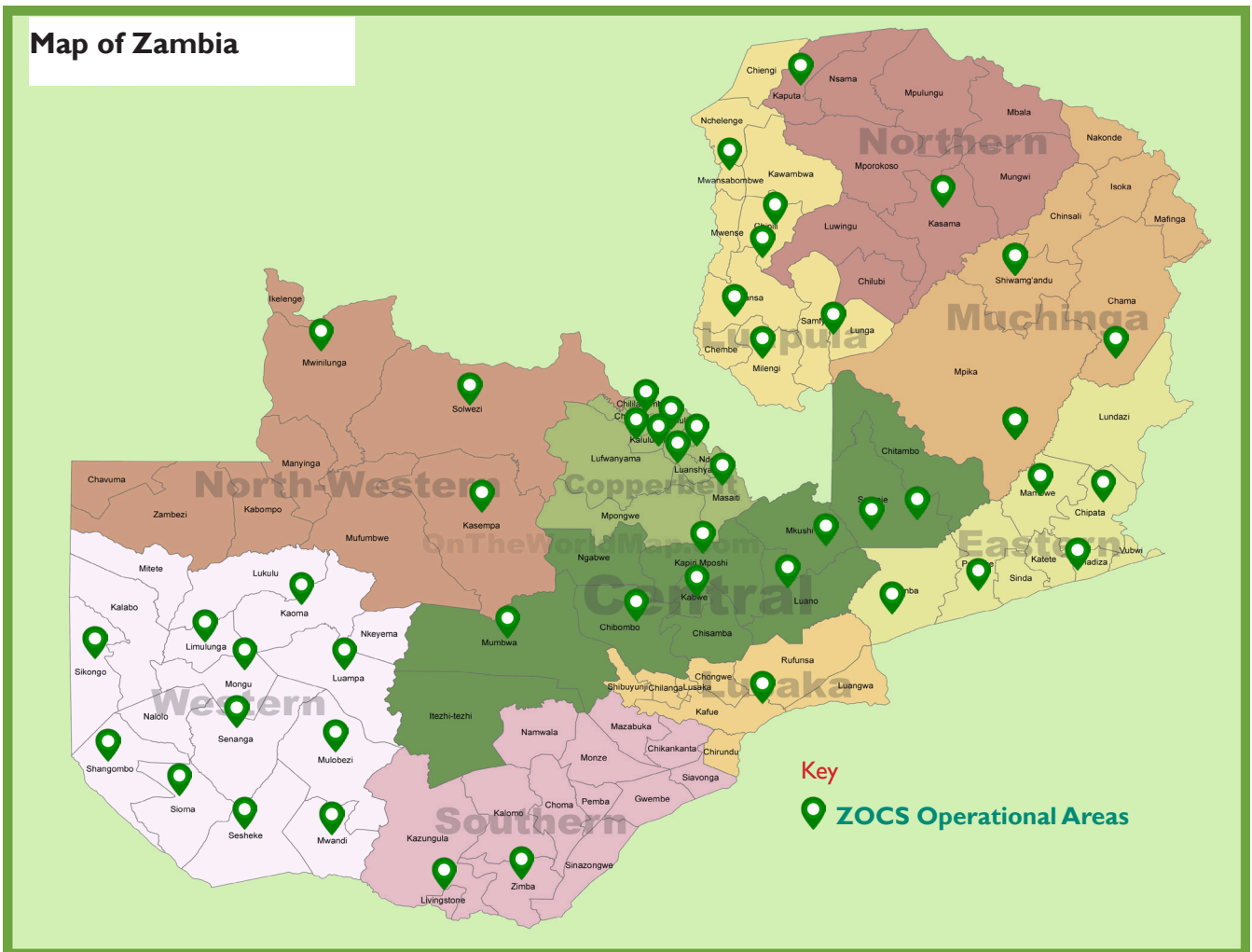
## Our Partners

We are so grateful for the support (financial, technical and material) from our partners, who are committed to the education of Orphans and Vulnerable Children accessing quality education through Community Schools. Together, we are helping make a difference in the lives of these children. With your help, ZOCS continues to fulfil the mission of brightening prospects of Community School Learners by empowering Community Schools, building partnerships, influencing policy, supporting learners and creating conducive learning environments.

Thank you;

- Alive and Kicking /Zambia Trust UK
- ABSA Bank
- Book Aid International - UK
- Citi Bank
- Communities
- Communities Without Borders
- Educate A Child (EAC)
- Embassy of Ireland (EOI)
- Children International Zambia
- Friends of ZOCS
- Hei verden
- IHS Towers
- iSanitise
- Kondanani Zambia Australia
- Lafarge
- Lions Club of Long Acres
- Media Houses
- Ministry of Community Development and Social Welfare
- Ministry of Education
- Ministry of Health
- Ministry of Home Affairs (VSU)
- Ministry of Youths and Sport
- Mr. Patrick Mvula – Nakonde
- NGOCC
- Reformed Open Community School (ROCS)
- Rodger Federer Foundation (RFF)
- Rotary Club of Nkwazi Rotary Club of Canada
- Save the Children International-Zambia
- Shoprite
- St. Ignatius Youth – Lusaka
- St. Nobert College – USA
- Traditional, Religious and Civic leaders
- UNICEF Zambia
- Zambia National Commercial Bank (ZANACO)
- World Vision-Zambia
- Zambia National Education Coalition (ZANEC)
- Zambia Project – USA
- ZATU Foundation

# Where we are found



## Advocacy and Influencing

Approaches aimed at influencing government policy and legislation to benefit OVC's access to quality education.

## Capacity Building

Increasing teacher and community capacity to provide quality education to OVC

## Service Delivery

Supporting the development of schools, providing teaching and learning materials, bursaries, school feeding and communities to create an enabling environment for enhanced educational opportunities for OVC.



## The Program

In spite of the frequent reference to OVC as a category of children that befits urgent attention and support by a cross-section of stakeholders, it has been observed through our work that the priority which is accorded to OVC education is quiet low. However, we are glad as ZOCS that in recent years Government through the Ministry of Education increased support towards OVC education.

## Advocacy & influencing



Ministry of Education Director Planning and Information Mr. Nicholus Chickwenya shake hands with Zambia Open Community Schools (ZOCS) Executive Director Mrs. Cleopatra Muma after signing the Memorandum of Understanding running for five years (2021-2025)

### MOE-ZOCS MOU Signed

In any nation, it is the responsibility of government to take care of education of its citizens. Due to various reasons, children not have access to education and it is for that reason that ZOCS has been supplementing Government's efforts in the provision of quality education through Community Schools. By their nature, Community Schools require a lot of support in

form of infrastructure development, teaching and learning materials, deployment of trained teachers, water and sanitation to mention but a few. The Ministry of Education and ZOCS signed a five-year (2021-2025) Memorandum of Understanding which will see the two partners work towards ensuring the gaps in the provision of quality education in Community Schools are closed.

## Law makers pledge to support Community Schools

ZOCS' relationship with government ministries, law enforcement agencies and law makers has evolved positively over the years. With the coming of a new dawn administration, ZOCS engaged the newly elected Members of Parliament (Committee of Education Science and technology) to share about the organisation's work and provide law makers with information on areas of need in Community Schools.

Law makers committed a 10% contribution from their Constituency Development Fund (CDF) to go towards Community Schools support.



Parliamentary Committee on Education, Science and Technology chairperson Hon. Twaambo Mutinta speaking during an engagement meeting with ZOCS in October, 2021 Lusaka.

## Provincial & District level support of our work

The Provincial Education Officers (PEOs) and District Education Board Secretaries (DEBS) remained key in the allocation of resources to Community Schools. In 2021, ZOCS informed the DEBS office of any planned activity before implementation. The idea was to seek for accompaniment of officers from the Ministry of Education at district level in order for them to be aware of what was obtaining in Community Schools, and support them according to their needs.



DEBS Shesheke (in maroon) speaking during a PCSC training in Western Province

## Engagement with Communities



Community sensitization meeting in Nkeyema District

ZOCS continued to engage communities to support the education of Orphans and Vulnerable Children. That was done through sensitising community members on child rights through meetings and trained the Parent Community School Committee (PCSC) and District Advocacy Committee (DAC) members were trained in child safeguarding as well as how to govern and advocate for their Community Schools. ZOCS further conducted sensitisation through community radio programmes in the local language targeting duty bearers, communities, school management teams, civic leaders and traditional leaders. The aim was to ensure that all these stakeholders support Community Schools in their respective areas.

Furthermore, ZOCS built the capacity of communities to construct and manage schools forming a reasonably dependable education governance at the local level. Working through the PCSCs and DACs, ZOCS facilitated avenues for communities to voice their concerns and secure educational support for community schools, and engage in tracking implementation of education policies and guidelines.

ZOCS linked communities with law enforcement agencies such as the Anti-Corruption Commission and the Victim Support Unit to improve their ability to support OVC. ZOCS acknowledges that traditional leadership is key in empowering communities. In 2021 ZOCS engaged traditional leaders to galvanize communities to address issues such as early marriages, Out of School Children and learner school drop out.

Working through the PCSCs and DACs, ZOCS facilitated avenues for communities to voice out their concerns and secure educational support for Community Schools.

## 2. Capacity Building



*Parent Community School Committee (PCSC) members undergoing a training in school management, governance and entrepreneurship at Sesheke Secondary School in Sesheke District Western Province. The training was supported the Hei Verden Project.*

## Empowering communities to support education

ZOCS supported economic strengthening initiatives to mitigate the impact of household poverty. Additionally, ZOCS built the capacity of communities, through teachers and Community Action Groups (CAGS), to care for OVC and assist them access education and health services.

ZOCS also provided information on child protection, governance and entrepreneurship. In response to COVID-19 ZOCS targeted communities to make them first respondents on many issues (including child protection and safeguarding). These efforts have resulted in more confident community members in the area of school management, governance and entrepreneurship. They also learnt how best to engage different stakeholders and attract support from local businesses towards Community Schools.

## Child Safeguarding

ZOCS has zero tolerance to any form of child abuse and exploitation

Report child abuse or the suspicion thereof immediately



There is no compromise when it comes to child safety

Let us close any gaps leading to child safeguarding policy breach



Volunteer teachers undergoing a training in Pedagogical skills in Sesheke Wesern province, December, 2021.



Since inception in 1992, ZOCS has worked round the clock to build the capacities of key stakeholders in the running of Community Schools.

Teacher training in pedagogical skills remain an important activity on the annual workplan for the organisation. The results of such interventions can not be underestimated as Community Schools continue to produce good results especially at Grade 7 level, a fact well acknowledged by the Ministry of Education.

Headteacher at Kapa Community School in Nkeyema District confessed that his school had undergone enormous growth in many ways following various activities undertaken there by ZOCS.

“My staff have benefited from capacity building workshops, and as a school we have received learning and teaching materials, an oxcart and plough used for an Income Generating Activity to help the school to become self-sustainable”, commented Mr. Muyunda.

With the teacher training in pedagogical skills for the volunteer teachers, Mr. Muyunda shared that his teachers were now able to plan lessons better and deliver them effectively. That was also evident in the performance of the learners at the school, he said.

“I am now a better teacher compared to how I was before the training organised by ZOCS,” a volunteer teacher at Kapa Ms. Susiku said.

She added that during the workshops they were taught how to use locally available materials to teach and demonstrate the lessons to the learners so that they understood the topics at hand.



### A beneficial learning experience for all

ZOCS with its implementing partner on School Readiness Initiative (SRI) project the Reformed Open Community Schools (ROCS) jointly hosted the Roger Federer Foundation Board member Mr. Sandro Guiliari and Chief Executive Officer Ms. Janine Handel who were in the country for a learning/monitoring visit. The high-level delegation was accompanied by the Ministry of Education Principal Education Officer-Early Childhood Education (ECE) Mrs. Susan Kalumba.

The delegation visited Community Schools in Kalomo, Kazungula and Zimba districts where various interventions were being implemented in support of Early Childhood Education. Areas of focus included the Early Child Education (ECE) play activities, Continuous Assessment and Child Development assessment, parental session, as well as Early Learning Kiosk (ELK) mentorship sessions.

The learning visit was a success and demonstrated in its true meaning of the need and importance for continued collaboration. The partners in this project reaffirmed their commitment to working together if indeed Zambia was to continue providing quality education to every Orphan and Vulnerable Child.

ZOCS has primed the development of Community Schools by providing various services. While this is a challenge given the amount of resources required and the broad reach, the organization continued to fill the resource gaps in Community Schools by linking them to key stakeholders or service providers such as DEBS offices, key in providing among others teaching and learning materials, infrastructure development and deployment of qualified teachers.

## 3. Service Delivery



*Buiketo Community School in Kazungula District, Southern-November, 2021.*

In order to enhance sustainability and retention of volunteer teachers in Community Schools, PCSC members were trained in Entrepreneurship, Mindset change, financial management, income generation and record keeping. In addition to the trainings, schools were empowered with startup capital of K3000 (revolving fund).

The aim was to allow the PCSC to engage in Income generating enterprises for self-sustained school operations. The profit from the IGAs allowed schools to provide an incentive for the retention of all volunteer teachers.

- Chicken rearing – 70 Community Schools
- Cattle/goat trading - 52 Community Schools
- Seasonal Farming - 38 Community Schools
- Tuck-shop Business - 45 Community Schools.

## Improving school infrastructure



Before and After

*Buiketo Community School in Kazungula District, Southern-November, 2021.*

Supporting the development of school infrastructure has been an important aspect of ZOCS assistance to Community Schools. Despite its limited resource capacity, ZOCS has assisted schools to develop school infrastructure.

Through our sensitization meetings, communities were encouraged to mobilize locally available materials for construction and ZOCS complemented through materials that would not be sourced locally such as iron sheets, cement and nails.

### Supplying teaching and learning materials

ZOCS has traditionally sourced teaching and learning materials to supply to Community Schools. The organization has always worked with local private organisations such as Book Hut and other well-wishers to support Community Schools with materials.

Over the past years, ZOCS has supplied thousands of teaching and learning resources in Community Schools. In 2021, ZOCS continued influencing the Ministry of Education to include Community Schools in planning for distribution of teaching and learning materials.



### Motivating volunteer teachers to continue serving

ZOCS is proud that volunteer teachers continue to enjoy the once-off incentive paid by the Ministry of Education through ZOCS. Since the year 2016, ZOCS has been entrusted by Government to disburse the annual ZMW3million allocated for volunteer teachers.

In 2021 a total of 1346 (921 males, 425 females) volunteer teachers received their incentive. Although the allocation cannot pay out all the volunteer teachers annually, it still instils a sense of hope that they (teachers) are a priority and ways were being devised on how they could be appreciated better. Of note was Government's announcement to recruit in 2022 a total of 30 000 qualified teachers among them, those serving in Community Schools.

### Once-off incentive transforms volunteer teacher's life



Sitongo doing a mobile money transaction with a customer in his booth in Mongu Western Province.

Monde Sitongo is a volunteer teacher aged 30 at Lyatolo Community School in Mongu which is situated about 32 kilometers from DEBS office. The school was established in 2015 and it has nine volunteer teachers with an enrolment of 509 learners (209 M and 300 F).

He started offering his voluntary service to the school in 2020. Monde is among the many teachers that have benefited from the Ministry of Education volunteer teacher incentive. Monde is a trained teacher with a Diploma in Primary Education and his wish is to be employed by the Government and continue serving at the same school.

He narrates of the hardship that he faced making savings as a volunteer teacher without receiving constant help from the community.

In June 2021, Monde like other volunteer teachers in Western Province received a ZMW1500. Instead of spending it on alcohol, he decided to invest it into a mobile money cash transfer business.

With his face gleaming with joy, Monde shared, "Since I received this support, my life has changed so much. With this business, I no longer have to depend on community contributions. My business is doing well despite me opening the booth only in the afternoon after teaching my learners".

***"I would like to appreciate the Ministry of Education and ZOCS for the support that they have been giving to us, because that support has changed many lives and also just encouraged us to continue serving knowing we are not neglected but there is someone out there who acknowledges our work", he said.***



## Bursary support for vulnerable girls & boys



Financial assistance to OVC has been important in easing the costs of education. ZOCS is excited that through the bursary support 1585 learners received supplies to 1467 learners with funding from our various partners.

Positively, many OVC that have gone through the ZOCS programme excelled and spoke appreciatively about the opportunities and support that community schools provided.

### “A full stomach makes a happy heart”- Home grown feeding



Learners from Chinsanshi Community School line up to receive their meal at school

Being a healthy child is all about eating right, getting plenty of exercise and being well taken care of. ZOCS continued providing skills in growing nutritious food and feeding learners in schools. School gardens were encouraged to support school feeding in order to achieve improved nutrition of learners.

A total of 224 Early Childhood Centres were assisted with starting gardens for growing vegetables that would supplement school feeding in their respective schools. A total of 3226 ECE learners benefitted from the Home-Grown School Feeding initiative funded by the Roger Federer Foundation.

ZOCS co-opted the Ministry of Agriculture to provide knowhow during community mobilization meetings on types of food that best support children's health.

## FUTURE COMPUTER SCIENTIST VOWS TO SUPPORT MOTHER



*Daniel Kapandula poses for a photo at ZOCS HQ in Rhodes Park-Lusaka*

Daniel Kapandula, hails from one of the shanty compounds (Ngombe) of Lusaka, Zambia. Raised by a single mother, Daniel's education path has not been an easy one. Raising school fees and getting all the school requirements was a headache for his mother who to date, is not in formal employment. Daniel's mother sells airtime (scratch cards) that gives little profit. There are days when she only manages to get ZMW10 in profit per day, money not enough to get a loaf of bread, narrates Daniel.

Faced with such a challenge, Daniel was enrolled at Ngwerere Primary school as a Grade one pupil and completed his primary education there. He passed to go to Grade 8 and moved to Northmead Secondary School where he excelled and passed his Grade 9 examinations.

**“When I enrolled into Grade 10 my mother was unable to pay my school fees and buy any school supplies. This situation hindered me from attending school for the whole year” said Daniel.**

Just at a point when Daniel lost all hope, he was identified by the Guidance Teacher as a vulnerable child, and through the Embassy of Ireland working with ZOCS, he was considered for bursary support.

Daniel completed his Grade 12 in 2019 and under the same arrangement, he undertook a Skills training supported by ZOCS. He then applied for a computer science at Cavendish University in Lusaka, Zambia where he was awarded full scholarship by the same institution.

Daniel's dream once he completes his degree in Computer science is to support his mother.

ZOCS is committed to increase the number of teachers with skills to deliver quality inclusive education to underserved children. Last year 110 volunteer teachers underwent a training in pedagogical skills-key in the delivery of quality education.

We are delighted to share that for teachers eligible to enrol into college, ZOCS supported 47 (volunteer teachers) to enrol in advanced teacher training programmes at Malcolm Moffat College of Education, with an understanding that they would serve in a Community School for at least two years

## Resource Mobilization

### **Embassy of Ireland (EOI) - Youth Skills Training, Entrepreneurship, Empowerment and Sustainable Programme.**

ZOCS received €300,000 from the Embassy of Ireland to support the implementation of access to education and skills training for girls and vulnerable children programs in Mazabuka, Kabwe, and Mumbwa district in Zambia. Building on strategies for ZOCS and the Embassy of Ireland, the Youth Skills Training, Entrepreneurship, Empowerment, and Sustainable Programme was aimed at improving access to schools, advancing gender equity, and improving livelihoods for young people completing secondary school education in order for them to live meaningful, healthy and productive adult lives in safe environments.

### **Rosamystica facelift at \$12,000**

In partnership with Zambia Project ZOCS managed to renovate the entire roof at Rosamystica Community School after several meetings with the PCSC. The completing of the renovation of the roof will create a safe learning environment for both learners and school management.

### **Organizational capacity building Project**

ZOCS developed and submitted a proposal and budget to the Roger Federer Foundation for the School Readiness Initiative (SRI) project. The project budget was to the tune of ZMW39,200,000 for Cohort 2 and 3 for 36 months. The project will scale implementation of the SRI project in 128 Community Schools in 5 Districts namely Kazungula, Zimba, Kalomo, and Choma of Sothern Province and Kapiri Mposhi of Central Province.

### **Children's Rights Clubs in School.**

We received ZMW 645,000 from Save the Children to promote Child's participation project a key driver in sustaining change for Children's rights in Choma District. The project focused on Child-Centered Social Accountability that builds accountability that relies on civic engagement and a demand-driven, bottom-up approach.

### **Organizational capacity building Project**

ZOCS finally signed the partnership agreement with World Vision for 11 months. The total grant agreement is \$50,000. The partnership focused on the provisional institutional support around resource mobilization and strengthening the entrepreneurship and production unit in Community Schools.

### **5 years Commitment from Heiveverden (HEI).**

The Heiverden (HEI) budget that was submitted to Norad in October 2020 was approved however, the budget was scaled back from NOK24,972,338 to NOK11,200,000. The 5-year project will be implemented in 3 districts of Western Province namely Mitete, Nkeyema and Mulobezi.

### **Support for Out of School Children**

As part of the Community Action for Out of School Children (CAOOSC) project, EAC continued with its resource allocation towards the caused. ZOCS received a total of USD654 810 meant for a series of activities implemented by ZOCS in collaboration with the Ministry of General Education and other stakeholders at provincial, district and community levels. The five-year project is aimed at providing access to quality and inclusive education to vulnerable children in underserved communities.

# In the news

## ZOCS hails HH's stance on education



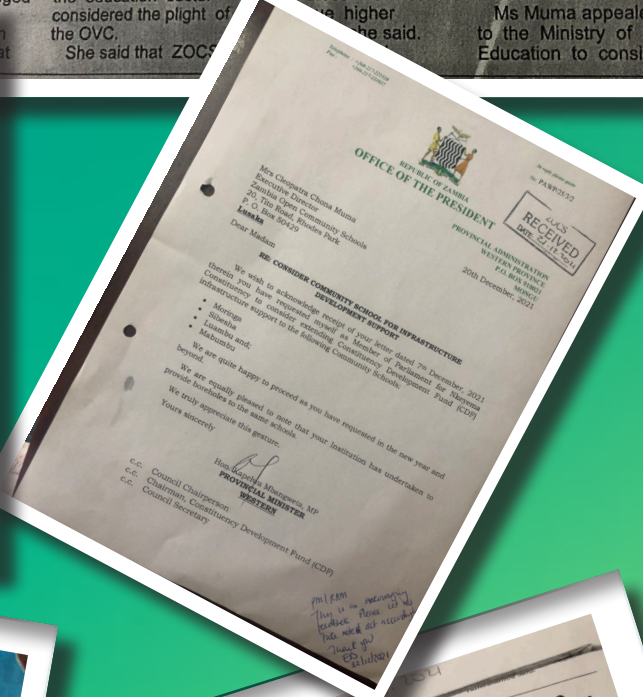
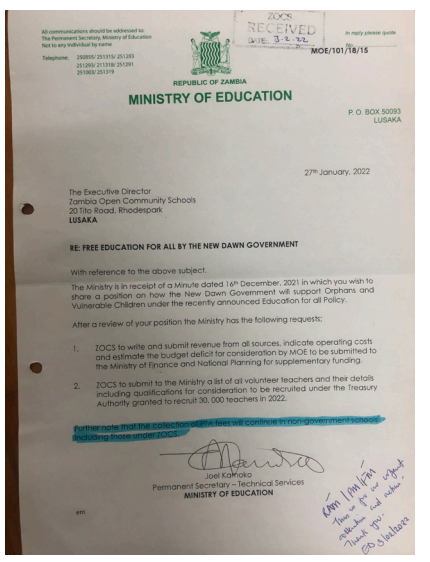
**By JULIUS PHIRI**  
**THE Zambia Open Community Schools (ZOCS) is excited with President Hakinda Hichilema's stance on education calling it a promising step in the right direction.**  
 During the opening of parliament on September 10, 2021, the Head of State acknowledged all levels of learning needed an overhaul. ZOCS executive director Cleopatra Muma (left) said in a statement yesterday that her organisation had for the past 29 years been supplementing the Ministry of Education's efforts in ensuring that Orphans and Vulnerable Children (OVC) had access to quality education. Ms Muma appealed to stakeholders to ensure that all efforts aimed at transforming the education sector considered the plight of the OVC. She said that ZOCS

in all its programming had a deliberate policy to support more girls and children with disabilities. She said her organisation welcomed the move by the Government that the Higher Education Loan and Bursary Scheme would be reformed to allow all learners with potential to excel. "ZOCS has over the years secured bursary support for OVC in secondary schools but has struggled to find support which can help these learners to go higher," she said.

embracing skills development would equally bring the much needed relief to the organisation. "Skills development when done correctly, can reduce underemployment, increase productivity and improve the standards of living", the executive director said. She said the organisation was happy that plans were in the pipeline to improve education through the recruitment and deployment of teachers to all schools. Ms Muma appealed to the Ministry of Education to consider

community schools in the recruitment and deployment of qualified teachers to schools.

**Muchinga m**  
 By MUSONDA MACHINGA  
**MUCHINGA Minister Hichilema says construction of road economic value in the province under his watch. Mr Sikazwe says he works on the roads while the province resume as He said in an interview good road network we people as it would improve wellbeing. "The first thing that with is road infrastructure been here you will get a road network has been we are going to make**



# Monitoring and Evaluation

ZOCS managed to implement 83% of its planned 2021 Annual Activities. However due to concurrent Covid19 situation a number of activities were delayed, however, the teams adhered to the governments guidelines that are put in place to prevent the spread of the virus.

The activities in 2021 were aligned to the 2021-2025 strategic plan for the organisation and below are the key performance activities;

## Goal 1: Influencing the delivery of Education to the most underserved population



## Goal 2: Volunteer Teachers are retained and Local Communities Support the Education Needs of the Most Underserved Children

**85%** Retention of Volunteer Teachers - The Retention Rate of volunteer teachers in Community Schools Stands at 85%

**93%** Participation of Traditional leaders - The Participation of Traditional leaders in School development has increased with 93% of the Community Schools having Traditional Leaders involved in the development of the Community Schools

**58%** of the Community Schools are engaged in viable IGAs and Production Units. School are generating own resources

## Goal 3: ZOCS Services reach and consistently benefit the most underserved population across the Country

Access to Education;



**214,706**  
Supported Schools cumulatively



**28,412**  
Enrolled OOSC in 2021



**111,556**  
Total OOSC in 2021

Improvement of Quality of Service;

ZOCS has continued to improve quality of services provided in Community Schools. The following are the key areas measured.

328	ECE classrooms constructed
328	Playparks constructed
328	VIP toilets constructed
16	Teachers Houses constructed

## Goal 4: Improvement in how ZOCS performs as an Organization in supporting education of the most underserved populations

Increased income - Social Enterprise  
ZOCS has signed partnership agreement with World Vision to build its capacity in Resource Mobilization.



# A message from Human Resource office

## 2021 Achievements of the Human Resource Department



The year 2021 had many challenges that impacted the performance of the Human Resource Department. However, many achievements were made by the department for successful attainment of organisational objectives. Notable among the achievements were the following:

1. Maintenance of a safe work environment amid the Covid-19 pandemic.
  - Constant disinfection of ZOCS offices was conducted to enhance hygiene in office spaces.
  - Work schedules were well maintained to adhere to the Ministry of Health Covid 19 guidelines.
2. ZOCS participated in the online Fraud awareness training programme organised by UNICEF for its partners.
3. Establishment of new offices in identified districts.
  - New offices were established in Zimba, Sesheke, Mongu and Nkeyema, with the recruitment of qualified and suitable staff to manage the new offices.
4. The position of Procurement Officer was introduced and a competent & qualified employee was successfully recruited.
5. Most of the employees including all Senior Management staff were retained in the organisation.
6. Human Resource procedures and guidelines were adhered to during implementation of HR processes like recruitment, industrial relations.



## **MAKE A DONATION**

Giving a donation to ZOCS so you help us to reach more children transform their lives for the better. Join your hands with us for a better life and beautiful future.

### **Zambia Open Community Schools (ZOCS)**

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