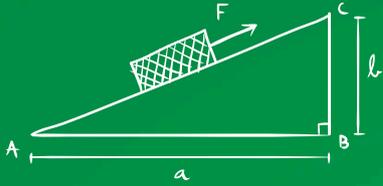


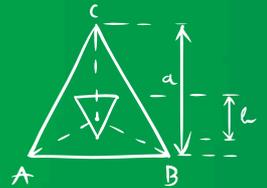


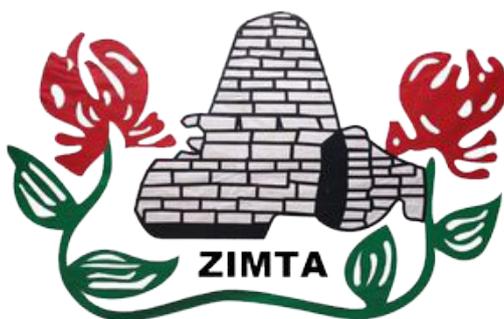
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39th ZIMTA

EXTRAORDINARY CONFERENCE REPORT 2023





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+263 782 782 788



[@zimta01](https://twitter.com/zimta01)



[Zim Teachers](https://www.youtube.com/ZimTeachers)





WE EDUCATE THE NATION





THEME:

Professionalization of Teaching
and the Role of Social Dialogue
in Teacher Empowerment

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SECTION H

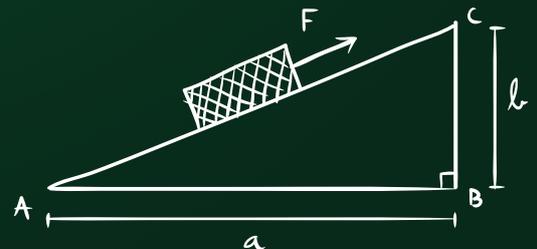
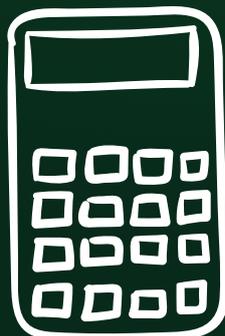
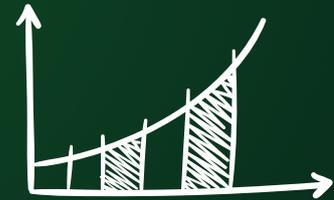
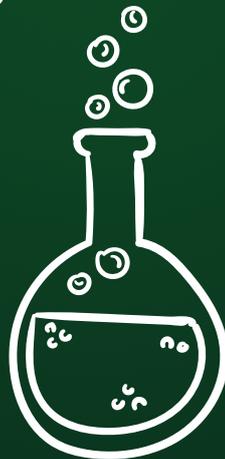
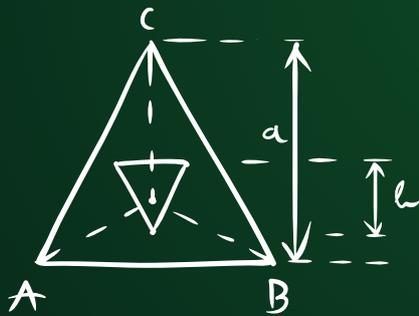
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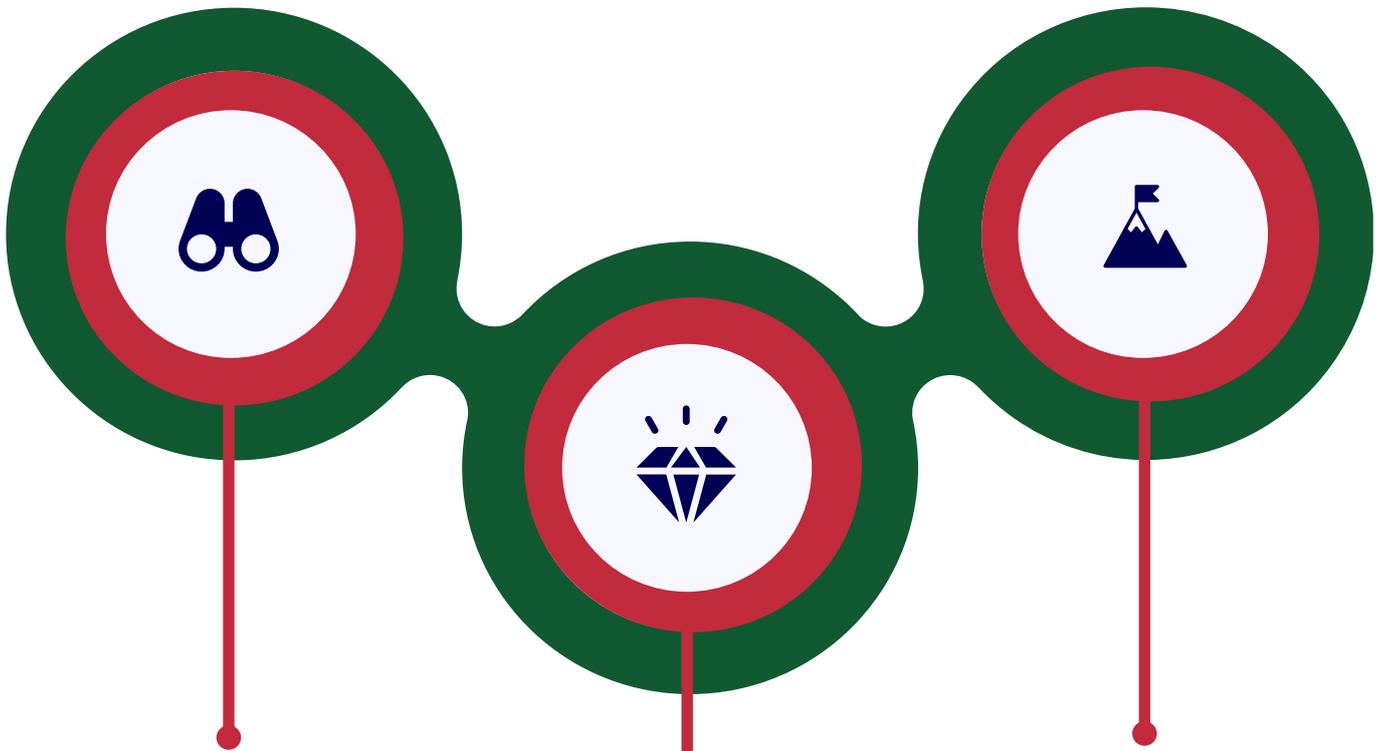


$$\phi(x) = \frac{1}{\sqrt{2\pi\sigma^2}} \cdot e^{-\frac{x^2}{2\sigma^2}}$$

SECTION A

- Vision, Mission, Values & Objectives
- Foreword
- Notice of ZIMTA's 39th Extra-Ordinary Conference
- Proposed 39th Extra-Ordinary Conference Programme





VISION

The first-choice professional association/trade union for teachers in Zimbabwe.

VALUES

Professionalism

Membership Focus

Accountability

Diversity

Innovation

MISSION

To promote, advance and protect the needs, interests and rights of ZIMTA members as well as advocate for quality public education.



OBJECTIVES

- Promote, advance and protect the socio-economic and professional needs, rights and interests of its members.
- Advocate and promote the development and provision of relevant quality public education in Zimbabwe.
- Develop, lobby and implement sound national educational policies and programmes.
- Promote the preservation of sound and progressive cultural heritage of the Zimbabwean people.
- Associate, affiliate and collaborate with other organisations with similar objectives in Zimbabwe and the world over.
- Engage in income generating activities that promote and advance the needs and interests of its members.
- Collect and disseminate relevant and appropriate information to members and stakeholders.
- Promote gender equality and equity in the Association and the educational sector and all spheres of society.

FOREWORD

Sifiso Ndlovu
Chief Executive Officer
ceo@zimta.co.zw



The Zimbabwe Teachers' Association is pleased to receive delegates to the 39th National Conference, appropriately profiled as the Extraordinary National Conference.

The last three (3) years have been a difficult period for ZIMTA, whose business has been disrupted by the effects of Covid-19 and the dearth of financial resources, the latter largely due to macro-economic conditions. Organisational growth was severely impacted by currency volatility and inflation. Service and organising capabilities were severed by the macro-economic conditions in the country.

The Covid-19 pandemic brought to fore the vulnerability of ZIMTA's primary channel and model of interaction, which hitherto was largely in-person and rarely virtual. What this taught the organisation was that digital interaction is a cost-effective enabler for management and governance of the organisation. The relevance of technology in organising and servicing members under changing environments cannot be understated and has become a critical success factor in the ever-changing world.

To that end, successful restructuring and reorganisation of ZIMTA demands that we focus on developing, strengthening and revolutionising our digital capabilities in all spheres of our operations. Such digital capabilities will require improvements in information infrastructure and the skills set for the Secretariat and Executives. This is a sure fire way of reducing the time lag in delivery and response time by the Association.

At the core of our operations are the promotion, advancement and protection of the needs, interests and rights of ZIMTA members, and the advancement of quality public education. To that end this Conference should strive to pass resolutions that will enhance positive member experiences.

The operating environment both in regulatory and economic terms was less favourable in enhancing union operations. Like all organisations, ZIMTA bore the brunt of tight and conservative monetary policies which tightened liquidity. Foreign exchange rate volatility and the existence of an alternative market ("black market") drove operational costs as prices were indexed to the United States dollar (USD) rates of the two markets (auction/official market and alternative market). The widening differentials of foreign exchange premiums between the two markets introduced uncertainties and made planning difficult.

The economic challenges have impacted on the social welfare of citizens. The public has been battling to earn a living as costs are pushed upwards by inflationary pressures. This too has resulted in the erosion of disposable incomes and capacity to access basic goods and services. The situation is threatening to worsen as the El Nino effect becomes apparent. As the situation unfolds, as a labour union, our mandate will be called to the fore. A strong lobby for the upward review of salaries to sustain the general welfare of our teachers is our urgent agenda for 2024.

The trade union sector has been changing in structure and style, developments that require evolution in leadership. This necessitates adaptation to modern approaches in addressing the interests and concerns of union members. Through it all, leadership must be anchored on democratic participation. The rise to the echelons of leadership should take a democratic route. It is critical to guard against nurturing egotistical and manipulative leaders who destroy the trust and loyalty of the membership and stakeholders. Thus, leadership is key to membership trust and is a necessary component of organisational strength and legitimacy. This conference is fundamental in addressing the ZIMTA leadership question.

The membership is a core element of trade unions in general, and membership numbers are critical to a union's organisational strength in addition to being a fundamental element of legitimacy. Membership is the most basic and critical reflection of a trade union's strength and an important prerequisite for collective action. In this context, union regeneration and growth is a matter of strategic priority.

The challenges facing union mobilisation enjoin ZIMTA to refocus its fight and work hard to dismantle the unfavourable legal environment that constrains union and member freedoms. The current labour provisions constrain public sector unions when it comes to collective bargaining, and ZIMTA is seized with this matter.

“ *The Covid-19 pandemic brought to fore the vulnerability of ZIMTA's primary channel and model of interaction, which hitherto was largely in-person and rarely virtual.* ”





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CIRCULAR LETTER NUMBER 19 OF 25 OCTOBER 2023

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mashcent@zimta.co.zw

DISTRIBUTION

- National Executive Members
- Provincial Executive Members
- District Executive Members
- Branch Executive Members
- Sub- Associations (NAPH, NASH & NASID)
- ZIMTA Members
- ZIMTA Secretariat

Mashonaland West
219 Grey Street
Chegema
Telefax: +263.253.215.694
mashwest@zimta.co.zw

Dear Colleagues, Comrades and Friends

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Bhodema, Manvingo
+263.39.635.06
Fax: +263.39.653.40
manvingo@zimta.co.zw

RE NOTICE OF ZIMTA 39TH NATIONAL CONFERENCE.

Notice is hereby given in terms of the Constitution, Rules and By-Laws of ZIMTA clauses 5.2.2.2 through 5.2.2.3 of the Extra-Ordinary National Conference.

Manicaland
6 Aerodrome Road
Mutema
+263.35.694.40
manicaland@zimta.co.zw

The Conference will be held from 10 – 13 December 2023 at Rainbow Towers, Harare National Conference Centre.

Mashonaland East
8E 257, 1st Street
Marondera
Telefax: +263.279.226.43
masheast@zimta.co.zw

Only accredited delegates will attend as provided for in the Constitution, Rules and By-Laws of ZIMTA, clauses 5.2.1 through 5.2.1.2 and subject to clause 5.2.4.

Please accept this intimation of a duly convened Conference.

Midlands
31 A, 6th Street
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+263.54.226.269
Fax: +263.54.225.788
midlands@zimta.co.zw

Yours sincerely

Goodwill Taderera
ACTING NATIONAL SECRETARY GENERAL



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manorth@zimta.co.zw

Manicaland South
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Cnr. 4th Avenue & Fife Street
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Standing Committee: Mr. K. Gudzera (National President), Mrs. E. Mahiyane (National Deputy President Welfare and Discipline) & (Acting National Deputy President Finance and Administration), Mr. G. Taderera (Acting National Secretary General), Mr. J. Mufilo (National Treasurer).

Secretariat: Dr. S. Ndlovu (Chief Executive Officer) Mr. L. Charumbuka (Deputy Chief Executive Officer) & Dr. N. T. Samburani (Business Development & Human Resources Consultant)

We Educate the Nation





Simudzai mureza wedu weZimbabwe
Yakazvarwa nomoto wechimurenga;
Neropa zhinji ramagamba
Tiidzivirire kumhandu dzose;
Ngaikomborerwe nyika yeZimbabwe.
Tarisai Zimbabwe nyika yakashongedzwa
Namakomo, nehova, zvinoyevedza
Mvura ngainaye, minda ipe mbesa
Vashandi vatuswe, ruzhinji rugutswe;
Ngaikomborerwe nyika yeZimbabwe.



Mwari ropafadzai nyika yeZimbabwe
Nyika yamadzitateguru edu tose;
Kubva Zambezi kusvika Limpopo,
Navatungamiri vave nenduramo;
Ngaikomborerwe nyika yeZimbabwe.

**Phakamisan iflegi yethu yeZimbabwe
Eyazalwa yimpi yenkululeko;
Legaz' elinengi lamaqhawe ethu
Silivikele ezithan izonke;
Kalibusisiwe ilizwe leZimbabwe.**

**Khangelan' iZimbabwe yon' ihlotshiwe
Ngezintaba lang' miful' ebukekayo,
Izulu kaline, izilimo zande;
Iz' sebenzi zenam', abantu basuthe;
Kalibusisiwe ilizwe leZimbabwe.**

**Nkosi busis' ilizwe lethu leZimbabwe
Ilizwe labokhokho bethu thina sonke;
Kusuk' eZambezi kusiy' eLimpopo
Abakhokheli babe lobuqotho;
Kalibusisiwe ilizwe leZimbabwe.**

O lift high the banner, the flag of Zimbabwe
The symbol of freedom proclaiming victory;
We praise our heroes' sacrifice,
And vow to keep our land from foes;
And may the Almighty protect and bless our land.

O lovely Zimbabwe, so wondrously adorned
With mountains, and rivers cascading, flowing free;
May rain abound, and fertile fields;
May we be fed, our labour blessed;
And may the Almighty protect and bless our land.



O God, we beseech Thee to bless our native land;
The land of our fathers bestowed upon us all;
From Zambezi to Limpopo
May leaders be exemplary;
And may the Almighty protect and bless our land.



PROPOSED PROGRAMME

Pre-Conference - Saturday 9 December 2023



1600

Arrival and National Executive Consultations

Dinner

All

DAY1

Day One - Sunday 10 December 2023

Conference



Breakfast

All

1200 - 1500 1. Registration and Check-in of Delegates

1430 - 1500 2. Distribution of Conference Literature

3. Caucus brief on ZIMTA Provident Fund

Secretariat

ZPF Secretariat & Board of trustees -
National Executive & Delegation
Leaders (To be confirmed)

Lunch Break

All

1500 - 1700 ZIMTA Provident Fund
Inaugural General meeting

Secretariat Board
Board Chair

1700 - 1830 **Dinner**

All Free Choice

Opening of Conference

1830 - 2030 Calling Conference to Order
National Anthem
Devotions
Welcome, Roll Call & Introductions
Presentation, Review & Adoption
of Proposed Conference Programme
Opening Remarks
Presentation of Special
Resolutions Facilitating Conference

Chief Whip
All
Chaplains
Secretary General
Secretary General

ZIMTA President
Secretary General &
Resolutions Committee Chair

2030 - **Retirement for the Night**

All



DAY 2

Day Two - Monday 11 December 2023



Breakfast

All

Conference Deliberations

| | | |
|-------------|--|-------------------|
| 0750 - 0800 | Devotions | Chaplains |
| 0800 - 0830 | Presentation of Standing Orders | Chief Whip |
| 0830 - 0900 | Housekeeping Announcements | Treasury |
| 0900 - 1000 | Minutes of the 38th Annual National Conference | Secretary General |
| | ZIMTA President's Opening Address | ZIMTA President |
| 1000 - 1030 | Solidarity Messages | |

1030 - 1100

Tea Break

All

| | |
|-------------|----------------------------------|
| 1100 - 1200 | National Executive Report |
| 1200 - 1230 | Non-Theme Resolutions for Noting |
| 1230 - 1300 | Strategic Plan |

1300 - 1400

Lunch Break

All

| | | |
|-------------|---|-------------------------|
| 1400 - 1500 | Elections Committee Report & Introduction of Candidates | Chairperson & Committee |
| 1500 - 1700 | Address by Hon. Minister Question & Answer Session | Hon. Minister |
| 1700 - 1730 | Spillovers and Dismissal | |

1900 -

Dinner and Retirement for the Night

All

DAY 3

Day Three - Tuesday 12 December 2023



Breakfast

All

| | | |
|-------------|--------------------|--|
| 0800 - 0810 | Devotions | Chaplains |
| 0810 - 1000 | Market Interaction | Cranrid Petroleum ZB Cell Insurance Econet and USSD Launch Advantage Medical Aid Society Nyaradzo ZIMTA Provident Fund |

1030 - 1100

Tea Break

All

| | |
|-------------|-----------------|
| 1100 - 1300 | ZIMTA Elections |
|-------------|-----------------|

1300 - 1400

Lunch Break

All

| | | |
|-------------|--|--|
| 1400 - 1600 | Announcement of Results Oath and Affirmations Inauguration and Acceptance Speeches by President and NSG | Returning Officer Elections Committee Observers Regulatory Authorities ZCPSTU Representative Incoming President Outgoing President |
| 1600 - 1610 | Acceptance Speech | |
| 1610 - 1630 | Closing Speech | |
| 1630 - | Conference Closure | |

1900 -

Dinner and Retirement for the Night

All

DAY 4

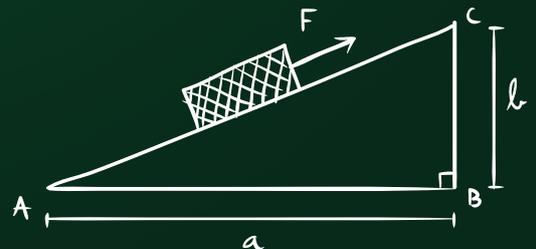
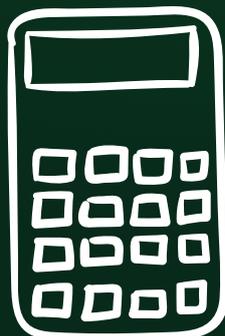
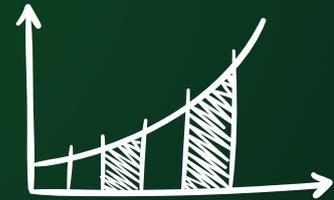
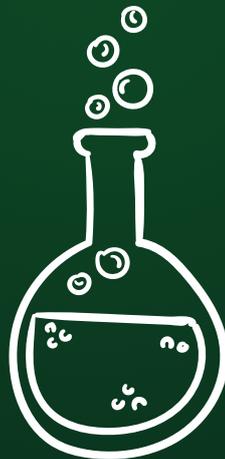
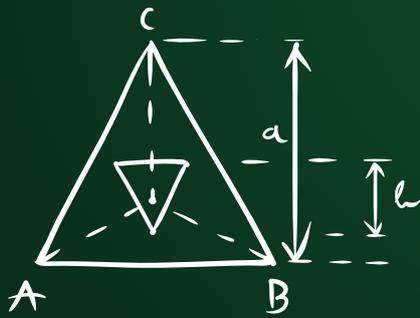
Day Four - Wednesday 13 December 2023

Breakfast & Departure

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SECTION B

- ZIMTA President's Address



ZIMTA PRESIDENT'S ADDRESS TO THE 39TH EXTRA-ORDINARY NATIONAL CONFERENCE

10-13 December 2023,
Rainbow Towers Hotel, Harare



1. SALUTATIONS

The Honourable Minister of Primary and Secondary Education

Invited Guests

Comrades and Friends from the Trade Union Fraternity

Conference Delegates

ZIMTA National Executive Members

ZIMTA Secretariat

Ladies and Gentlemen

- 1.1. Good morning. I am honoured to welcome you, conference delegates and guests, to this special conference, an Extraordinary National Conference, marking the 39th convening of such an event.
- 1.2. We planned this conference to draw one hundred and fifty (150) delegates from our six hundred and fifty-seven (657) branches, seventy-three (73) districts and ten (10) provinces. It's a conference organised under a backdrop of financial challenges and force majeure (unforeseeable circumstances by act of God).
- 1.3. The past four (4) years saw the disruption of school activities, ZIMTA functions, administrative mandates and lives and livelihoods. The Covid-19 pandemic was a devastating experience and at its onset, we were already smarting from the effects of climate-induced challenges as reflected in Cyclone Idai.
- 1.4. I am pleased to note that despite these knocks, the Association has remained resilient and largely solid. Yes, there are some of our members who fell by the wayside, out of disillusionment and despair. I have every hope that after re-engaging them, they will rejoin us in the big tent.
- 1.5. Sadly, there are those who passed on and, in some instances, we failed to send them off or give eulogies. For those captured in this report and many more still to be reported, we commend their spirits to rest in eternal peace.

- 1.6. I invite conference delegates to reflect on this Conference's Report, and approach the elections with a view to strengthening ZIMTA's independence, economy and unity. Above all, maintain special focus on the big picture of unionism in defence of public education and improvement of conditions of service.

2. THE OPERATING ENVIRONMENT

- 2.1. The macro-economic environment in the last four (4) years was heavily stacked against the Association, whose income base dwindled due to currency volatility and organic degeneration of membership.
- 2.2. Our base year 2019 saw negative effects after 2018 fiscal policy changes that caused devaluation of the ZWL (RTGS) via inflation.
- 2.3. The year 2020 started with disruptions caused by Covid-19 and associated geopolitical instabilities, which set the stage for elevated inflationary pressures and global financial conditions marked by interest rate hikes. The Russian-Ukrainian war increased the vulnerability of developing economies like ours.
- 2.4. 2021-2022 was again characterised by high inflation and volatile foreign exchange rate. In these years, inflation rose from two-digit to three-digit figures, moving from fifty-six percent (56%) in 2021 to two hundred and forty-four percent (244%) in December 2022.
- 2.5. The foregoing show how ZIMTA's purchasing power was eroded, thereby weakening it in terms of addressing mandates and therefore forcing us to prioritise and deprioritise execution of mandates.

3. ZIMTA ADMINISTRATION

- 3.1. In the last four (4) years, our ZIMTA Administration saw curtailed inter-personal interaction due to Covid-19 restrictions. This made it impossible for any structure to meet and deliberate in-person as the law prohibited such interactions.
- 3.2. Digital solutions to physical meetings became apparent, thus prompting the National Executive to convene virtual meetings and some training. This was possible from mid-2021, when applications like Zoom and Microsoft Teams became accessible.
- 3.3. The digital revolution has begun in ZIMTA and there is no going back. What we need now is to adequately strategise digital solutions to address a variety of administrative and operational activities.
- 3.4. This conference is re-setting ZIMTA to its factory settings as evidenced by our restructuring exercise that started in schools, through branches, districts and provinces. My hope is that after this, we will revert to our normal cycle of implementing activities as guided by the Constitution.

4. ZIMTA CONSTITUTION REVIEW

- 4.1. The ZIMTA Constitution review process has been on the table since 2017, having seen patchy amendments through conference resolutions as far back as 2009.
- 4.2. The current draft review has been drawn to:
 - Incorporate all resolutions and amendments adopted by conferences since 2009;
 - Pay attention to decision making structures and financial management issues;
 - Incorporate progressive amendments that meet international best practices of design and provisions;
 - The drafted constitution has the following notable headline provisions -
 - i. Preamble - previous copy did not provide this background



- ii. Founding values - now extended
- iii. The objectives have been categorised into two parts. Part A deals with “Worker objectives and objectives as a democratic and effective union”. Part B deals with objectives that focus on communities and society at large
- iv. Membership has been tweaked to provide special continuation of Membership and Duality of membership.
- v. Termination, cessation and discipline of members have been enhanced
- vi. Levies and specific benefit funds
- vii. Structural powers and mandates have been tweaked

Ladies and gentlemen, I invite this conference to take note of this new Constitution review process, and further recommend its presentation, discussion, and adoption by structures in preparation for adoption by the next conference.

5. STRATEGIC PLAN

- 5.1. One of the deliverables of this conference will be to adopt ZIMTA's next strategic plan for 2023–2028, an ambitious blueprint running under the theme, “Unlocking Business and Trade Union Opportunity for Sustainable Growth”.
- 5.2. The strategy seeks to address the following strategic gaps:
 - i. Membership growth, which has stalled
 - ii. Teamwork - to address negative inward looking and intra-departmental and regional competition
 - iii. Financial resources - to address deficits and over reliance on subscription income
 - iv. Communication and ICT – to address information dilemmas, and problems in getting and sharing information.
 - v. Learning and growth – to address structured learning for both members and the Secretariat
 - vi. Governance structures - to address rigidity and exclusive design
- 5.3. As the outgoing executive leaves, this is part of the furniture that it hands off to the incoming leaders, an action plan on which to ride on.
- 6. Labour Laws and Collective Bargaining
- 6.1. The struggle for harmonisation of Public Service Laws and regulations continues. We note with concern that civil service workers have not enjoyed the provisions of the National Constitution, particularly Section 65, which guarantees Labour Rights.
- 6.2. In pursuit of these rights, we have approached all the arms of government - Parliament, the Executive and Judiciary. We lobbied and petitioned Parliament, we lobbied and presented our case to the Minister of Public Service Labour and Social Welfare, and applied for a court order in 2022, in a case cited as ZIMTA and 4 others v Public Service Commission and 5 others (HC 8261/22). We now await judgement after the matter was argued on the 19th of October 2023. Judgement was reserved as the Honorable Justice wanted to carefully consider the arguments on record.

7. CONCLUSION

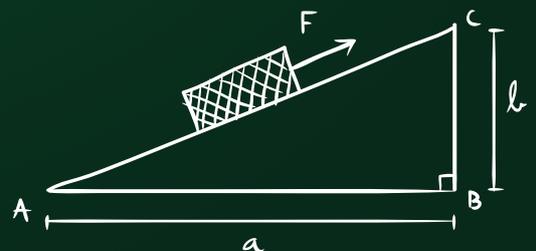
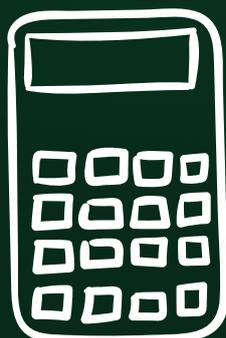
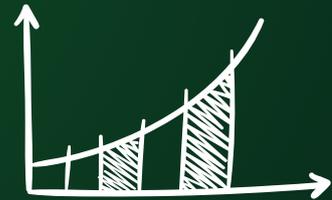
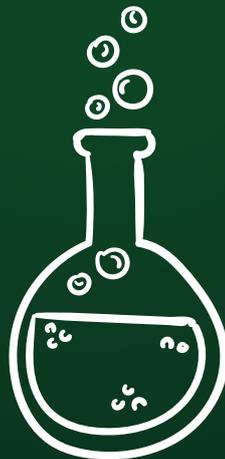
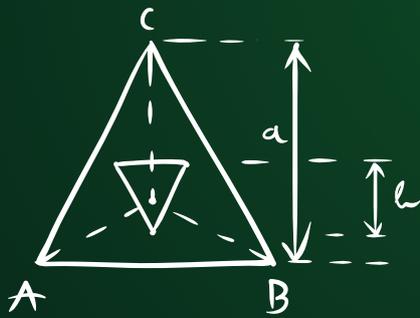
- 7.1. As I conclude, I once again invite delegates to deliberate and resolve matters before this conference.
- 7.2. Consider how you can make ZIMTA financially strong through novel ideas that can be empirically tested.
- 7.3. Embrace digital transformation so that the Association can remain responsive and relevant to membership interests.
- 7.4. The Constitution is your enabler, revisit the draft, discuss, and bring it to life.
- 7.5. The strategic plan is commended for you as an action plan towards fulfilling your mandates.
- 7.6. The struggle for improved conditions of service is perennial: keep all issues active on the table. This is the daily, weekly, and annual agenda. It answers to the wellbeing of our members.

I thank you.

$$\phi(x) = \frac{1}{\sqrt{2\pi\sigma^2}} \cdot e^{-\frac{x^2}{2\sigma^2}}$$

SECTION C

- Minutes of the 38th Annual National Conference



1. FIRST SESSION: OPENING OF CONFERENCE

- 1.1 Calling Conference to Order, Playing of National Anthem, Opening Prayer, Roll Call and Introductions
 - 1.1.1 The house was called to order at 1835 hours.
- 1.2 National Anthem
 - 1.2.1 Conference joined in singing the national anthem.
- 1.3 Devotions
 - 1.3. The Chaplain, Mr. W. Mangena led the Conference in the opening prayer.
- 1.4 Welcome, Roll Call & Introductions
 - 1.4.1 The Secretary General, Mr. T. N. Sibanda, introduced the National Executive. The substantive representatives for NASH and NAPH were not in attendance and sent their representatives instead i.e. Mr Kayiyo and Mr. Chuma respectively. All provinces were duly represented. The Chief Executive Officer facilitated the introduction of the ZIMTA Secretariat, this included Head Office Staff, Provincial Executive Officers, Matabeleland South Staff and Head Office interns.
- 1.5 Presentations, Review & Adoption of Proposed Conference Programme
 - 1.5.1 The Secretary General outlined the proposed programme. After substantial adjustments the conference programme was adopted after Mr Mabhonga (Mashonaland West) proposed and was seconded by Ms Auxillia Musekiwa (Harare). The Conference programme changed after His Excellency, President E. D. Mnangagwa indicated he was committed elsewhere and was unable to come to the official opening, and secondly Professor A. Murwira, who was supposed to give the Keynote Address was also engaged on Cabinet business and could not deliver the address during the previously scheduled slot.
- 1.6 Opening remarks: ZIMTA President
 - 1.6.1 The President welcomed all the delegates to the Annual National Conference and appraised conference of the specific guests who would come to address conference. These included, but were not limited to, Government Ministers, Representatives from sister unions locally, in the region and beyond, as well as representatives of ZIMTA partners like ZB Bank.
 - 1.6.2 He also took pride in the fact that ZIMTA had never failed to hold its National Conferences in terms of the Constitution, which was remarkable.
- 1.7 Welcome by Cresta Lodge
 - 1.2.1 The Cresta Lodge Management, represented by Mr Bornface Shereni, the Hotel Duty Manager welcomed guests to the hotel and assured conference that the hotel staff was eager to serve and make this conference memorable.
- 1.8 Welcome by Matabeleland South Province
 - 1.8.1 The Provincial Chairperson, Mr Akuneni Maphosa gave the geographical dimensions, demographics, natural resources, tourist attractions, economic activities, languages and other attributes unique to the province.
- 1.9 DevTech Market Interaction
 - 1.9.1 The DevTech Head Office is based in Rwanda. They finance access to laptops and cell phones to teachers and students where repayments are made through instalments of up to 36 months. They help develop e-learning in schools and in Rwanda they started a programme called "One laptop per child", and they wish to extend the same to Zimbabwe.



2. SECOND SESSION: OFFICIAL OPENING CEREMONY

- 2.1 Devotions
 - 2.1.1 The President called the house to order at 0753, and outlined the Programme for the First Session, reminding Conference of the adjustments made during the First Session.
 - 2.1.2 Devotions were led by the Chaplin Mr W, Mangena who read a scripture from 1 Peter 6.
- 2.2 Presentation of Standing Orders
 - 2.2.1 The Chief Whip, Mr A, Maphosa, read the standing orders from page 44 of the ZIMTA National Constitution, Section 7.0.
 - 2.2.2 Conference adopted the standing orders, Ruzvidzo from Mashonaland west proposed the adoption and Dennis Ncube from Bulawayo seconded the adoption.
- 2.3 ZIMTA President's Opening Address
 - 2.3.1 The President began by thanking delegates and invited guests for making it to Conference.
 - 2.3.2 Operational Environment
 - 2.3.2.1 The President highlighted on the challenges caused by the uncertain economic environment such as the fuel crisis and basic commodity pricing. He further highlighted legal reforms that impacted on the operations of ZIMTA and its membership.
 - 2.3.3 Physical Environment
 - 2.3.3.1 Cyclone Idai wreaked havoc in Chipinge, Chimanimani and neighbouring areas. ZIMTA responded to the call for humanitarian assistance. The drought of 2018 to 2019 agricultural season also impacted on the welfare of members. He highlighted that a policy on disaster reaction was to be put in place.
 - 2.3.4 ZIMTA Constitution
 - 2.3.4.1 A draft Constitution had been done and should be sent back to the provinces and tabled at the 2020 National Conference for finalisation and adoption.
 - 2.3.5 ZIMTA Strategic Plan Implementation
 - 2.3.5.1 The President noted that the Karoi Housing Scheme was the highlight of the year, and that in future, housing schemes be done with due diligence.
 - 2.3.5.2 He stated that ZIMTA should adopt a new culture of responsiveness to members. It was noted that membership had been declining and negatively impacting on the Association's financial status. He noted the importance of concentrating on demographics as a guide to decision making in order to entice young teachers.
 - 2.3.6 Labour Law Reform
 - 2.3.6.1 The President highlighted that Government should fully implement the constitutional provisions of Amendment Number 20 Act of 2013. The Act will regulate the Collective Bargaining Council and Teaching Professions Council (TPC).
 - 2.3.7 Collective Bargaining Council
 - 2.3.7.1 The 2018 Conference resolution on industrial action was implemented. The ZIMTA President stressed that Government should intervene on the price hikes ravaging members' meagre salaries.
 - 2.3.8 Teaching Professions Council



- 2.3.8.1 It was highlighted that the Teaching Professions Council conceptual notes were still at consultative stage.
- 2.3.9 Conditions of Service
- 2.3.9.1 On the vacation leave case, the President explained that the case had been concluded by a clear policy position after the judgement was delivered by the courts. However, challenges were still at administration level.
- 2.3.9.2 ZIMTA welcomed S.I. 52 of 2019, the vehicle loan scheme which was given as part of the government workers' demands of non-monetary incentives in which teachers are included. However, the policy had several gaps/loopholes as it excluded many people such as those with less than 10 years of service. Personnel in higher grades qualified for loans but the quantum was low. ZIMTA would continue to make interventions on these gaps.
- 2.3.10 Outstanding Demands
- 2.3.10.1 The demand for the payment of salaries in United States dollars remains active as it will preserve value of educators' salaries.
- 2.3.10.2 There is need for tripartite dialogue or even the inclusion of other stakeholders to find a solution to the challenges workers are facing.
- 2.3.10.3 The payment of bonuses using a formular inclusive of allowances would be a welcome development.
- 2.3.10.4 The awarding of sector specific allowances for responsibilities remains on the table.
- 2.3.10.5 The implementation of the Collective Bargaining Council was being actively pursued.
- 2.3.10.6 The President challenged conference to direct leadership on the current approaches to negotiations which had emphasised on allowances and not salaries, some which are not pensionable.
- 2.3.10.7 Protection from wanton price hikes.
- 2.3.10.8 Protection from communities that victimise educators when they exercise their right to industrial action.
- 2.3.10.9 The President explained that the challenges faced by educators, such as work overload, where also supported by the Ernst & Young Auditors contracted by Government. The auditors questioned how educators were coping.
- 2.3.11 Conclusion
- 2.3.11.1 The President called on ZIMTA to continue to be guided by its vision, mission and value proposition statement.
- 2.3.11.2 Thanked all those who participated in the recent campaigns for salary reviews and acknowledged the support of regional and international partners through SATO and Education International.
- 2.3.12 Reactions to the President's Speech and Responses
- 2.3.12.1 Michael Moyo of Matabeleland North suggested that ZIMTA need to recruit more members, suggesting the concept of consumer movements to help protect members. The president agreed and further suggested the concept of "each one, reach one in recruitment".
- 2.3.12.2 On recruitment a suggestion was made to reward members through a deliberate internal policy. The president emphasised that this was already the policy and the National Executive would enhance it.

- 2.3.12.3 Mr Remnant Ndlovu of Matabeleland North queried whether the leadership was serving the interests of the members or not. The President underscored the role of the leadership and how it was geared towards being of service to members.
- 2.3.12.4 Mrs Precious Moyo from Masvingo emphasised that ZIMTA should decentralise, and that National Executive should give guidance to the provinces. The President advised that National Executive would do that, the first stage being educational and corrective and then the second stage being enforcement and punitive measures for non-compliance.
- 2.3.12.5 Midlands moved a motion that a Disaster Response Policy should be adopted by ZIMTA, and Ms Thandekile Ngwenya from Matabeleland South seconded.
- 2.3.12.6 Mushure from Mashonaland Central proposed that in deciding issues there must be consultation with the grassroots membership, especially on issues such as the Constitution. Wilshire from Manicaland seconded the proposal.
- 2.3.12.7 The Presidents' opening address was adopted. Remnant Ndlovu from Matabeleland North proposed adoption and Tinidzo Elina seconded the adoption.
- 2.4 Minutes of the 37th Annual National Conference 2018
- 2.4.1 Corrections
- 2.4.1.1 Corrections were made only in the attendance lists of delegates as follows;
- 2.4.1.1.1 Mashonaland Central, Mamoyo Chipu should read Mawoyo Chipu, Muunza Joram should read Munza Joram, and Rupende Theodora should read Rupete Theodora.
- 2.4.1.1.2 Mashonaland East, Gombwiro Zambron should read Gombiro Zabron, Mandimutsa Patience should read Matimutsa Patience, and Nonoka Edzon should read Nonoka Edson.
- 2.4.1.1.3 Mashonaland West, Mregedze Farai should read Maregedze Farai
- 2.4.1.1.4 Masvingo, Jori Precious should read Jiri Precious
- 2.4.1.1.5 Matabeleland South, Ncube Ailali should read Ncube Alilali, Thandekile Moyo was omitted from the list.
- 2.4.1.1.6 Midlands, Ckikewo Rudo should read Chikewo Rudo and Misi Annotolia should read Misi Annatolia.
- 2.4.2 Adoption & Arisings
- 2.4.2.1 Minutes of the 37th Annual National Conference were adopted when Gotore Thomas from Masvingo moved for adoption and Nyamutondwa Paul of Matabeleland North seconded.

3. THIRD SESSION: FRATERNAL GREETINGS & NATIONAL REPORT

- 3.1 Fraternal Greetings and Messages of Solidarity
- Fraternal greetings and messages of solidarity to Conference were received from the following;
- 3.1.1 Education International
- 3.1.2 Lararforbundent
- 3.1.3 Kenya National Union of Teachers (KNUT)
- 3.1.4 Botswana Teachers' Union (BTU)
- 3.1.5 Tanzania Teachers' Union (TTU)



- 3.1.6 Women's Coalition of Zimbabwe (WoCZ)
- 3.1.7 Education Coalition of Zimbabwe (ECOZI)
- 3.2 National Executive Report Presentation, Discussion & Adoption
- 3.2.1 Introduction
- The National Secretary General informed the delegates that ZIMTA made spirited campaigns for improved remuneration packages resulting in the declaration of a nationwide strike. Delegates were informed that ZIMTA membership had slowed with a negative growth of -4.53%.
- 3.2.2 Trade Union Activities
- Following the 37th Annual National Conference of 2018 through the Victoria Falls Declaration, a collective job action was called which began on the 7th of May 2018. Government responded to the call by convening the National Joint Negotiating Council meeting and offered the following:
- 3.2.2.1 Reinstatement of vacation leave and option for encashment
- 3.2.2.2 Downward review of institutional accommodation
- 3.2.2.3 Reinstating the process of establishing collective bargaining.
- 3.2.2.4 10% salary adjustment, which was rejected by negotiators.
- 3.2.2.5 Government revised its offer of salary adjustment to 17.5% as a special cushioning allowance.
- 3.2.3 The National Secretary General emphasised that there was erroneous labelling of incapacitation as a strike, and yet it was an indicator of failure by workers to go to work using the December 2018 salary. The Conference was informed that ZIMTA and PTUZ were the only active participants in the strike called by the Apex Council. He also highlighted that out of the ten provinces, only five were active, namely Bulawayo, Matabeleland North, Matabeleland South, Mashonaland Central and Manicaland, while the remaining five were inactive.
- 3.2.4 Education Issues
- The National Secretary General advised delegates that the Education Act was being amended. He highlighted that there was introduction of the banning of corporal punishment, which was a source of charges for many teachers.
- 3.2.5 Teaching Professions Council
- Conference delegates were informed that the genesis of TPC dated back to the 1995 ZIMTA Conference and was now receiving tremendous support. Members were encouraged to attend and influence decisions during the outreach programme.
- 3.2.6 The Public Service Amendment Act
- The National Secretary General reported that the Act had been adopted by Cabinet. The amendment will lead to establishment of the Civil Service Bargaining Council, which will give civil servants the right to collective bargaining as opposed to consultation as stated in SI 141 of 1997.
- 3.3 Strategic Plan 2019-2020 Highlights
- 3.3.1 The ZIMTA Strategic plan was anchored on thirteen (13) objectives. Funding of these strategic objectives was anticipated to be around \$10 million dollars, which would be mobilised from membership subscriptions, loans, income generating projects and partnership investment projects. The details and activities of the strategy implementation were to be shared in less public meetings in order to protect the union from competition.

- 3.4 Constitutional Review
- The Constitutional review process has commenced, and the constitution was expected to be in line with modern constitutions, drawing from international best practices.
- 3.5 Major Policy Decision
- Delegates were informed of major policy decisions that were brought to the conference for ratification.
- 3.6 Special Purpose Vehicle
- The purpose of the Special Purpose Vehicle (SPV) was primarily to handle the ZIMTA investment portfolio so as to unbundle it from the main trade union functions as a business unit wholly owned by ZIMTA.
- 3.7 Introduction of the Honorarium Policy for ZIMTA Cadres and Officers for Outstanding Commitment and Contribution to ZIMTA.
- 3.8 Adoption of ZIMTA job evaluation and grading based on the Patterson job grading system.
- 3.9 Membership
- The National Secretary General informed delegates that ZIMTA continued its dominance of membership density in the market, holding a 92.54% penetration rate in schools.
- 3.9.1 The union was represented in 6 015 schools countywide with the top four provinces as follows:
- 3.9.1.1 Mash Central
- 3.9.1.2 Mat South
- 3.9.1.3 Mat North
- 3.9.1.4 Midlands
- 3.9.2 Harare Polytechnic College had the highest number of members per station (94) members.
- 3.9.3 Matabeleland South was the only Province that managed to obtain member retention (110 members).
- 3.9.4 The average membership span of ZIMTA members in 2018 stood at 15 years, hence the need to attract young teachers in order to guarantee organisational continuity.
- 3.9.5 Manicaland Province has the oldest members by chronological age, averaging 12.89 years, while Matabeleland North had relatively younger members with an average membership span of 18.28 years in service.
- 3.10 Legal Report
- 3.10.1 In presenting the legal report, the National Secretary General highlighted ZIMTA's engagement and lobbying for non-monetary benefits which made the legislature promulgate SI 52 of 2019.
- 3.10.2 Vacation leave judgement was handed down on the 27th of July 2018 and a circular informing members was generated by ZIMTA to this effect.
- 3.11 Public Relations Report
- The report highlighted World Teachers Day and ZIMTA Sports. Members were informed that on average five articles per month are covered by media houses as well as ZIMTA circulars, which are widely and extensively used to communicate key issues. Members were advised to guard against fake news and circulars.

- 3.12 Training and Development Report
- 3.12.1 The report centred on child labour and children's rights, targeting Chipinge former tea estate schools. Awareness was raised and teachers trained, hence the department recommends ZIMTA to budget for more membership education programmes.
- 3.13 Gender and Research Report
- The Gender and Research Department investigated trade union challenges and welfare and wellbeing of educators. They also conducted the baseline survey.
- 3.14 Primary Teachers Report
- The report informed delegates on the importance of sports. The present situation favours younger teacher as they compete against older members.
- 3.15 Women Teachers Report
- The report highlighted the need to have a budget for women's activities.
- 3.16 NASID
- The report appealed for support for its 3rd annual conference in December 2019.
- 3.17 Secondary Teachers Report
- The report requested for workshop funding to collate their views for onward submission to the employer.
- 3.18 NAPH
- The National Secretary General reported that NAPH was not a trade union as some Heads would want to believe, but a professional body formed by ZIMTA in 1988.
- 3.19 NASH
- NASH reported that each time there was a stay away or industrial action, their members were victimised. They are deemed to be suppressive and a cause for the failure of teachers' strikes.
- 3.20 NAC
- NAC reported on child labour campaign projects and women organisers' workshops held in Masvingo.
- 3.21 Interaction and Adoption of National Executive Report
- 3.21.1 Responding to the National Executive report, Conference made the following submissions:
- 3.21.1.1 The Patterson job evaluation for ZIMTA staff and the general members be the same.
- 3.21.1.2 In reference to the leave issue, members were worried about the re-instatement with an option for encashment of leave days.
- 3.21.1.3 Government did not accede to offering leave days.
- 3.21.1.4 The encashment of leave days was not optional.
- 3.21.1.5 Conference delegates welcomed the SPV but wanted the leadership to explain the types of businesses to be pursued.
- 3.21.1.6 Conference raised concern on circulars which they requested to be in simple language.
- 3.21.1.7 Communication nuggets to continue as a permanent feature.
- 3.21.1.8 It be the President's mandate to call off a strike or a declaration.
- 3.22 The National Executive Report was adopted by Mabonga of Mashonaland West and seconded by Mufushwa of Bulawayo.

4. FOURTH SESSION: THEMATIC POLICY CUACUSES & STRATEGIC PLAN 2019 - 2022 HIGHLIGHTS

- 4.1 Thematic Policy Caucuses, Discussions & Reports
 - Transformational Pedagogy
 - 4.1.1 The focus is on transformation agenda as embraced in the competency-based curriculum.
 - 4.1.2 The five pillars of the curriculum which enhanced transformation in Zimbabwe's education system were:
 - 4.1.2.1 Legal and Regulatory framework;
 - 4.1.2.2 Teacher capacity development programmes;
 - 4.1.2.3 Teacher Professional Standards;
 - 4.1.2.4 Infrastructure and centre for educational research; and,
 - 4.1.2.5 Innovation and development.
 - 4.1.3 The legal framework was very important in the new curriculum in order to align statutes.
 - 4.1.4 Teachers require capacitation on the new curriculum as it was observed there was a big gap in this area.
 - 4.1.5 On Teacher Professional Standards (TPS), it was very important to have supervision reports. Supervision Reports highlight shortcomings and remedies are immediately done.
 - 4.1.6 There was need for a user-friendly environment to cater for all learners' needs and expectations.
 - 4.1.7 In-service courses were called for to capacitate supervisors.
 - 4.1.8 Harmonisation had been done and awaited implementation in all teachers' colleges.
 - 4.1.9 Research activities are being done to fill gaps and come up with solutions.
 - 4.1.10 The latest technologies in the new curriculum help learners to use their own environment to improve industrial technology.
 - 4.1.11 The government should incentivise researchers and incorporate students too.
- 4.2 The Place of Statutory Legislation in the Teaching Profession
 - 4.2.1 There was need to clearly bring out the place of statutory legislation in the teaching profession by addressing the following:
 - 4.2.2 Unmet statutory expectations. There was need to align several pieces of legislators which are not aligned to the constitution;
 - 4.2.2.1 Need to harmonise the Labour Act so that we enjoy the provisions in the Labour Act;
 - 4.2.2.2 There was need to have timelines on TPC registration;
 - 4.2.2.3 Discipline in schools or institutions to be properly addressed legally;
 - 4.2.2.4 There must be legislation that compels the government to meet its responsibilities.
 - 4.2.3 The current statutory challenges are:
 - 4.2.3.1 Parliamentarians who are not concerned with legislation governing education;

- 4.2.3.2 Lack of political will to come up with legislation that protects teachers;
- 4.2.3.3 Ignorance on the part of society to protect the rights of teachers;
- 4.2.4 The opportunities in the teaching profession include:
 - 4.2.4.1 Unions need to be vigilant on the TPC issue to ensure that government does not appropriate the agenda.
 - 4.2.4.2 Harmonisation of the Education Act;
 - 4.2.4.3 Harmonisation of the Collective Bargaining statutes.
- 4.2.5 The following educational related international laws, treaties or best practices which need to be domesticated in Zimbabwean law are:
 - 4.2.5.1 Right to decent work
 - 4.2.5.2 Teacher-pupil ratio
 - 4.2.5.3 International Convention on Economic and cultural rights (right to a living wage)
 - 4.2.5.4 EFA goals: UNESCO convention on sex, religion and politics
 - 4.2.5.5 Come up with a legal committee to have tangible outputs
 - 4.2.5.6 Come up with a committee within National Executive on Professional Standards, and this committee to be hands-on.
- 4.3 Curriculum Response to Quality Teaching and Learning in Schools
 - 4.3.1 The Curriculum is drawn from the Zimbabwean philosophy of unhu/ubuntu, heritage, the history of Zimbabwe, and contemporary issues.
 - 4.3.2 There are different types of curricula and these include:
 - 4.3.2.1 Applied curriculum (Laid down)
 - 4.3.2.2 Hidden curriculum
 - 4.3.3 The following need to be learnt:
 - 4.3.3.1 Skills to solve problems
 - 4.3.3.2 Creation of employment
 - 4.3.3.3 Preservation of information
 - 4.3.3.4 Research methods
 - 4.3.3.5 Contemporary issues such as risk management
 - 4.3.3.6 Technology e.g. ICT
 - 4.3.4 These should be learnt in order to:
 - 4.3.4.1 Produce a total citizen
 - 4.3.4.2 Promote research
 - 4.3.4.3 Engender self-reliance
 - 4.3.4.5 Enhance nationalisation
 - 4.3.5 These should be learnt by taking into account the following:

- 4.3.5.1 Sixteen (16) different national languages
- 4.3.5.2 Teaching targets (cognitive skills and psycho-motor skills)
- 4.3.5.3 Discovering learning.
- 4.3.6 Challenges
 - 4.3.6.1 Lack of equipment
 - 4.3.6.2 Infrastructure such as electrification of schools
 - 4.3.6.3 Lack of inclusivity
 - 4.3.6.4 Lack of relevant curriculum in teacher colleges
 - 4.3.6.5 Mindset change amongst stakeholders
 - 4.3.6.6 Resistance to change
 - 4.3.6.7 Lack of standard marking schemes
 - 4.3.6.8 Accessibility
 - 4.3.6.9 Shortage of resources e.g. textbooks
- 4.3.7 Way Forward
 - 4.3.7.1 Provision of assistant teachers as the load is too big, or teacher pupil ratio to be reviewed downwards.
 - 4.3.7.2 Create specialisation at Primary level.
 - 4.3.7.3 In-service training/capacitation of teachers in the implementation of the curriculum. Pilot projects to be put in all districts.
 - 4.3.7.4 Consultations of all structures by authorities
 - 4.3.7.5 CDU to print adequate syllabi.
- 4.4 Pre-conditions to Ensuring the Restoration of the Dignity of Teaching and Schooling
 - 4.4.1 The 5 aspects that define a dignified teacher are:
 - 4.4.1.1 Remuneration
 - 4.4.1.2 Academic qualifications
 - 4.4.1.3 Teaching experience
 - 4.4.1.4 Performance
 - 4.4.2 The characteristics of a dignified teacher by 2030
 - 4.4.2.1 Mobility and well remunerated
 - 4.4.2.2 Government subsidies for procurement of assets e.g. cars
 - 4.4.2.3 Improved dress code
 - 4.4.2.4 Improved community support
 - 4.4.3 The government should provide the following for the restoration of the dignity of the teacher:
 - 4.4.3.1 Accommodation



- 4.4.3.2 Provision of water, electricity and good roads
- 4.4.3.3 Provide remuneration that is above poverty datum line
- 4.4.4 Roles and responsibilities key to restoration of teachers' dignity:
 - 4.4.4.1 Mobility
 - 4.4.4.2 Healthcare
 - 4.4.4.3 Dress code
- 4.5 Decent Work and Teachers' Rights in the age of Professionalised Teaching
 - 4.5.1 A well-remunerated and motivated teacher should have:
 - 4.5.1.1 The right to work
 - 4.5.1.2 Conducive environment
 - 4.5.1.3 Proper teacher-pupil ratio
 - 4.5.1.4 Adequate resources
 - 4.5.1.5 Right to collective job action
 - 4.5.2 The role of the TPC in the achievement of the Decent Work and Quality Education:
 - 4.5.2.1 Give clear guidelines on employment
 - 4.5.2.2 To safeguard and restore the dignity of the teaching profession
 - 4.5.2.3 To guard against unqualified intruders
 - 4.5.3 Infrastructure and resources required by teachers as part of their rights at work
 - 4.5.3.1 Conducive environment – user-friendly buildings and grounds
 - 4.5.3.2 Social protection
 - 4.5.3.3 Immediate cover when required at work as opposed to investigations before assistance
 - 4.5.3.4 Teaching and learning materials to always be available
- 4.6 Exploring the Teaching Profession Council and meaning of licenced autonomy
 - 4.6.1 The teacher should be from a recognised and registered teacher's college.
 - 4.6.2 The role of unions should be:
 - 4.6.2.1 Representation of members
 - 4.6.2.2 Protect and guide members
 - 4.6.2.3 Capacitate members on trade union issues
 - 4.6.2.4 Stop random employment by PSC
 - 4.6.2.5 Reduce threats from PSC
 - 4.6.3 Lifespan of a Teaching Practising certificate should be at least one year.
 - 4.6.3.1 The Minister should not be allowed to choose the chairperson of the committee, but council members should conduct elections and come up with their chair

- 4.6.3.2 The committee members chosen by the minister should be drawn from the teaching/ education fraternity
- 4.6.4 Teachers unions should second representative on proportional representation basis
- 4.6.5 The unions' roles remain relevant within the TPC.
- 4.2 Strategic Plan 2019-2022 Highlights
 - 4.2.1 After conference delegates had watched a video showing the effects of Cyclone Idai in Manicaland, the Chief Executive Officer, Mr S. Ndlovu, presented the ZIMTA Strategic Plan for the period 2018 to 2022 to Conference. He started by giving a historical background of the association, indicating that ZIMTA was the largest teachers' association with a membership of at least 42 000. The Association's market control was about 38% and the rest of the other associations put together were at 13%.
 - 4.2.2 The mandate and objectives of the association, as enshrined in its constitution, rules and by laws, include amongst others: promote, advance and protect the socio-economic and professional needs, rights and interests of its members, advocate and promote the provision of relevant quality public education in Zimbabwe, engage in income generating schemes for the benefit of its members.
 - 4.2.3 The ZIMTA revised Vision, Mission as well as Core Values were presented to conference. The values are professionalism, membership focus, accountability, diversity, innovation and honest.
 - 4.2.4 The Strategic Plan indicated twelve (12) objectives that included, amongst others: delivery of competitive service to members, mobilise and organise members around their rights and interests, provision of relevant education to members, grow membership base to 60% of market share. These objectives represented actions to be done.
 - 4.2.5 From the twelve (12) objectives, four were picked for the period up to 2020. There is an urgent need to relook at the ZIMTA constitution which was done in 1965 and was last reviewed in 1985.
 - 4.2.6 Each of the sub-focus areas had objectives, methods (how), verifiable indicators, sources of variation, inputs, results and department allocated and budget. This was clearly tabulated in the implementation matrix.
 - 4.2.7 It was explained to Conference that the strategic document should be safeguarded with utmost confidentiality and should not be leaked to ZIMTA competitors.
 - 4.2.8 The strategic document was just an appetiser to Conference delegates.

5. FIFTH SESSION: FINANCE REPORTS & BUDGETS PRESENTATION, DISCUSSIONS & ADOPTION

- 5.1 Finance Reports and Budgets
 - 5.1.1 The National Treasurer presented the financial report.
 - 5.1.1.1 The audited financial report for 2018 covered financial activities at Head Office and Provincial offices for the year ended 31 December and 31 September respectively.
 - 5.1.1.2 ZIMTA operated in a constrained environment characterised by a 3-tier pricing system, foreign exchange shortages, and rampant inflation of more than 140%.
 - 5.1.1.3 Erosion of salaries resulted in a 4% membership decline from 43 888 in 2017 to 42 881 in 2018.
 - 5.1.1.4 ZIMTA Ehlekweni refurbishment amounted to three hundred and thirty-two thousand, three hundred and forty-six dollars (\$332 346).



- 5.1.1.5 ZESA Holding indicated their desire to buy 2.5 hectares for expansion of Insukamini substation and to lease 3 hectares of land to increase revenue.
- 5.1.1.6 The revolving loan fund grew by 15% from \$96 4502 in December 2017 to \$1107 641.
- 5.1.1.7 Investment opportunities exist in livestock production partnerships and potential investors from South Korea and Spain could result in more revenue.
- 5.1.1.8 The Revolving Fund was a strong candidate for the ZIMTA business unit.
- 5.1.1.9 Audited reports prepared by Grant Thornton expressed a qualified (adverse) report despite compliance with the ZIMTA's accounting policies due to the following:
 - 5.1.1.9.1 Non-Compliance with International Accounting Standards No 29 and 21. ZIMTA operated with multi-tiered pricing, i.e. US dollar, electronic payment, mobile money, and bond notes.
 - 5.1.1.9.2 Completeness of farm income, as recorded on cash basis instead of the required accrual basis and no record of farm inventory in the financial statements.
 - 5.1.1.9.3 Finance income and accounts receivable recognition. The loan fund where interest was charged on the balance instead of the amortised balance.
 - 5.1.1.9.4 Material uncertainty related to the going concern.
- 5.1.1.10 Liabilities exceeded assets by \$211 15.
- 5.1.1.11 Provincial Audited Statements. Nine (9) out of 10 provinces had a qualified opinion on the basis of the ZIMTA Provident Fund (ZFP) which was not subject to actuarial analysis.
- 5.1.1.12 Only Mashonaland East recorded a budget surplus for the years 2017 and 2018.
- 5.1.1.10 The following were recommended:
 - 5.1.1.10.1 ZIMTA should comply with International Accounting Standards (IAS) 21 while compiling and reporting its financial statements;
 - 5.1.1.10.2 Ehlekwini Farm should record financial statements on accrual basis as opposed to receipts only;
 - 5.1.1.10.3 ZIMTA should recognise interest from loan advances using the amortised approach prescribed by IFRS 9;
 - 5.1.1.10.4 ZIMTA should provide an accurate accounts receivable ongoing analysis in keeping with IFRS9;
 - 5.1.1.10.5 ZIMTA Ehlekwini Farm should have a complete and updated inventory of all farm utilities;
 - 5.1.1.10.6 Liabilities should not exceed assets;
 - 5.1.1.10.7 Budget deficits should be addressed;
 - 5.1.1.10.8 Source actuarial evaluation on ZIMTA Provident Fund (ZFP) Scheme to ensure viability of scheme;
 - 5.1.1.10.9 Register loan and ZIMTA Provident Fund (ZFP) funds in keeping with the laws governing the same.
- 5.1.1.11 Interactions gave recommendations as follows:
 - 5.1.1.11.1 Loan funds to be increased to \$1 000 from \$500;
 - 5.1.1.11.2 Provinces are running on meagre budgets because very little is disbursed from Head Office, resulting in large deficits;



- 5.1.1.11.3 Due diligence to be conducted before entering into any business deal;
- 5.1.1.11.4 Loans to be given to members on the basis of their capacity to repay;
- 5.1.1.11.5 Ehlekweni to be audited as an entity;
- 5.1.1.11.6 Ehlekweni has proved to be more of a liability;
- 5.1.1.11.7 ZIMTA to carry out its mandate as a trade union and not a business;
- 5.1.1.11.8 Ehlekweni should be self-sustaining and ZIMTA to focus on its core business and not business ventures;
- 5.1.1.11.9 Business issues to be separated from trade union business by establishing strategic business units in ZIMTA;
- 5.1.1.11.10 Financial checks and balances to be put in place at Ehlekweni;
- 5.1.1.11.11 ZIMTA to register business units, ZIMTA Provident Fund (ZFP) and loan funds at Head Office and Provinces to distribute the loans;
- 5.1.1.11.12 ZIMTA to regularise all irregular operations and have them domiciled at Head Office but decentralised to provinces;
- 5.1.1.11.13 Proceeds from Ehlekweni can be used to support teachers who have lost salaries for embarking on industrial action, and/or sponsorship of conferences and other ZIMTA activities;
- 5.1.1.11.14 ZIMTA to embark on small projects now in the period of hyperinflation and embark on bigger ones when the economy stabilises;
- 5.1.1.11.15 ZIMTA to work on transparency issues on financial matters;
- 5.1.1.11.16 Chimbima Sifelani proposed the adoption of the financial reports and Kasingarirwi seconded.
- 5.2 Proposed Budget
- 5.2.1 The budget was drawn with the aim of growing the ZIMTA membership to between 50 000 to 55 000.
- 5.2.2 The budget was also crafted and to reduce the deficit to single digits and reduce the organisation's expenditure.
- 5.2.3 The budget was crafted to enable distribution of resources to enhance school-based activities.
- 5.2.4 Construction of accommodation facilities at Ehlekweni to avoid spending resources on hiring venues for ZIMTA activities.
- 5.2.5 Resources to be channelled to strategic areas for implementation.
- 5.2.6 Features of the Budget 2019
- 5.2.6.1 Income of \$5,4 million dollars projected with a focus on grassroots activities based at schools.
- 5.2.6.2 School level activities to be allocated 18%, nothing to be allocated at District level.
- 5.2.6.3 Employment costs allocated 30%
- 5.2.6.4 National Executive allocated 28%
- 5.2.6.5 Provinces 20%
- 5.2.7 The ZIMTA revolving loan Fund to grow itself to be able to give member loans of up to \$1 000.



- 5.2.8 The ZIMTA 2019 Budget to make provisions to post a surplus.
- 5.2.9 Mr Mabonga proposed the adoption of the budget and Mrs Munyuki seconded.

6. SIXTH SESSION: THEMATIC ADDRESS & KEYNOTE ADDRESS

6.1 Thematic Address

- 6.1.1 The President talked about several studies carried out in many countries on teacher job satisfaction, with focus on appreciation, communication, fringe benefits, conditions of service, and recognition, amongst other dimensions.
- 6.1.2 In Zimbabwe, research has been more of a qualitative nature to find out things like teacher-pupil ratios as a tool to inform planning and deployment of teachers.
- 6.1.3 The research should go beyond qualitative to quantitative in order to capture dimensions like curriculum issues by 2030, quality of teaching and learning by 2030, and who should undertake teaching.
- 6.1.4 It is important to scan and look at what type of education will Zimbabwe need beyond 2030. This is important because the globe is changing in terms of information technology. This will help to address challenges like development of interpersonal skills and acquisition of hard and soft skills.
- 6.1.5 Zimbabwe needs to interrogate the humanistic principle of education as a basic human right as stated in the Zimbabwe Constitution in the Bill of Rights. The reaffirmed and social equity and utilitarian principle also need to be interrogated.
- 6.1.6 Teacher and learner experiences need to be modelled towards problem-based learning (PBL), project-based learning (PJBL) and learner-centred pedagogy (LCP). These methodologies are less stressful to the teacher and they motivate learners.
- 6.1.7 The future teacher needs to be knowledgeable, understand learning how to learn, have specialised skills, and appreciated the principles of transformational teaching.
- 6.1.8 The teacher beyond 2030 will require soft skills such as: love of learning, love for children grooming, acceptance of individual differences, professionalism and emotional intelligence competencies, among others.
- 6.1.9 Teaching has many undesirable descriptors such as "teaching is just an occupation", "anyone can be a teacher", "teaching is a last option", "teaching is a lowly paid occupation", and "teachers are generally low on education". Teachers are viewed possessing a low socio-economic status, among other negative stereotypes.
- 6.1.10 Teachers need re-profiling and rebranding in order to realise quality education. Over the years the teaching profession has been compromised in many ways.
- 6.1.11 Zimbabwe should, therefore, develop a Teacher Policy. ZIMTA should upscale its capacity to develop ideal conditions for teaching and teachers. The Teaching Professions Council needs to be put in place, and teacher development should be enhanced through continuous professional development (CPD).
- 6.1.12 There is need to continue to be innovative in Zimbabwe just like how the (ZINTEC) programme addressed issues of access to education in the past.
- 6.2 Keynote Address by Professor A. Murwira – Minister of Higher and Tertiary Education Science and Technology Development
- 6.2.1 Professor A. Murwira challenged delegates to change their mindsets and adopt a new paradigm that would lead the nation to prosperity. He advised that only a life lived for

others is life worth living.

- 6.2.2 He emphasised to delegates that clever people solve problems, but people with wisdom avoid problems.
- 6.2.3 According to him, the education design in this country has to change in order to be relevant. He highlighted that when an education design falls wrong, everything else goes wrong, including the economy.
- 6.2.4 The education system should usher in industrialisation.
- 6.2.5 His speech centred on self-awareness and paradigm change for national development to take place.
- 6.2.6 He noted that the education system should be conscious of our heritage. The ultimate aim of the education system must be to raise standards of living.
- 6.2.7 He emphasised that teaching, research and community service had been the foundations of our education design model 3.0. This was a colonial design meant to create workers for the whites. The intention is to move the design from 4.0 to 5.0. Design 5.0 has the following components:
 - 6.2.7.1 Teaching;
 - 6.2.7.2 Research;
 - 6.2.7.3 Community service;
 - 6.2.7.4 Innovation;
 - 6.2.7.5 Industrialisation.
- 6.2.8 Innovation hubs have been initiated in universities and colleges across the country. The following processes are taking place at the innovation hubs:
 - 6.2.8.1 Evaluation of ideas by competent teams of experts;
 - 6.2.8.2 Registration of patents by a team of experts;
 - 6.2.8.3 Production of prototypes;
- 6.2.9 The Ministry of Higher and Tertiary Education is also spearheading industrial parks and goods production parks.
- 6.2.10 Statutory Instruments have been promulgated to assure vertical integration of courses through the Zimbabwe National Qualifications Framework.
- 6.2.11 The critical conditions to achieve education 5.0 are:
 - 6.2.11.1 Programme infrastructure;
 - 6.2.11.2 Private sector partnerships;
 - 6.2.11.3 BOOT (Build-Own-Operate-Transfer), to encourage investment;
 - 6.2.11.4 Equity arrangements.
- 6.2.11 The Ministry has adopted the heritage-based philosophy, which believes in developing the resources that we have, for example Chinhoyi University has an artificial insemination programme for cattle.
- 6.2.12 The Ministry's policy thrust is based on:

- 6.2.12.1 Levels and not labels;
- 6.2.12.2 Analysis and creation;
- 6.2.12.3 Innovation and industrialisation.
- 6.2.13 Indicators of a successful education system include:
 - 6.2.13.1 Reduction of the import bill;
 - 6.2.13.2 Reduction of unemployment;
 - 6.2.13.3 Labor deficit.
- 6.2.14 The Ministry will also embark on an internationalisation programme to attract foreign students.
- 6.2.15 He concluded his speech by giving the following words of wisdom:
 - 6.2.15.1 Arrogance and ignorance equals to stupidity;
 - 6.2.15.2 Intelligence and character equals to education;
 - 6.2.15.3 People will never have time for you if you are always angry and complaining.

7. SEVENTH SESSION: ADDRESS BY MINISTER OF MoPSE & INTERACTION

- 7.1 Address by Minister of Primary and Secondary Education
 - 7.1.1 Professor P. Mavhima indicated that a lot of time had been lost and the current generation of Zimbabweans needed to be assured of progress.
 - 7.1.2 He told delegates that wealth needed to be shared by all Zimbabweans.
 - 7.1.3 The minister explained that teachers hold the key to development in the education sector at various levels.
 - 7.1.4 The Education of the Primary and Secondary sectors needs to be transformed.
 - 7.1.5 Zimbabwe has all the resources which are needed to achieve better standards of living.
 - 7.1.6 The Minister informed delegates that there was need to solve the current problems faced by Zimbabwe.
 - 7.1.7 The Minister indicated that there was need to form a coalition of all unions to look into the affairs of all the problems related to educators.
 - 7.1.8 He spoke about the introduction of non-monetary benefits for teachers.
 - 7.1.9 The waiver of fees for children was being worked out.
 - 7.1.10 On the Teacher Capacity Develop Programme, it was highlighted that resources were not presently available, but in-service training was on-going.
 - 7.1.11 The Ministry is pushing for an Education Infrastructure Fund.
 - 7.1.12 The Teaching Professions Council Bill is close to drafting stage.
- 7.2 Interaction with Minister
 - 7.2.1 The posts on transfer can only be replaced upon death and retirement of members.
 - 7.2.1.1 Regrading or notching of teachers is no longer available due to the economy not performing.
 - 7.2.2 The Minister informed the delegates that Directors' and Ministers' salaries were cut by 5%.

this was to show commitment.

- 7.2.3 Minister Mavhima promised delegates that only unions with a reputation will be allowed representation on the TPC Board.
- 7.2.4 The Minister informed delegates about a raft of measures being pursued so that teachers do not remain incapacitated, and that the government was working with unions on the conditions of service.
- 7.2.5 The Ministry is against the payment of incentives to teachers by parents and/or learners since they were divisive.
- 7.2.6 The Ministry will come up with ways of paying through an awards system.
- 7.2.7 Good performing schools will be rewarded.
- 7.2.8 The leave days were heavily taxed because the tax code shot up due to the increase in salaries.
- 7.2.9 The Minister informed the conference that time-tabling had to be integrated with various learning areas.
- 7.2.10 An inter-ministerial committee including the Ministry of Finance and Economic Development has been established to work on modalities of the duty-free vehicles scheme, and a circular would be sent to all Ministries.
- 7.3 Cyclone Idai
 - 7.3.1 The Minister indicated that effects to the Education Fraternity by Cyclone Idai included:
 - 7.3.1.2 Teachers lost and yet to be confirmed dead;
 - 7.3.1.3 Learners lost;
 - 7.3.1.4 ECD learners were lost;
 - 7.3.2 St Charles Lwanga lost 2 children.
 - 7.3.3 Schools psychological services to provide counselling.
 - 7.3.4 Need to engage the affected teachers and give them vacation leave.
 - 7.3.5 The State President had lobbied for the private sector's involvement in rebuilding infrastructure in areas affected by the clyclone.
 - 7.3.6 A positive response is already being observed.
 - 7.3.7 Funding has been availed for the reconstruction of the schools destroyed by Cyclone Idai
 - 7.3.8 Lastly the Minister thanked the delegates.
- 7.4 A vote of thanks was given by Deputy President Muzondo, who appreciated the presence of the two Ministers during conference and informed them that the information presented to the delegates would go a long way in clearing some grey areas in the minds of educators.

8. EIGHTH SESSION: SECTORAL CAUCUSES AND REPORTS, NON-THEME AND THEME RESOLUTIONS & CLOSING

- 8.1 Sectorial Meetings
 - 8.1.1 The Conference agreed to shelve sectorial caucus meetings and proceeded to deal with Proposed Conference Resolutions.



- 8.2 Proposed Resolutions
- 8.2.1 ZIMTA Administration
- 8.2.1.1 APPRECIATING that it has been more than three (3) years since the acquisition of Ehlekweni Farm with full title to the land,
- CONCERNED that to date the farm has not yielded any significant income to contribute towards ZIMTA's financial position,
- WORRIED by the Association's over-reliance on subscriptions as the main source of income,
- DISTURBED by the fact that the Association is always struggling to meet its financial obligations owing to inadequate finances,
- REALISING the potential that Ehlekweni has in creating income for the Association,
- COGNISANT of the fact that regalia is expensive to produce or buy from outside entities,
- NOW THEREFORE the provinces recommend that.
- (a) National Executive makes an effort to ensure activities that contribute towards offsetting ZIMTA's fixed variable costs (Masvingo)
 - (b) That serious investment be made at the Farm so as to generate revenue for the union and to increase ZIMTA balance sheet. (Midlands)
 - (c) Ehlekweni be turned into a productive unit. (Manicaland)
 - (d) Ehlekweni be used as a production centre for regalia (Mat South) (TAKEN)
- 8.2.1.2 DETERMINED to upgrade the lifestyle of members about to retire:
- REALISING that the union has a resource which can be utilised for the benefit of its members,
- NOTING that relevant vocational training is needed or can be offered to members,
- WE RESOLVE THAT Ehlekweni be a member-centred institutional project or union project that caters for all members, especially those about to retire and those that have retired, and also resolve that the National coffers must cater for retiring members as they have been contributing loyally to the union. (Bulawayo) (TAKEN)
- 8.2.1.3 CONCERNED by the increase in the number of disciplinary cases;
- REALISING, the two legal officers in ZIMTA are overwhelmed by disciplinary hearings'
- DISTURBED that some members have gone without legal representation resulting in member disgruntlement;
- AWARE that ZIMTA legal desk prioritises labour-related cases;
- COGNISANT of the psychological effect of having a case postponed several times and some members losing money in non-labour related cases;
- (a) Conference directs that ZIMTA sends all Provincial Executive Officers, National Executive Members and other elected officials for paralegal training; and
 - (b) Conference directs periodic visits by lawyers to provinces (Manicaland) (TAKEN)
- 8.2.1.4 DETERMINED to ensure adequate protection of members against disciplinary action, violation of worker's rights and any form of threats and intimidation;

CONCERNED with number of members threatened with misconduct;

OBSERVING that some member rights at workplace are being violated due to ignorance and or members deliberately fail to perform as per employer's expectation;

RESOLVE that members be inducted on issues pertaining to the legal aspects of their job description. (TAKEN)

8.2.1.5 OBSERVING the unifying effect of sport has on members and that sports are crucial in bringing about social solidarity;

APPRECIATING that most members are keen on participation and that these sports are important in districts and provinces and same help in recruitment and retention;

REALISING that athletes are chosen on merit and not on participating basis;

SADDENED by the fact that members who are of age are mostly sidelined or left out of teams;

WE RESOLVE that

- (a) The selection of teams be on participation, merit and mere presence for some of our older members. (Bulawayo) (TAKEN)
- (b) Sporting activities be held at grassroots levels with funding from ZIMTA National. (Mash East) (TAKEN)

8.2.1.6 REALISING that the generality of membership is now focusing more on regalia acquisition at the expense of core trade union business;

WORRIED by the poor standards of living by retired members;

NOTING the high cost of regalia because of the prevailing economic situation;

CONFERENCE resolves to channel more resources to core trade union business that result in pensionable income than purchase of regalia. (Mash West) (SHELVED)

8.2.1.7 APPALLED by slow transmission of vital information to members by our negotiators;

OBSERVING that ZIMTA members are relying on first-hand information from competitor trade unions;

CONFERENCE RESOLVES that ZIMTA national leadership take a deliberate stance to improve flow of information to members. (Mash West/Masvingo) (TAKEN)

8.2.1.8 APPRECIATING ZIMTA's efforts to keep the general membership informed during the incapacitation and industrial action periods;

COGNISANT of the distractors' plot to tarnish ZIMTA's image through an onslaught of negative reports in the national media and on social media platforms;

NOTING their plans to make people cease ZIMTA membership due to peddling of such falsehoods;

IT IS RESOLVED that: -

- (a) The ZIMTA Public Relations Department be vigilant and take note of such falsehoods;
- (b) The ZIMTA Public Relations Department quickly reacts to counter and dispel such falsehoods and to strengthen members resolve using the national and social media platforms. (Mash East) (TAKEN)



- 8.2.1.9 NOTING that ZIMTA and likeminded unions had done their utmost best to lay the groundwork for the “Mother of All Industrial Actions”;
SADDENED by the turn of events during the said period;
AWARE of the need to regroup and strategise;
IT IS RESOLVED that in future, the timing of the industrial action should not coincide with any period of illegal and violent protests so as to realise the best results. (Mash East) (TAKEN)
- 8.2.1.10 COGNISANT of the importance of the loan scheme to members;
AWARE of the economic challenges bedevilling the country and our membership at large;
APPRECIATING the effects of inflation on the loan value;
WE RESOLVE that the loan scheme be reviewed upwards (Mat South & Mash Central) (TAKEN)
- 8.2.1.11 NOTING that ZIMTA has been pushing for the formation of Teaching Professions Council (TPC) for a long time;
DISTURBED by the lack of knowledge about TPC by members;
AWARE that even some of the members are against formation of TPC;
CONCERNED about the fear for the unknown amongst members;
RESOLVE that ZIMTA comes up with a deliberate initiative to educate membership on TPC issues. (Mash East & Midlands) (TAKEN)
- 8.2.1.12 NOTING that the job action undertaken by ZIMTA did not yield the results that members envisaged,
ALARMED by the level of threats and intimidation from the Public Service Commission and;
CONCERNED that strikes that are disjointed expose members,
OBSERVING that members are calling on ZIMTA to engage the employer on the promises made on salary increment above Poverty Datum Line, allowances, de-bunching and non-monetary incentives immediately;
WE RESOLVE THAT ZIMTA ensures and guarantees the protection of exposed members through engaging the PSC on threats and intimidation imposed by them. (Mat South and Mash East) (TAKEN)
- 8.2.2 ZIMTA Governance
- 8.2.2.1 APPRECIATING that the ZIMTA Constitution in items 8.3 and 8.4 mandates that Annual General Meetings should be held in all structures;
OBSERVING that ZIMTA is heavily under-funded and;
FURTHER OBSERVING that membership is broad at grassroots;
COGNISANT of the fact that grass root activities are grossly underfunded;
CONFERENCE RESOLVES THAT: -
(a) The funding matrix be reviewed. (Mat South)
(b) Funding to grassroots activities be increased. (Mash West) (TAKEN)



- 8.2.2.2 WORRIED by the apathy by young teachers to join ZIMTA;
REALISING the decline in membership every month;
FEARING future decline of membership;
RESOLVE that: -
- (a) ZIMTA comes up with a deliberate policy targeting young teachers in engagements so that they join ZIMTA. (TAKEN)
 - (b) That national recruitment blitz be resuscitated. (TAKEN)
- 8.2.3 Education Administration
- 8.2.3.1 DISTURBED by the failure of Grade 7 candidates in Agriculture,
COGNISANT that the majority of teachers never did Agriculture,
WE RESOLVE THAT the Ministry of Primary and Secondary Education undertakes manpower development programmes around this subject. (Harare) (TAKEN)
- 8.2.3.2 WORRIED by the almost ad hoc developments in the country's examinations administration by ZIMSEC;
WE RESOLVE THAT the Association lobbies the Government to ensure that ZIMSEC consults various stakeholders such as Education Unions, NAPH, NASH and NASID before implementing new policies. (Masvingo) (TAKEN)
- 8.2.3.3 ACKNOWLEDGING the strides taken by the Government of Zimbabwe in coming up with an upgraded/skills-based education curriculum;
IRKED by the shortages and or non-availability of resources materials such as textbooks in schools for the skills-based curriculum implementation;
CONCERNED by lack of adequate training for the teachers on the skills-based curriculum syllabi interpretation;
WE RESOLVE THAT the Ministry of Primary and Secondary Education should provide adequate teaching and learning materials before it's too late. (Mash East) (TAKEN)
- 8.2.4 Conditions of Service
- 8.2.4.1 BAFFLED by the discriminatory tendencies of Statutory Instrument 52 of 2019 which sidelines civil servants of less than ten years' experience,
CONCERNED about the demotivating effects of the same,
RESOLVE that ZIMTA lobbies government to include all established officers in the Public Service in this facility to import vehicles duty-free into Zimbabwe. (Masvingo) (TAKEN)
- 8.2.4.2 ACKNOWLEDGING that the leave issue has been won in the courts,
NOTING with concern that there is no blue-print as yet,
WE RESOLVE that modalities of undertaking leave be sought and clearly outlined in blue print including taking again the legal route. (Masvingo/Mat South/Midlands/Bulawayo). (TAKEN)
- 8.2.4.3 AWARE that the recruitment of new teachers was frozen;
NOTING that the schools are understaffed;

OBSERVING that when a teacher goes on leave, he/she is not being replaced;

MIFFED that the remaining teachers are often burdened by the learners whose teacher will be on leave;

CONCERNED that the teachers in schools are being denied the chance to transfer to districts of their choices because they won't be replaced;

(a) WE RESOLVE THAT the recruitment freeze be revoked;

(b) WE FURTHER RESOLVE that teachers who go on leave be replaced promptly;

(c) WE FURTHER RESOLVE that teachers be allowed and assisted to transfer to districts of their choices. (Mash East / Mash Central) (TAKEN)

8.2.4.4 CONCERNED by the betrayal by non-unionised members during strike,

REALIZING that some unionised members become intimidated by the attendance of non-unionised members and end up joining them,

WE RESOLVE THAT ZIMTA pushes through legislation for the levying of non-unionised members whenever negotiations yield positive results. (Harare) (TAKEN)

8.2.4.5 OBSERVING that women teachers are allowed only 3 periods of paid maternity leave;

REALISING that limiting lady teachers to only 3 period of maternity leave is unfair;

WE RESOLVE THAT that women educators be allowed to go on paid maternity leave without any limiting factors beyond the third maternity leave. (Mash East /Mash Central) (TAKEN)

8.2.5 Salaries and Allowances

8.2.5.1 COGNISANT of the fact that our salaries are far below the Poverty Datum line and prices are skyrocketing on a daily basis;

IRKED by non-existence of an explanation on the issue of the fractional bonus to educators;

WORRIED by the government's decision to remove all allowances from the matrix for bonus calculation;

WE RESOLVE THAT the 2018 bonus offered to educators be paid in full in retrospect and the practice of calculating bonus (13th Cheque) be inclusive of allowances be reverted back to. (Mash East) (TAKEN)

8.2.5.2 WORRIED about the government failing to improve our members' conditions of service and allowances;

DISPONDENT that teachers are getting the same salary;

(a) WE RESOLVE to lobby the Government to de-bunch teachers and re-grade after attaining a higher qualification and;

(b) WE FURTHER RESOLVE to bargain for the empowerment of teachers through non-monetary benefits. (Manicaland) (TAKEN)

8.2.5.3 DETERMINED to promote the equity in the professional needs and interests of all members;

CONCERNED THAT there is no equity in respect of remuneration in the teaching profession;

REALISING THAT new graduates from colleges and universities get paid, almost the same as senior members of the profession;

FURTHER REALISING that the employer is not recognising further qualifications acquired in respect of remuneration;

RECOGNISING THAT failure to recognise seniority and qualification in remuneration is demoralising;

RESOLVE that we call for recognition of seniority and qualification in terms of remuneration either through de-bunching or re-grading. (Mat South /Mash West /Manicaland, Bulawayo, Mash Central) (TAKEN)

- 8.2.5.4 APPRECIATING the need to cushion all members from the harsh economy;
- WORRIED that the sliding scale application across all grades disadvantages the members in higher grades;
- REALISING that the higher the grade, the more insignificant the increment;
- WE RESOLVE THAT increment be uniform across the board. (Mat North/ Mat South) (TAKEN)

- 8.2.5.5 APPRECIATING the union's effort to engage in negotiations;
- DISTURBED by the current hikes of prices of basic commodities and the ever rising cost of living;
- DISILLUSIONED by the employer's time-buying tactics;
- ANGERED by threats, intimidation and victimisation;
- UNHAPPY with the employers' move of victimising its employees through deduction of leave days;
- WE RESOLVE THAT ZIMTA demands from the employer the honouring of all tabled issues especially on decent salaries and sector specific allowances and stop forthwith the deductions of leave days. (Masvingo/Mash East) (TAKEN)

- 8.2.5.6 NOTING how difficult it is to survive in the rural areas;
- CONCERNED by the pittance \$14 given as rural allowance;
- CONFERENCE RESOLVES that ZIMTA bargains with the employer to increase rural allowance to 30% of one's basic salary. (Mash West) (TAKEN)

All the above resolutions were adopted by conference except 8.2.1.6 which was shelved.

- 8.3 Closing Remarks
- 8.3.1 The President noted that those who were invited to give closing remarks were not available and gave the closing remarks.
- 8.3.2 The President thanked members on how Conference was held and the constructive debates that were held.
- 8.3.3 The President thanked all participants for holding of a successful 38th ZIMTA Annual Conference.
- 8.3.4 He stated that the Conference was useful and beneficial. He further said though there were gaps during debates, these were caused by lack of feedback by people who attend conference when they go back home.

- 8.3.5 He further implored every conference delegate to have a background on issues to be debated. He further emphasised that the business of Conference was at policy level and not operational issues.
- 8.3.6 The President proceeded to congratulate every delegate and implored everyone to prepare feedback to their respective constituencies and to prepare for the implementation of the strategic plan. The President ended by appreciating all invited guests such as BTU and TTU and thanked them for coming. He appreciated their presence in front of Zimbabwean government Ministers which he stated added value to the Conference. He assured them that ZIMTA would remain in solidarity with them and that it will be their all-solidarity friend.
- 8.3.7 After the Closing Remarks the President officially closed the 38th Annual National Conference.

| NATIONAL EXECUTIVE | |
|---------------------------|-----------------------------------|
| Gundane Richard | Mhuma Gabriel |
| Muzondo Thomas | Nkonde for <i>Khumalo Cynthia</i> |
| Mahiyana Elizabeth | Ngani Francis |
| Mulilo John | Mangena Wilson |
| Sibanda Tapson N. | Madhuyu Constantino |
| Ndanga Elisha | Maphosa Akuneni |
| Chikomo Juliet | Buthelezi Alec |
| Gumunyu Innocent | Nheya Ignatious |
| Gunda Easther | Mutsigisi Hove |
| Sibanda Leonard | William N. Mfarinya |
| Mangani Faith | Taderera Goodwill |
| Bhobho Eunice | Chigamha Gibson |
| Mhlanga Fouster | Chuma for <i>Maposa Arthur</i> |

| SECRETARIAT | |
|--------------------|------------------------|
| Ndlovu Sifiso | Mbaura Kudakwashe E. |
| Charumbuka Leonard | Temba Nepheos F. |
| Lunga Angelina | Sibanda Tembo |
| Zambuko Daisy T. | Ndlovu Dumisani |
| Matika Edzai E. | Makute Julius |
| Mahlangu Chipu | Mujeye Varaidzo C. |
| Jorigi Adelino | Chikowore Clotildah T. |
| Warinda Rugare | Sibanda Kossam |
| Ncube Handsome | Chamunorwa Farai I. |
| Zhou Mandivenga | Nyirenda Lucy |
| Banda Lewis | Sibanda Christine |
| Manyanda Gabriel | |
| Madoka Wilson | |

| BULAWAYO | |
|---------------------|----------------------|
| Mlilo Mandlenkosi | Ncube Dennis |
| Mufushwa Chishamiso | Wadenga Patience |
| Ncube Mishelly C. | Keti Promise |
| Hobane Brighton | Muungani Takuranashe |
| Vuma Jona | Muzata Alfonse |
| Magagula Eunice | Mukurunge Tendeukai |

| HARARE | |
|--------------------|--------------------|
| Makata Tichaona C. | Hodzi Charles |
| Mukurameso Andrew | Kawadza Petros |
| Nkata Nyasha | Chinyama Lilian |
| Muganhu Miriam M. | Chakanya Curthbert |
| Gomo Esnara | Musekiwa Axilia |
| Nyamapanda Simbiti | Machoko Maphios |
| Veremu Maone | |

| MANICALAND | |
|----------------------|-------------------------|
| Mucheri Pingurayi E. | Nyamupangendungu Pascal |
| Gabaza Richard | Rwizi Kuda W. |
| Muusha Nyika | Chibonga David |
| Matore Biggie | Mataruse Netsai |
| Nyawata Daisy T. | Sharara Laina |
| Mhlanga Angelina | Mutinhidzo Ellinah |
| Nyanhongo Christine | |

| MASHONALAND CENTRAL | |
|----------------------------|------------------|
| Chisadza Jeremiah | Nyamakope Elias |
| Shoko Linet | Chireru Godfrey |
| Chikodzi Livingstone | Chipuro Tichafa |
| Bumhira Thomas | Chidodo Maggie |
| Kabanzi Rick | Mushure Shadreck |
| Manyau Musashame | Tini Enet |
| Rupete Irene T. | |

| MASHONALAND EAST | |
|-------------------------|----------------------------|
| Zvomuya Tony H. T. | Madimutsa Patience |
| Chitau Nyarai | Mupfururirwa Tambudzayi S. |
| Matsineyi Bernard | Nonoka Edson |
| Made Cosmas | Mungomazi John |
| Danga Lovemore | Chananda Francis |
| Ndongwe Evershine | Gombwiro Zabron |

| MASHONALAND WEST | |
|-------------------------|--------------------|
| Mabhonga Martin | Manyanda Milka |
| Maboreke Morgan P. | Kasingarirwi James |
| Majasi Maxwell | Makombe Rewayi |
| Ruzvidzo Colleta . M. | Mupfeki Ronald F. |
| Mhembere Kudzai C. | Saka Lameck |
| Ndlovu Nellie | Kanganga Maxwell |

| MASVINGO | |
|-------------------------|--------------------|
| Engineer Vitalis | Mahoronhova Ridia |
| Natani Jerurayi | Sayi Collate |
| Gotore Thomas | Jaricha John |
| Chuma Cuthbert T. | Chikwava Jerry |
| Muvunzwi Tariro | Bukuvani Marvelous |
| Jalasi Moyo Tsungirirai | Jiri Precious D. |
| Mupandawana Rodgers | Chauke Florence |
| Makwanda Jerikanos G. | Chivore Talent R. |
| Mutyavaviri Jonathan | |

| MATABELELAND SOUTH | |
|---------------------------|-----------------|
| Nhutwa Robert | Mpofu Headman |
| Ncube Pauline | Ncube Paulos |
| Ngwenya Thandekile | Dube Mlindelwa |
| Nkomo Thuthani | Ncube Alilali |
| Khumalo Hope | Moyo Thandekile |
| Ndlovu Zenzile | Siduli Andrew |

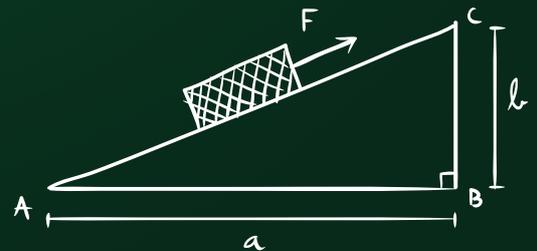
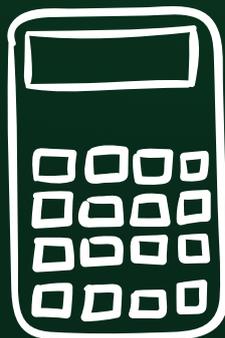
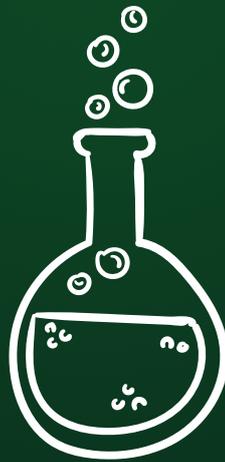
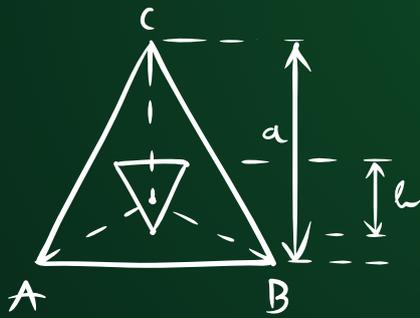
| MATABELELAND NORTH | |
|---------------------------|---------------------|
| Ncube Lovemore | Moyo Nomathamsanqa |
| Moyo Memory | Ndlovu Likwa T. |
| Musande Debrah | Phiri Nkosilathi |
| Sawaya Loveness C. | Munodawafa Tafadzwa |
| Moyo Michael | Siansali Michael |
| Ndlovu Remnant | Nyakutombwa Paul E. |

| INTERNS | |
|---------------------|----------------------|
| Ziyambi Michelle | Zifesho Virginia |
| Ngwalongwalo Philip | Mangoh Lloyd |
| Dumba Tapiwanashe | Konjana Tinotendashe |
| Mudavanhu Onismo | |

$$\phi(x) = \frac{1}{\sqrt{2\pi\sigma^2}} \cdot e^{-\frac{x^2}{2\sigma^2}}$$

SECTION D

• National Executive Report



ZIMTA ACTING NATIONAL SECRETARY GENERAL

Goodwill Taderera
manhizehugh@gmail.com



ATTENDANCE

1. INTRODUCTION

- 1.1 Ladies and Gentlemen, it's been four years since we last met in an in-person meeting. Here we are today, still grinding on. Even with the advent of Cyclone Idai, Covid-19 and now the El Nino weather effects, we have remained resilient.
- 1.2 We remained focused on our collective mandate of supporting and advancing teachers' causes through bilateral and tripartite engagements with authorities.
- 1.3 The most frequently used platforms were the NJNC, Ministerial and Directorate meetings, and inter-union meetings and union Apex collective.
- 1.4 The 2019-2021 period was characterised by labour strife mostly due to inadequate salaries, after the employer had failed to make meaningful salary adjustments.
- 1.5 The delivery of competitive services to our members remains an utmost concern, in particular in the wake of changing membership expectations.
- 1.6 Membership mobilisation is currently the sole strategy for keeping a strong going concern, meaning we have no option but to keep a strong membership approach for retention, renewal and recruitment.

2. TRADE UNION ACTIVITIES ON CONDITIONS OF SERVICE

- 2.1 By January 2020, educators' salaries had dropped to a point where their/our salaries were covering seven percent (7%) of needs. This eventually led to a declaration of incapacitation. The National Executive made it clear that the employer bore responsibility for the state of affairs.
- 2.2 National Executive took bold steps to protect and defend members during that difficult period, and cautioned members not to define the period as a strike and also advised that all incapacitated members needed to inform superiors about their whereabouts.

- 2.3 Provinces were set up as first lines of defence for members and were to report every Friday on the situation in their jurisdictions.
- 2.4 This campaign was concluded after negotiators and the employer reached salary offers as tabled below.

| Grade | Existing Salary | Offer | Percentage Increase |
|-------|-----------------|-------|---------------------|
| B | 1045 | 2500 | 139.23 |
| C | 1146 | 2680 | 133.85 |
| D1 | 1261 | 3099 | 145.75 |
| D3 | 1287 | 3162 | 145.68 |
| E1 | 1380 | 3760 | 172.46 |
| E5 | 1885 | 4631 | 145.67 |

- 2.5 This award took effect in February 2020, with January awards being split into four equal instalments.
- 2.6 The advent of Covid-19 in Zimbabwe in March 2020 necessitated several adjustments in the way we operated and managed our affairs.
- 2.7 The Covid-19 pandemic drastically changed our way of life around the world. With its many disruptions emerged digital resource-based interaction, a phenomenon that ushered in an era of digital unionism and digital activism. This was necessary to address emerging fault lines in the union and work landscape.
- 2.8 A fragmented union emerged, which demanded new frameworks to contend with the establishment of vibrant cross-union function groups. This obviously called for and continues to call for re-skilling and at the same time performing at optimum levels.
- 2.9 This development has forced us to focus on digital solutions
- to grow membership, retain membership and renew membership
 - grow commitment and loyalty to ZIMTA
 - encourage participation
 - to encourage “growing together” (taking action to impact our situation).

In essence, this spoke to re-working, re-inventing and solidarity.

- 2.10 To that end, I inform Conference that ZIMTA - in partnership with Econet Wireless Zimbabwe – is set to digitalise the membership system, the data management system, the financial management system and the communication management system. This will be done through an Unstructured Supplementary Service Data (USSD) code on the Econet platform. Our USSD code on Econet is *610#. This will lead you to various modern options, some of which are still being developed.
- 2.11 A demonstration on the *610# USSD code will be done at this Conference, and this will mark the official launch of digital membership on boarding.
- 2.12 The year 2022 did not bring much joy to teachers as the purchasing power of salaries further dwindled due to inflation. Inflation peaked at two hundred and sixty eight percent (286%) by the end of 2022. Low salaries for teachers meant the Association received subdued subscriptions.
- 2.12.1 ZIMTA appealed to, the State President to address this through what we termed “financial clemency for educators”. A special cushion was granted by His Excellency Dr. E. D. Mnangagwa.
- 2.13 The collective bargaining function under NJNC continues to be guided by S.I 141 of 1997. We conduct formal engagements with the employer through this platform, which is more of a



consultative platform than a bargaining platform. The Zimbabwe Confederation of Public Sector Trade Unions (ZCPSTU) is the lead agent in this process.

3. MEMBERSHIP PROTECTION

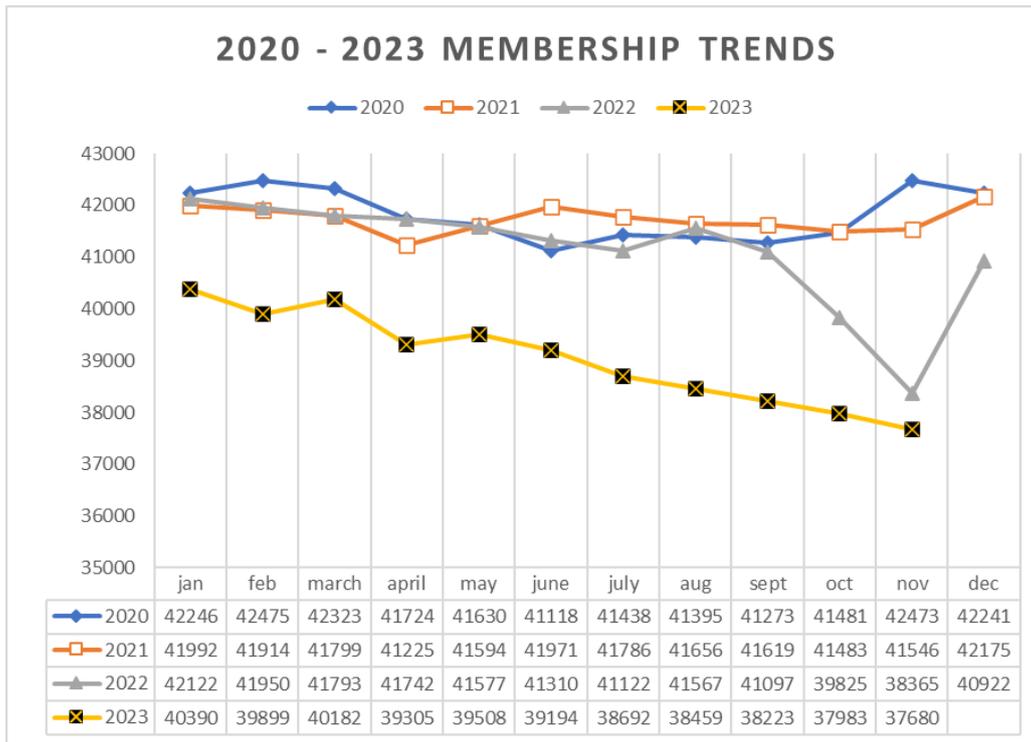
- 3.1 The individual protection function has become ZIMTA's flagship product through member representation in the courts of law, disciplinary hearings and some cases of grievance handling.
- 3.2 Cases that have become prominent are cases around allegations of embezzlement or misappropriation of funds, child abuse and absenteeism.
- 3.3 After the 2022 period of incapacitation, the government responded by withholding salaries for teachers who were identified as having participated. Close to thirteen thousand (13 000) members had their salaries docked. Nineteen (19) of the thirteen thousand (13000) members were suspended without salaries.
- 3.4 Through our Solidarity Fund, we supported each member with a proven case of a docked salary to the tune of fifty percent (50%) of the docked amount. The nineteen (19) whose salaries were docked were defended at the High Court and details are given in the next section of this report.

4. MEMBERSHIP

- 4.1 Membership density is a fundamental indicator of union power as it reflects the lobbying influence a union may have in a particular instance and a particular period in time. Union membership is structural power, social power and, to some, extent legal power.
- 4.2 Density has serious implications for union legitimacy as reflected in representativeness, which factors have a bearing on collective bargaining or the social dialogue processes.
- 4.3 The composition of the teaching force has changed and is now feminised to the proportion of fifty-nine percent (59%) to forty-one percent (41%), with our members now being composed of more females than males.
- 4.4 Still on the issue of demographics, our analysis shows that ZIMTA membership is stronger in older age groups than young teachers.
- 4.5 The massification of membership requires a thorough focus, a holistic approach that embraces transformative growth. Transformative growth will include an increase in both membership density and composition of union membership taking into consideration demographics.



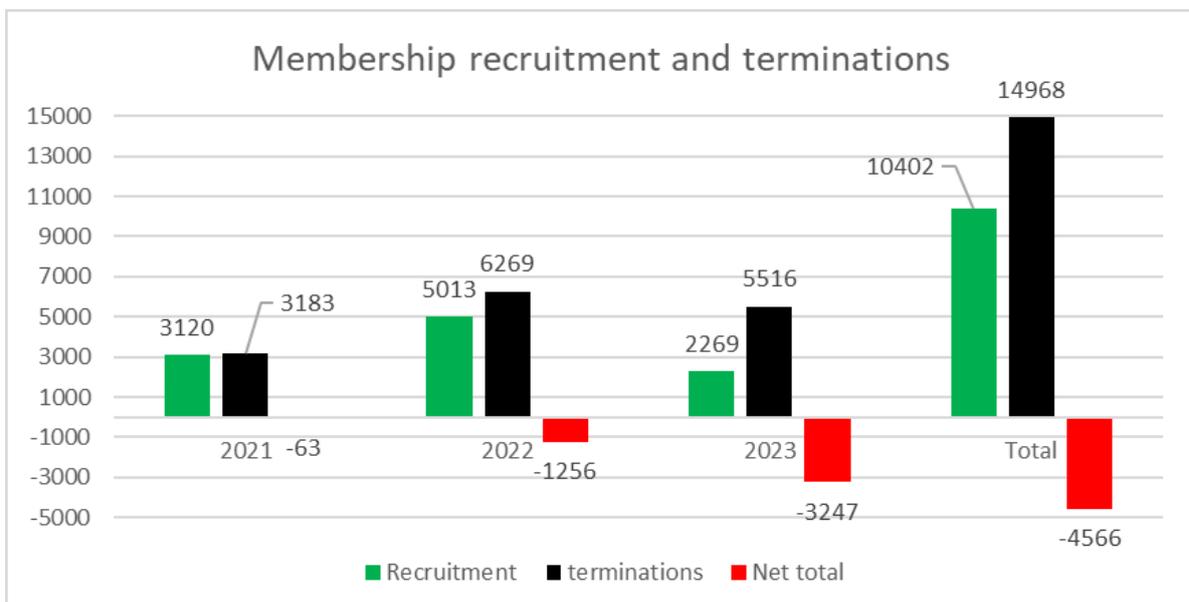
2020–2023 Membership Trends



4.6 An analysis of the last four (4) years ZIMTA membership reveals uncomfortable statistics which reflect on falling membership. The line graph below illustrates the trends.

The graph depicts a slide to the abyss unless our strategy and strategic deployment of resources reverses this trend.

4.7 Over the same four-year period, the Association onboarded ten thousand four hundred and two (10 402) new members, while fourteen thousand nine hundred and sixty-eight (14 968) terminated membership, leading to a negative gross rate of minus four thousand five hundred and sixty-six (-4 566). This, too, is a worrying statistic that requires urgent redress. It cannot be attributed to attrition



as we know now that natural attrition through deaths, retirement and resignations account for no more than four hundred (400) members in a year. See bar graph below.

4.8 Women teachers' membership climbed five hundred and ninety-nine percent (599%) while ZIMTA membership for men stands at forty-one percent (41%) overall. The current ZIMTA membership stands at thirty-seven thousand six hundred and eighty (37 680) made up of twenty-two thousand three hundred and fifty (22 350) females and fifteen thousand three hundred and thirty (15 330) males.

4.8.1 This composition speaks to the way we organise ZIMTA and its activities.

4.9 Our age and gender segmentation reveals the following composition:

| Age Group | Percentage |
|--------------------|------------|
| 20 - 29 years | 0,82% |
| 30 - 39 years | 15,93% |
| 40 - 49 years | 33,22% |
| 50 – 59 years | 41,20% |
| 60 years and above | 8,90% |

The table and distribution curve below gives a clearer picture of the state of ZIMTA membership.

4.10 The National Executive has recommended that the union strengthens its education benefits to inculcate ZIMTA values and lay strong foundations for good membership, character, commitment and loyalty to ZIMTA.

4.10.1 The education benefit will also address the union's commercialisation and monetisation mindset. This mindset change is important to enlist leadership service devoid of individualistic schools of thought and tendencies.

4.10.2 The Association's future has been defined by demographic trends which indicate that the union must invest in women and young educators.

5. LEGAL ISSUES

5.1 In the period under review several cases of litigation arose, exposing the Association's weakness and inadequacy in covering legal risks. Cases that brought this exposure bordered on:

- a. Failure to timely review of processes and procedures. (ZIMTA Staff Code of Conduct)
- b. Entering into defective business deals that fail to allocate rights and obligations. (Housing programmes are a case in point)
- c. Tedious and defective dispute resolution procedures. (Mukurunge and Mukando vs ZIMTA)
- d. Weak safeguards on use of ZIMTA assets and third-party involvement. (Mangena and ZIMTA vs Masola)

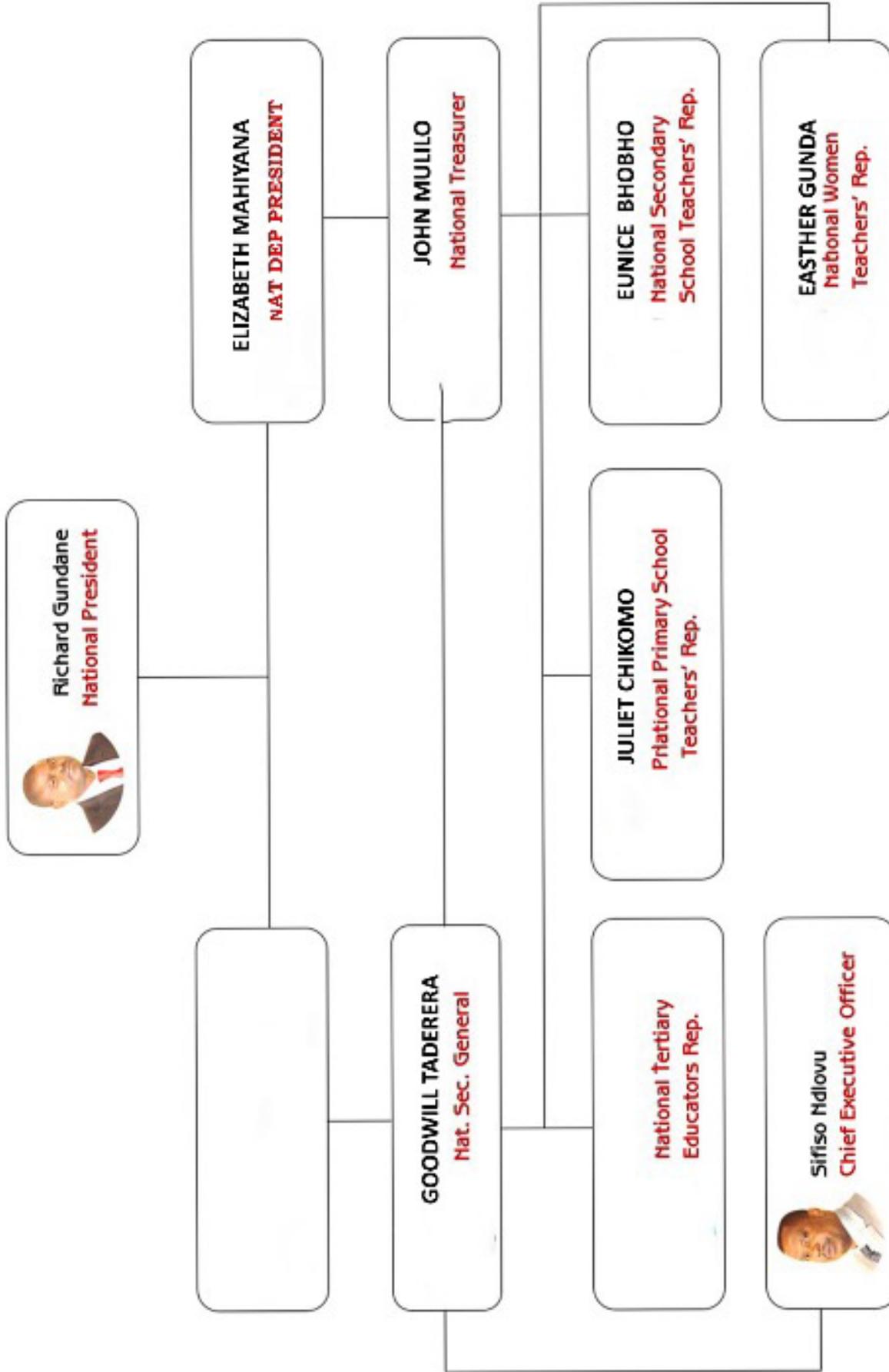
5.2 To address and manage the legal risks associated with the cited cases and many others, we have a draft Legal Policy that will guide the Association in handling such matters in a manner that will reduce the likelihood of litigation, eliminate or minimise legal costs, and give direction to the Association on proper conduct and direction in its operations.

5.3 Some of the broader strategies lie in revising the ZIMTA Constitution to shorten processes and ascribe punishment for noncompliance.

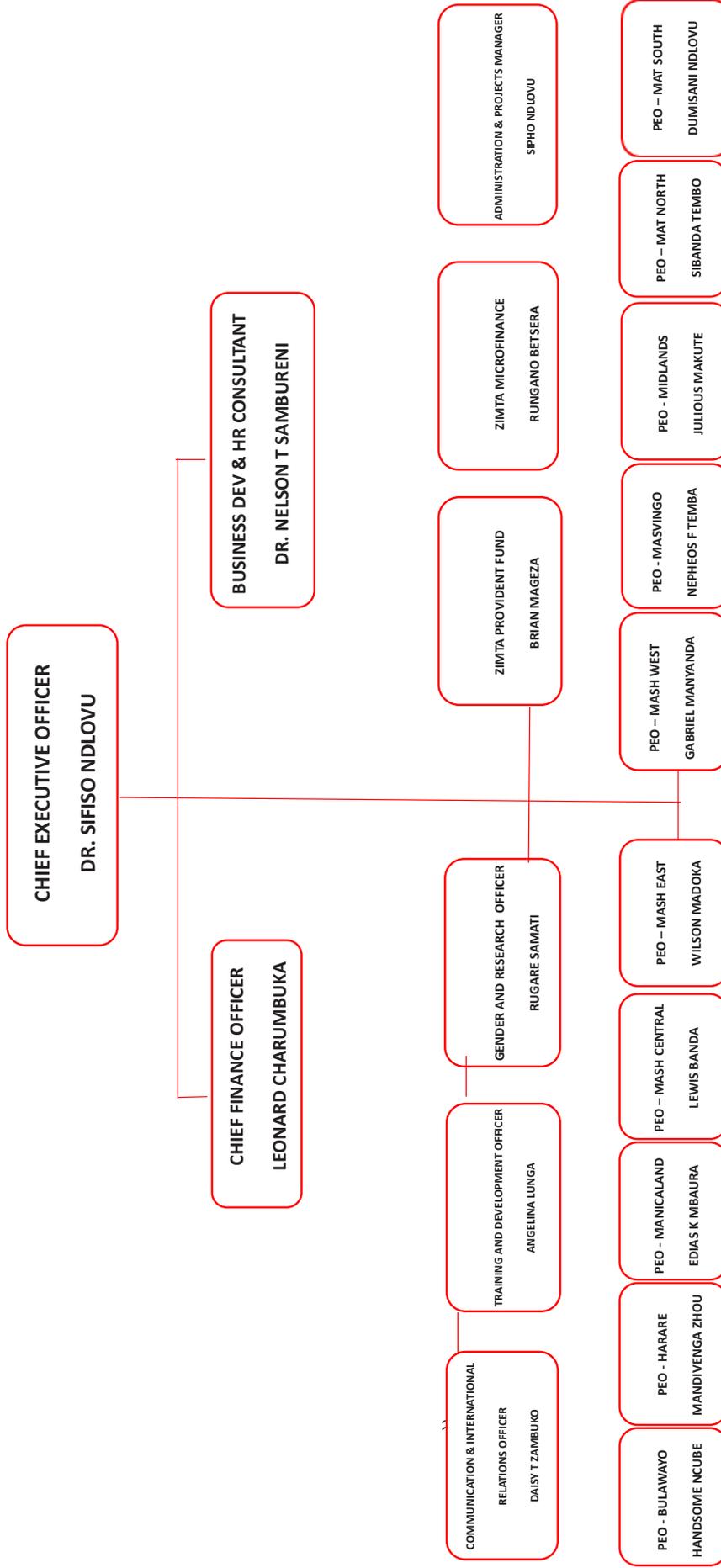
- 5.4 For purposes of this Conference, it is necessary that we detail the Tendeukai Mukurunge and Albert Mukando case, who were later were joined by Jameson Mundava.
- 5.5 The National Executive observed that the litigants were all members of the Provincial Executives of the Bulawayo Metropolitan, Midlands, and Mashonaland East provinces respectively, and holding positions of district representatives. Therefore they were members of the ZIMTA executives of those structures.
- 5.6 Acting on their own, they hatched a plan to catapult themselves into leadership positions by crafting an abortive vote of no confidence in the National Executive in 2021.
- 5.7 The petition was so poorly thought out and poorly executed that it never took off.
- 5.8 In 2022, two litigants moved their desires a gear up, and approached the High Court (case reference HC 1526/21) as they sought to compel ZIMTA to hold a Conference in 2021, disclose financial audits as they claimed ZIMTA was never audited, to have direct access to audit reports, which they alleged were so closely guarded that they had exhausted all local remedies to get their grievances addressed.
- 5.9 The matter was due to be argued in August 2022, but for some reasons the applicants withdrew the case and opted to tender wasted costs.
- 5.10 ZIMTA was awarded the wasted costs, and the applicants paid the costs although the scale was diminished, resulting in ZIMTA emerging with financial losses in legal fees.
- 5.11 In October-November 2023, the trio hatched a plan to malign the reputation of the organisation, and in the process excessively contravened constitutional provision 15.3.1.
- 5.12 In their litany of allegations, they maliciously fingered the National Executive and its functionaries, and peddled falsehoods without verification.
- 5.13 The National Executive resolved to bring these three before a disciplinary committee, seeing as they acted in a manner that sought to tarnish the image of ZIMTA by communicating falsified accusations to
- a. The Insurance and Pensions Commission (IPEC)
 - b. The Public Service Commission
 - c. The Salary Services Bureau (SSB)
 - d. The Ministry of Public Service, Labour and Social Welfare
 - e. The Zimbabwe Confederation of Public Sector Trade Unions (ZCPSTU), formerly the Apex Council
 - f. The Southern Africa Teachers' Organisation (SATO)
- 5.14 Charges were preferred against them, and they were invited to the hearings on the 18th of November 2023, meetings which they tried to postpone. They defaulted and did not appear before the committee.
- 5.15 The hearings proceeded in their absence, with the complainant and his witness taking to the stand. The Welfare and Disciplinary Committee reached its verdict and recommended expulsion with immediate effect. The National Executive has upheld this decision by the Disciplinary Committee.



GOVERNANCE STRUCTURE



SENIOR MANAGEMENT STRUCTURE



6. DEPARTMENTAL ACTIVITIES

- 6.1 This report covers activities in the following departments, (1) Communication and International Relations; (2) Gender and Research, and (3) Human Resources Training and Development in the period under review.
- 6.2 Communication and International Relations
- 6.2.1 The department worked to improve communication between ZIMTA and its publics to increase activity on social media platforms. Followership rose to 9 300 and 9 000 on Facebook and 'X' (formerly Twitter) respectively by December 2022.
- 6.2.2 It also launched an improved ZIMTA New Look Website (www.zimta.org) to create brand awareness and to showcase the union to its publics.
- 6.2.3 Furthermore, a USSD Code (*610#) was established to ease access to information for both members and non-members.
- 6.2.4 Regalia was distributed to 54 811 members and stakeholders, in addition to 500 World Teacher's Day promotional T-shirts that were distributed in Mashonaland Central in 2022.
- 6.2.5 The Department coordinated the ZIMTA CTF FCE School Representatives' Training. This was face-to-face training for 100 school representatives under the auspices of Education International with support from the Canadian Teachers' Federation, and was conducted at ZIMTA Ehlekweni Vocational Training Centre under the theme "Educating for Strength and Growth".
- 6.3 Gender and Research
- 6.3.1 The Gender and Research Department produced twelve (12) ZIMTA Consumer Baskets from January 2022 to December 2022. The Consumer Basket analyses trends in price increases and month-on-month inflation, providing evidence to advocate for improved salaries. The Consumer Basket rose by 414.02% from ZWL126,069.76 in January 2022 to ZWL648,026.04 by December 2022, which reflects the hyperinflation in the national economy. On the other hand, month-on-month inflation fluctuated throughout this period with the highest recorded in May 2022 at 44.3%.
- 6.3.2 The Department also conducted three researches on Schooling Assessment post-Covid-19 for the whole country; the impact of Covid-19 and Cyclone Idai in Chimanimani and Chipinge; and the Muzarabani Child Labour Pre-Training.
- 6.3.3 Furthermore, a workshop to encourage women's participation in decision-making positions was conducted, given that women constitute 59% of the total membership and only 26% are in the National Executive. Thirty-five members attended this workshop.
- 6.3.4 The department also conducted two more workshops on Skills Training on Income Generating projects, and School-Related Gender-Based Violence.
- 6.4 Human Resources, Training and Development
- 6.4.1 The department coordinated in-service training for both members and staff and facilitated development cooperation projects. Fifteen staff members benefited from the Junior Staff Workers' Committee training. Furthermore, three officers from the RBSF attended a two-day advanced Excel Training at Mandel Training Centre.
- 6.4.2 To raise trade union consciousness, ZIMTA sourced and funded 168 School Representatives to undergo virtual capacity training using the Zoom application. An additional 100 School Representatives underwent face-to-face capacity building funded by Education International with support from the Canadian Teachers Federation.



- 6.4.3 On the international front, the department identified a young educator from Binga to attend the Inaugural Young Educators' Network in Ghana.
- 6.4.4 The Department-coordinated Social Dialogue Research Dissemination workshop was attended by 35 participants drawn from Education International affiliates in Zimbabwe.
- 6.4.5 In addition to Chipinge, Muzarabani was added to benefit from the Stop Child Labour Project, where fifteen (15) schools in Muzarabani were identified and are benefiting from project funds to improve access to education through income-generating projects. This brings the total number of schools in the project to 40. In addition, seventy (70) teachers benefited from three (3) in-service training workshops on child labour issues in Muzarabani.
- 6.4.6 Fifteen (15) members were assisted in importing vehicles through the government duty-free facility.

7. ZIMTA PROVINCIAL ACTIVITIES

- 7.1 Through three years of Covid-19 and its associated restrictions and disruptions between 2020 and 2022, which is our reporting period, the Zimbabwe Teachers' Association's 10 provinces were not spared from the adverse effects of the pandemic. The union, just like other organisations across the country and indeed world, is still recovering from the shocks. The volatile currency situation in Zimbabwe complicated operations of ZIMTA provincial offices due to a free-fall Zimbabwe dollar against the United States dollar. However, in the midst of the crippling challenges, provinces proved resilient and implemented a cocktail of measures to sustain and grow the association. Listed hereunder are some of the activities implemented by the provinces, including housing schemes, the Retirement Provident Fund (RPF), membership retention strategies, and infrastructure development.
- 7.2 Housing Schemes
 - 7.2.1 ZIMTA provinces – Harare, Bulawayo, Masvingo, Midlands, Manicaland, Mashonaland Central, Mashonaland West, Mashonaland East, Matabeleland North and Matabeleland South – have been working tirelessly to secure land for association members through housing schemes. The housing projects are at various stages of implementation with some beneficiaries applying for title deeds, transfer of land, construction and occupation. The average number of beneficiaries per province is 120.
 - 7.2.3 ZIMTA Matabeleland North has three housing programmes: Hwange Empumalanga West, Nhliziyo Cornatta and Vulindlela in Bulawayo; while Midlands is running seven (7) housing schemes in Gweru, Zvishavane and Shurugwi. The Gokwe North, Kwekwe, Mvuma and Mberengwa projects are facing some hiccups which will soon be resolved for the benefit of association members.
 - 7.2.4 Other ongoing housing programmes are Mabvuku Donnybrook (150 stands), Mabvuku Larfarge (40), Stoneridge Park (40), Saturday Retreat (40), Budiro 5 (100), Woodbrook Housing (70) under Elshadai Housing Cooperative, Muzarabani Housing Scheme (68) under Muzarabani Rural District Council, and Romapix Housing (500 stands) in Mashonaland Central province. There is significant progress in Dzivaresekwa Extension, where 100 beneficiaries are at various stages of building while electrification advances. In Phase 9 Eastview, in Harare, the beneficiaries are at various stages of occupation and construction. Mashonaland West reports that its two housing schemes are successful with the Karoi ZIMTA Park housing scheme and the Kadoma Housing scheme benefiting 350 members. The houses are various levels of housing construction.
 - 7.2.5 Harare province has 136 members in Warren D, stands in Borrowdale and at Lake City, which are all progressing well. Masvingo province has two housing schemes - The Full Life Open Arms Africa (FLOAA) Residential Scheme in Chiredzi and Ploylend Trading (PVT) LTD Residential Scheme in Victoria Range, which was introduced in 2021. Chiredzi has stands for high, medium and low-density houses. The ZIMTA Matabeleland South province has ten stands in Esigodini Township under Umzingwane District. The housing programme has 90 members, with five having managed to pay the required deposit and duly allocated stands. Beneficiaries are working on drawing plans and construction.



- 7.2.6 In Mashonaland East, the construction of the provincial offices at RE257 First Street is complete while the drilling of a borehole at the provincial stand premises was done successfully.
- 7.3 Retirement Provident Fund
- 7.3.1 The ZIMTA Retirement Provident Fund has come as a huge relief to members, with those going into retirement accessing their packages. Between 2021 and November 2022, 164 members retired, and they received their retirement packages. The RPF facility is coming in handy during member funerals through financial assistance and funeral attendance. However, ZIMTA provinces are pleading for a reduction of the interest rate from 8.5 percent to seven percent. While ZIMTA members are happy with the loan fund, they are appealing for quick processing of loans, especially in ZW\$.
- 7.3.2 The RPF facilities should be used as a membership retention measure as provinces battle a decline in numbers. The retirement packages, loans and housing schemes are sweeteners to workers, hence teachers should be made aware of how the Fund benefits association members so as to retain, attract and maintain membership across all provinces.
- 7.4 The provinces must robustly pursue housing schemes considering that there is lack of accommodation across Zimbabwe. Where there are legal issues stalling housing programmes, the provinces have to ensure the matters are expeditiously dealt with to allow beneficiaries to build and occupy their properties. The housing programmes will require harmonisation and auditing because this could be a strategic risk if it remains unfulfilled.
- 7.5 With teachers expected to earn USD salaries, and ultimately contribute USD subscriptions, provinces are looking forward to a boost in their operations since the Zimbabwe dollar was complicating the running of affairs, including servicing of vehicles. The issue of membership decline is at the core of all the 10 provinces and new strategies are required in the next year to attract and retain members. Using new technologies to bring in the young generation is important to growing membership, in line with the ZIMTA's vision of harnessing the digital space to renew and foster growth of the association.

8. **SECTORAL ACTIVITIES**

- 8.1 Various strategies and solutions were applied to enhance the education sector's performance. Seven sectors managed to hold conferences, and these include the National Advisory Council (NAC), the Primary Schools Sector, the National Association of Secondary School Heads (NASH), the Secondary School Sector (NASID), the National Women Teachers and the National Association of Primary Heads (NAPH). Strategies emanating from these conferences include the arrangement of sports and culture activities, reframing ZIMTA's constitution, teachers' professional development, restoration of dignity to people who work for the education sector, providing education gadgets and equipment, enforcement of CALA allowances, restoration of teachers' dignified salaries, recognising women in sectoral positions and engaging in income-generating activities.
- 8.2 Implementation of Sectoral Plans
- 8.2.1 The National Advisory Council (NAC) 39th Extra Ordinary meeting reported that Madam F. Mhlanga resigned from the teaching profession leaving the National Advisory Committee post unoccupied. This consequently led to the engagement of Mr. L. Sibanda through an electoral process based on ZIMTA'S constitutional provisions.
- 8.2.2 This Conference stated that NAC has several future programmes and activities that it aims to fulfill which include arranging sports and culture activities, hiring new ZIMTA members, accomplishing ZIMTA's 2023-2028 strategic plan, setting up sectoral meetings, expediting ZIMTA workshops, reframing of ZIMTA'S Constitution and providing counseling and guiding members dealing with stress. It was noted that the NAC is intertwined with the Extraordinary Conference theme of ZIMTA in all of its functionalities



8.3 Teacher Professionalisation

8.3.1 ZIMTA held its 34th conference for National Association Primary Heads with the theme "Professionalisation of Teaching and the Role of Social Dialogue in Teacher Empowerment". The theme was closely connected to the current economic situation in Zimbabwe. At the conference, fundamental elements of the professionalisation of teaching were discussed, including initial teacher training, induction, registration and the professional development and assessment of teachers' performance. The conference also tackled the topic of professional development aspects in teaching which are valuing collaborations, being punctual, maintaining a positive attitude and acknowledging strengths and weaknesses. These attributes are vital for upgrading teachers' professional development. It was also noted that ZIMTA was very participative and very contributive in enhancing teacher professionalisation.

8.4 Provision of School Gadgets and Equipment

8.4.1 In tandem with the above, NASID honored and shared its message of consent at ZIMTA's 39th Extraordinary conference. NASID appreciated ZIMTA'S Conference theme which was "Professionalisation of teaching and the role of social dialogue in teacher empowerment", which is in tandem with the tone of the national Vision 2030.

8.4.2 NASID upholds the notion that teachers should be valued first. The conference also advocated for all people who are involved in the teaching to be given special allowances.

8.4.3 Furthermore, NASID came up with plans that were agreed upon, which included making sure that all-terrain vehicles are available for schools, effective monitoring of educational provisions, provision of adequate tools of trade such as computers, laptops, tablets and provision of office furniture in schools.

8.5 Recognition of Women

8.5.1 Women in ZIMTA constitute 59% of the total membership but only 26% are in the National Executive, hence the need for continuous support for equality and equity matters.

8.5.2 A women's conference was held to improve skills related to being adept at technology and to share ideas on income-generating initiatives through social media platforms. At the end of the extraordinary meeting, some women were also voted into leadership positions and were encouraged to compete for higher positions, taking into consideration the 50-50 gender parity policy. Recommendations include a clear budget for women's activities, all outreach programmes to reach out to every ZIMTA member regardless of gender, and income-generating activities training to be done nationwide to supplement the low salaries being earned.

8.6 Enforcement of CALA Allowances

8.6.1 According to the Primary School Sector report on the issue of CALA, training was a requirement for the facilitators for them to properly handle this aspect of the curriculum. It was highlighted that there is a need to reduce the school workload to focus and master CALAS very well.

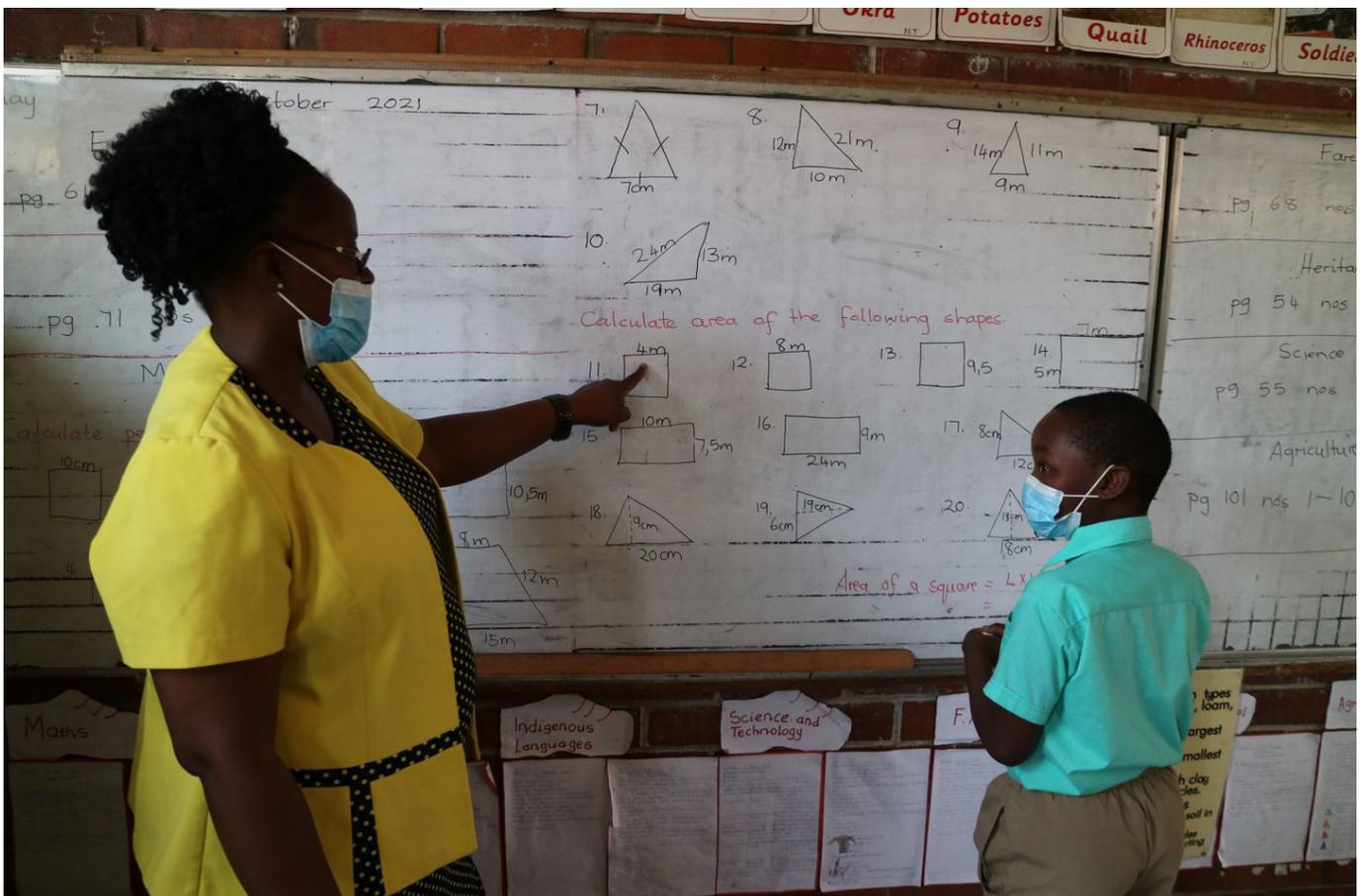
8.6.2 Other activities in this sector include the Annual General Meetings in provinces, election processes as candidates or observers, and World Teachers' Day commemorations.

8.7 Election of Secondary Practitioners for Higher Posts

8.7.1 In the Secondary Sector Report, some secondary practitioners were chosen for positions of responsibility.

8.7.2 In 2023, successful ZIMTA district and provincial annual general meetings were held, and the secondary sector was involved. Secondary practitioners were elected to posts other than being secondary representatives such as treasurers and secretaries.

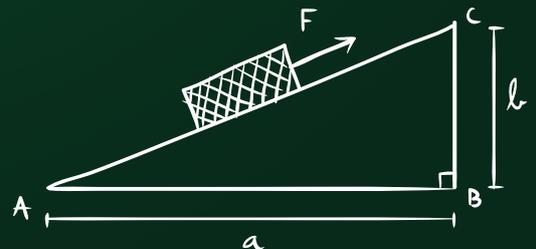
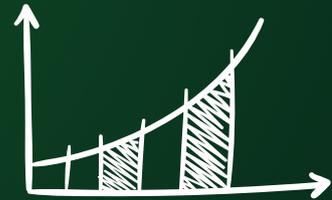
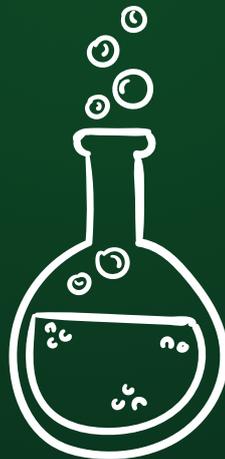
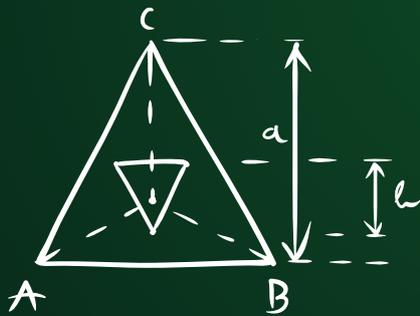
- 8.8 The Establishment of the Educators Professional Council
- 8.8.1 The National Association of Secondary School Heads (NASH) is gravely concerned with the conditions of service of teachers.
- 8.8.2 To improve teachers' working conditions there is a need to restore teachers' dignified salaries, which require proper negotiations with the employer rather than blatant unilateral impositions by the government.
- 8.8.3 Another issue is establishment of an "Educators Professional Council" that is free from political interference and focuses only on the employment of registered teachers. The concept of an Educators Professional Council should start with consultations at the school level. The main duty of the Educators Professional Council is to provide teacher satisfaction to perform better and produce the best results. NASH's main aim in pushing for establishment of this council is for authorities to quickly review the salaries and conditions of service for teachers.
- 8.9 Sectors highlighted that teachers and education staff should not only rely on the government for funding their salaries but should also heavily engage and partner with non-governmental organisations and donors for funding schools and financing school income-generating projects. NGOs should also cater for poverty-stricken children and also fund teachers to promote global and quality education.



$$\phi(x) = \frac{1}{\sqrt{2\pi\sigma^2}} \cdot e^{-\frac{x^2}{2\sigma^2}}$$

SECTION E

- National Treasurer's Report
- Audited Financial Statements
- Proposed Budget



NATIONAL TREASURER

John Mulilo
jmulilo65@gmail.com



1. Introduction

- 1.1 Mr. President, I thank you for the privilege to present ZIMTA's Audited Financial Statements for the years ended 31 December 2020, 2021 and 2022. Let me begin by stressing that the achievement of ZIMTA's goals is largely dependent on the deployment of adequate financial resources.

2.0 Zimbabwe's Economic Operating environment

- 2.1 The years 2020, 2021 and 2022 were characterised by quite a number of unpredictable political, economic, social and legal challenges. Inflation for the years 2020, 2021, and 2022 was 557.2%, 98.5% and 193.4% respectively. This further reduced disposable incomes and non-capital spending.
- 2.2 The use of the local currency, the ZWL resulted in an increase in the prices of basic commodities, which also indirectly gave rise to a decrease in membership. ZIMTA was not spared from this ordeal as operational costs increased, and membership has been decreasing over the three years.

3. ZIMTA Operational Overview

- 3.1 As an organisation, ZIMTA faced many challenges during the years 2020, 2021 and 2022 as a result of the political, social, economic and legal environment in the country. The liquidity crunch that continued to affect the Zimbabwean economy reduced disposable incomes, and cash shortages gave rise to some of the challenges that we faced as an Association. Operational activities that required hard cash had to be financed by transfers, but these were outrageously priced as suppliers would demand USD for items that are not locally produced. International travel and payment of international affiliate fees were also made almost impossible as the Reserve Bank also closely monitored all local banks nostro accounts and put limits on the amounts an individual could spend when abroad.

4. Audited Financial Statements

- 4.1 The financial statements of ZIMTA for the years ended 31 December 2020, 2021 and 2022 were externally audited by a firm of chartered accountants. The audited financial statements comprised the statement of financial position, the statement of income and expenditure and other comprehensive income, the statement of changes in equity, the statement of cash flows for the years under review, and the notes to the financial statements.

5. Governance and Risk

- 5.1 The National Executive has been effective in its responsibility of maintaining a strong internal control system environment and the determination of the Association's risk management objectives and policies. Whilst retaining ultimate responsibility for them, it has delegated the authority for designing operating processes that ensure the effective implementation of the objectives and policies to the Association's finance function. It is chiefly due to this consistent application of internal control systems that makes us out smart our competitors in the trade union industry.
- 5.2 ZIMTA through its operations is exposed to the following risks;
- 5.2.1 Credit risk – risk of default on a debt that may arise from a borrower failing to make the required payments in time
- 5.2.2 Cash flow risk - risk that the available cash will not be sufficient to meet financial obligations
- 5.2.3 Liquidity risk – inability to meet short term financial obligations
- 5.2.4 Concentration risk - risk of having a single source of revenue
- 5.3 These risks are linked to financial instruments listed below;
- 5.3.1 Trade receivables
- 5.3.2 Trade payables
- 5.3.4 Cash and bank balance
- 5.3.5 Subscriptions as the only source of income

6. Auditors Opinion

- 6.1 The financial statements were audited by a registered chartered accountants firm as is the requirement of the Association. I take this opportunity, therefore, to let you know that the Auditors have expressed a Qualified Opinion for 2020, 2021 and 2022. This means that ZIMTA's financial statements present fairly, in all material respect, the financial position, financial performance and cash flows in accordance with International Financial Reporting Standards, except for the possible effects of the matters they indicated in their basis for a qualified opinion.

7. ZIMTA Financial Performance

- 7.1 During the year 2019, in June, ZB bank accorded us facilities to the tune of ZWL\$2 500 000.00 and ZWL\$4 500 000.00 which were utilised as stated below:
- i) Two (2) accommodations blocks were erected at the ZIMTA Ehlekweni Farm for accommodation, which are now being used to accommodate our National Executive Meetings and other organisations' activities at less cost;
 - ii) Furniture and fittings for the same blocks were purchased;
 - iii) Procured equipment for the dining hall and kitchen;
 - iv) Purchased a Tractor, Plough and a Grass mower for the farm; and
 - v) Drilled and installed a 100-metre deep solar-powered borehole.
- 7.1.1 The organisation recorded surpluses in the years 2021 and 2022.
- 7.2 Income
- 7.2.1 Membership subscriptions remained the major source of income for the organisation and our figures at the end of each financial year stands as follows:
- a) In 2020 average membership was at 41 832 and total collections were ZWL\$32 273 291.00
 - b) In 2021 average membership was at 41 750 and total collections were

ZWL\$183 634 280.00, and

- c) In 2022 average membership was at 41 120 and total collections were ZWL\$1 607 909 790.00.

7.3 Expenditure

7.3.1 There was an overall reduction in total expenditure in 2021 and 2022 as compared to 2020.

7.3.2 The major cost drivers in the years 2020, 2021 and 2022 were as follows:

- i) Finance charges
- ii) Human resources
- iii) Renovations at Ehlekweni Farm
- iv) Membership Representation, and
- v) International commitments.

7.4 Ratios

7.4.1 Income-Expenditure Ratio

This ratio shows the total income as a percentage to the total expenditure for any given year.

| Year | 2020 | 2021 | 2022 |
|--------------------------------|-------------|-------------|-------------|
| Currency | ZWL | ZWL | ZWL |
| Expenditure-Income Ratio | 107.46% | 92.51% | 91.53% |
| (Deficit)/Surplus for the year | (2,349,031) | 13,839,152 | 133,700,608 |

In 2020, the organisation incurred a deficit of (2 349 031) and the expenditure to income ratio was an adverse 107.46%. This was caused by finance costs incurred by the organisation in servicing borrowings.

In 2021 and 2022, the expenditure to income ratios slightly improved to 92.51% and 91.53% respectively. There were also no deficits as the organisation was operating within its means and had reduced other operating costs.

7.4.2 Liquidity Position

Liquidity ratios are measurements used to examine the ability of an organisation to pay off its short-term obligations. They are commonly used by prospective creditors and lenders to decide whether or not to extend credit or debt to companies.

| The Current Ratio | | | |
|-------------------------------------|-------------|-------------|-------------|
| Year | 2020 | 2021 | 2022 |
| Currency | ZWL | ZWL | ZWL |
| Current assets: Current liabilities | 1.31:1 | 1.85:1 | 5.19:1 |

The liquidity position as measured by the current ratio improved significantly from 1.31:1 in 2020 to 1.85:1 in 2021. Though the current ratio significantly improved it is still below the recommended of 2:1 and this means that ZIMTA was exposed to liquidity and financial risk. ZIMTA therefore had insufficient liquid assets to cover its liabilities as and when they fall due.



In 2022 the current ratio improved greatly from 1.85:1 to 5.19:1. Though this is commendable as ZIMTA can pay its obligations as and when the fall due, it is advisable that other investment vehicles be sought for better management of excess cash.

8. Recommendations

- 8.1 The National Executive may need to adopt the draft the Strategic Plan here presented by the independent consultant so that these can be used as a source of mandate by the office to generate resources outside subscriptions. ZIMTA should establish strategic business units to generate more revenue to the organisation outside membership subscriptions.
- 8.2 ZIMTA should adopt programme-based type of budgeting. This type of budgeting is useful where it is often difficult to quantify and identify output (in this case recruitment, retention and renewal of members). It enables the Association to find ways to cut costs, to channel available resources to the more demanding areas and to invest limited resources more intentionally.
- 8.3 ZIMTA should intensify activities at the ZIMTA Ehlekweni Vocational Institute so that the Association does not hinge on membership subscriptions as the only source of income.
- 8.4 ZIMTA should endeavour to increase monthly contributions to the ZIMTA Micro-Finance Fund so that the amount loaned to members is increased from time to time.
- 8.5 As we look forward into the year 2024, let us all strive to build a financially sound and resilient ZIMTA with a diversified and sustainable financial base.

I thank you.

9. Notes to the Head Office

9.1 Accounts for ZIMTA Head Office for the years ended 31 December 2020, 2021 and 2023 were analysed in five (5) classes of expenditure which are Administration, Governance, Membership Representation, International Commitment costs and Human Resources and they are explained as follows;

i) **Administration**

These are expenses incurred in the day-to-day operating activities of the organization, replacement of non-current assets (depreciation) and servicing of loan facilities (finance charges).

ii) **Governance**

These are expenses incurred in setting up frameworks of rules and principles by the National Executive, who have the obligation to ensure that there is accountability, fairness and transparency in ZIMTA's internal control systems. These costs include National Conference, Provincial Annual Extraordinary General Meetings, Districts and Branches included.

iii) **Membership Representation**

These are costs the Association incurs in the representation of members at all levels. These include refunds to provinces, representation in hearings and courts of law, collective bargaining processes, the retention, renewal and recruitment programmes held by the Association and also includes workshops conducted for members.

iv) **Human Resources**

These are expenses related to the remuneration of employees (salaries and wages, pension contributions, medical aid and funeral cover), training of employees and employee benefits (retirement and long service awards).

v) **International Commitments**

These include international travel and international subscriptions.





INDEPENDENT AUDITOR'S REPORT

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To the members of Zimbabwe Teachers Association

Report on the Audit of the Annual financial statements

Adverse Opinion

We have audited the annual financial statements of Zimbabwe Teachers Association set out on pages 8 to 22, which comprise the statement of financial position as at 31 December 2020, and the statement of income and expenditure and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and the notes to the financial statements, including a summary of significant accounting policies.

In our opinion, because of the significance of the matters described in the *Basis for Adverse Opinion* section of our report, the annual financial statements do not present fairly, in all material respects, the financial position of Zimbabwe Teachers Association as at 31 December 2020, and financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs).

Basis for Adverse Opinion

The effects of non-compliance with International Accounting Standard (IAS) 21 "The Effects of Changes in Foreign Exchange Rates"

On 1 October 2018, the Reserve Bank of Zimbabwe (RBZ) issued a Monetary Policy Statement which directed banks to separate bank accounts into Real Time Gross Settlement Foreign Currency Accounts (RTGS FCAs) and Nostro FCAs. During the prior financial year up to 22 February 2019, the Association transacted using a combination of Nostro FCA (USD) and RTGS FCA (electronic payment), including mobile money, bond notes and coins.

In order to comply with SI 33/2019, the RTGS transactions and balances for the prior year were accounted for on the basis of a rate of 1:1 between USD and RTGS. The Association changed the functional currency on 22 February 2019 in compliance with legislation. This was not consistent with IAS 21, in which compliance would have resulted in the reassessment of the functional currency at a date earlier than 22 February 2019.

In addition, during the period 22 February 2019 to 31 December 2020, the foreign currency denominated transactions and balances were translated into ZWL using the official interbank exchange rate which is not considered an appropriate spot rate for translations as required by IAS 21. The opinion on the prior year financial statements was modified in respect of this matter and the misstatements have not been corrected in the financial statements for the year ended 31 December 2020.

Had the Association applied the requirements of IAS 21, many of the elements of the financial statements would have been materially impacted and therefore the departure from the requirements of these standards is considered to be material and pervasive to the financial statements, taken as a whole. The financial effects on the financial statements of this departure have not been determined.

Non-compliance with International Accounting Standard (IAS) 29 – Financial Reporting in Hyperinflationary Economies

On 11 October 2019, the Public Accountants and Auditors Board (PAAB) issued a pronouncement relating to the application of IAS 29 – Financial Reporting in Hyperinflationary Economies. The PAAB advised that there is broad market consensus within the accounting and auditing professions that the factors and characteristics to apply the Financial Reporting in Hyperinflationary Economies Standard (IAS 29), in Zimbabwe had been met. The Executive have applied the IAS 29 – Financial Reporting in Hyperinflationary Economies with effect from 1 January 2019. However, as a result of the need to comply with the requirements of S.I. 33 of 2019, the changes in the general pricing power of the functional currency were applied on amounts that were not translated in terms of IAS 21 – The Effects of Changes in Foreign Exchange Rates for the period 1 January to 22 February 2019. This constitutes a departure from the requirements of IAS 29 – Financial Reporting in Hyperinflationary Economies.

Valuation of property and equipment-work in progress

The Association commenced a construction project in Ehlekweni in Bulawayo for the year ended 31 December 2019. The project is still work in progress as at 31 December 2020. During the period under review, there were no efficient controls over the recognition of capital expenditure and the construction work undertaken and no systematic records of material issued were maintained hence there were no alternative satisfactory procedures that we could perform to obtain reasonable assurance that all the material issued for construction works had been appropriately capitalized.

Valuation of inventory-material

The Association did not record issues of inventory for the Ehlekweni project for the financial year ending 31 December 2020 in the financial statements. There were no reconciliations performed for the issuance of material for construction hence our inability to obtain sufficient appropriate audit evidence for the valuation of inventory. Consequently, we were unable to determine whether any adjustments might have been necessary in respect of the recorded inventories.

Valuation of biological assets in the comparative period

For the year ended 31 December 2019, management did not comply with the requirements of IAS 41 in that, the biological assets, including the comparative information, were not expressed at fair value. The preparation of financial statements by the Association without prior year adjustments to the valuation of biological assets constitutes departure from the requirements of the International Accounting Standards (IASs). Consequently, we were unable to perform procedures over the valuation of biological assets to determine whether any adjustments might have been necessary in respect of the recorded biological assets in the prior year.

Material Uncertainty Related to Going Concern

We draw attention to **note 21** which indicates that the Association recorded a deficit of **ZWL 6 149 695** for the year ended 31 December 2020. This indicates that a material uncertainty exists that may cast significant doubt on the Association's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Annual financial statements section of our report. We are independent of the Association in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our adverse opinion.

Responsibilities of Management and Those Charged with Governance for the Annual financial statements

Management is responsible for the preparation and fair presentation of the annual financial statements in accordance with International Financial Reporting Standards (IFRSs), and for such internal control as management determines is necessary to enable the preparation of annual financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

Auditor's Responsibilities for the Audit of the Annual financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the business activities within the Association to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the Association's audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Report on Other Legal and Regulatory Requirements

In our opinion, except for the effects of the matters described in the basis of adverse opinion, the financial statements have been properly prepared, in all material respects, in accordance with the accounting policies and comply with the disclosure requirements of the Companies and Other Business Entities Act (Chapter 24:31).

The engagement partner on the audit resulting in this independent auditor's report is Alice Mafanuke.

Grant Thornton?

Alice Mafanuke
Partner

Registered Public Auditor (PAAB No: 0465)

Grant Thornton
Chartered Accountants (Zimbabwe)
Registered Public Auditors

2 September
..... 2021

HARARE



Statement of income and expenditure
for the year ended 31 December 2020

| | Notes | Inflation Adjusted | | Historical cost | |
|---------------------------------------|-------|--------------------------|-------------------------|---------------------------|-------------------------|
| | | 2020 | 2019 | 2020 | 2019 |
| | | ZWL | ZWL | ZWL | ZWL |
| INCOME | | | | | |
| Gross membership subscriptions | | 75 721 305 | 103 427 337 | 32 273 291 | 6 898 331 |
| Structural refunds to provinces | 4 | (13 541 358) | (43 477 830) | (6 729 237) | (2 555 433) |
| Net membership subscriptions | | 62 179 947 | 59 949 507 | 25 544 054 | 4 342 898 |
| Other income | 5 | 10 987 308 | 14 607 164 | 5 963 593 | 929 300 |
| | | <u>73 167 255</u> | <u>74 556 671</u> | <u>31 507 647</u> | <u>5 272 198</u> |
| EXPENDITURE | | | | | |
| Finance costs | 6 | 3 405 911 | 1 989 831 | 1 685 638 | 203 808 |
| Administration expenses | 7 | 47 736 812 | 19 362 715 | 14 748 133 | 1 970 095 |
| Membership representation | 8 | 7 795 201 | 11 208 008 | 5 403 432 | 932 456 |
| Human resources costs | 9 | 19 066 952 | 29 920 936 | 11 958 349 | 2 384 515 |
| International commitment costs | 10 | 170 212 | 1 375 201 | 61 126 | 306 563 |
| Monetary (loss)/gain | | (27 411 283) | 828 931 | - | - |
| | | <u>50 763 805</u> | <u>64 685 622</u> | <u>33 856 678</u> | <u>5 797 437</u> |
| (Deficit)/surplus for the year | | <u><u>22 403 450</u></u> | <u><u>9 871 049</u></u> | <u><u>(2 349 031)</u></u> | <u><u>(525 239)</u></u> |

Statement of financial position
as at 31 December 2020

| | Inflation Adjusted | | Historical cost | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|
| | 2020 | 2019 | 2020 | 2019 | |
| Notes | ZWL | ZWL | ZWL | ZWL | |
| ASSETS | | | | | |
| Non-current assets | | | | | |
| Property and equipment | | | | | |
| Biological assets | | | | | |
| | 11 | 399 956 163 | 403 590 280 | 105 771 555 | 112 569 911 |
| | 17 | 97 580 | 248 288 | 97 580 | 55 348 |
| | | <u>400 053 743</u> | <u>403 838 568</u> | <u>105 869 135</u> | <u>112 625 259</u> |
| Current assets | | | | | |
| Inventory | | | | | |
| Trade and other receivables | | | | | |
| Cash and cash equivalents | | | | | |
| | 12 | 7 297 785 | 8 298 553 | 849 167 | 1 849 937 |
| | 13 | 322 928 | 5 562 985 | 322 928 | 689 055 |
| | 14 | 6 246 055 | 188 359 | 6 246 055 | 41 990 |
| | | <u>13 866 768</u> | <u>14 049 897</u> | <u>7 418 150</u> | <u>2 580 982</u> |
| Total assets | | <u>413 920 511</u> | <u>417 888 465</u> | <u>113 287 285</u> | <u>115 206 241</u> |
| FUNDS, RESERVES AND LIABILITIES | | | | | |
| Funds and reserves | | | | | |
| Accumulated funds | | | | | |
| Revaluation reserve | | | | | |
| | | 48 150 179 | 25 746 729 | (363 493) | 1 985 538 |
| | | <u>357 693 853</u> | <u>357 651 621</u> | <u>105 574 299</u> | <u>105 532 057</u> |
| | | <u>405 844 032</u> | <u>383 398 350</u> | <u>105 210 806</u> | <u>107 517 605</u> |
| Non-current liabilities | | | | | |
| Loans and Borrowings | | | | | |
| | 19 | 1 519 892 | 18 241 698 | 1 519 892 | 4 066 492 |
| | | <u>1 519 892</u> | <u>18 241 698</u> | <u>1 519 892</u> | <u>4 066 492</u> |
| Current liabilities | | | | | |
| Trade and other payables | | | | | |
| Short term portion of loans and borrowings | | | | | |
| | 15 | 3 886 326 | 2 656 474 | 3 886 326 | 592 189 |
| | 19 | 2 670 261 | 13 591 943 | 2 670 261 | 3 029 955 |
| | | <u>6 556 587</u> | <u>16 248 417</u> | <u>6 556 587</u> | <u>3 622 144</u> |
| Total funds, reserves and liabilities | | <u>413 920 511</u> | <u>417 888 465</u> | <u>113 287 285</u> | <u>115 206 241</u> |


Dr. S. Ndlovu
Chief Executive Officer


Mr. R. Gundahe
President



INDEPENDENT AUDITOR'S REPORT

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To the members of Zimbabwe Teachers Association

Report on the Audit of the Annual financial statements

Adverse Opinion

We have audited the annual financial statements of Zimbabwe Teachers Association set out on pages 8 to 22, which comprise the statement of financial position as at 31 December 2021, and the statement of income and expenditure and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and the notes to the financial statements, including a summary of significant accounting policies.

In our opinion, because of the significance of the matters described in the *Basis for Adverse Opinion* section of our report, the annual financial statements do not present fairly, in all material respects, the financial position of Zimbabwe Teachers Association as at 31 December 2021, and financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs).

Basis for Adverse Opinion

Non-compliance with International Accounting Standard (IAS) 21 "The Effects of Changes in Foreign Exchange Rates"

During the prior and current financial years, the foreign currency denominated transactions and balances of the association were translated into ZWL using the interbank exchange rates/foreign currency auction rates which were not considered appropriate spot rates for translations as required by IAS 21. The opinion on the prior year financial statements was modified in respect of this matter and the misstatements have not been corrected in the financial statements for the year ended 31 December 2021.



Had the financial statements been prepared in accordance with the requirements of IAS 21, many elements would have been materially different. The effects of the non-compliance with the requirements of IAS 21 have been considered to be material and pervasive to the financial statements as a whole.

Non-compliance with International Accounting Standard (IAS) 29 – Financial Reporting in Hyperinflationary Economies

The Management have applied IAS 29 – Financial Reporting in Hyperinflationary Economies with effect from 1 January 2019 to 31 December 2021. However, its application was based on prior and current year’s financial information which was not in compliance with IAS 21 as described above. Had the correct base numbers been used, most elements of the financial statements would have been materially different. The impact of the departure from the requirements of these standards is considered material and pervasive to the financial statements.

Valuation of property and equipment

The determination of fair values for property and equipment presented in the financial statements is affected by the prevailing economic environment. These financial statements include property and equipment that was last revalued by independent professional valuers as at 30 June 2021. The property and equipment valuations were determined in USD and then translated to ZWL at the interbank foreign exchange rate as at 30 June 2021.

Although the determined USD values as at 30 June 2021 reflected the fair value of the property and equipment in USD as at that date, the converted ZWL fair values were not in compliance with IFRS 13 as they did not reflect the assumptions that market participants would apply in valuing similar items of property and equipment in ZWL.

Valuation of biological assets in the comparative period

During the year ended 31 December 2020, management did not comply with the requirements of IAS 41 in that, the biological assets, were not expressed at fair value. The preparation of financial statements by the Association without prior year adjustments to the valuation of biological assets constitutes departure from the requirements of the International Accounting Standards (IASs) and International Financial Reporting Standards (IFRS). Consequently, we were unable to perform procedures over the valuation of biological assets to determine whether any adjustments might have been necessary in respect of the recorded biological assets in the prior year. The opinion for the prior year financial statements was modified in respect of this issue and no restatement has been done.

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Annual financial statements section of our report. We are independent of the

Association in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Annual financial statements

Management is responsible for the preparation and fair presentation of the annual financial statements in accordance with International Financial Reporting Standards (IFRSs), and for such internal control as management determines is necessary to enable the preparation of annual financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

Auditor's Responsibilities for the Audit of the Annual financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of

accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the business activities within the Association to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the Association's audit. We remain solely responsible for our audit opinion. We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Report on Other Legal and Regulatory Requirements

In our opinion, except for the effects of the matters described in the Basis of Adverse Opinion, the financial statements have been properly prepared, in all material respects, in accordance with the Companies and other Business Entities Act (Chapter 24:31).

The engagement partner on the audit resulting in this independent auditor's report is Alice Mafanuke.

Grant Thornton

Alice Mafanuke

Partner

Registered Public Auditor (PAAB No: 0465)

Grant Thornton

Chartered Accountants (Zimbabwe)

Registered Public Auditors

HARARE

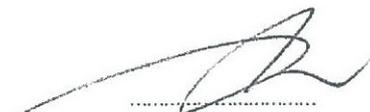
23 May 2022

**Statement of income and expenditure
for the year ended 31 December 2021**

| | Notes | Inflation adjusted | | Historical cost | |
|---|-------|--------------------|--------------------|--------------------|--------------------|
| | | 2021 | 2020 | 2021 | 2020 |
| | | ZWL | ZWL | ZWL | ZWL |
| Income | | | | | |
| Gross membership subscriptions | | 225 341 526 | 121 911 301 | 183 634 280 | 32 273 291 |
| Structural refunds to provinces | 3 | (31 548 370) | (21 801 586) | (25 709 345) | (6 729 236) |
| Net membership subscriptions | | 193 793 156 | 100 109 715 | 157 924 935 | 25 544 055 |
| Other income | 4 | 31 814 580 | 15 214 321 | 26 760 302 | 5 963 593 |
| | | <u>225 607 736</u> | <u>115 324 036</u> | <u>184 685 237</u> | <u>31 507 648</u> |
| Expenditure | | | | | |
| Finance costs | 5 | 29 573 761 | 5 483 517 | 25 178 231 | 1 685 638 |
| Administration expenses | 6 | 137 022 353 | 73 666 094 | 68 137 635 | 12 828 661 |
| Membership representation | 7 | 32 707 097 | 12 550 274 | 27 552 198 | 5 403 432 |
| Human resources costs | 8 | 55 718 896 | 30 697 794 | 46 508 921 | 11 958 349 |
| International commitment costs | 9 | 4 414 501 | 3 477 204 | 3 469 100 | 1 980 599 |
| Monetary loss | | (1 769 349) | (4 620 402) | - | - |
| | | <u>257 667 259</u> | <u>79 254 481</u> | <u>170 846 085</u> | <u>33 856 679</u> |
| (Deficit)/surplus for the year | | (32 059 523) | 36 069 555 | 13 839 152 | (2 349 031) |
| Other comprehensive income: | | | | | |
| Gains on revaluation of land and buildings | | 408 547 018 | - | 308 596 442 | - |
| Total comprehensive income/(loss) for the year | | <u>376 487 495</u> | <u>36 069 555</u> | <u>322 435 594</u> | <u>(2 349 031)</u> |

Statement of financial position
as at 31 December 2021

| | Notes | Inflation adjusted | | Historical cost | |
|--|-------|----------------------|--------------------|--------------------|--------------------|
| | | 2021 ZWL | 2020 ZWL | 2021 ZWL | 2020 ZWL |
| Assets | | | | | |
| Non-current assets | | | | | |
| Property and equipment | 11 | 1 017 207 159 | 643 929 423 | 419 313 756 | 105 771 555 |
| Biological assets | 17 | 766 251 | 157 104 | 766 251 | 97 580 |
| | | <u>1 017 973 410</u> | <u>644 086 527</u> | <u>420 080 007</u> | <u>105 869 135</u> |
| Current assets | | | | | |
| Inventory | 12 | 4 695 515 | 11 749 435 | 338 931 | 849 162 |
| Trade and other receivables | 13 | 102 788 570 | 519 913 | 102 788 570 | 322 934 |
| Cash and cash equivalents | 14 | 6 639 774 | 10 056 148 | 6 639 774 | 6 246 055 |
| | | <u>114 123 859</u> | <u>22 325 496</u> | <u>109 767 275</u> | <u>7 418 151</u> |
| Total assets | | <u>1 132 097 269</u> | <u>666 412 023</u> | <u>529 847 282</u> | <u>113 287 286</u> |
| Funds, reserves and liabilities | | | | | |
| Funds and reserves | | | | | |
| Accumulated funds | | 45 462 266 | 77 521 789 | 13 475 659 | (363 493) |
| Revaluation reserve | | 984 434 122 | 575 887 104 | 414 170 741 | 105 574 299 |
| | | <u>1 029 896 388</u> | <u>653 408 893</u> | <u>427 646 400</u> | <u>105 210 806</u> |
| Non-current liabilities | | | | | |
| Loans and borrowings | 19.1 | 42 921 219 | 4 299 120 | 42 921 219 | 2 670 261 |
| Current liabilities | | | | | |
| Trade and other payables | 15 | 5 914 483 | 6 256 985 | 5 914 483 | 3 886 327 |
| Short term portion of loans and borrowings | 19.1 | 53 365 179 | 2 447 026 | 53 365 179 | 1 519 892 |
| | | <u>59 279 662</u> | <u>8 704 011</u> | <u>59 279 662</u> | <u>5 406 219</u> |
| Total funds, reserves and liabilities | | <u>1 132 097 269</u> | <u>666 412 023</u> | <u>529 847 282</u> | <u>113 287 286</u> |


.....
Dr. S. Ndlovu
Chief Executive Officer


.....
Mr. R. Gundane
President



INDEPENDENT AUDITOR'S REPORT

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To the members of Zimbabwe Teachers Association

Report on the Audit of the Annual financial statements

Qualified Opinion

We have audited the annual financial statements of Zimbabwe Teachers Association set out on pages 7 to 24, which comprise the statement of financial position as at 31 December 2022, and the statement of income and expenditure and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and the notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the matters described in the *Basis for Qualified Opinion* section of our report, the financial statements do present fairly, in all material respects, the financial position of Zimbabwe Teachers Association as at 31 December 2022, and financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs).

Basis for Qualified Opinion

Non-compliance with International Accounting Standard (IAS) 21 - 'The Effect of Changes in Foreign Exchange Rates' in prior financial years and International Accounting Standard (IAS) 8 - Accounting Policies, Changes in Accounting Estimates and Errors

During the prior financial years, the foreign currency denominated transactions and balances were translated into ZWL using the interbank rates which were not considered appropriate spot rates for translation as required by IAS 21. The opinion on the prior year financial statements was modified in respect of this matter and the misstatements have not been corrected in the financial statements for the year ended 31 December 2022.

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As the non-compliance with IAS 21 is from prior financial years and there have been no restatements to the prior year financial statements in accordance with IAS 8, some comparative numbers in the financial statements may be misstated. Our opinion on the current year financial statements is modified because of the possible effects of the above matters on the comparability of the current period's figures to that of the comparative period. As a result of the residual effect of the non-compliance with IAS 21 and the non-restatement of the comparative figures in accordance with IAS 8, the retained earnings may contain misstatements.

Valuation of biological assets

The determination of fair values for biological assets presented in the financial statements is affected by the prevailing economic environment. These financial statements include biological assets revalued by independent professional valuers as at 31 December 2022. The biological asset valuations were determined in USD and then translated to ZWL at the interbank foreign exchange rate as at 31 December 2022.

Although the determined USD values as at 31 December 2022 reflected the fair value of the biological assets in USD as at that date, the converted ZWL fair values were not in compliance with IFRS 13 as they did not reflect the assumptions that market participants would apply in valuing similar items of biological assets in ZWL.

The effects of the above non-compliance with International Financial Reporting Standards were considered to be material but not pervasive to the financial statements.

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Annual financial statements section of our report. We are independent of the Association in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Annual financial statements

Management is responsible for the preparation and fair presentation of the annual financial statements in accordance with International Financial Reporting Standards (IFRSs), and for such internal control as management determines is necessary to enable the preparation of annual financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either

intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

Auditor's Responsibilities for the Audit of the Annual financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the business activities within the Association to express an opinion on the financial statements.

We are responsible for the direction, supervision and performance of the Association's audit.
We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Report on Other Legal and Regulatory Requirements

In our opinion, except for the effects of the matters described in the Basis of Qualified Opinion, the financial statements have been properly prepared, in all material respects, in accordance with the Companies and other Business Entities Act (Chapter 24:31).

The engagement partner on the audit resulting in this independent auditor's report is Alice Mafanuke.

Grant Thornton

Alice Mafanuke
Partner

Registered Public Auditor (PAAB No: 0465)

Grant Thornton
Chartered Accountants (Zimbabwe)
Registered Public Auditors

HARARE

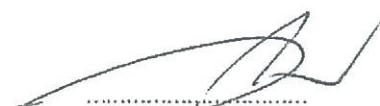
16 June 2023

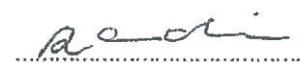
Statement of income and expenditure
for the year ended 31 December 2022

| | Notes | Inflation adjusted | | Historical cost | |
|--|-------|----------------------|----------------------|----------------------|--------------------|
| | | 2022 ZWL | 2021 ZWL | 2022 ZWL | 2021 ZWL |
| Income | | | | | |
| Gross membership subscriptions | | 1 965 456 551 | 774 633 753 | 1 607 909 790 | 183 634 280 |
| Structural refunds to provinces | 5 | (275 385 458) | (108 450 636) | (225 317 536) | (25 709 345) |
| Net membership subscriptions | | 1 690 071 093 | 666 183 117 | 1 382 592 254 | 157 924 935 |
| Other income | 6 | 249 794 875 | 109 365 762 | 195 513 340 | 26 760 302 |
| | | <u>1 939 865 968</u> | <u>775 548 879</u> | <u>1 578 105 594</u> | <u>184 685 237</u> |
| Expenditure | | | | | |
| Administration expenses | 7 | 367 193 600 | 491 257 642 | 191 924 965 | 68 137 635 |
| Finance costs | 8 | 94 775 118 | 101 662 724 | 52 759 793 | 25 178 231 |
| Membership representation | 9 | 973 541 462 | 112 433 876 | 801 537 224 | 27 552 198 |
| Human resources costs | 10 | 457 290 446 | 191 539 209 | 352 164 526 | 46 508 921 |
| International commitment costs | 11 | 52 081 418 | 15 175 283 | 46 018 478 | 3 469 100 |
| Monetary gain/(loss) | | 2 709 123 | (26 312 081) | - | - |
| | | <u>1 947 591 167</u> | <u>885 756 653</u> | <u>1 444 404 986</u> | <u>170 846 085</u> |
| [Deficit]/surplus for the year | | (7 725 199) | (110 207 774) | 133 700 608 | 13 839 152 |
| Other comprehensive income: | | | | | |
| Gains on revaluation of land and buildings | | - | 1 404 420 727 | - | 308 596 442 |
| Total comprehensive (loss)/income for the year | | <u>(7 725 199)</u> | <u>1 294 212 953</u> | <u>133 700 608</u> | <u>322 435 594</u> |

**Statement of financial position
as at 31 December 2022**

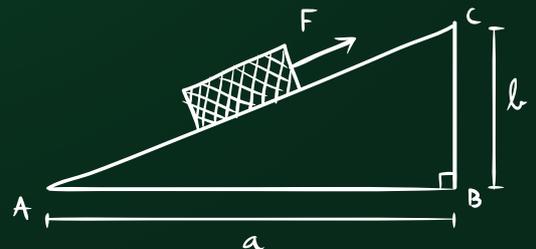
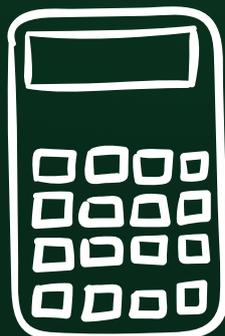
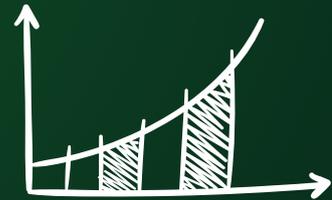
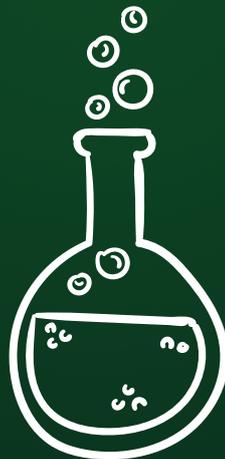
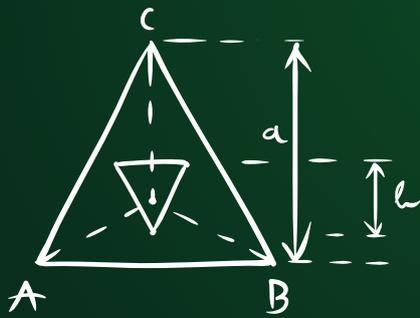
| | Notes | Inflation adjusted | | Historical cost | |
|--|-------|-----------------------------|-----------------------------|---------------------------|---------------------------|
| | | 2022 ZWL | 2021 ZWL | 2022 ZWL | 2021 ZWL |
| Assets | | | | | |
| Non-current assets | | | | | |
| Property and equipment | 12 | 3 376 894 883 | 3 496 750 082 | 416 342 119 | 419 313 756 |
| Biological assets | 13 | 6 380 100 | 2 634 064 | 6 380 100 | 766 251 |
| | | <u>3 383 274 983</u> | <u>3 499 384 146</u> | <u>422 722 219</u> | <u>420 080 007</u> |
| Current assets | | | | | |
| Inventory | 14 | 13 870 142 | 16 141 296 | 3 124 553 | 338 931 |
| Other receivables | 15 | 117 981 530 | 353 345 862 | 117 981 530 | 102 788 570 |
| Cash and cash equivalents | 16 | 50 617 769 | 22 824 879 | 50 617 769 | 6 639 774 |
| | | <u>182 469 441</u> | <u>392 312 037</u> | <u>171 723 852</u> | <u>109 767 275</u> |
| Total assets | | <u><u>3 565 744 424</u></u> | <u><u>3 891 696 183</u></u> | <u><u>594 446 071</u></u> | <u><u>529 847 282</u></u> |
| Funds, reserves and liabilities | | | | | |
| Funds and reserves | | | | | |
| Accumulated funds | | 148 555 833 | 156 281 032 | 147 176 267 | 13 475 659 |
| Revaluation reserve | | 3 384 089 528 | 3 384 089 528 | 414 170 741 | 414 170 741 |
| | | <u>3 532 645 361</u> | <u>3 540 370 560</u> | <u>561 347 008</u> | <u>427 646 400</u> |
| Non-current liabilities | | | | | |
| Loans and borrowings | 17 | - | 147 545 930 | - | 42 921 220 |
| Current liabilities | | | | | |
| Other payables | 18 | 33 099 063 | 20 331 619 | 33 099 063 | 5 914 483 |
| Short term portion of loans and borrowings | 17 | - | 183 448 074 | - | 53 365 179 |
| | | <u>33 099 063</u> | <u>203 779 693</u> | <u>33 099 063</u> | <u>59 279 662</u> |
| Total funds, reserves and liabilities | | <u><u>3 565 744 424</u></u> | <u><u>3 891 696 183</u></u> | <u><u>594 446 071</u></u> | <u><u>529 847 282</u></u> |


.....
Dr. S. Ndlovu
Chief Executive Officer


.....
Mr. R. Gundane
President

$$\phi(x) = \frac{1}{\sqrt{2\pi\sigma^2}} \cdot e^{-\frac{x^2}{2\sigma^2}}$$

ZIMBABWE TEACHERS ASSOCIATION (ZIMTA) FINANCIALS



| | BUDGET-2019 | BUDGET-2020 | PROPOSED BUDGET-2021 |
|--|------------------|-------------------|-------------------------|
| INCOME | | | |
| 1.0 SUBSCRIPTIONS RECEIVABLE | 6,898,000 | 26,400,000 | 117,000,000 |
| 1.1 ADMINISTRATION NATIONAL-28% | 1,931,440 | 7,392,000 | 32,760,000 |
| 1.2 ADMINISTRATION PROVINCES-20% | 1,379,600 | 5,280,000 | 23,400,000 |
| 1.3 EMPLOYMENT COSTS-30% | 2,069,400 | 7,920,000 | 35,100,000 |
| 1.4 LOWER LEVEL ACTIVITIES-18% | 1,241,640 | 5,808,000 | 25,740,000 |
| 1.5 INVESTMENTS PROGRAMMES FUND-4% | 275,920 | - | - |
| 1.7 MEMBERS' INTEREST RECEIVABLES | 375,000 | 117,550 | 6,700 |
| 2.0 OTHER INCOME | | | |
| 2.1 ZIMTA HOUSE + CENTRE RENTALS + FARM | 35,760 | 1,550,000 | 1,150,000 |
| 2.2 FARMING PRODUCE | 39,000 | 2,539,000 | 55,000 |
| 2.3 SUNDRY INCOME | 1,000 | 13,000 | 25,000 |
| 2.4 EDUCATION INTERNATIONAL CHILD LABOUR | 15,750 | 650,000 | 1,500,000 |
| 2.5 FOREIGN CURRENCY EXCHANGE GAINS | - | 330,000 | 530,000 |
| TOTAL | 7,364,510 | 31,599,550 | 120,266,700 |

EXPENDITURE ALLOCATION

| | | | |
|--|------------------|------------------|-------------------|
| 3.0 ADMINISTRATION | | | |
| 3.1 ADVERTISEMENT & PROMOTIONS | 17,500 | 9,000 | 34,650 |
| 3.2 ASSETS DISPOSAL | 25,450 | - | - |
| 3.3 ASSETS IMPAIRMENT | 45,850 | - | - |
| 3.4 AUDIT & CONSULTANCY FEES | 55,000 | 367,500 | 1,400,000 |
| 3.5 BAD DEBTS | 1,850 | 30,000 | 120,000 |
| 3.6 BANK CHARGES | 15,000 | 45,000 | 481,067 |
| 3.7 CHIEF EXECUTIVE VOTE | 1,500 | 10,000 | 138,500 |
| 3.8 COMPUTER & COPIERS EXPENSES | 21,000 | 150,000 | 1,027,500 |
| 3.9 DEPRECIATION | 509,500 | 390,500 | 1,503,425 |
| 3.10 DONATION | 2,500 | 12,000 | 46,200 |
| 3.11 ELECTRICITY | 14,000 | 200,000 | 770,000 |
| 3.12 FARM PRODUCE | - | 100,000 | 4,000,000 |
| 3.13 INSURANCE: MOTOR VEHICLES | 93,509 | 250,000 | 1,712,500 |
| 3.14 INSURANCE: PROPERTIES | 5,600 | 224,056 | 1,534,784 |
| 3.15 MAINTENANCE- HARARE/FARM | 50,000 | 74,000 | 77,000 |
| 3.16 MAINTENANCE-OFFICE EQUIPMENT, F & F | 2,500 | 25,000 | 96,250 |
| 3.17 MOTOR VEHICLE REPAIRS | 88,000 | 464,500 | 3,646,325 |
| 3.18 MOTOR VEHICLE TRECKING | 20,160 | 5,200 | - |
| 3.19 OFFICE CLEANING MATERIAL | 13,200 | 25,000 | 146,250 |
| 3.20 POSTAGES & FREIGHT | 1,100 | 45,000 | 263,250 |
| 3.21 PRESIDENT'S VOTE | 17,000 | 25,000 | 346,250 |
| 3.22 RATES, WATER & HEALTH LICENCES | 28,000 | 150,000 | 1,027,500 |
| 3.23 RENTALS | 10,800 | 320,000 | 1,232,000 |
| 3.24 RESEARCH | - | 5,200 | 20,020 |
| 3.25 STATIONARY & PRINTING | 7,500 | 250,000 | 1,712,500 |
| 3.26 SUBSCRIPTION: DSTV+ZBC | 4,300 | - | - |
| 3.27 TELEPHONES & INTERNET-OFFICES | 125,440 | 760,000 | 2,926,000 |
| 3.28 TRANSPORT -ADMINISTRATION-FUEL | 125,000 | 341,000 | 3,152,500 |
| 3.29 WEBSITE | 1,800 | 25,000 | - |
| 3.30 ZB BANK LOANS | 145,000 | 4,596,342 | 4,000,000 |
| SUB-TOTAL | 1,448,059 | 8,899,298 | 31,414,470 |

| | BUDGET-2019 | BUDGET-2020 | PROPOSED BUDGET-2021 |
|--|------------------|-------------------|-------------------------|
| 4.0 HUMAN RESOURCES | | | |
| 4.1 SALARIES & ALLOWANCES | 1,855,840 | 6,175,000 | 25,000,000 |
| 4.2 SALARIES -MEDICAL AID CIMAS | 226,800 | 3,920,000 | 7,500,000 |
| 4.3 SALARIES- PENSION-NSSA & FMLA | 170,740 | 450,800 | 1,700,000 |
| 4.4 STAFF VACATION LEAVE DAYS | 303,860 | 750,000 | 1,200,000 |
| 4.5 ZIMDEF | 15,120 | 35,000 | 1,250,000 |
| 4.6 STAFF INSURANCE-DOVES | 21,020 | 100,000 | 920,000 |
| 4.7 STAFF -CONDITIONS/PACKAGES | - | 250,000 | 750,000 |
| SUB-TOTAL | 2,593,380 | 11,680,800 | 38,320,000 |
| 5.0 INTERNATIONAL RELATIONS | | | |
| 5.1 INTERNATIONAL SPORTS | 80,000 | - | - |
| 5.2 INTERNATIONAL TRAVELS | 100,000 | 100,000 | - |
| 5.3 SATO MEETINGS | 25,000 | 35,000 | 180,000 |
| 5.4 SUBSCRIPTIONS TO E.I / SATO | 7,500 | - | 250,000 |
| 5.5 SOLIDARITY ACTIVITIES-EI PROGRAMMES | 65,000 | 850,000 | 1,500,000 |
| 5.6 WORLD TEACHERS' DAY | 60,000 | - | 1,450,000 |
| SUB-TOTAL | 337,500 | 985,000 | 3,380,000 |
| 6.0 MEMBERSHIP REPRESENTATION | | | |
| 6.1 COLLECTIVE BARGAINING | 35,000 | 40,000 | 1,254,500 |
| 6.2 LEGAL REPRESENTATION | 100,000 | 200,000 | 5,500,000 |
| 6.3 NATIONAL EXECUTIVE FUEL | - | 1,020,000 | - |
| 6.4 NATIONAL EXECUTIVE COMMUNICATION | - | 540,000 | - |
| 6.5 NATIONAL CONFERENCE | 105,000 | - | 4,500,000 |
| 6.6 NATIONAL EXECUTIVE EXPENSES | 392,810 | 1,985,000 | 7,500,000 |
| 6.7 RETENTION, RENEWAL & RECRUITMENT | 150,000 | - | 1,560,000 |
| 6.8 SPECIAL AREA REPRESENTATIVE | 45,000 | 758,000 | 3,200,000 |
| SUB-TOTAL | 827,810 | 4,543,000 | 23,514,500 |
| 7.0 STRUCTURAL PAYMENTS | | | |
| 7.1 ADMINISTRATION PROVINCES-20% | 1,080,000 | 5,280,000 | 23,400,000 |
| 7.2 LOWER LEVEL ACTIVITIES-22% | 756,000 | 38,000 | - |
| 7.3 SUB-TOTAL | 1,836,000 | 5,318,000 | 23,400,000 |
| GRAND TOTAL ALLOCATION | 6,214,939 | 26,883,098 | 96,514,470 |
| SURPLUS/- (DEFICIT) | 1,149,571 | 4,716,452 | 23,752,230 |
| SUMMARY | | | |
| INCOME | | | |
| 1.0 SUBSCRIPTIONS RECEIVABLE | 7,364,510 | 26,400,000 | 117,000,000 |
| 2.1 ZIMTA RENTALS | 35,760 | 1,550,000 | 1,150,000 |
| 2.2 FARMING | 39,000 | 2,539,000 | 55,000 |
| 2.3 SUNDRY INCOME | 1,000 | 13,000 | 25,000 |
| 2.4 INTEREST RECEIVABLES | 375,000 | 117,550 | 6,700 |
| 2.5 FOREIGN EXCHANGE GAINS | - | 330,000 | 530,000 |
| 2.6 EDUCATION INTERNATIONAL CHILD LABOUR | 15,750 | 650,000 | 1,500,000 |
| TOTAL | 7,831,020 | 31,599,550 | 120,266,700 |

EXPENDITURE ALLOCATION

| | | | | |
|-----|----------------------------|------------------|-------------------|--------------------|
| 3.0 | ADMINISTRATION | 1,448,059 | 8,899,298 | 31,414,470 |
| 4.0 | HUMAN RESOURCES | 2,593,380 | 11,680,800 | 38,320,000 |
| 5.0 | INTERNATIONAL RELATIONS | 337,500 | 985,000 | 3,380,000 |
| 6.0 | MEMBERSHIP REPRESENTATION | 827,810 | 4,543,000 | 23,514,500 |
| 7.0 | STRUCTURAL PAYMENTS | 1,836,000 | 5,318,000 | 23,400,000 |
| | GRAND-TOTAL | 7,042,749 | 31,426,098 | 120,028,970 |
| | SURPLUS/- (DEFICIT) | 321,761 | 173,452 | 237,730 |

INCOME

| | ACTUAL 2019 | BUDGET 2019 | BUDGET 2020 | PROPOSED BUDGET 2021 | |
|-----|--------------------------------------|------------------------|------------------------|-------------------------------------|-------------------|
| 1.0 | SUBSCRIPTIONS RECEIVABLE | 6,897,521 | 5,400,000 | 26,468,000 | 38,600,000 |
| 1.1 | ADMINISTRATION NATIONAL-28%-24% | 1,932,116 | 1,512,000 | 6,352,320 | 9,264,000 |
| 1.2 | ADMINISTRATION PROVINCES-20%-19% | 1,379,504 | 1,080,000 | 5,028,920 | 7,334,000 |
| 1.3 | EMPLOYMENT COSTS-30% | 2,069,256 | 1,620,000 | 7,940,400 | 11,580,000 |
| 1.4 | LOWER LEVEL ACTIVITIES-18%-17% | 1,175,929 | 972,000 | 4,499,560 | 6,562,000 |
| 1.5 | INVESTMENTS PROGRAMMES FUND-4%-10% | 341,526 | 216,000 | 2,646,800 | 3,860,000 |
| 1.6 | MEMBERS' LOAN RECEIVABLES | 1,384,678 | - | 542,000 | 7,500,000 |
| 1.7 | MEMBERS' INTEREST RECEIVABLES | 301,465 | 375,000 | 250,000 | 375,000 |
| 1.8 | DAVETECK/EDULOAN LAPTOPS | 70,049 | 26,960 | 39,000 | 39,000 |
| 2.0 | OTHER INCOME | | | | |
| 2.1 | ZIMTA HOUSE + CENTRE RENTALS + FARM | 40,068 | 35,760 | 795,000 | 1,045,600 |
| 2.2 | FARMING PRODUCE | 29,397 | 39,000 | 39,000 | 55,000 |
| 2.3 | SUNDRY INCOME | 167,379 | - | 100,000 | 152,000 |
| 2.4 | DONATION | 409 | 1,000 | 500 | 600 |
| 2.5 | LOANS-BANK (S) | 7,460,000 | - | 1,600,000 | 6,550,000 |
| 2.6 | EDUCATION INTERNATIONAL CHILD LABOUR | 272,020 | 15,750 | 449,000 | 650,000 |
| 2.7 | FOREIGN CURRENCY EXCHANGE GAINS | 118,532 | - | 230,000 | 330,000 |
| | TOTAL | 16,742,327 | 5,893,470 | 30,512,500 | 55,297,200 |

EXPENDITURE ALLOCATION

| | | | | | |
|------|-------------------------------------|------------------|------------------|------------------|-------------------|
| 3.0 | ADMINISTRATION | | | | |
| 3.1 | ADVERTISEMENT & PROMOTIONS | 5,725 | 17,500 | 19,000 | 21,000 |
| 3.2 | ASSETS DISPOSAL | - | 25,450 | 15,000 | 35,000 |
| 3.3 | ASSETS IMPAIRMENT | - | 45,850 | 56,450 | 57,000 |
| 3.4 | AUDIT & CONSULTANCY FEES | 146,949 | 55,000 | 297,000 | 420,000 |
| 3.5 | BAD DEBTS | - | 1,850 | - | 375,000 |
| 3.6 | BANK CHARGES | 75,726 | 15,000 | 89,000 | 599,500 |
| 3.7 | CHIEF EXECUTIVE VOTE | 6,599 | 1,500 | 15,000 | 14,500 |
| 3.8 | COMPUTER & COPIERS EXPENSES | 7,350 | 21,000 | 32,000 | 34,000 |
| 3.9 | DEPRECIATION | 509,500 | 509,500 | 450,000 | 472,500 |
| 3.10 | DIARIES AND CALENDERS | - | 5,000 | 15,000 | 14,500 |
| 3.11 | DONATION | 3,000 | 2,500 | 5,000 | 3,000 |
| 3.12 | ELECTRICITY | 13,500 | 14,000 | 15,500 | 21,000 |
| 3.13 | FINANCE LEASE CHARGES | 203,808 | 145,000 | 510,000 | 637,500 |
| 3.14 | INSURANCE: MOTOR VEHICLES | 103,099 | 93,509 | 75,000 | 85,000 |
| 3.15 | INSURANCE:PROPERTIES | 22,026 | 5,600 | 224,056 | 280,070 |
| 3.16 | MAINTENANCE- HARARE/FARM | - | 50,000 | 25,000 | 30,000 |
| 3.17 | MAINTENANCE-OFFICE EQUIPMENT, F & F | 44,090 | 2,500 | 35,000 | 30,000 |
| 3.18 | MOTOR VEHICLE LEASE FACILITY | - | - | - | - |
| 3.19 | MOTOR VEHICLE REPAIRS | 243,741 | 88,000 | 464,500 | 580,625 |
| 3.20 | MOTOR VEHICLE TRECKING | 39,061 | 20,160 | 12,100 | - |
| 3.21 | OFFICE CLEANING MATERIAL | 19,715 | 13,200 | 25,000 | 33,000 |
| 3.22 | POSTAGES & FREIGHT | 4,582 | 1,100 | 6,500 | 7,500 |
| 3.23 | PRESIDENT'S VOTE | - | 17,000 | 25,000 | 31,250 |
| 3.24 | RATES,WATER & HEALTH LICENCES | 12,323 | 28,000 | 43,130 | 29,500 |
| 3.25 | RENTALS | 43,318 | 10,800 | 238,560 | 298,200 |
| 3.26 | STATIONARY & PRINTING | 16,497 | 7,500 | 35,000 | 40,000 |
| 3.27 | SUBSCRIPTION:DSTV+ZBC | - | 4,300 | 12,000 | 14,500 |
| 3.28 | TELEPHONES & INTERNET | 183,417 | 125,440 | 205,000 | 256,250 |
| 3.29 | TRANSPORT -ADMINISRTATION-FUEL | 227,931 | 125,000 | 255,000 | 318,750 |
| 3.30 | WEBSITE | 1,794 | 1,800 | 6,500 | 7,500 |
| 3.31 | ZB BANK ZIMTA FARM LOAN 1ST | | - | 1,009,010 | 1,009,100 |
| 3.32 | ZB BANK -MOTOR VEHICLES | | - | 396,800 | 232,000 |
| 3.33 | ZB BANK ZIMTA FARM LOAN 2ND | | - | 3,063,840 | 2,808,600 |
| 3.34 | ZIMTA EHLEKWENI INSTITUTE | 15,019 | - | 212,500 | 1,486,000 |
| | TOTAL | 1,948,770 | 1,453,059 | 7,888,446 | 10,282,345 |

Loans bad debts at 5% pa
Inclusive transfer charges for loans+ 2.5 Zb commissionat the rate of 2.5% per month



| | ACTUAL 2019 | BUDGET 2019 | BUDGET 2020 | PROPOSED BUDGET 2021 |
|---|-------------------|--------------------|-------------------|----------------------------|
| HUMAN RESOURCES | | | | |
| 4.0 SALARIES & ALLOWANCES | 1,668,463 | 1,555,840 | 5,186,600 | 11,669,850 |
| 4.1 SALARIES -MEDICAL AID CIMAS | 488,121 | 226,800 | 2,920,100 | 6,570,225 |
| 4.2 SALARIES- PENSION-NSSA & FMLA | 163,931 | 170,740 | 450,811 | 473,352 |
| 4.3 STAFF VACATION LEAVE DAYS | 17,628 | 303,860 | 744,460 | 781,683 |
| 4.4 ZIMDEF | 14,908 | 15,120 | 22,000 | 27,500 |
| 4.5 STAFF INSURANCE-DOVES | 31,464 | 21,020 | 30,500 | 38,200 |
| 4.6 STAFF -CONDITIONS/PACKAGES | - | - | 150,000 | 350,000 |
| 4.7 SUB-TOTAL | 2,384,514 | 2,293,380 | 9,504,471 | 19,910,810 |
| INTERNATIONAL RELATIONS | | | | |
| 5.0 INTERNATIONAL SPORTS | - | 80,000 | - | 185,000 |
| 5.1 INTERNATIONAL TRAVELS | 178,923 | 100,000 | 100,000 | 179,600 |
| 5.2 SATO MEETINGS | 36,686 | 25,000 | 44,000 | 80,000 |
| 5.3 SUBSCRIPTIONS TO E.I / SATO | 90,954 | 7,500 | 132,000 | 164,900 |
| 5.4 SOLIDARITY ACTIVITIES-EI PROGRAMMES | 261,639 | 65,000 | 320,000 | 408,900 |
| 5.5 WORLD TEACHERS' DAY | - | 60,000 | - | - |
| 5.6 SUB-TOTAL | 568,203 | 337,500 | 596,000 | 1,018,400 |
| MEMBERSHIP REPRESENTATION | | | | |
| 6.0 COLLECTIVE BARGAINING | 14,246 | 35,000 | 55,000 | 181,000 |
| 6.1 LEGAL REPRESENTATION-COSTS | 111,524 | 100,000 | - | - |
| 6.2 NATIONAL CONFERENCE | 112,671 | 105,000 | 250,000 | 312,500 |
| 6.3 NATIONAL EXECUTIVE EXPENSES | 697,985 | 392,810 | 733,638 | 919,552 |
| 6.4 RETENTION, RENEWAL & RECRUITMENT | - | 150,000 | - | - |
| 6.5 SPECIAL AREA REPRESENTATIVE | - | 45,000 | - | - |
| 6.6 SUB-TOTAL | 936,426 | 827,810 | 1,038,638 | 1,413,052 |
| STRUCTURAL PAYMENTS | | | | |
| 7.0 INVESTMENTS-10% OF INCOME | 6,125,155 | 540,000 | 1,653,000 | 1,690,000 |
| 7.1 ADMINISTRATION PROVINCES-20%-19% | 1,379,504 | 1,080,000 | 5,028,920 | 7,334,000 |
| 7.2 LOWER LEVEL ACTIVITIES-18%-17% | 1,175,929 | 756,000 | 4,499,560 | 6,562,000 |
| 7.3 MEMBERS' LOAN | 938,950 | 898,250 | 257,500 | 7,012,500 |
| 7.4 DAVETECK/EDULOAN LAPTOPS | 71,131 | - | 38,070 | 38,070 |
| 7.5 SUB-TOTAL | 9,690,669 | 3,274,250 | 11,477,050 | 22,636,570 |
| GRAND TOTAL ALLOCATION | 15,528,582 | 8,185,999 | 30,504,605 | 55,261,177 |
| SURPLUS/- (DEFICIT) | 1,213,745 | (1,095,959) | 7,895 | 36,023 |

Hostels Furniture such as wardrobe+lounge +dinning tablesetc

INCOME

| | | | | | |
|-----|--------------------------------------|-------------------|--------------------|-------------------|-------------------|
| | SUBSCRIPTIONS RECEIVABLE | 6,898,331 | 5,400,000 | 26,468,000 | 38,600,000 |
| 1.0 | MEMBERS' RECEIVABLES | 1,454,726 | 26,960 | 581,000 | 7,539,000 |
| 1.6 | ZIMTA RENTALS | 40,068 | 35,760 | 795,000 | 1,045,600 |
| 2.1 | FARMING | 29,397 | 39,000 | 39,000 | 55,000 |
| 2.2 | SUNDRY INCOME | 285,911 | - | 330,000 | 482,000 |
| 2.3 | DONATION | 409 | 1,000 | 500 | 600 |
| 2.4 | INTEREST RECEIVABLES | 301,465 | 375,000 | 250,000 | 375,000 |
| 2.5 | ZB BANK LOANS | 7,460,000 | 5,060,000 | 1,600,000 | 6,550,000 |
| 2.6 | EDUCATION INTERNATIONAL CHILD LABOUR | 272,020 | 15,750 | 449,000 | 650,000 |
| | TOTAL | 16,742,327 | 10,953,470 | 30,512,500 | 55,297,200 |
| | EXPENDITURE ALLOCATION | | | | |
| | ADMINISTRATION | 1,948,770 | 1,453,059 | 7,888,446 | 10,282,345 |
| 3.0 | HUMAN RESOURCES | 2,384,514 | 2,293,380 | 9,504,471 | 19,910,810 |
| 4.0 | INTERNATIONAL RELATIONS | 568,203 | 337,500 | 596,000 | 1,018,400 |
| 5.0 | MEMBERSHIP REPRESENTATION | 936,426 | 827,810 | 1,038,638 | 1,413,052 |
| 6.0 | STRUCTURAIL PAYMENTS | 9,690,669 | 3,274,250 | 11,477,050 | 22,636,570 |
| | GRAND-TOTAL | 15,528,582 | 8,185,999 | 30,504,605 | 55,261,177 |
| | SURPLUS/- (DEFICIT) | 1,213,745 | (1,095,959) | 7,895 | 36,023 |

Note: The Actual for 2019 are not yet final until the completion of the External Audit.

| | ACTUAL 2019 | BUDGET 2019 | BUDGET 2020 | PROPOSED BUDGET 2021 |
|--|-------------------|------------------|-------------------|----------------------------|
| INCOME | | | | |
| 1.0 SUBSCRIPTIONS RECEIVABLE | 6,897,521 | 5,400,000 | 26,468,000 | 38,600,000 |
| 1.1 ADMINISTRATION NATIONAL-28%-24% | 1,932,116 | 1,512,000 | 6,352,320 | 9,264,000 |
| 1.2 ADMINISTRATION PROVINCES-20%-19% | 1,379,504 | 1,080,000 | 5,028,920 | 7,334,000 |
| 1.3 EMPLOYMENT COSTS-30% | 2,069,256 | 1,620,000 | 7,940,400 | 11,580,000 |
| 1.4 LOWER LEVEL ACTIVITIES-18%-17% | 1,175,929 | 972,000 | 4,499,560 | 6,562,000 |
| 1.5 INVESTMENTSPROGRAMMES FUND-4%-10% | 341,526 | 216,000 | 2,646,800 | 3,860,000 |
| 1.6 MEMBERS' LOAN RECEIVABLES | 1,384,678 | - | 542,000 | 7,500,000 |
| 1.7 MEMBERS' INTEREST RECEIVABLES | 301,465 | 375,000 | 250,000 | 375,000 |
| 1.8 DAVETECK/EDULOAN LAPTOPS | 70,049 | 26,960 | 39,000 | 39,000 |
| 2.0 OTHER INCOME | | | | |
| 2.1 ZIMTA HOUSE + CENTRE RENTALS + FARM | 40,068 | 35,760 | 795,000 | 1,045,600 |
| 2.2 FARMING PRODUCE | 29,397 | 39,000 | 39,000 | 55,000 |
| 2.3 SUNDRY INCOME | 167,379 | - | 100,000 | 152,000 |
| 2.4 DONATION | 409 | 1,000 | 500 | 600 |
| 2.5 LOANS-BANK (S) | 7,460,000 | - | 1,600,000 | 6,550,000 |
| 2.6 EDUCATION INTERNATIONAL CHILD LABOUR | 272,020 | 15,750 | 449,000 | 650,000 |
| 2.7 FOREIGN CURRENCY EXCHANGE GAINS | 118,532 | - | 230,000 | 330,000 |
| TOTAL | 16,742,327 | 5,893,470 | 30,512,500 | 55,297,200 |

EXPENDITURE ALLOCATION

| | | | | | |
|------|-------------------------------------|------------------|------------------|------------------|-------------------|
| 3.0 | ADMINISTRATION | | | | |
| 3.1 | ADVERTISEMENT & PROMOTIONS | 5,725 | 17,500 | 19,000 | 21,000 |
| 3.2 | ASSETS DISPOSAL | - | 25,450 | 15,000 | 35,000 |
| 3.3 | ASSETS IMPAIRMENT | - | 45,850 | 56,450 | 57,000 |
| 3.4 | AUDIT & CONSULTANCY FEES | 146,949 | 55,000 | 297,000 | 420,000 |
| 3.5 | BAD DEBTS | - | 1,850 | - | 375,000 |
| 3.6 | BANK CHARGES | 75,726 | 15,000 | 89,000 | 599,500 |
| 3.7 | CHIEF EXECUTIVE VOTE | 6,599 | 1,500 | 15,000 | 14,500 |
| 3.8 | COMPUTER & COPIERS EXPENSES | 7,350 | 21,000 | 32,000 | 34,000 |
| 3.9 | DEPRECIATION | 509,500 | 509,500 | 450,000 | 472,500 |
| 3.10 | DIARIES AND CALENDERS | - | 5,000 | 15,000 | 14,500 |
| 3.11 | DONATION | 3,000 | 2,500 | 5,000 | 3,000 |
| 3.12 | ELECTRICITY | 13,500 | 14,000 | 15,500 | 21,000 |
| 3.13 | FINANCE LEASE CHARGES | 203,808 | 145,000 | 510,000 | 637,500 |
| 3.14 | INSURANCE: MOTOR VEHICLES | 103,099 | 93,509 | 75,000 | 85,000 |
| 3.15 | INSURANCE:PROPERTIES | 22,026 | 5,600 | 224,056 | 280,070 |
| 3.16 | MAINTENANCE- HARARE/FARM | - | 50,000 | 25,000 | 30,000 |
| 3.17 | MAINTENANCE-OFFICE EQUIPMENT, F & F | 44,090 | 2,500 | 35,000 | 30,000 |
| 3.18 | MOTOR VEHICLE LEASE FACILITY | - | - | - | - |
| 3.19 | MOTOR VEHICLE REPAIRS | 243,741 | 88,000 | 464,500 | 580,625 |
| 3.20 | MOTOR VEHICLE TRECKING | 39,061 | 20,160 | 12,100 | - |
| 3.21 | OFFICE CLEANING MATERIAL | 19,715 | 13,200 | 25,000 | 33,000 |
| 3.22 | POSTAGES & FREIGHT | 4,582 | 1,100 | 6,500 | 7,500 |
| 3.23 | PRESIDENT'S VOTE | - | 17,000 | 25,000 | 31,250 |
| 3.24 | RATES,WATER & HEALTH LICENCES | 12,323 | 28,000 | 43,130 | 29,500 |
| 3.25 | RENTALS | 43,318 | 10,800 | 238,560 | 298,200 |
| 3.26 | STATIONARY & PRINTING | 16,497 | 7,500 | 35,000 | 40,000 |
| 3.27 | SUBSCRIPTION:DSTV+ZBC | - | 4,300 | 12,000 | 14,500 |
| 3.28 | TELEPHONES & INTERNET | 183,417 | 125,440 | 205,000 | 256,250 |
| 3.29 | TRANSPORT -ADMINISRTATION-FUEL | 227,931 | 125,000 | 255,000 | 318,750 |
| 3.30 | WEBSITE | 1,794 | 1,800 | 6,500 | 7,500 |
| 3.31 | ZB BANK ZIMTA FARM LOAN 1ST | - | - | 1,009,010 | 1,009,100 |
| 3.32 | ZB BANK -MOTOR VEHICLES | - | - | 396,800 | 232,000 |
| 3.33 | ZB BANK ZIMTA FARM LOAN 2ND | - | - | 3,063,840 | 2,808,600 |
| 3.34 | ZIMTA EHLEKWENI INSTITUTE | 15,019 | - | 212,500 | 1,486,000 |
| | TOTAL | 1,948,770 | 1,453,059 | 7,888,446 | 10,282,345 |

Loans bad debts at 5% pa
Inclusive transfer charges for loans+ 2.5 Zb commissionat the rate of 2.5% per month



| | ACTUAL 2019 | BUDGET 2019 | BUDGET 2020 | PROPOSED BUDGET 2021 |
|---|-------------------|--------------------|-------------------|----------------------------|
| HUMAN RESOURCES | | | | |
| 4.0 SALARIES & ALLOWANCES | 1,668,463 | 1,555,840 | 5,186,600 | 11,669,850 |
| 4.1 SALARIES -MEDICAL AID CIMAS | 488,121 | 226,800 | 2,920,100 | 6,570,225 |
| 4.2 SALARIES- PENSION-NSSA & FMLA | 163,931 | 170,740 | 450,811 | 473,352 |
| 4.3 STAFF VACATION LEAVE DAYS | 17,628 | 303,860 | 744,460 | 781,683 |
| 4.4 ZIMDEF | 14,908 | 15,120 | 22,000 | 27,500 |
| 4.5 STAFF INSURANCE-DOVES | 31,464 | 21,020 | 30,500 | 38,200 |
| 4.6 STAFF -CONDITIONS/PACKAGES | - | - | 150,000 | 350,000 |
| 4.7 SUB-TOTAL | 2,384,514 | 2,293,380 | 9,504,471 | 19,910,810 |
| INTERNATIONAL RELATIONS | | | | |
| 5.0 INTERNATIONAL SPORTS | - | 80,000 | - | 185,000 |
| 5.1 INTERNATIONAL TRAVELS | 178,923 | 100,000 | 100,000 | 179,600 |
| 5.2 SATO MEETINGS | 36,686 | 25,000 | 44,000 | 80,000 |
| 5.3 SUBSCRIPTIONS TO E.I / SATO | 90,954 | 7,500 | 132,000 | 164,900 |
| 5.4 SOLIDARITY ACTIVITIES-EI PROGRAMMES | 261,639 | 65,000 | 320,000 | 408,900 |
| 5.5 WORLD TEACHERS' DAY | - | 60,000 | - | - |
| 5.6 SUB-TOTAL | 568,203 | 337,500 | 596,000 | 1,018,400 |
| MEMBERSHIP REPRESENTATION | | | | |
| 6.0 COLLECTIVE BARGAINING | 14,246 | 35,000 | 55,000 | 181,000 |
| 6.1 LEGAL REPRESENTATION-COSTS | 111,524 | 100,000 | - | - |
| 6.2 NATIONAL CONFERENCE | 112,671 | 105,000 | 250,000 | 312,500 |
| 6.3 NATIONAL EXECUTIVE EXPENSES | 697,985 | 392,810 | 733,638 | 919,552 |
| 6.4 RETENTION, RENEWAL & RECRUITMENT | - | 150,000 | - | - |
| 6.5 SPECIAL AREA REPRESENTATIVE | - | 45,000 | - | - |
| 6.6 SUB-TOTAL | 936,426 | 827,810 | 1,038,638 | 1,413,052 |
| STRUCTURAL PAYMENTS | | | | |
| 7.0 INVESTMENTS-10% OF INCOME | 6,125,155 | 540,000 | 1,653,000 | 1,690,000 |
| 7.1 ADMINISTRATION PROVINCES-20%-19% | 1,379,504 | 1,080,000 | 5,028,920 | 7,334,000 |
| 7.2 LOWER LEVEL ACTIVITIES-18%-17% | 1,175,929 | 756,000 | 4,499,560 | 6,562,000 |
| 7.3 MEMBERS' LOAN | 938,950 | 898,250 | 257,500 | 7,012,500 |
| 7.4 DAVETECK/EDULOAN LAPTOPS | 71,131 | - | 38,070 | 38,070 |
| 7.5 SUB-TOTAL | 9,690,669 | 3,274,250 | 11,477,050 | 22,636,570 |
| GRAND TOTAL ALLOCATION | 15,528,582 | 8,185,999 | 30,504,605 | 55,261,177 |
| SURPLUS/- (DEFICIT) | 1,213,745 | (1,095,959) | 7,895 | 36,023 |

INCOME

| | | | | | |
|-----|--------------------------------------|-------------------|--------------------|-------------------|-------------------|
| | SUBSCRIPTIONS RECEIVABLE | 6,898,331 | 5,400,000 | 26,468,000 | 38,600,000 |
| 1.0 | MEMBERS' RECEIVABLES | 1,454,726 | 26,960 | 581,000 | 7,539,000 |
| 1.6 | ZIMTA RENTALS | 40,068 | 35,760 | 795,000 | 1,045,600 |
| 2.1 | FARMING | 29,397 | 39,000 | 39,000 | 55,000 |
| 2.2 | SUNDRY INCOME | 285,911 | - | 330,000 | 482,000 |
| 2.3 | DONATION | 409 | 1,000 | 500 | 600 |
| 2.4 | INTEREST RECEIVABLES | 301,465 | 375,000 | 250,000 | 375,000 |
| 2.5 | ZB BANK LOANS | 7,460,000 | 5,060,000 | 1,600,000 | 6,550,000 |
| 2.6 | EDUCATION INTERNATIONAL CHILD LABOUR | 272,020 | 15,750 | 449,000 | 650,000 |
| | TOTAL | 16,742,327 | 10,953,470 | 30,512,500 | 55,297,200 |
| | EXPENDITURE ALLOCATION | | | | |
| | ADMINISTRATION | 1,948,770 | 1,453,059 | 7,888,446 | 10,282,345 |
| 3.0 | HUMAN RESOURCES | 2,384,514 | 2,293,380 | 9,504,471 | 19,910,810 |
| 4.0 | INTERNATIONAL RELATIONS | 568,203 | 337,500 | 596,000 | 1,018,400 |
| 5.0 | MEMBERSHIP REPRESENTATION | 936,426 | 827,810 | 1,038,638 | 1,413,052 |
| 6.0 | STRUCTURAIL PAYMENTS | 9,690,669 | 3,274,250 | 11,477,050 | 22,636,570 |
| | GRAND-TOTAL | 15,528,582 | 8,185,999 | 30,504,605 | 55,261,177 |
| | SURPLUS/- (DEFICIT) | 1,213,745 | (1,095,959) | 7,895 | 36,023 |

Note: The Actual for 2019 are not yet final until the completion of the External Audit.

| INCOME | | BUDGET-2020 | BUDGET-2021 | PROPOSED BUDGET-2022 |
|---------------|--|--------------------|--------------------|---------------------------------|
| 1.0 | SUBSCRIPTIONS RECEIVABLE | 26,400,000 | 182,600,000 | 314,640,000 |
| 1.1 | Administration National-28% / 26% | 7,392,000 | 47,476,000 | 81,806,400 |
| 1.2 | Administration Provinces-20% / 14% | 5,280,000 | 25,564,000 | 44,049,600 |
| 1.3 | Employment costs-30% / 30% | 7,920,000 | 54,780,000 | 94,392,000 |
| 1.4 | Lower Level Activities-18% / 7% | 5,808,000 | 12,782,000 | 22,024,800 |
| 1.5 | Investments/Projects-8% | - | 14,608,000 | 25,171,200 |
| 1.6 | Retention, Renewal & Recruitment 7% | - | 12,782,000 | 22,024,800 |
| 1.7 | Emergency / Revolving Fund-8% | - | 14,608,000 | 25,171,200 |
| 1.8 | Interest Receivables | 117,550 | 136,950 | 456,250 |
| 2.0 | OTHER INCOME | - | - | - |
| 2.1 | ZIMTA House + Centre + Farm Rentals | 1,550,000 | 940,000 | 550,000 |
| 2.2 | Farming Produce | 2,539,000 | 105,000 | 531,000 |
| 2.3 | Sundry Income | 13,000 | 125,000 | 225,000 |
| 2.4 | Education International -EI Projects | 650,000 | 1,500,000 | 1,700,000 |
| 2.5 | Foreign Currency Exchange Gains | 330,000 | 530,000 | 450,000 |
| 2.6 | ZB bank-Retirement & Berevament Fund | - | 78,000,000 | - |
| 2.7 | ZB bank-ZIMTA Working capital | - | 30,000,000 | - |
| 2.8 | ZIMTA Provident Fund (ZFP) Loan Repayments | - | 27,121,845 | 62,438,180 |
| TOTAL | | 31,599,550 | 321,058,795 | 380,990,430 |



EXPENDITURE ALLOCATION**3.0 ADMINISTRATION EXPENSES -26%****3.1 ADMINISTRATION NATIONAL**

| | | | | |
|--------|--|------------------|--------------------|--------------------|
| 3.1.1 | Advertisement & Promotions | 9,000 | 100,000 | 102,000 |
| 3.1.2 | Assets Disposal | - | - | - |
| 3.1.3 | Audit & Consultancy fees | 367,500 | 3,460,000 | 3,633,000 |
| 3.1.4 | Bad Debts | 30,000 | 75,600 | 77,112 |
| 3.1.5 | Bank charges | 45,000 | 256,847 | 261,984 |
| 3.1.6 | Chief Executive Officer Vote | 10,000 | 485,000 | 494,700 |
| 3.1.7 | Computers & Copiers expense | 150,000 | 3,000,000 | 1,284,000 |
| 3.1.8 | Depreciation | 390,500 | 9,725,000 | 7,200,000 |
| 3.1.9 | Donation | 12,000 | 55,000 | 94,000 |
| 3.1.10 | Electricity | 200,000 | 980,000 | 362,000 |
| 3.1.11 | Farm administration & maintenace | 54,000 | 850,000 | 650,000 |
| 3.1.12 | Insurance: Motor Vehicles | 250,000 | 1,300,000 | 1,326,000 |
| 3.1.13 | Insurance: Properties | 224,056 | 800,000 | 816,000 |
| 3.1.14 | Interest Payable | 20,000 | 200,000 | 204,000 |
| 3.1.15 | Maintenance: Assets | 25,000 | 750,000 | 765,000 |
| 3.1.16 | Motor Vehicles Repairs | 464,500 | 10,500,000 | 4,590,000 |
| 3.1.17 | Office Cleaning Materials | 25,000 | 800,000 | 840,000 |
| 3.1.18 | Postages & Freight | 45,000 | 120,000 | 246,000 |
| 3.1.19 | President's Vote | 25,000 | 485,000 | 494,700 |
| 3.1.20 | Rates, Water & Health licence | 150,000 | 1,220,000 | 1,240,000 |
| 3.1.21 | Rental Payables | 320,000 | 1,610,000 | 1,690,500 |
| 3.1.22 | Stationary & Printings | 250,000 | 1,752,500 | 1,190,000 |
| 3.1.23 | Telephones & Internet | 760,000 | 2,100,000 | 2,205,000 |
| 3.1.24 | Website licence | 25,000 | 1,254,000 | 357,000 |
| 3.1.25 | ZB Bank-Farm loan 1 | 1,067,255 | 2,483,928 | - |
| 3.1.26 | ZB Bank Farm loan 2 | 3,122,790 | 3,024,648 | - |
| 3.1.27 | ZB Bank- Retirement & Bervement fund | - | 78,000,000 | - |
| 3.1.28 | ZB Bank- ZIMTA Provident Fund (ZFP) loan repayment | - | 27,121,845 | 62,438,180 |
| 3.1.29 | ZB bank-ZIMTA loan repayment | - | 7,611,219 | 30,444,875 |
| 3.1.30 | ZB Bank Loan-Motor vehicles | 404,000 | 283,000 | - |
| | Sub-total | 8,445,601 | 160,403,586 | 123,006,051 |
| 3.2 | MEMBERSHIP REPRESENTATION | | | |
| 3.2.1 | Collective Bargaining | 40,000 | 1,655,000 | 1,688,100 |
| 3.2.2 | National Executive-Transport + fuel | 1,020,000 | 2,866,000 | 2,923,320 |
| 3.2.3 | National Executive-Communication | 540,000 | 2,954,000 | 3,013,080 |
| 3.2.4 | National Conference | - | - | 9,500,000 |
| 3.2.5 | National Executive costs | 1,985,000 | 12,956,500 | 13,604,325 |
| | Sub-total | 3,585,000 | 20,431,500 | 30,728,825 |

| | | | | |
|-------|--|--------------------|--------------------|--------------------|
| 3.3 | INTERNATIONAL RELATIONS | | | |
| 3.3.1 | International Sports | - | - | - |
| 3.3.2 | International Travel | 100,000 | - | - |
| 3.3.3 | SATO Exepenses | 35,000 | - | - |
| 3.3.4 | Subscription to EI/SATO | - | 2,356,800 | 1,237,320 |
| 3.3.5 | Education International -EI Activities | 850,000 | 2,680,000 | 2,150,000 |
| | Sub-total | 985,000 | 5,036,800 | 3,387,320 |
| | | | | |
| | GRAND TOTAL ADMINISTRATION | 13,015,601 | 185,871,886 | 157,122,196 |
| | Percentage analysis | 49% | 58% | 50% |
| | | | | PROPOSED |
| | | BUDGET-2020 | BUDGET-2021 | BUDGET-2022 |
| 4.0 | ADMINISTRATION PROVINCES-14% | | | |
| 4.1 | Subscription Refund | 5,280,000 | 25,564,000 | 44,049,600 |
| 4.2 | Daveteck/Eduloan Laptops | 38,000 | 36,950 | 36,950 |
| | Sub-total | 5,318,000 | 25,600,950 | 44,086,550 |
| | Percentage analysis | 20% | 14% | 14% |
| 5.0 | HUMAN RESOURCES-30% | | | |
| 5.1 | Salaries & Allowances | 6,175,000 | 37,000,000 | 63,699,000 |
| 5.2 | Salary-Medical Aid | 3,920,000 | 5,690,000 | 8,146,000 |
| 5.3 | Salaries:Pensions | 450,800 | 2,400,000 | 6,488,000 |
| 5.4 | Staff Vacation Leave days | 750,000 | 2,900,000 | 6,400,000 |
| 5.5 | ZIMDEF-Staff | 35,000 | 370,000 | 636,990 |
| 5.6 | Insurance:Doves | 100,000 | 2,500,000 | 2,240,000 |
| 5.7 | Staff Conditions / Packages | - | 981,000 | 2,500,000 |
| 5.8 | Salary Processing | 250,000 | 1,520,000 | 1,900,000 |
| 5.9 | Salary fund | - | 1,419,000 | 2,382,010 |
| | Sub-total | 11,680,800 | 54,780,000 | 94,392,000 |
| | Percentage analysis | 44% | 30% | 30% |
| 6.0 | INVESTMENTS / PROJECTS-8% | | | |
| 6.1 | ZIMTA Projects | 100,000 | 7,128,000 | 17,691,199 |
| 6.2 | Buildings WIP/Construction | - | 7,480,000 | 7,480,001 |
| | Sub-total | 100,000 | 14,608,000 | 25,171,200 |
| | Percentage analysis | 0% | 8% | 8% |
| 7.0 | RETENTION, RENEWAL & RECRUITMENT-7% | | | |
| 7.1 | Retention, Renewal,& Recruitment | - | 6,179,000 | 6,179,001 |
| 7.2 | Materials & Literatures | - | 6,603,000 | 15,845,799 |
| | Sub-total | - | 12,782,000 | 22,024,800 |
| | Percentage analysis | 0% | 7% | 7% |
| 8.0 | LOWER LEVEL ACTIVITIES-7% | | | |
| 8.1 | Legal Representation | 200,000 | 3,000,000 | 6,750,000 |
| 8.2 | Special Area Representation | 758,000 | 2,000,000 | 3,000,000 |
| 8.3 | World Teachers' Day Celebration | - | 1,295,000 | 3,618,000 |
| 8.4 | Training / Workshops | - | 6,487,000 | 8,656,800 |
| | Sub-total | 958,000 | 12,782,000 | 22,024,800 |



| | | | | |
|-----|-------------------------------------|-------------------|--------------------|--------------------|
| | Percentage analysis | 4% | 7% | 7% |
| 9.0 | EMERGENCY FUND-8% | | | |
| 9.1 | Provinces | - | 9,400,000 | 14,836,600 |
| 9.2 | National Executive | - | 5,208,000 | 10,334,600 |
| | Sub-total | - | 14,608,000 | 25,171,200 |
| | Percentage analysis | 0% | 8% | 8% |
| | EXPENDITURE TOTAL | 31,072,401 | 321,032,836 | 389,992,746 |
| | SUMMARY | | | |
| | INCOME | 31,599,550 | 321,058,795 | 380,990,430 |
| | EXPENDITURE | | | |
| 3.0 | Administration Expenses - 26% | 13,015,601 | 185,871,886 | 157,122,196 |
| 4.0 | Administration Provinces-14% | 5,318,000 | 25,600,950 | 44,086,550 |
| 5.0 | Human Resources-30% | 11,680,800 | 54,780,000 | 94,392,000 |
| 6.0 | Projects-8% | 100,000 | 14,608,000 | 25,171,200 |
| 7.0 | Retention, Renewal & Recruitment-7% | - | 12,782,000 | 22,024,800 |
| 8.0 | Lower Level Activities-7% | 958,000 | 12,782,000 | 22,024,800 |
| 9.0 | Emergency / Revolving Fund-8% | - | 14,608,000 | 25,171,200 |
| | Total | 31,072,401 | 321,032,836 | 389,992,746 |
| | SURPLUS / (DEFICT) | 527,149 | 25,958 | (9,002,316) |

| INCOME | | BUDGET-2020 | BUDGET-2021 | PROPOSED BUDGET-2022 |
|---------------|--|--------------------|--------------------|---------------------------------|
| 1.0 | SUBSCRIPTIONS RECEIVABLE | 26,400,000 | 182,600,000 | 500,640,000 |
| 1.1 | Administration National-26% | 7,392,000 | 47,476,000 | 130,166,400 |
| 1.2 | Administration Provinces-14% | 5,280,000 | 25,564,000 | 70,089,600 |
| 1.3 | Employment costs-30% | 7,920,000 | 54,780,000 | 150,192,000 |
| 1.4 | Lower Level Activities-7% | 5,808,000 | 12,782,000 | 35,044,800 |
| 1.5 | Investments/Projects-8% | - | 14,608,000 | 40,051,200 |
| 1.6 | Retention, Renewal & Recruitment 7% | 117,550 | 12,782,000 | 35,044,800 |
| 1.7 | Emergency / Revolving Fund-8% | - | 14,608,000 | 40,051,200 |
| 1.8 | Interest Receivables | 1,550,000 | 136,950 | 456,250 |
| 2.0 | OTHER INCOME | 2,539,000 | - | - |
| 2.1 | ZIMTA House + Centre + Farm Rentals | 13,000 | 940,000 | 2,550,000 |
| 2.2 | Farming Produce | 650,000 | 105,000 | 531,000 |
| 2.3 | Sundry Income | 330,000 | 125,000 | - |
| 2.4 | Education International -EI Projects | | 1,500,000 | 1,700,000 |
| 2.5 | Foreign Currency Exchange Gains | | 530,000 | 450,000 |
| 2.6 | ZB bank-Retirement & Berevament Fund | | 78,000,000 | - |
| 2.7 | ZB bank-ZIMTA Working capital | | 30,000,000 | - |
| 2.8 | ZIMTA Provident Fund (ZFP) Loan Repayments | | 27,121,845 | 62,438,180 |
| TOTAL | | 31,599,550 | 321,058,795 | 568,765,430 |



EXPENDITURE ALLOCATION**3.0 ADMINISTRATION EXPENSES -26%****3.1 ADMINISTRATION NATIONAL**

| | | | | |
|--------|---|------------------|-------------------|--------------------|
| 3.1.1 | Advertisement & Promotions | 9,000 | 100,000 | 102,000 |
| 3.1.2 | Assets Disposal | - | - | 3,250,000 |
| 3.1.3 | Audit & Consultancy fees | - | 3,460,000 | 4,325,000 |
| 3.1.4 | Bad Debts | 367,500 | 75,600 | 77,500 |
| 3.1.5 | Bank charges | 30,000 | 338,800 | 346,000 |
| 3.1.6 | Chief Executive Officer Vote | 45,000 | 485,000 | 494,700 |
| 3.1.7 | Computers & Copiers expense | 10,000 | 3,000,000 | 2,284,000 |
| 3.1.8 | Depreciation | 150,000 | 9,725,000 | 10,200,000 |
| 3.1.9 | Donation | 390,500 | 55,000 | 94,000 |
| 3.1.10 | Electricity | 12,000 | 980,000 | 362,000 |
| 3.1.11 | Farm administration & maintenance | 200,000 | 850,000 | 1,650,000 |
| 3.1.12 | Insurance: Motor Vehicles | 100,000 | 1,300,000 | 7,498,600 |
| 3.1.13 | Insurance: Properties | 250,000 | 800,000 | 1,588,000 |
| 3.1.14 | Interest Payable | 224,056 | 200,000 | 204,000 |
| 3.1.15 | Maintenance: Assets | 74,000 | 750,000 | 765,000 |
| 3.1.16 | Motor Vehicles Repairs | 25,000 | 10,500,000 | 8,590,000 |
| 3.1.17 | Office Cleaning Materials | 464,500 | 800,000 | 840,000 |
| 3.1.18 | Postages & Freight | 5,200 | 120,000 | 246,000 |
| 3.1.19 | President's Vote | 25,000 | 485,000 | 494,700 |
| 3.1.20 | Rates, Water & Health licence | 45,000 | 1,220,000 | 1,860,000 |
| 3.1.21 | Rental Payables | 25,000 | 1,610,000 | 2,589,500 |
| 3.1.22 | Stationary & Printings | 150,000 | 1,752,500 | 6,190,000 |
| 3.1.23 | Telephones & Internet | 320,000 | 2,100,000 | 6,405,000 |
| 3.1.24 | Website licence | 5,200 | 1,254,000 | 357,000 |
| 3.1.25 | ZB Bank-Farm loan 1 | 250,000 | 2,483,928 | - |
| 3.1.26 | ZB Bank Farm loan 2 | - | 3,024,648 | - |
| 3.1.27 | ZB Bank-ZIMTA Provident Fund (ZFP) 48m loan repayment | 760,000 | 9,989,980 | 39,876,000 |
| 3.1.28 | ZB Bank-ZIMTA Provident Fund (ZFP) 30m loan repayment | 341,000 | 16,446,140 | 19,735,600 |
| 3.1.29 | ZB bank-ZIMTA 30m loan repayment | 25,000 | 7,611,219 | 30,406,000 |
| 3.1.30 | ZB Bank Loan-Motor vehicles | 4,596,342 | 283,000 | - |
| | Sub-total | 8,899,298 | 81,799,815 | 150,830,600 |
| 3.2 | MEMBERSHIP REPRESENTATION | | | |
| 3.2.1 | Collective Bargaining | 40,000 | 1,655,000 | 1,688,100 |
| 3.2.2 | National Executive-Transport + fuel | 1,020,000 | 2,866,000 | 2,923,320 |
| 3.2.3 | National Executive-Communication | 540,000 | 2,954,000 | 3,013,080 |
| 3.2.4 | National Conference | - | - | 9,500,000 |
| 3.2.5 | National Executive costs | 1,985,000 | 12,956,500 | 26,560,825 |
| | Sub-total | 3,585,000 | 20,431,500 | 43,685,325 |

| | BUDGET-2020 | BUDGET-2021 | PROPOSED BUDGET-2022 |
|--|-------------------|--------------------|-------------------------|
| 3.3 INTERNATIONAL RELATIONS | | | |
| 3.3.1 International Sports | - | - | - |
| 3.3.2 International Travel | 100,000 | - | - |
| 3.3.3 SATO Exepenses | 35,000 | - | - |
| 3.3.4 Subscription to EI/SATO | - | 2,356,800 | 1,237,320 |
| 3.3.5 Education International -EI Activities | 850,000 | 2,680,000 | 2,150,000 |
| Sub-total | 985,000 | 5,036,800 | 3,387,320 |
| 4.0 ADMINISTRATION PROVINCES-14% | | | |
| 4.1 Subscription Refund | 5,280,000 | 25,564,000 | 70,089,600 |
| 4.2 Daveteck/Eduloan Laptops | - | 36,950 | 36,950 |
| Sub-total | 5,280,000 | 25,600,950 | 70,126,550 |
| 5.0 HUMAN RESOURCES-30% | | | |
| 5.1 Salaries & Allowances | 6,175,000 | 39,900,000 | 150,000,000 |
| 5.2 Salary-Medical Aid | 3,920,000 | 5,690,000 | 6,109,500 |
| 5.3 Salaries:Pensions | 450,800 | 2,400,000 | 3,406,200 |
| 5.4 Staff Vacation Leave days | 750,000 | 2,900,000 | 6,400,000 |
| 5.5 ZIMDEF-Staff | 35,000 | 399,000 | 1,500,000 |
| 5.6 Insurance:Doves | 100,000 | 2,500,000 | 2,240,000 |
| 5.7 Staff Conditions / Packages | 250,000 | 991,000 | 500,000 |
| 5.8 Salary Processing | - | - | - |
| Sub-total | 11,680,800 | 54,780,000 | 170,155,700 |
| 6.0 INVESTMENTS / PROJECTS-8% | | | |
| 6.1 ZIMTA Projects | - | 7,128,000 | 32,571,200 |
| 6.2 Buildings WIP/Construction | - | 7,480,000 | 7,480,000 |
| Sub-total | - | 14,608,000 | 40,051,200 |
| 7.0 RETENTION, RENEWAL & RECRUITMENT-7% | | | |
| 7.1 Retention, Renewal,& Recruitment | - | 6,179,000 | 6,179,000 |
| 7.2 Materials & Literatures | - | 6,603,000 | 28,865,800 |
| Sub-total | - | 12,782,000 | 35,044,800 |
| 8.0 LOWER LEVEL ACTIVITIES-7% | | | |
| 8.1 Legal Representation | 200,000 | 3,000,000 | 6,750,000 |
| 8.2 Special Area Representation | 758,000 | 2,000,000 | 250,000 |
| 8.3 World Teachers' Day Celebration | 38,000 | 1,295,000 | 3,618,000 |
| 8.4 Training / Workshops | - | 6,487,000 | 24,426,800 |
| Sub-total | 996,000 | 12,782,000 | 35,044,800 |
| 9.0 EMERGENCY FUND-8% | | | |
| 9.1 ZIMTA Microfinance fund | - | 78,000,000 | 10,250,000 |
| 9.2 National Executive | - | 15,000,000 | 10,000,000 |
| Sub-total | - | 93,000,000 | 20,250,000 |
| EXPENDITURE TOTAL | 31,426,098 | 320,821,065 | 568,576,295 |



| SUMMARY | | | |
|--------------------|-------------------------------------|--------------------|--------------------|
| INCOME | | | |
| | 31,599,550 | 321,058,795 | 568,765,430 |
| EXPENDITURE | | | |
| 3.0 | Administration Expenses - 26% | 13,469,298 | 107,268,115 |
| 4.0 | Administration Provinces-14% | 5,280,000 | 25,600,950 |
| 5.0 | Human Resources-30% | 11,680,800 | 54,780,000 |
| 6.0 | Projects-8% | - | 14,608,000 |
| 7.0 | Retention, Renewal & Recruitment-7% | - | 12,782,000 |
| 8.0 | Lower Level Activities-7% | 996,000 | 12,782,000 |
| 9.0 | Emergency / Revolving Fund-8% | - | 93,000,000 |
| | Total | 31,426,098 | 320,821,065 |
| | SURPLUS / (DEFICT) | 173,452 | 237,730 |
| | | | 189,135 |

| | BUDGET-2021 | BUDGET-2022 | BUDGET-2023 |
|--|--------------------|----------------------|----------------------|
| INCOME | | | |
| 1.0 SUBSCRIPTIONS RECEIVABLE | 182,600,000 | 1,770,120,000 | 3,290,400,000 |
| 1.1 Administration National-26% | 47,476,000 | 460,231,200 | 855,504,000 |
| 1.2 Administration Provinces-14% | 25,564,000 | 247,816,800 | 460,656,000 |
| 1.3 Employment costs-30% | 54,780,000 | 531,036,000 | 987,120,000 |
| 1.4 Lower Level Activities-7% | 12,782,000 | 123,908,400 | 230,328,000 |
| 1.5 Investments/Projects-8% | 14,608,000 | 141,609,600 | 263,232,000 |
| 1.6 Retention, Renewal & Recruitment 7% | 12,782,000 | 123,908,400 | 230,328,000 |
| 1.7 Emergency / Revolving Fund-8% | 14,608,000 | 141,609,600 | 263,232,000 |
| 1.8 Interest Receivables | 136,950 | 456,250 | 456,250 |
| 2.0 OTHER INCOME | - | - | - |
| 2.1 ZIMTA House + Centre + Farm Rentals | 940,000 | 2,550,000 | 1,850,000 |
| 2.2 Farming Produce | 105,000 | 531,000 | 531,000 |
| 2.3 Sundry Income | 125,000 | - | - |
| 2.4 Education International -EI Projects | 1,500,000 | 1,700,000 | 2,700,000 |
| 2.5 Foreign Currency Exchange Gains | 530,000 | 450,000 | 650,000 |
| 2.6 ZB bank-Retirement & Berevament Fund | 78,000,000 | - | - |
| 2.7 ZB bank-ZIMTA Working capital | 30,000,000 | - | - |
| 2.8 ZMF Loan Repayments | 27,121,845 | 62,438,180 | - |
| TOTAL | 321,058,795 | 1,838,245,430 | 3,296,587,250 |



EXPENDITURE ALLOCATION**3.0 ADMINISTRATION EXPENSES -26%****3.1 ADMINISTRATION NATIONAL**

| | | | | |
|------------|-------------------------------------|-------------------|--------------------|-------------------|
| 3.1.1 | Advertisement & Promotions | 100,000 | 102,000 | 104,000 |
| 3.1.2 | Assets Disposal | - | 3,250,000 | 4,062,000 |
| 3.1.3 | Audit & Consultancy fees | 3,460,000 | 4,325,000 | 4,541,000 |
| 3.1.4 | Bad Debts | 75,600 | 77,112 | 78,000 |
| 3.1.5 | Bank charges | 338,800 | 345,576 | 352,000 |
| 3.1.6 | Chief Executive Officer Vote | 485,000 | 494,700 | 500,000 |
| 3.1.7 | Computers & Copiers expense | 3,000,000 | 2,284,000 | 2,384,000 |
| 3.1.8 | Depreciation | 9,725,000 | 10,200,000 | 13,200,000 |
| 3.1.9 | Donation | 55,000 | 94,000 | 94,000 |
| 3.1.10 | Electricity | 980,000 | 362,000 | 362,000 |
| 3.1.11 | Farm administration & maintenance | 850,000 | 1,650,000 | 650,000 |
| 3.1.12 | Insurance: Motor Vehicles | 1,300,000 | 7,498,682 | 7,648,000 |
| 3.1.13 | Insurance: Properties | 800,000 | 1,588,137 | 1,619,000 |
| 3.1.14 | Interest Payable | 200,000 | 204,000 | 208,000 |
| 3.1.15 | Maintenance: Assets | 750,000 | 765,000 | 780,000 |
| 3.1.16 | Motor Vehicles Repairs | 10,500,000 | 8,590,000 | 6,590,000 |
| 3.1.17 | Office Cleaning Materials | 800,000 | 840,000 | 882,000 |
| 3.1.18 | Postages & Freight | 120,000 | 246,000 | 504,000 |
| 3.1.19 | President's Vote | 485,000 | 494,700 | 504,000 |
| 3.1.20 | Rates, Water & Health licence | 1,220,000 | 1,860,000 | 1,953,000 |
| 3.1.21 | Rental Payables | 1,610,000 | 2,589,500 | 2,718,000 |
| 3.1.22 | Stationary & Printings | 1,752,500 | 6,190,000 | 4,190,000 |
| 3.1.23 | Telephones & Internet | 2,100,000 | 6,405,000 | 6,720,000 |
| 3.1.24 | Website licence | 1,254,000 | 357,000 | 357,000 |
| 3.1.25 | ZB Bank-Farm loan 1 | 2,483,928 | - | - |
| 3.1.26 | ZB Bank Farm loan 2 | 3,024,648 | - | - |
| 3.1.27 | ZB Bank-ZMF 48m loan repayment | 9,989,980 | 68,428,143 | - |
| 3.1.28 | ZB Bank-ZMF 30m loan repayment | 16,446,140 | 39,470,736 | - |
| 3.1.29 | ZB bank-ZIMTA 30m loan repayment | 7,611,219 | 35,473,892 | - |
| 3.1.30 | ZB Bank Loan-Motor vehicles | 283,000 | - | - |
| | Sub-total | 81,799,815 | 204,185,178 | 61,000,000 |
| 3.2 | MEMBERSHIP REPRESENTATION | | | |
| 3.2.1 | Collective Bargaining | 1,655,000 | 1,688,100 | 2,565,000 |
| 3.2.2 | National Executive-Transport + fuel | 2,866,000 | 4,304,732 | 6,672,000 |
| 3.2.3 | National Executive-Communication | 2,954,000 | 4,490,080 | 6,953,000 |
| 3.2.4 | National Conference | - | 19,500,000 | 32,500,000 |
| 3.2.5 | National Executive costs | 12,956,500 | 26,560,825 | 38,510,000 |
| | Sub-total | 20,431,500 | 56,543,737 | 87,200,000 |

| | BUDGET-2021 | BUDGET-2022 | PROPOSED BUDGET-2022 |
|--|-------------------|--------------------|-------------------------|
| 3.3 INTERNATIONAL RELATIONS | | | |
| 3.3.1 International Sports | - | - | - |
| 3.3.2 International Travel | - | 12,542,300 | 37,626,000 |
| 3.3.3 SATO Exepenses | - | 15,000,000 | 18,000,000 |
| 3.3.4 Subscription to EI/SATO | 2,356,800 | 15,789,620 | 8,289,000 |
| 3.3.5 Education International -EI Activities | 2,680,000 | 2,150,000 | 3,350,000 |
| Sub-total | 5,036,800 | 45,481,920 | 67,265,000 |
| 4.0 ADMINISTRATION PROVINCES-14% | | | |
| 4.1 Subscription Refund | 25,564,000 | 247,816,800 | 460,656,000 |
| 4.2 Daveteck/Eduloan Laptops | 36,950 | 36,950 | - |
| Sub-total | 25,600,950 | 247,853,750 | 460,656,000 |
| 5.0 HUMAN RESOURCES-30% | | | |
| 5.1 Salaries & Allowances | 37,000,000 | 258,987,426 | 649,745,000 |
| 5.2 Salary-Medical Aid | 5,690,000 | 62,892,146 | 242,120,000 |
| 5.3 Salaries:Pensions | 2,400,000 | 19,785,123 | 29,682,600 |
| 5.4 Staff Vacation Leave days | 2,900,000 | 6,547,865 | 38,400,000 |
| 5.5 ZIMDEF-Staff | 370,000 | 2,589,874 | 6,497,450 |
| 5.6 Insurance:Doves | 2,500,000 | 2,240,000 | 3,584,000 |
| 5.7 Staff Conditions / Packages | 981,000 | 500,000 | 16,500,000 |
| 5.8 Salary Processing | 1,520,000 | 380,000 | 590,950 |
| 5.9 Salary fund | 1,419,000 | - | - |
| Sub-total | 54,780,000 | 353,922,434 | 987,120,000 |
| 6.0 INVESTMENTS / PROJECTS-8% | | | |
| 6.1 ZIMTA Projects | 7,480,000 | - | - |
| 6.2 Buildings WIP/Construction | 7,128,000 | - | - |
| Sub-total | 14,608,000 | - | - |
| 7.0 RETENTION, RENEWAL & RECRUITMENT-7% | | | |
| 7.1 Retention, Renewal,& Recruitment | 6,179,000 | 128,537,000 | 177,670,000 |
| 7.2 ZIMTA Provident Fund (ZFP) Legacy | - | 78,495,610 | 85,500,000 |
| 7.3 Materials & Literatures | 6,603,000 | 164,269,900 | 156,000,000 |
| Sub-total | 12,782,000 | 371,302,510 | 419,170,000 |
| 8.0 LOWER LEVEL ACTIVITIES-7% | | | |
| 8.1 Legal Representation | 3,000,000 | 245,784,523 | 491,569,000 |
| 8.2 Special Area Representation | 2,000,000 | 10,200,000 | 15,300,000 |
| 8.3 World Teachers' Day Celebration | 1,295,000 | 36,180,000 | 136,180,000 |
| 8.4 Training / Workshops/Structural | 6,487,000 | 225,744,000 | 526,123,000 |
| Sub-total | 12,782,000 | 517,908,523 | 1,169,172,000 |



| | | | | |
|-----|-------------------------------------|--------------------|----------------------|----------------------|
| 9.0 | EMERGENCY FUND-8% | | | |
| 9.1 | ZIMTA Microfinance | 78,000,000 | 29,836,600 | 16,836,600 |
| 9.2 | National Executive | 15,000,000 | 10,500,000 | 28,000,000 |
| | Sub-total | 93,000,000 | 40,336,600 | 44,836,600 |
| | EXPENDITURE TOTAL | 320,821,065 | 1,837,534,653 | 3,296,419,600 |
| | SUMMARY | | | |
| | INCOME | 321,058,795 | 1,838,245,430 | 3,296,587,250 |
| | EXPENDITURE | | | |
| 3.0 | Administration Expenses - 26% | 107,268,115 | 306,210,835 | 215,465,000 |
| 4.0 | Administration Provinces-14% | 25,600,950 | 247,853,750 | 460,656,000 |
| 5.0 | Human Resources-30% | 54,780,000 | 353,922,434 | 987,120,000 |
| 6.0 | Projects-8% | 14,608,000 | - | - |
| 7.0 | Retention, Renewal & Recruitment-7% | 12,782,000 | 371,302,510 | 419,170,000 |
| 8.0 | Lower Level Activities-7% | 12,782,000 | 517,908,523 | 1,169,172,000 |
| 9.0 | Emergency / Revolving Fund-8% | 93,000,000 | 40,336,600 | 44,836,600 |
| | Total | 320,821,065 | 1,837,534,653 | 3,296,419,600 |
| | SURPLUS / (DEFICT) | 237,730 | 710,778 | 167,650 |

| | | BUDGET-2022 | BUDGET-2023 | BUDGET-2024 |
|-----|--------------------------------------|----------------------|----------------------|-----------------------|
| | INCOME | | | |
| 1.0 | SUBSCRIPTIONS RECEIVABLE | 1,770,120,000 | 7,527,000,000 | 17,028,000,000 |
| 1.1 | Administration National-26% | 460,231,200 | 1,957,020,000 | 4,427,280,000 |
| 1.2 | Administration Provinces-14% | 247,816,800 | 1,053,780,000 | 2,383,920,000 |
| 1.3 | Employment costs-30% | 531,036,000 | 2,258,100,000 | 5,108,400,000 |
| 1.4 | Lower Level Activities-7% | 123,908,400 | 526,890,000 | 1,191,960,000 |
| 1.5 | Investments/Projects-8% | 141,609,600 | 602,160,000 | 1,362,240,000 |
| 1.6 | Retention, Renewal & Recruitment 7% | 123,908,400 | 526,890,000 | 1,191,960,000 |
| 1.7 | Emergency / Revolving Fund-8% | 141,609,600 | 602,160,000 | 1,362,240,000 |
| 1.8 | Interest Receivables | 456,250 | 9,545,000 | 5,456,000 |
| 2.0 | OTHER INCOME | - | - | - |
| 2.1 | ZIMTA House + Centre + Farm Rentals | 2,550,000 | 15,789,000 | 1,850,000 |
| 2.2 | Farming Produce | 531,000 | 1,531,000 | 531,000 |
| 2.3 | Sundry Income | - | - | - |
| 2.4 | Education International -EI Projects | 1,700,000 | 36,000,000 | 22,000,000 |
| 2.5 | Foreign Currency Exchange Gains | 450,000 | 5,650,000 | 2,650,000 |
| 2.6 | ZMF Loan Repayments | 62,438,180 | - | - |
| | TOTAL | 1,838,245,430 | 7,595,515,000 | 17,060,487,000 |



EXPENDITURE ALLOCATION3.0 **ADMINISTRATION EXPENSES -26%**3.1 **ADMINISTRATION NATIONAL**

| | | | | |
|--------|-------------------------------------|--------------------|--------------------|----------------------|
| 3.1.1 | Advertisement & Promotions | 102,000 | 331,500 | 2,652,000 |
| 3.1.2 | Assets Disposal | 3,250,000 | 10,562,000 | 84,496,000 |
| 3.1.3 | Audit & Consultancy fees | 4,325,000 | 14,056,000 | 112,448,000 |
| 3.1.4 | Bad Debts | 77,112 | 250,000 | 2,000,000 |
| 3.1.5 | Bank charges | 345,576 | 1,123,000 | 8,984,000 |
| 3.1.6 | Chief Executive Officer Vote | 494,700 | 1,607,000 | 12,856,000 |
| 3.1.7 | Computers & Copiers expense | 2,284,000 | 7,423,000 | 59,384,000 |
| 3.1.8 | Depreciation | 10,200,000 | 33,150,000 | 265,200,000 |
| 3.1.9 | Donation | 94,000 | 305,000 | 2,440,000 |
| 3.1.10 | Electricity | 362,000 | 11,760,000 | 94,080,000 |
| 3.1.11 | Farm administration & maintenance | 1,650,000 | 53,620,000 | 428,960,000 |
| 3.1.12 | Insurance: Motor Vehicles | 7,498,682 | 34,750,000 | 278,000,000 |
| 3.1.13 | Insurance: Properties | 1,588,137 | 5,161,000 | 41,288,000 |
| 3.1.14 | Interest Payable | 204,000 | 663,000 | 5,304,000 |
| 3.1.15 | Maintenance: Assets | 765,000 | 2,486,250 | 19,890,000 |
| 3.1.16 | Motor Vehicles Repairs | 8,590,000 | 27,917,500 | 223,340,000 |
| 3.1.17 | Office Cleaning Materials | 840,000 | 2,730,000 | 21,840,000 |
| 3.1.18 | Postages & Freight | 246,000 | 799,500 | 6,396,000 |
| 3.1.19 | President's Vote | 494,700 | 1,607,000 | 12,856,000 |
| 3.1.20 | Rates, Water & Health licence | 1,860,000 | 6,045,000 | 48,360,000 |
| 3.1.21 | Rental Payables | 2,589,500 | 8,415,000 | 67,320,000 |
| 3.1.22 | Stationary & Printings | 6,190,000 | 20,117,500 | 160,940,000 |
| 3.1.23 | Telephones & Internet | 6,405,000 | 20,816,250 | 166,530,000 |
| 3.1.24 | Website licence | 357,000 | 1,160,250 | 9,282,000 |
| 3.1.25 | ZB Bank-ZMF 48m loan repayment | 68,428,143 | - | - |
| 3.1.26 | ZB Bank-ZMF 30m loan repayment | 39,470,736 | - | - |
| 3.1.27 | ZB bank-ZIMTA 30m loan repayment | 35,473,892 | - | - |
| | Sub-total | 204,185,178 | 266,855,750 | 2,134,846,000 |
| 3.2 | MEMBERSHIP REPRESENTATION | | | |
| 3.2.1 | Collective Bargaining | 1,688,100 | 5,486,000 | 9,600,500 |
| 3.2.2 | National Executive-Transport + fuel | 4,304,732 | 13,990,000 | 24,482,500 |
| 3.2.3 | National Executive-Communication | 4,490,080 | 14,592,000 | 25,536,000 |
| 3.2.4 | National Conference | 19,500,000 | 63,375,000 | 110,906,250 |
| 3.2.5 | National Executive costs | 26,560,825 | 86,322,000 | 151,063,500 |
| | Sub-total | 56,543,737 | 183,765,000 | 321,588,750 |

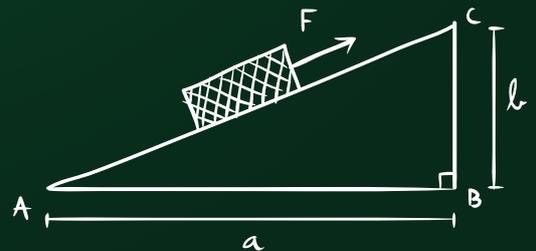
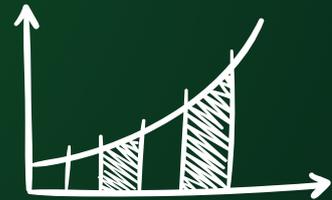
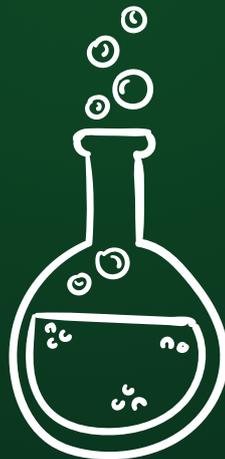
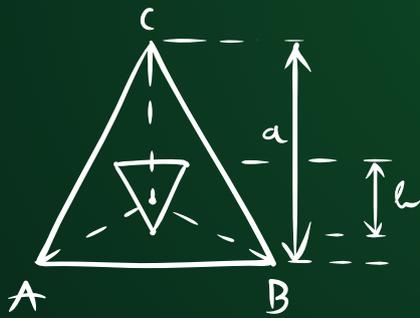
| | BUDGET-2022 | BUDGET-2023 | PROPOSED BUDGET-2024 |
|--|--------------------|----------------------|-------------------------|
| 3.3 INTERNATIONAL RELATIONS | | | |
| 3.3.1 International Sports | - | - | - |
| 3.3.2 International Travel | 12,542,300 | 40,762,000 | 42,800,100 |
| 3.3.3 SATO Exepenses | 15,000,000 | 48,750,000 | 51,187,500 |
| 3.3.4 Subscription to EI/SATO | 15,789,620 | 51,316,000 | 53,881,800 |
| 3.3.5 Education International -EI Activities | 2,150,000 | 6,987,500 | 12,228,125 |
| Sub-total | 45,481,920 | 147,815,500 | 160,097,525 |
| 4.0 ADMINISTRATION PROVINCES-14% | | | |
| 4.1 Subscription Refund | 247,816,800 | 1,053,780,000 | 2,383,920,000 |
| 4.2 Daveteck/Eduloan Laptops | 36,950 | - | - |
| Sub-total | 247,853,750 | 1,053,780,000 | 2,383,920,000 |
| 5.0 HUMAN RESOURCES-30% | | | |
| 5.1 Salaries & Allowances | 258,987,426 | 1,656,849,750 | 4,473,494,325 |
| 5.2 Salary-Medical Aid | 62,892,146 | 423,710,000 | 1,482,985,000 |
| 5.3 Salaries:Pensions | 19,785,123 | 155,833,650 | 467,500,950 |
| 5.4 Staff Vacation Leave days | 6,547,865 | 76,800,000 | 268,800,000 |
| 5.5 ZIMDEF-Staff | 2,589,874 | 6,497,450 | 19,492,350 |
| 5.6 Insurance:Doves | 2,240,000 | 4,480,000 | 15,680,000 |
| 5.7 Staff Conditions / Packages | 880,000 | 22,275,000 | 77,962,500 |
| Sub-total | 353,922,434 | 2,346,445,850 | 6,805,915,125 |
| 6.0 INVESTMENTS / PROJECTS-8% | | | |
| 6.1 ZIMTA Projects | - | - | - |
| 6.2 Buildings renovations ZEVI | - | - | 758,450,000 |
| Sub-total | - | - | 758,450,000 |
| 7.0 RETENTION, RENEWAL & RECRUITMENT-7% | | | |
| 7.1 Retention, Renewal, & Recruitment | 128,537,000 | 546,282,000 | 573,596,100 |
| 7.2 ZIMTA Provident Fund (ZFP) Legacy | 78,495,610 | 333,606,000 | 350,286,300 |
| 7.3 Materials & Literatures | 164,269,900 | 698,147,000 | 733,054,350 |
| Sub-total | 371,302,510 | 1,578,035,000 | 1,656,936,750 |
| 8.0 LOWER LEVEL ACTIVITIES-7% | | | |
| 8.1 Legal Representation | 245,784,523 | 860,245,000 | 903,257,250 |
| 8.2 Special Area Representation | 10,200,000 | 33,150,000 | 34,973,250 |
| 8.3 World Teachers' Day Celebration | 36,180,000 | 117,585,000 | 123,464,250 |
| 8.4 Training / Workshops/Structural | 225,744,000 | 959,412,000 | 964,209,060 |
| Sub-total | 517,908,523 | 1,970,392,000 | 2,025,903,810 |
| 9.0 EMERGENCY FUND-8% | | | |
| 9.1 ZIMTA Microfinance | 29,836,600 | 14,918,300 | 780,000,000 |
| 9.2 National Executive | 10,500,000 | 26,250,000 | 22,000,000 |
| Sub-total | 40,336,600 | 41,168,300 | 802,000,000 |

| | | | |
|---|----------------------|----------------------|-----------------------|
| EXPENDITURE TOTAL | 1,837,534,653 | 7,588,257,400 | 16,291,207,960 |
| SUMMARY | | | |
| INCOME | 1,838,245,430 | 7,595,515,000 | 17,060,487,000 |
| EXPENDITURE | | | |
| 3.0 Administration Expenses - 26% | 306,210,835 | 598,436,250 | 2,616,532,275 |
| 4.0 Administration Provinces-14% | 247,853,750 | 1,053,780,000 | 2,383,920,000 |
| 5.0 Human Resources-30% | 353,922,434 | 2,346,445,850 | 6,805,915,125 |
| 6.0 Projects-8% | - | - | 758,450,000 |
| 7.0 Retention, Renewal & Recruitment-7% | 371,302,510 | 1,578,035,000 | 1,656,936,750 |
| 8.0 Lower Level Activities-7% | 517,908,523 | 1,970,392,000 | 2,025,903,810 |
| 9.0 Emergency / Revolving Fund-8% | 40,336,600 | 41,168,300 | 802,000,000 |
| Total | 1,837,534,653 | 7,588,257,400 | 17,049,657,960 |
| SURPLUS / (DEFICT) | 710,778 | 7,257,600 | 10,829,040 |

$$\phi(x) = \frac{1}{\sqrt{2\pi\sigma^2}} \cdot e^{-\frac{x^2}{2\sigma^2}}$$

SECTION F

• Resolutions for Noting



BULAWAYO PROVINCE

RESOLUTIONS

1. Observing that most of the members in ZIMTA are at school or branch level and districts; noting that the current distribution of subscriptions allocates more resources to the National. We request that more resources be channelled to the lower structures.
2. Observing that less resources are channelled to the lower structures due to a huge salary bill; noting that members year-in and year-out have been requesting for more resources at grassroots, we therefore resolve that ZIMTA must stop employing more workers.
3. Observing that the current trend in ZIMTA leaders or immediate past leaders join politics; observing that the ZIMTA Constitution has a stance on being non-political. We resolve that our leaders stop meddling in politics to fully advance the salaries agenda, as political affiliation compromises negotiations.
4. Observing that since the formal registration of the retirement and bereavement fund, several benefits have been reduced or changed; for example spectacles, use of vehicle, health benefits and general delays in either disbursement of funds or review of benefits. We note that the current benefits are no longer of any use. We resolve that the ZIMTA Provident Fund (ZFP) and all benefits be restored to their status when the scheme was in the province.
5. We observe that ZIMTA is a non-profit making organisation and that members invested in projects like Ehlekweni. We note that currently there are no longer vehicles in ZIMTA Provident Fund (ZFP), yet ZIMTA has a pool of vehicles. We resolve the cars must not benefit individuals only but must assist members during bereavements.
6. Observing that the members at grass roots level benefit absolutely nothing from subscriptions; noting that the distribution of subscriptions is like an upside-down pyramid. We resolve that more resources be channelled to the members and that the decision-making process must be decentralised.
7. Observing that teachers are poorly paid; noting that ZIMTA has housing projects and is selling stands in USD, which most of the members do not afford. We resolve that ZIMTA must build houses for members and deducts from members' salaries over time.
8. Observing that heads of school benefit from any job action done by teachers e.g., strikes, incapacitation; noting that authorities move around schools and demand names of striking teachers resulting in the docking of salaries for striking teachers. We resolve that ZIMTA should ensure that School Heads do not do this NAPH/NASH as they also benefit as well as Education Officers through NASID.
9. Observing that during elections leaders seek mandate from the members; noting that after being elected members change loyalty to Government and forget about the welfare of the members that elected them.
10. Observing that seniority in education, grades and upward movements through promotions; noting that this has been disregarded in the recent salary adjustments, this has led to loss of desire to seek promotion to senior grades and serious demotivation by education officers. We resolve that this anomaly be urgently rectified.



HARARE PROVINCE

RESOLUTIONS

1. Noting with concern that ZIMTA has always taken long in declaring collective job action, realising that other organisations always take the thunder from ZIMTA, Harare Province urge the National Executive to be quick whenever collective job action is necessary.
2. Observing that members do not understand economic constraints faced by ZIMTA, as well as the necessary funding needs, ZIMTA Harare Province resolves that workshops be taken at all levels.
3. Observing that teachers are poor and can't make ends meet, Harare Province resolves that ZIMTA should avail loans for teachers to start self-help projects at their homes.
4. Observing that it is the member who must be helped in times of trouble, Harare Province resolves that bereavement benefits for spouse and children should be more than that for the member.
5. Noting with concern the challenges members face with PSMAS in accessing medication and other health services, Harare resolves that ZIMTA starts its own medical aid scheme.

MANICALAND PROVINCE

RESOLUTIONS

1. Observing that members are many at grassroots. Cognisant of the fact that the grassroots are not being funded. Manicaland resolves that branch and district refunds be remitted.
2. Noting that ZIMTA subscriptions are increased when members are not aware. Appreciating that increase in subscriptions is vital for the organisation to keep running. We resolve that the national executive should inform members on subscription increase before deductions.
3. Observing that sport is a recruitment and retention campaign strategy. We resolve that sporting activities be brought back.
4. Realising the need for regalia for identification, ZIMTA Manicaland directs those regalia be distributed at the beginning of each year.
5. Worried about the continuous membership drop, ZIMTA Manicaland resolves that there be membership campaign drives.
6. Noting that teachers need rest like any other worker, we resolved that ZIMTA push for a term's leave.
7. Worried by how members are treated by medical aid societies, we propose that ZIMTA have its own medical aid society.
8. Concerned by how industrial actions are called off, Manicaland members suggest that there be adequate time to communicate calling them off.

MASHONALAND CENTRAL PROVINCE

PROVINCIAL RESOLUTIONS

1. That the distribution of regalia be done by branch chairpersons assisted by the provincial office.
2. That communication allowances for all elected leaders at Branch, District and Provincial levels be revived to promote information sharing at all levels.
3. That lower-level activities be prioritised to promote grassroots participation and involvement in ZIMTA functions.
4. That ZIMTA attends all funerals of bona fide members as a show of solidarity.

Recommendations for National Conference

1. That as early as possible, ZIMTA decentralise its functions to promote efficiency in the service provision rather than to pursue an archaic bureaucratic system.
2. That ZIMTA up-scales its negotiation strategies to alleviate the plight of educators.
3. That ZIMTA consults widely before taking major decisions such as job actions and subscription reviews.
4. That ZIMTA openly declares dividends realised from investment initiatives at Ehlekweni.
5. That ZIMTA upgrades the ZPF scheme to a funeral society to ensure decent burials of its members.
6. That ZIMTA establishes a Medical Aid Scheme to assist members secure proper medical services.

MASHONALAND EAST PROVINCE

RESOLUTIONS

1. Conditions of Service

DISTURBED by the fact that service providers are now charging their goods and services exclusively in United States dollars;

ACKNOWLEDGING the efforts made by our government to improve on the conditions of service for educators;

WE RESOLVE that the employer be implored to scale up the United States dollar component of our salary to levels that suffice.

2. Conditions of service

DISTURBED by the huge workload on educators as facilitators;

CONCERNED that most of our schools are understaffed;

OBSERVING that nowadays when a educator goes on leave he or she is not replaced;

DISPLEASED with the high teacher-pupil ratios in most schools;

WE RESOLVE that new teacher be recruited expeditiously.

WE also RESOLVE that teachers who go on leave should be replaced so as to ensure the delivery of quality education.

3. Regalia

NOTING that ZIMTA memorabilia like branded t-shirts, pens, diaries, umbrellas etc play a major role in ensuring the visibility of the brand ZIMTA;

CONCERNED that the procurement and distribution of the same have of late been erratic;

WE RESOLVE that regalia and other branded items be timeously availed and equitably distributed, preferably in the first quarter of each year.

4. Conditions of Service

CONSCIOUS of the numerous times when the employer has made promises to the effect that they are going to reward workers according to qualifications attained;

NOTING that very little movement has been achieved in that direction;

WE RESOLVE that ZIMTA continues to push for the re-grading exercise to be carried out properly.

5. ZIMTA Schemes

NOTING that residential stands schemes are an important pull factor in membership recruitment;

CONSCIOUS of the fact that since the Nationalisation/Centralisation of schemes to Head Office no new projects have been initiated to date;

WORRIED that our competitors in the trade union business in education are outperforming us in this area;

CONCERNED that we may end up playing second fiddle to competitors;

WE RESOLVE that more schemes of residential stands be founded or started as a matter of urgency.

6. ZIMTA Administration

OBSERVING that grassroots activity is now total no-existent;

FRIGHTENED that the union membership is dwindling;

COGNISANT of the fact that membership is drawn to the union through action;

WE RESOLVE that more financial resources are availed to the grassroots as a way of involving the general membership.

7. ZIMTA Administration

APPRECIATING the noble idea of the union rendering financial assistance to members in time of need;

NOTING and CONCERNED that members are not getting this service in time;

WE RESOLVE that the disbursements of loans, retirement and bereavement funds be at provincial level for ease of payment in such trying times.



MASHONALAND WEST PROVINCE

RESOLUTIONS

1. Given the long distances one must travel to get to the ZIMTA Provincial Office we recommend that National Executive endorse the opening of district offices.
2. Taking note of the huge amounts of classes teachers are taking we demand that CALAs to be reduced in number as they are a burden to teachers.
3. Given the restructuring of branches and districts that took place we suggest that ZIMTA channel more funds to these lower structures to boost activities there.
4. Taking note that teaching seem to be put in the category of less essential services we recommend that ZIMTA strongly pursue the issue of establishing the Teaching Professions Council.
5. Given the huge number of new executives in office we suggest that ZIMTA run leadership skills workshop to all executive members as a matter of urgency.
6. Taking note of the dollarisation of the economy we demand that the Government pay school fees allowances in USD.



MASVINGO PROVINCE

RESOLUTIONS TO NATIONAL CONFERENCE

1. Observing that the ZIMTA Provident Fund (ZFP) loan fund was created by members to benefit members, it is therefore resolved that ZIMTA should reduce the interest rate for ZIMTA Provident Fund (ZFP) loans drastically to cushion members against further financial deprivation.
2. Cognisant of the dearth of ZIMTA grassroots activities and drastic reduction in membership as a result, it is therefore resolved that ZIMTA should actively and consistently move away from the recent practice of centralising and withholding refunds for lower structures and disburse the funds monthly as per the ZIMTA Constitution.
3. Concerned about the questionable quality of t-shirts that members have received over the years, it is hereby resolved that ZIMTA should move from distributing t-shirts to offering khaki shirts or other improved regalia.
4. Realising that teachers are being intimidated and forced to join the Teachers4ED unwillingly, ZIMTA leadership is called upon to intervene to stop the intimidation of members.
5. Concerned by the delays in the processing of bereavement assistance by Head Office and being cognisant of the fact that the ZIMTA Provident Fund (ZFP) was primarily created to assist bereaved members, it is therefore, resolved that the ZIMTA Provident Fund (ZFP) scheme be decentralised to provinces for the funds to be accessed at or before burial.
6. Worried by the continued denial of term-long vacation leave for teachers, it is resolved that ZIMTA leadership seriously push the government to allow teachers to proceed for term long vacation leave or be paid cash in lieu of vacation leave.
7. Perturbed by the serious and sometimes inhibitive delays in the processing of rebate for the importation of vehicles, the EPGM resolved that ZIMTA should lobby for the processing of



vehicle import rebate in at most three days.

MATABELELAND NORTH PROVINCE

RESOLUTIONS

1. Salaries and Allowance

Realising that the employer follows the same unproductive method of imposing salaries and allowances on educators;

Cognisant of the fact that all salaries and allowances should be negotiated for through collective bargaining processes;

ZIMTA therefore demands that the employer should stop imposing unrealistic salaries and allowances. The use of proper legal channels must be enforced without jeopardising the educator's status.

Concerned that as educators we continue to offer our services for very limited remuneration;

Worried that the trend of receiving peanuts incommensurable to our efforts;

Members therefore call for a unified approach to force the employer to pay realistic salaries in USD. ZWL salaries are not a lasting solution as evidenced by the current speculative rates.

2. Conditions of Service

Concerned that leave conditions are not uniformly applied across the ten provinces under Ministry of Primary and Secondary Education;

Realising that teachers are not fairly accorded their time to rest after continuous years of toiling within the work environment;

We therefore demand that teachers be allowed to rest for a full term in order to return with a fresh mind.

Realising that members of the teaching fraternity operate in different grades throughout the education system;

Disturbed that Ministry of Education and Public Service Commission are not applying the grading systems to assist the suffering teachers to remain within clearly defined grades;

Members therefore call for an immediate indaba between Public Service Commission and Ministry of Primary and Secondary Education over the implementation of the grading system for the benefit of all educators.

Concerned that branch/district refunds are not being channelled to relevant structures;

Aware that the organisation has been going through financial challenges;

We urge the ZIMTA National Treasurer to consider disbursements of these refunds to relevant structures for easy operations at grassroots level.



MATABELELAND SOUTH PROVINCE

CONFERENCE RESOLUTIONS

The following represent the resolutions tabled during the Provincial Extraordinary General Meeting.

1. Clothing Allowance – That ZIMTA negotiates for a clothing allowance.
2. Sector Allowance – That ZIMTA pushes for sector allowances.
3. Lower-Level Activities – That lower-level activities are given priority.
4. Regrading – That ZIMTA pushes for regrading to restore seniority within the system.
5. Induction of newly elected leaders – That ZIMTA priorities the induction of newly elected leaders.
6. Visibility – that ZIMTA reaches out to its structures and members.
7. ZIMTA Constitution – That ZIMTA avails the constitution to its structures.
8. School fees roadmap for teachers' children – That ZIMTA pushes for a clear roadmap on school fees for teachers' children.
9. Salaries, Allowance and Pensions – That ZIMTA pushes for the restoration of salaries, allowances and pensions to levels that sustain teachers.
10. USD subscriptions – That ZIMTA adopts a USD membership subscription commensurate with members' incomes.

MIDLANDS PROVINCE

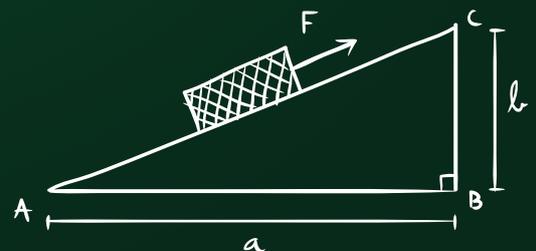
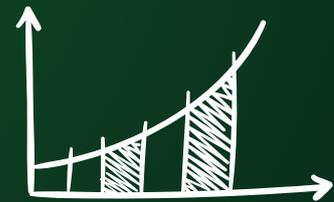
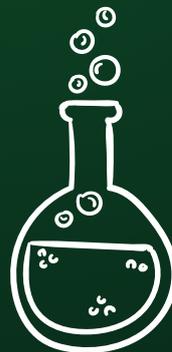
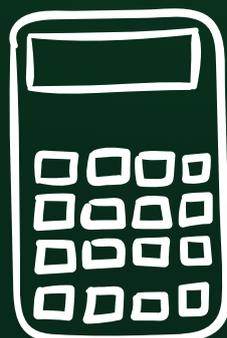
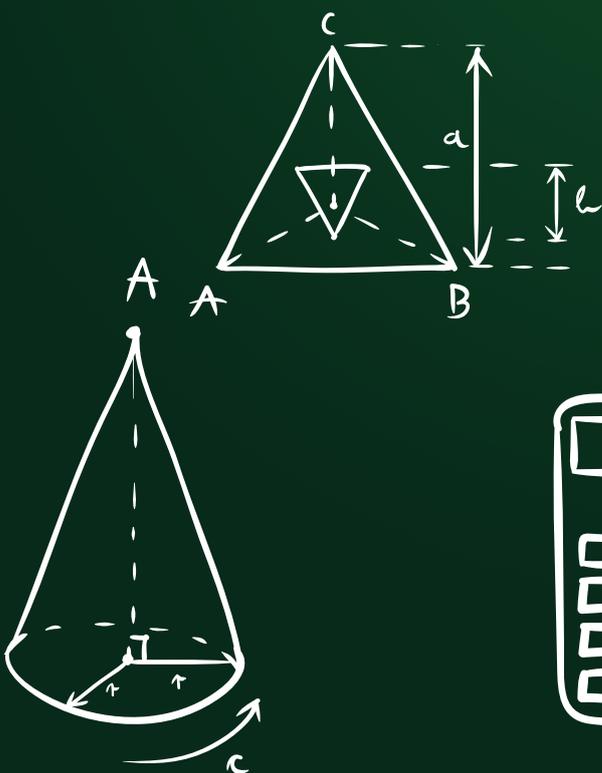
1. The use of independent election officials to handle ZIMTA elections was well-received by members and recommended for future ZIMTA elections at all levels.
2. Funds permitting, the Subcommittee Chairs could be involved in the opening and verification of nominees for national executive posts.
3. Use of USD to reimburse T&S for delegates is further recommended, funds permitting, going forward.
4. It is recommended that where possible, the National Conference should go ahead as planned so that leadership is put in place and allow the organisation to focus on growth and investment in the organisation.
5. The association should plough back the proceeds from subscriptions enabling members to carry activities like AGMs for all members, World Teachers' Day Celebrations and cluster meetings, where members share ideas on uplifting the standard of operations in the Association.
6. Good quality regalia and memorabilia should be distributed timeously.
7. The ZIMTA leadership should put more pressure on the employer to improve conditions of service, especially the USD salary component.
8. That ZIMTA Constitution be updated to meet changing times.
9. We demand a forensic audit of ZIMTA assets.
10. As members we want to run our ZIMTA Provident Fund (ZFP) as provinces. We demand decentralisation of schemes.
11. Lower-level refunds should be paid to districts and branches as per the ZIMTA Constitution.
12. ZIMTA should to find new ways of appealing to the membership and to increase its visibility on the ground.
13. Notwithstanding pandemics and other issues that may militate against holding elections as per the ZIMTA Constitution, elections should be done as provided for by the ZIMTA Constitution.
14. Where possible, reimbursements for transport and meals be done in US dollars.
15. The use of independent election committees provides for confidence-building in members in terms of free and fair ZIMTA elections.
16. That the blitz strategy be used as it covers ground over a short period of time to complete an activity.



$$\phi(x) = \frac{1}{\sqrt{2\pi\sigma^2}} \cdot e^{-\frac{x^2}{2\sigma^2}}$$

SECTION G

- APPENDICES
- Strategic Business Unit Report (ZMF)
- Solidarity Messages
- Obituaries
- List of Delegates to 39th Extra-ordinary Conference
- Property Valuation Reports





ZIMTA MICROFINANCE FUND

TRI-ANNUAL REPORT AS AT 31 DECEMBER 2022

1. FINANCIAL SUMMARY

| | 2022 | 2021 | 2020 |
|----------------------------|----------------|---------------|------|
| RECEIPTS FROM CUSTOMERS | 160,560,856.47 | 68,952,928.52 | 0 |
| TOTAL LOAN DISBURSEMENT | 150,286,151.14 | 86,630,279.07 | 0 |
| TOTAL INCOME | 59,598,326.74 | 15,777,130.98 | 0 |
| TOTAL EXPENSES | 32,255,464.38 | 24,968,954.02 | 0 |
| PROFIT FOR THE YEAR | 27,342,862.36 | -9,191,823.04 | 0 |
| ACCOUNTS RECEIVABLES | 107,157,469.33 | 33,308,746.70 | 0 |
| ACCOUNTS PAYABLES | 108,729,786.48 | 69,331,950.13 | 0 |
| CASH AND CASH EQUIVALENTS | 15,748,114.86 | 26,854,827.85 | 0 |
| NUMBER OF CUSTOMERS SERVED | 4,904 | 4,184 | 0 |

2. COMMENTS

- The ZIMTA Microfinance Fund was established, operating under the ZIMTA Provident Fund (ZPF) from the 1st of March 2021 to date.
- Total annual loan disbursements increased by 73.5% from 2021 to 2022.
- Profit for the year increased by ZWL36,534,675.40 from 2021 to 2022
- Loan book value increased by over 200% from 2021 to 2022.
- The fund managed to serve 4,184 members in 2021, and 4,904 members in 2022. The fund needs an improvement in marketability to reach a minimum of 25% of ZIMTA membership.

| | 2022 | 2021 | 2020 |
|-----------------------|------|------|------|
| Working capital ratio | 1.13 | 0.87 | N/A |

3. LIQUIDITY

- The working capital ratio improved from 0.87 in 2021 to 1.13 in 2022.



- The fund improved its liquidity position with a target of reaching a minimum of 1.5 in 2023.

| | 2022 | 2021 | 2020 |
|------------------|------|------|------|
| Efficiency ratio | 54% | 158% | N/A |

3. EFFICIENCY

- A great improvement was achieved by managing to reduce the efficiency ratio of 158% in 2021 to 54% in 2022.
- A target of further improvement to a maximum of 50% had been set for 2023.

| | 2022 | 2021 | 2020 |
|-------------------|-------|-------|------|
| Asset utilisation | 47.0% | 26.2% | N/A |

4. ASSETS UTILISATION

- An improvement of 79.4% in assets utilisation was achieved.
- The fund sets a minimum target of at least 50% in 2023.

5. RECOMMENDATIONS AND CONCLUSION

- The fund must be improved to be a stand-alone fund and be externally audited in 2023.
- The fund must be registered in the year 2023.
- USD loans to be introduced in 2023.

SOUTH AFRICAN DEMOCRATIC TEACHERS' UNION (SADTU)

"Claiming our right to have our human dignity and safety protected
and respected in pursuit of a decolonised, quality, public education"



SADTU Village
Portion 74
Corner Dann Road &
Loam Street
Glen Marais, Ext 144
Kempton Park, 1619

Postnet Suite 106
Private Bag X 5
Aston Manor
1630

Tel: 011 971 2000

Email: sadtu@sadtu.org.za

www.sadtu.org.za



South African
Democratic Teachers' Union
SADTU



@SadtuNational



SADTU, the Largest Affiliate
of Education International
in South Africa



SADTU, the Largest Union in
Public Service and
an Affiliate of COSATU

5th December 2023

Acting Secretary General
Zimbabwe Teachers Association (ZIMTA)
ZIMTA House,
190 Herbert Chitepo Avenue
Harare, Zimbabwe.

Dear Comrade Goodwill Taderera

SOLIDARITY MESSAGE TO THE ZIMTA 39TH EXTRA-ORDINARY NATIONAL CONFERENCE

The South African Democratic Teachers Union (SADTU) sends Zimbabwe Teachers Association (ZIMTA) revolutionary greetings on the holding of your 39th Extra – Ordinary National Conference.

Your 39th Extra – ordinary National Conference convened under the theme: *"Professionalisation of Teaching and the Role of Social Dialogue in Teacher Empowerment"* raises an important issue/matter that when teaching as a profession is able to define its own field of practice as having an abstract base of ideas, specified skills, and ethical code, the more it will be able to manage the influence of external forces and take charge of its professional experience.

That meaningful dialogue with teachers unions and associations begins with a legal recognition of the right to form organisations independent from state control in order to promote and defend the rights and interests of teachers. Further, that the employer/ government's recognition/ respect for professional freedom and the active participation of individual teachers in deciding a range of professional issues (i.e. curricula, pedagogy, student assessment and organization of education within schools) is paramount.

SADTU congratulates ZIMTA President (Comrade Richard Gundane) on his election as Deputy Chairperson of Education International Africa Region (EIA).

SADTU appreciates and is encouraged by your struggles for better working conditions for your members/ teachers, safe learning environment for learners/ students and ensuring quality learning & teaching.

We wish ZIMTA productive deliberations and success in your Extra – Ordinary National Conference.

In solidarity

M Maluleke
General Secretary

All communication should be addressed to the General Secretary





KENYA NATIONAL UNION OF TEACHERS

| | | | | |
|-----------|---|----------|---|-----------------------------------|
| Bankers : | KENYA COMMERCIAL BANK STANDARD CHARTERED BANK EQUITY BANK (K) | Mobile: | 0710 600981, 0710 600983, 0733 600880, 0701 139446 | Address all Correspondence(s) to: |
| Auditors: | OMWENGA ONYANCHA & CO. | SMS | 22551 | The Secretary General |
| | | Email: | knut@knut.or.ke | P.O. Box 30407, 00100 |
| | | Website: | www.knut.or.ke | NAIROBI - KENYA. |

STATEMENT OF SOLIDARITY AND SUPPORT TO THE ZIMBABWE TEACHERS ASSOCIATION (ZIMTA) ON YOUR 39TH EXTRA-ORDINARY NATIONAL CONGRESS 2023

The Kenya National Union of Teachers honors and accepts the invitation to this auspicious national event. KNUT which is the epitome of hope in the Trade Union Leadership North of the Sahara and South of the Limpopo fully stands with and supports the teachers of Zimbabwe through this great Union on your 39TH Extra-Ordinary National Congress.

Whereas ZIMTA was established in 1940 and registered as an Association of Educators in 1942, the Kenya National Union of Teachers' was established in 1957; both these Unions played a significant role in the struggle for independence of our respective countries.

Both our Unions specialize in protection of labour rights, representation of Educators, Advocacy, Lobbying, Campaigns and Professional training for the various groups of educators within our respective countries. ZIMTA is also affiliated to various institutions and non-governmental organization's based regionally and abroad whose goals include, promoting quality public education for all citizens just like KNUT is.

The great teachers of Zimbabwe are leading teachers through ZIMTA to address pertinent labour and professional issues in the teaching profession such as the working condition of teachers, safety of teachers,

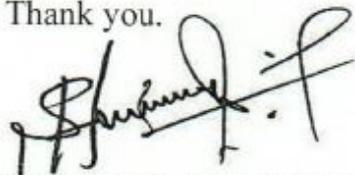


workload of teachers' that has been occasioned by grown population in public schools owing to governments response of SGD 4 of providing access, affordable and quality education to all by 2030. These are the same trends Trade Unions world over are addressing including Kenya through KNUT.

We however, from all corners of the world must never forget that teaching as a profession is under threat because of mushrooming institutions of learning occasioned by low quality public education institutions. We Must remember that your theme of this year's conference' *'Professionalization of Teaching and the role of social dialogue in teacher empowerment'* is a timely theme for today's teacher perspective.

Teachers MUST therefore unite to be able to succeed in their struggle! In the words of Karl Marx, **'UNITE! For there is nothing to lose apart from your chains!'** We wish you well in your struggle to place teachers of Zimbabwe at the right pedestal on the world's professional chart.

Thank you.



COLLINS HENRY OYUU
SECRETARY GENERAL
K.N.U.T.



ZAMBIA NATIONAL UNION OF TEACHERS: ZNUT

All Communications to
Be addressed to the
General Secretary
Tel: +260 211 847806
Fax: +260 211 845768
Email: znut@zamtel.zm, znutpai@znut.org.zm

National Head Quarters
Ben Bella Road off Lumumba
Stand No. 12521
P. O. Box 31914
10101 Lusaka
Zambia

4th December, 2023

The Secretary General
Zimbabwe Teachers Association: ZIMTA
ZIMTA House
190 Herbert Chitepo Avenue
PO Box 1440
Harare
Zimbabwe

Dear Sir,

RE: INVITATION FOR SOLIDARITY MESSAGES FOR ZIMTA'S 39TH EXTRA-ORDINARY NATIONAL CONFERENCE

Reference is made to the above captioned matter.
To the Comrade Secretary General and the entire leadership and indeed membership of ZIMTA, receive the warm fraternal greetings from the Zambia National Union of Teachers in Zambia.

Dear comrade, history is there to speak for us on how closely knitted we are, not just as neighbours but as brothers and sisters right through the federation to the liberation struggle.

ZNUT dear comrades would have loved to physically be with you here but due to other pressing issues at home, we are unable to attend in person.

May I take this opportunity on behalf of ZNUT to congratulate you and indeed to wish you a successful 39th General Conference.

VIVA ZIMTA, LONG LIVE ZIMTA

Yours faithfully

Isaac Ngoma

GENERAL SECRETARY

EFFICIENCY CO-OPERATION SERVICE

www.znut.org.zm



ZIMTA OBITUARY AND VALEDICTORY LIST

RETIREMENT

| Province | Retired members |
|--------------------|-----------------|
| BULAWAYO | 75 |
| HARARE | 76 |
| MANICALAND | 58 |
| MASH CENTRAL | 29 |
| MASH EAST | 29 |
| MASH WEST | 34 |
| MASVINGO | 51 |
| MAT NORTH | 26 |
| MAT SOUTH | 28 |
| MIDLANDS | 49 |
| Grand Total | 455 |

OBITUARIES

| Province | Number of members |
|--------------------|-------------------|
| BULAWAYO | 13 |
| HARARE | 22 |
| MANICALAND | 18 |
| MASH CENTRAL | 30 |
| MASH EAST | 18 |
| MASH WEST | 20 |
| MASVINGO | 14 |
| MAT NORTH | 10 |
| MAT SOUTH | 10 |
| MIDLANDS | 15 |
| Grand Total | 170 |



Delegates to ZIMTA's 39th Extraordinary National Conference

| | Name | Surname | Gender |
|--|--------------|------------------|--------|
| Standing Committee | | | |
| | Richard | Gundane | M |
| | Elizabeth | Mahiyana | F |
| | Goodwill | Taderera | M |
| | John | Mulilo | M |
| | Easther | Gunda | F |
| | Juliet | Chikomo | F |
| Executive Management | | | |
| Chief Executive Officer | Dr Sifiso | Ndlovu | M |
| Chief Finance Officer | Leonard | Charumbuka | M |
| Business Development and HR Officer | Dr Nelson T. | Sambureni | M |
| National Executive | | | |
| | Gabriel | Mhuma | M |
| | Arthur | Maphosa | M |
| | Cynthia | Khumalo | F |
| | Akuneni | Maphosa | M |
| | Faith | Mangani | F |
| | Eunice | Bhobho | F |
| | Leonard | Sibanda | M |
| | Wilson | Mangena | M |
| | Constatino | Madhuyu | M |
| | Ignatious | Nheya | M |
| | Colletta | Ruzvidzo | F |
| | Alec | Buthelezi | M |
| | Mutsigiri | Hove | M |
| | William N | Mfarinya | M |
| | Gibson | Chigamba | M |
| | Tichaona | Makata | M |
| PROVINCES | | | |
| Bulawayo | | | |
| | Thebe | Sehlile | F |
| | Sibanda | Florence | F |
| | Bare | Georgina | F |
| | Tshuma | Shupani L | M |
| | Hobane | Brighton | M |
| | Ncube | Dennis | M |
| | Chengeta | Betty | F |
| | Ndimande | Morgen | M |
| | Dube | Bhekokhuhle | |
| | Dube | Lindinkosi | |
| Harare | | | |
| | Kawadza | Petros | M |
| | Mapatsa | Lovejoy Blessing | M |

| | | | |
|----------------------------|--------------|----------------|---|
| | Tapera | Farisai | F |
| | Botso | Margaret | F |
| | Musekiwa | Axilia | F |
| | Ngwerume | Audrey | F |
| | Madzimure | Eunice Tapiwa | F |
| | Jaji | Caroline | F |
| | Damba | Selenia T | F |
| | Saki | Tachiweyi | M |
| Manicaland | Netsai | Mataruse | F |
| | Daisy T | Nyawata | F |
| | Patrick | Mutidzawanda | M |
| | Zvakonzamoyo | Nyamupanedengu | M |
| | Nyika | Muusha | M |
| | Silas | Shiriwa | M |
| | Marjourey | Mugorogodi | F |
| | Sarah | Mukwekwerere | F |
| | Travor | Mtisi | M |
| | Paradzai | Madanyaya | M |
| | Murushomana | Portia | F |
| Mashonaland Central | Mushure | Shadreck | M |
| | Rupete | Irene T | F |
| | Nyamakope | Elias | M |
| | Ruhukwa | Terence | M |
| | Dokora | Tapiwa | M |
| | Chinete | Doreen | F |
| | Makota | Cassian | M |
| | Mlambo | Charles | M |
| | Chaukura | Patricia | F |
| | Muzvonda | Chipo E | F |
| | Augushuto | Josfina | F |
| Mashonaland East | Ms Alice | Muzondo | F |
| | Ms Brenda | Hatitye | F |
| | Mrs T S | Mupfururirwa | F |
| | Mrs Patience | Madimutsa | F |
| | Mrs Lucia | Chitsaka | F |
| | Mr Francis | Chananda | M |
| | Mr Zabron | Gombwiro | M |
| | Mr Tendai | Gurure | M |
| | Mr Daniel | Shoniwa | M |
| | Dr Albert | Dube | M |
| Mashonaland West | Nyota | Taurai | M |
| | Manyanda | Milka | F |
| | Chaora | Gift | M |
| | Maboreke | Morgan | M |

| | | | |
|---------------------------|-------------|--------------|---|
| | Hlatywayo | Mercy | F |
| | Nhongo | Vonai | F |
| | Mbonda | Nesbert | M |
| | Juro | Paul | M |
| | Chakamanga | Ruth | F |
| | Adam | Petra | F |
| Masvingo | Engineer | Vitalis | M |
| | Gotore | Thomas | M |
| | Jaricha | John | M |
| | Jalasi | Tsungirirai | F |
| | Chikwava | Jerryson | M |
| | Bhukuvani | Marvelous | F |
| | Kandoro | Judith | F |
| | Ndlovu | Rita | F |
| | Mupandawana | Rodgers | M |
| | Jiri | Precious | F |
| | Jaricha | John | M |
| | Mutyavaviri | Jonathan | M |
| Matabeleland North | Ngwenya | Sontweni C | M |
| | Ndhlovu | Remnant | M |
| | Mugande | Debra | F |
| | Sibanda | Samukelisiwe | F |
| | Moyo | Mthokozisi | M |
| | Ndlovu | Bekezela | M |
| | Phiri | Nkosilathi | M |
| | Bhebhe | Pritchard | M |
| | Dube | Sicelo | M |
| Matabeleland South | Khumalo | Hope | M |
| | Sithole | Maboyie | M |
| | Maphosa | Sukoluhle | F |
| | Nhutwa | Robert | M |
| | Ngwenya | Thandekile | F |
| | Ndlovu | Zinzile | F |
| | Nkala | Silibaziso | F |
| | Mpofu | Headman | M |
| | Mtsamayi | Lerato N | F |
| Midlands | Mukando | Albert | M |
| | Shoko | Fabious | M |
| | Moyo | Tennyson | M |
| | Murakwani | Thomas | M |
| | Nkomo | Enias | M |
| | Ndlovu | Munyaradzi | M |
| | Matunya | Grace | F |
| | Chakalila | Ethel | F |

| | | | |
|--|-----------|-----------|---|
| | Chimbima | Sifelani | F |
| | Mukarati | Sofi | F |
| | Mapfurire | Silindeni | F |

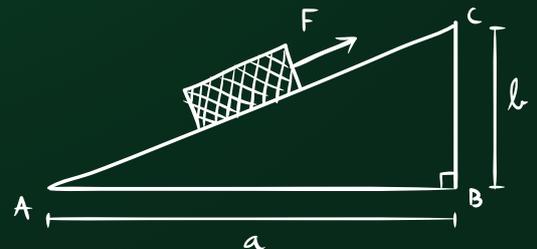
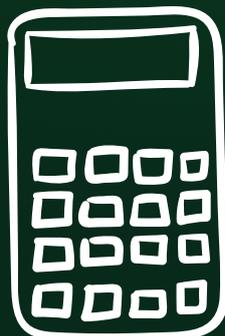
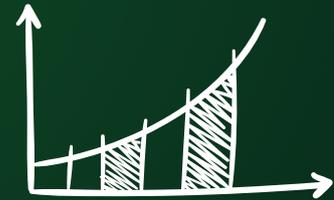
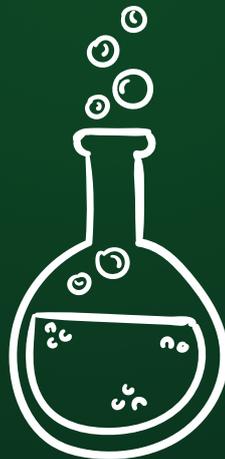
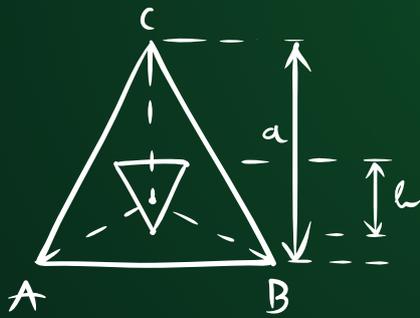


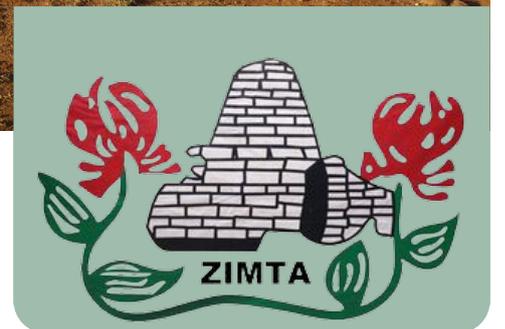
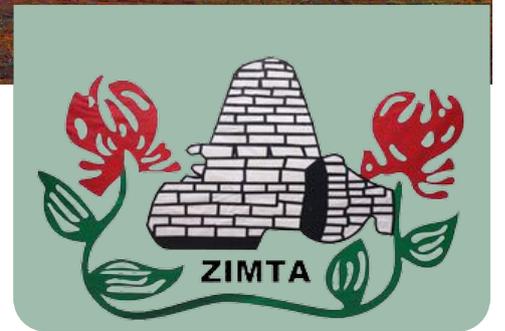
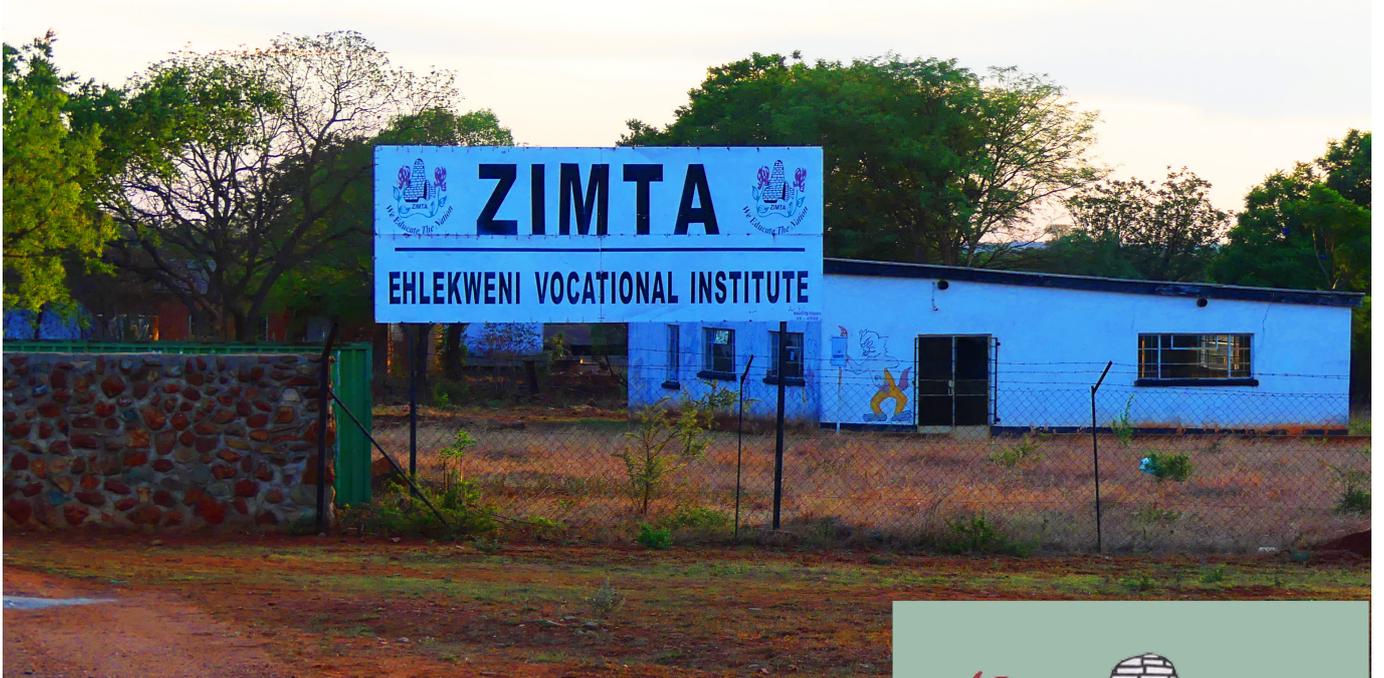
ZIMTA SECRETARIAT

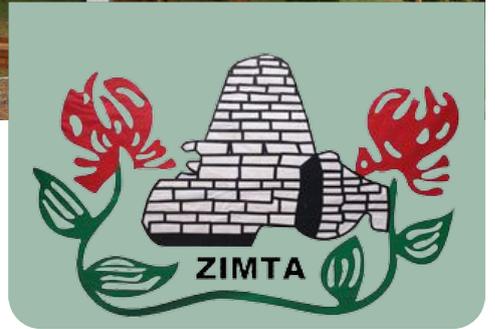
| NAME | SURNAME | POST |
|---------------|---------------|--|
| Julius | Makute | PEO – Midlands |
| Nepheos F | Temba | PEO - Masvingo |
| Lewis | Banda | PEO - Mashonaland Central |
| Handsome | Ncube | PEO - Bulawayo |
| Edias K | Mbaura | PEO - Manicaland |
| Wilson | Madoka | PEO - Mashonaland East |
| Gabriel | Manyanda | PEO - Mashonaland West |
| Mandivenga | Zhou | PEO - Harare |
| Dumisani | Ndlovu | PEO – Matabeleland South |
| Tembo | Sibanda | PEO - Matabeleland North |
| Rungano | Betsera | Loans Administration Officer (ZMF) |
| Leonard | Charumbuka | Chief Finance Officer |
| Nelson | Sambureni | Business Development & Human Resources |
| Edith | Mbasha | Loans Administrative officer (ZMF) |
| Witness | Gundani | Finance Officer |
| Angelina | Lunga | HR, Training and Development Officer |
| Mukululi B | Mageza | Principal Officer ZPF |
| Michael | Musaombere | Administrator ZPF |
| Kossam | Sibanda | Accountant ZPF |
| Sipho | Ndlovu | Administration & Projects Manager |
| Rugare | Samati | Gender & Research Officer |
| Daisy T | Zambuko | Communications & International Relations Officer |
| Varaidzo | Mujeye | Personal Assistant to the CEO |
| Chamunorwa | Admire S | Technical Assistant to the CEO |
| Hove | Terrence S | Membership Officer |
| Smart | Blessing | Human Resources Admin Assistant |
| Mazero | Tendai | Administrative Ssistant |
| Tsiga | Effort | Administrative Assistant |
| Chamunorwa | Farai I | Transport & Logistics Officer |
| Sibanda | Ronald | Digital Officer |
| Chitemba | Brian | Media Officer |
| Kuchera | Takudzwa | Communications & International Relations Intern |
| Mtetwa | Remember P | HR & Training Intern |
| Nyandowe | James | Communications & International Relations Intern |
| Tawodzerwa | Tafara | ZIMTA Microfinance Intern |
| Mhanje | Washington | Gender & Research Intern |
| Mumbamuchenma | Eria | ZIMTA Provident Fund Intern |
| Kasingarirwi | Anotidaishe A | Membership & ICT Intern |

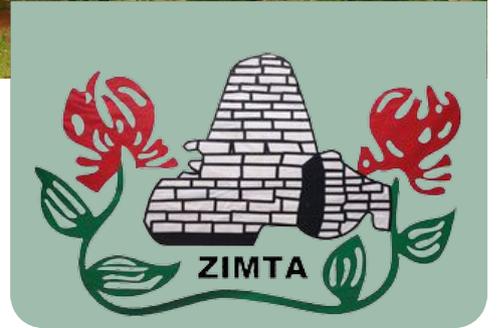
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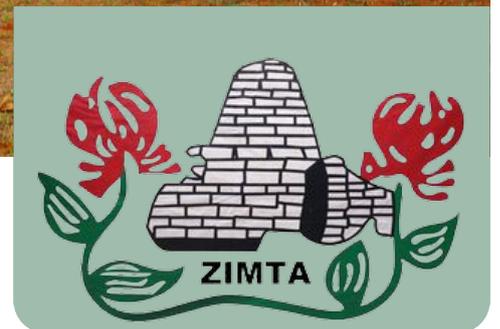
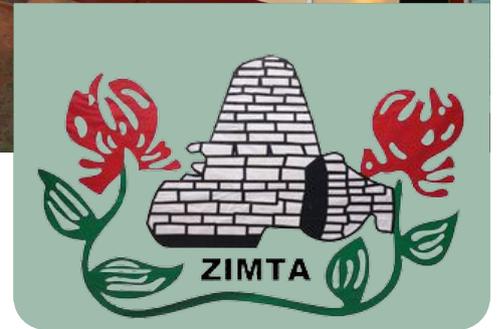
Dawn Property Valuation Report



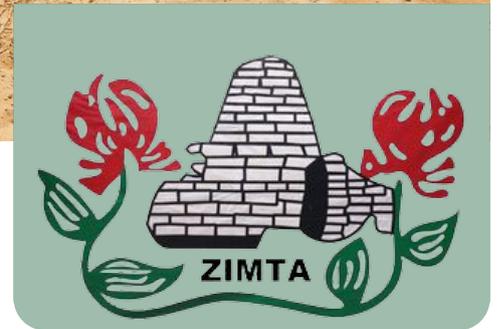


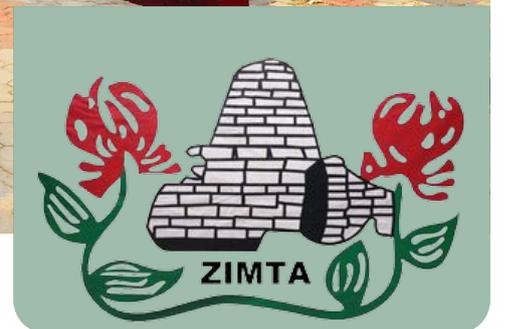
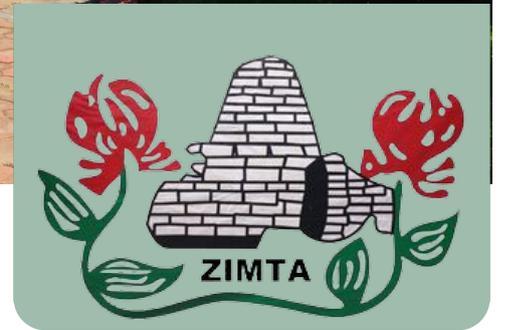


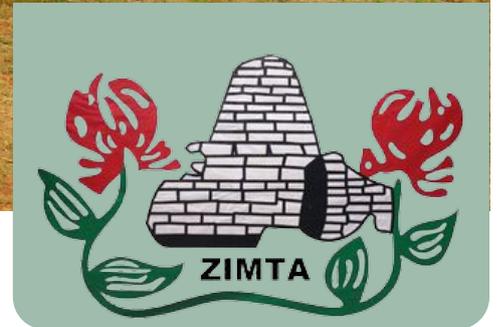


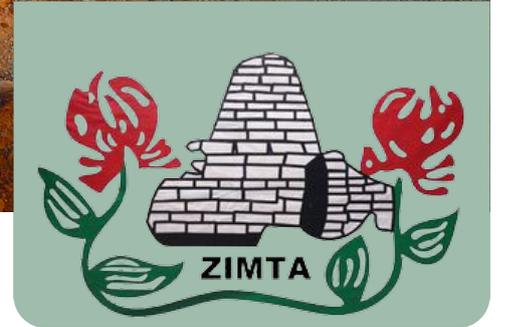


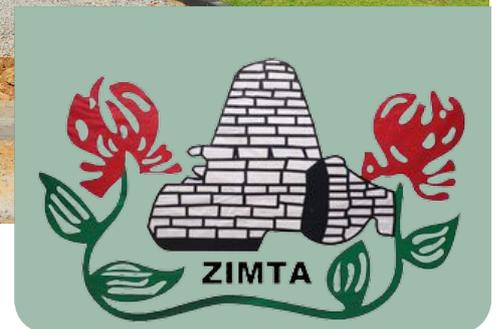


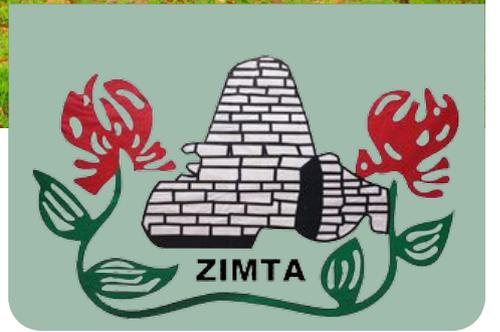












Our Reference: JN/tc/pm/31/10/01

VALUATION REPORT

Valuation of Immovable Properties Countrywide

As at 31 October 2023

On Behalf of

ZIMBABWE TEACHERS ASSOCIATION

Dawn Property Consultancy (Private) Limited, independently prepares client valuations and related advice and is solely responsible for the contents of this report.



Valuation of Selected Immovable Properties on behalf of Zimbabwe Teachers Association as at 31 October 2023

Our Reference: JN/tc/pm/31/10/01

31 October 2023

Attention: Mr. Leonard Charumbuka
Zimbabwe Teachers Association
190 Herbert Chitepo Avenue
P.O. Box 1440
Harare

Dear Sir,

RE: VALUATION OF IMMOVABLE PROPERTIES COUNTRYWIDE OWNED BY ZIMBABWE TEACHERS ASSOCIATION AT 31 OCTOBER 2023

As instructed on 14 September 2023 we have pleasure in reporting herewith:

INTRODUCTION

Report Date: 31 October 2023.
Inspection Dates: 20 September 2023 to 03 October 2023.
The Properties: Immovable properties owned by Zimbabwe Teachers Association.
Instruction: To value for Gross Replacement Cost, Depreciated Replacement Cost, Land Value and Fair Value.
Value Indicators:

| Aspects | Value Indicators ZWLS |
|------------------------------|--------------------------|
| Gross Replacement Cost | \$80,177,600,000.00 |
| Depreciated Replacement Cost | \$36,380,900,000.00 |
| Land Value | \$20,194,440,000.00 |
| Fair Value | \$39,479,600,000.00 |

We confirm that the "Fair Value" reported above, for the purpose of financial reporting under International Financial Reporting Standards, is effectively the same as "Market Value".

Our opinion of "Fair Value" is based upon the Scope of Work and Valuation Assumptions attached, and has been primarily derived using comparable recent market transactions on arm's length terms.

Valuation of Selected Immovable Properties on behalf of Zimbabwe Teachers Association as at 31 October 2023

CERTIFICATION OF VALUE

It is our opinion that on the 31st October 2023, the selected properties valued on behalf of Zimbabwe Teachers Association countrywide had a:-

Gross Replacement Cost of buildings and improvements of ZWL\$80,177,600,000.00 (Eighty billion, one hundred and seventy seven million, six hundred thousand Zimbabwe Dollars only);

Depreciated Replacement Cost of buildings and improvements of ZWL\$36,380,900,000.00 (Thirty six billion, three hundred and eighty million, nine hundred thousand Zimbabwe Dollars only);

Land Value of ZWL\$20,194,440,000.00 (Twenty billion, one hundred and ninety four million, our hundred and forty thousand Zimbabwe Dollars only); **and a**

Fair Value of land, buildings and improvements of ZWL\$39,479,600,000.00 (Thirty nine billion, four hundred and seventy nine million, six hundred thousand Zimbabwe Dollars only)

**John Ndere | MRICS | FREIZ | Managing Director
Registered Valuer No.0093**

Dawn Property Consultancy (Private) Limited

8th Floor Beverley Court | 100 Nelson Mandela Avenue | PO Box 3983 Harare | Zimbabwe

T 263 4 707101-9 | F 263 4 706646 | M 263 772 189 758

jndere@dawnconsult.co.zw | www.dawnpropertyconsult.co.zw |



Commitment | Excellence | Teamwork | Accountability | Integrity

We deliver customised Real Estate Solutions to corporate and individual clients seamlessly.

The valuation to which this certificate relates has been prepared by a valuer who is in a position to provide a competent, objective and unbiased valuation in conformity with International Valuation Standard.

Valuation of Selected Immovable Properties on behalf of Zimbabwe Teachers Association as at 31 October 2023

ZIMBABWE TEACHERS ASSOCIATION (ZIMTA)

VALUATION SUMMARY OF LAND, BULDINGS AND IMPROVEMENTS AS AT 31 OCTOBER 2023

| Location, Stand Number & Address | Gross Replacement Cost ZWLS | Depreciated Replacement Cost ZWLS | Land Value ZWLS | Land Value Plus Depreciated Replacement Cost ZWLS | Fair Value ZWLS |
|--|--------------------------------|--------------------------------------|--------------------|---|--------------------|
| <u>Bindura</u> | | | | | |
| Stand 767 Bindura Township Number 767 C Hunzvi Road, CBD | 3,197,500,000.00 | 2,192,500,000.00 | 252,000,000.00 | 2,444,500,000.00 | 837,200,000.00 |
| <u>Bulawayo</u> | | | | | |
| Sbd A of Stand 527 Bulawayo Township Number 8 3rd Avenue, R. Mugabe Way, CBD | 1,370,200,000.00 | 479,600,000.00 | 469,000,000.00 | 948,600,000.00 | 685,800,000.00 |
| Number 18290 Lady Stanley Road, Nothend, Bulawayo | 2,995,700,000.00 | 1,078,500,000.00 | 630,000,000.00 | 1,708,500,000.00 | 1,199,000,000.00 |
| <u>Valindre A</u> | | | | | |
| Ehlekweni Training Centre Off Plumtree Road | 29,324,000,000.00 | 15,372,000,000.00 | 9,049,700,000.00 | 24,421,700,000.00 | 24,421,700,000.00 |
| <u>Chegutu</u> | | | | | |
| Stand 219 Hartely Township Number 219 Grey Street, CBD | 1,193,600,000.00 | 683,800,000.00 | 234,200,000.00 | 918,000,000.00 | 515,600,000.00 |
| <u>Gwanda</u> | | | | | |
| Stand 681 Gwanda Township Number 681 Unnamed Road, Hamden Industrial Area, Gwanda | 378,800,000.00 | 132,600,000.00 | 533,700,000.00 | 666,300,000.00 | 480,700,000.00 |
| <u>Gweru</u> | | | | | |
| Stand 4967 Mkoba Township of Gweru Township Number 31A 6th Street, CBD (Commercial) | 1,217,300,000.00 | 693,000,000.00 | 235,200,000.00 | 928,200,000.00 | 275,100,000.00 |
| Number 4967 Nyamaropa Street Mkoba 11, Gweru (Residential) | 199,000,000.00 | N/A | 6,300,000.00 | N/A | 86,700,000.00 |
| <u>Harare</u> | | | | | |
| Stand 3475 Salisbury Township of Salisbury Township Number 9 Carrisbrooke Road, Eastlea (Commercial) | 1,606,300,000.00 | 750,400,000.00 | 1,393,400,000.00 | 2,143,800,000.00 | 1,295,100,000.00 |

Valuation of Selected Immovable Properties on behalf of Zimbabwe Teachers Association as at 31 October 2023

| | | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Stand 1865 Salisbury T/Ship Number 190 Herbert Chitepo Avenue, Avenues (Commercial) | 8,447,100,000.00 | 4,509,400,000.00 | 1,561,000,000.00 | 6,070,400,000.00 | 4,608,300,000.00 |
| Stand 1654 Salisbury T/Ship 30 and 32 Five Avenue (Residential) | 23,196,500,000.00 | 6,999,200,000.00 | 3,683,400,000.00 | 10,682,600,000.00 | 3,004,600,000.00 |
| <u>Karoi</u> | | | | | |
| Stand 7789 Karoi Township 7789 Karoi Township | N/A | N/A | 176,400,000.00 | N/A | 176,400,000.00 |
| <u>Marondera</u> | | | | | |
| Stand 3685 Marondera Township of | 2,978,500,000.00 | 1,796,200,000.00 | 509,040,000.00 | 2,305,240,000.00 | 17,900,000.00 |
| Stand 257 Marandellas Township RE 257 1st Street, Marondera | | | | | |
| <u>Masvingo</u> | | | | | |
| 6 Harding Road Number 6 Harding Street, Rhodene, Masvingo | 1,927,800,000.00 | 763,100,000.00 | 599,500,000.00 | 1,362,600,000.00 | 648,300,000.00 |
| <u>Mutare</u> | | | | | |
| Stand 789 Umtali Township Number 6 Aerodrome Road, CBD, Mutare | 2,145,300,000.00 | 930,600,000.00 | 861,600,000.00 | 1,792,200,000.00 | 1,227,200,000.00 |
| GRAND TOTAL | 80,177,600,000.00 | 36,380,900,000.00 | 20,194,440,000.00 | 56,575,340,000.00 | 39,479,600,000.00 |

3.0 General Economic Overview

Zimbabwe's economy continues to be in a tailspin despite global economic recovery from the Covid-19 pandemic. Chief among the causes of the economy's moribund state are the rising inflation, Government and private Sector conflicts and the Russo-Ukrainian war. Analysts warned that Zimbabwe's economy may collapse if urgent steps were not taken to halt its fast-paced deceleration noting that recent waves of upheavals had dampened growth prospects.

Zimbabwe's annual consumer price inflation skyrocketed to 175.8% in June 2023, up from 86.5% in the prior month, marking a continued deviation from the downward trend observed since the beginning of the year.

This is evidence of the continued devaluation of the Zimbabwe dollar despite authorities' efforts to stem the growth of broad money supply. The increase in capital gains tax from 2% to 4% for any marketable securities traded within 270 days of purchase; a hike in interest rates to 200% per annum and changing the interbank auction to a "willing buyer – willing seller" market as well as partial dollarization of the economy are still in place. The ongoing Russo-Ukrainian War continues to fuel global inflation as evidenced by the rise in prices of commodities.

As the economy struggles to pick pace, occupancy levels across the market continue to remain depressed. Whilst the retail, warehousing and logistics sectors begin gain traction, they too continue to be strained following the disruption of global supply chains. Rental collections remained relatively high across ZWL\$ denominated lease markets despite the frequent rent reviews to hedge against inflation changes. The period has also seen a growth in US\$ based rental collections and new leases.

3.1 Construction Costs

Construction and maintenance costs have continued to increase from the previous period (December 2022 – June 2023) as service providers continue index their prices to the inflation levels to hedge against losses. The increase in building material prices in ZWL dollar terms as a result of the multi-tier pricing system continue to drive construction costs up thereby hindering provision of the required stock to reduce the ever rising housing backlog.

Valuation of Selected Immovable Properties on behalf of Zimbabwe Teachers Association as at 31 October 2023

Table 3.1: Construction costs

| Aspect | Property Type | Rate/Sqm Range (ZWL\$) | |
|--------------------|-------------------|------------------------|------------------|
| | | Lower Band | Upper Band |
| Low Density | Residential | \$8,000,000.00 | \$9,500,000.00 |
| Medium Density | Residential | \$7,000,000.00 | \$8,000,000.00 |
| High Density | Residential | \$4,500,000.00 | \$6,000,000.00 |
| Single Storey | Residential Flats | \$8,500,000.00 | \$9,000,000.00 |
| Double Storey | Residential Flats | \$9,000,000.00 | \$10,000,000.00 |
| Multi-storey | Residential Flats | \$11,500,000.00 | \$12,000,000.00 |
| Grade A Offices | Commercial | \$11,000,000.00 | \$14,000,000.00 |
| Grade B Offices | Commercial | \$9,500,000.00 | \$11,500,000.00 |
| Grade A Shops | Commercial | \$9,500,000.00 | \$11,000,000.00 |
| Grade B Shops | Commercial | \$9,000,000.00 | \$10,000,000.00 |
| Factory/Warehouse | Industrial | \$6,500,000.00 | \$8,000,000.00 |
| Industrial Offices | Industrial | \$8,000,000.00 | \$9,500,000.00 |
| Borehole | | | \$55,000,000.00 |
| Swimming Pool | | \$50,000,000.00 | \$100,000,000.00 |

Source: Dawn Research, 2023.

4.0 Property Sub-Sectors Performance

The real estate market is categorised into different segments such as office, retail, industrial and residential among others. These sub-sectors have different key value drivers and respond differently to the supply and demand characteristics.

4.1 The Office Sub-Sectors

This sector was the most affected by the Covid-19 virus. Office space absorption remains relatively low attributable to weak demand that resulted in excess supply of space in the Central Business District (CBD). Consequently, achieving sustainable rentals in the subsector has remained a major challenge. This has put pressure on landlords to preserve the value of their investment properties. The demand and supply imbalance for CBD offices has continued to impact on the pricing and rental regimes in the country.

Harare and Bulawayo CBD office sectors remain subdued in occupancy as tenants tend to prefer sub-urban offices and Office Parks. As a result, the office vacancy rates have remained high in 2023. The voids for the sector were above 60% and the trend seems to be persisting.

Some Property Owners are disposing underperforming CBD Office properties and channeling the sale proceeds towards acquisition of other properties in subsectors with higher returns. For example, Zimre Properties disposed of Zimre Centre (Harare CBD Office) and used the sale proceeds to develop Sawanga Mall in Victoria Falls. Retail space in most CBD high rise buildings is 100% occupied. Traditional investors in Office space are looking to other sub-sectors such as retail, tourism and suburban office parks as these offer safe returns and have less vacancy risk. The decline in office space demand has led to reduction in rental rates with Harare CBD Grade A office now achieving US\$8.00/m² from US\$10.00/m² which some Property Owners were achieving prior Covid-19 pandemic. The decline in rent rates signals a decline in income generating capacity of the property hence decline in value of office properties.

Table 4.1: Prevailing Vacancy rates in Harare Offices

| Description | Q4 (2022) Office Vacancy Rate (%) | H1 (2023) Office Vacancy Rate (%) | Movement Change (%) | Comment(s) |
|-------------------------|-----------------------------------|-----------------------------------|---------------------|-----------------------|
| CBD Offices | 60% - 70% | 60% - 70% | 0% ↔ | Relatively Unchanged. |
| Suburban Offices | 10% - 15% | 10% - 15% | 0% ↔ | Relatively Unchanged. |
| Office Parks | 10% | 10% | 0% ↔ | Relatively Unchanged. |

Source: Dawn Research, 2023.

4.2 The Retail Sub-sector

Suburban centres continue to prosper due to increased and sustained patronage from a new customer base emanating from the 2020 and 2021 lockdowns. CBD retail activity on the other hand has slowly picked up despite being negatively affected by Covid-19 lockdowns. The occupancy for the retail sector remains unchanged at over 90%. The commissioning of Highland Park shopping mall (Phase 1), Highlands and Chinamano Corner in the Avenues is a clear testimony of the strong demand and appetite by investors for retail assets.

Valuation of Selected Immovable Properties on behalf of Zimbabwe Teachers Association as at 31 October 2023

4.3 The Industrial Sub-sector

The industrial sub-sector fundamentals remained largely unchanged in the face of the economy's performance. The industrial market is mainly comprised of factories and warehouses. The country is experiencing depressed production hence demand for manufacturing space is restricted to owner occupiers. The reliance on imports has however increased the demand for warehousing and logistics space. This has driven the construction of warehouses in new and prime industrial locations along traffic corridors. Some major players in Warehousing & Logistics such as TSL Limited have seen an increase in US\$ denominated leases and successful reviews. The success of the agricultural production season in 2021, particularly tobacco, has also kept the demand for warehousing space firm.

4.4 The Residential Sub-Sector

The residential market comprises the bulk of real estate development in Zimbabwe. The economy has done little to dampen investor activity across all income classes. The sector's investment appeal is characterised by its solid performance, with low vacancy rates and high rental collection rates, the national housing backlog also ensures strong demand for low to medium income housing. The majority of individual landlords are demanding rentals strictly in US\$ with little to no backlash. The government has also moved to resume construction of medium rise flats for civil servants across the nation that had been stalled in the first republic. If successfully complete, this will ease the pressure on the existing housing stock. Notable sites earmarked for resumption include Dzivarasekwa, Highfield, Mabvuku and Marimba. Despite the slowing down of the economy, rentals of low and medium end properties increased due to imported inflation largely attributed to the Russo-Ukrainian war.

5.0 Conclusions

The overall outlook of real estate remains positive. This is evidenced by the new developments particularly in retail, tourism and housing sub-sectors. The awaited liberalisation of the exchange rate and fiscal responsibility has the potential to drive economic revival, which should in turn support growth in rents and capital values. The real estate sector acts as an inflation hedge and hence provides a significant opportunity for recovery in the medium to long term. Thus, the real estate sector is expected to improve performance following the global Covid-19 pandemic and Russo-Ukrainian war induced recessions.

6.0 VALUATION COMMENTS/ METHODOLOGY

We confirm that the valuation has been undertaken in accordance with the RICS Valuation –Global Standards (RICS Red Book 2022 Edition), which incorporates the International Valuation Standards (IVS 2022 paragraph 105 – Valuation Approaches and Methods) and that all significant inputs have been assessed by the valuer and found to be appropriate for the valuation provided.

The valuation assessment was fully and independently undertaken by Dawn Property Consultancy (Private) Limited. In valuing property, it is essential to note that the property market is highly segmented into different sectors such as industrial, residential and commercial property market. There is further segregation on a geographical basis with some locations attracting a higher demand than others. Property may also be acquired for speculative, investment or owner occupation purposes. Although the different property markets may be difficult to distinguish (such as residential property can be acquired as an investment) each market tends to have characteristics peculiar to it. This results in sharp differences in the values of the different properties based on type, location and demand for the particular property.

6.1 Cost Approach

In order to arrive at the valuation figures, we firstly considered the cost approach. We have calculated the gross replacement cost of the existing improvements based on the information provided by Corry and Mukuyu Quantity Surveyors. This entails applying an applicable replacement cost per square metre on the plinth areas of each building element. It must be remembered that the gross replacement costs assume a building is completed as at the valuation date, at current contractual rates. It does not include any finance charges or any element representing the opportunity costs of the funds employed.

The approach provides an indication of value using the economic principle that a buyer will pay no more for an asset than the cost to obtain as asset of equal utility, whether by purchase or by construction, unless undue time, inconvenience, risk or other factors are involved. It excludes any demolition costs in the event of a loss and any escalation in costs after the valuation date.

The **gross replacement cost of a building** – is the estimated cost of erecting the building, or a modern substitute building having the same gross internal area as that existing, and the ancillary site works together with the relevant professional fees and other associated expenses directly related to the construction of the building and site works. This being new replacement cost is the figure used for insurance.

We have then depreciated the building elements based on the physical condition of each structure and functional obsolescence (i.e. depreciated according to age, obsolescence, use and condition). This value is only applied to assets, which are part of an operating concern, and assumes adequate profitability. It does not necessarily represent the fair value of the land and improvements).

The **depreciated replacement value** of buildings and improvements is the cost of erecting the buildings together with ancillary site works inclusive of relevant professional fees and other associated expenses directly related to their construction, depreciated according to age, obsolescence, use and condition.

The value is made up of the value of the land, together with the depreciated replacement cost of the building, and is arrived at using the steps outlined below: -

- (i) The gross replacement cost method involves applying a building cost rate to plinth areas of each different building element resulting in the replacement cost.
- (ii) To the replacement cost, a depreciating factor was then applied for each building using a general life span of 50 - 60 years (based on use, obsolescence, age and maintenance patterns) resulting in the depreciated replacement cost.

Valuation of Selected Immovable Properties on behalf of Zimbabwe Teachers Association as at 31 October 2023

- (iii) The **value of land** is usually assessed by use of comparable or residual methods, depending on the circumstances. The existence of planning permission has an important effect on value but there is a further complication in that any value attributable to the land as a site for development is constrained and needs to be tempered by the fact that there exists a building on the site, which may not represent the optimum use or value for that site.

This value assumes the continuing use of the land and improvements for their present purposes. Although in practice the values of land and buildings are inter-related and indivisible we have shown separate values for accounting purposes.

- (iv) Items (ii) and (iii) are then added up to arrive at the total depreciated replacement cost of buildings and improvements and value of the land.

Land + Depreciated Replacement Cost of Buildings and Improvements is applied to assets which are part of an operating concern and assumes adequate profitability. It does not necessarily represent the open market value of the land and improvements.

This is the intrinsic value of the investment and is relatively unaffected by market conditions. It gives a fair comparison between specialised and/ or different properties in different locations.

In arriving at the Gross Replacement Costs, the following rates per square metre were applied on the plinth area for each of the building with corresponding building elements: -

| Aspect | Property Type | Rate/Sqm Range (ZWL\$) | |
|--------------------|-------------------|------------------------|------------------|
| | | Lower Band | Upper Band |
| Low Density | Residential | \$8,000,000.00 | \$9,500,000.00 |
| Medium Density | Residential | \$7,000,000.00 | \$8,000,000.00 |
| High Density | Residential | \$4,500,000.00 | \$6,000,000.00 |
| Single Storey | Residential Flats | \$8,500,000.00 | \$9,000,000.00 |
| Double Storey | Residential Flats | \$9,000,000.00 | \$10,000,000.00 |
| Multi-storey | Residential Flats | \$11,500,000.00 | \$12,000,000.00 |
| Grade A Offices | Commercial | \$11,000,000.00 | \$14,000,000.00 |
| Grade B Offices | Commercial | \$9,500,000.00 | \$11,500,000.00 |
| Grade A Shops | Commercial | \$9,500,000.00 | \$11,000,000.00 |
| Grade B Shops | Commercial | \$9,000,000.00 | \$10,000,000.00 |
| Factory/Warehouse | Industrial | \$6,500,000.00 | \$8,000,000.00 |
| Industrial Offices | Industrial | \$8,000,000.00 | \$9,500,000.00 |
| Borehole | | | \$55,000,000.00 |
| Swimming Pool | | \$50,000,000.00 | \$100,000,000.00 |

Source: Dawn Research 2023.

6.2 The Implicit Investment Approach

In arriving at the fair values of the properties we applied the **implicit investment approach** based on the capitalisation of income.

This method is based on the principle that rents and capital values are inter-related. Hence given the income produced by a property, its capital value can be estimated.

We have used comparable rentals inferred from offices and industrials within the locality of the property based on use, location, size and quality of finishes.

Therefore, our adjusted rental figures based on comparables above are outlined in our capitalisation methodology and are all net rents. The rentals were then annualised and a capitalisation factor was then applied to give a market value of the property, also inferring on comparable premises which are in the same category as regards the building elements.

In arriving at the Fair Values, the following rentals were applied on the main space:

Harare

| | |
|---------------------|---|
| Offices | ZWL\$29,250.00 – ZWL \$42,250.00 per Square metre |
| Yard | ZWL\$2,275.00- ZWL \$3,575.00 per Square metre |
| Capitalisation Rate | 11% - 12% |

Bulawayo

| | |
|---------------------|---|
| Offices | ZWL \$26,000.00- ZWL \$37,375.00 per Square metre |
| Yard | ZWL \$975- ZWL \$1,430.00 per Square metre |
| Capitalisation Rate | 12% - 12.5% |

Bindura

| | |
|---------------------|--------------------------------|
| Offices | ZWL \$19,500 per Square metre |
| Shop/Office | ZW\$32,500.00 per square metre |
| Capitalisation Rate | 13.50% |

Gweru

| | |
|---------------------|---|
| Offices | ZWL \$50.00- ZWL \$67.00 per Square metre |
| Yard | ZW\$1,040 per square metre |
| Capitalisation Rate | 10.50% |

Chegutu

| | |
|---------------------|----------------------------------|
| Offices | ZWL \$29,250.00 per Square metre |
| Yard | ZW\$1,040 per square metre |
| Capitalisation Rate | 13.50% |

Masvigo

| | |
|---------------------|---|
| Offices | ZWL \$16,250.00- ZWL \$21,125.00 per Square metre |
| Yard | ZWL \$2,925.00 per Square metre |
| Capitalisation Rate | 12.5% |

SPECIAL VALUATION ASSUMPTIONS AND LIMITATIONS

a) Scope of Valuation

The scope of this valuation required collecting primary and secondary data relative to the subject properties and other similar assets class to formulate judgement. The depth of data analysis, collating and collaboration was deemed to be appropriate in relation to the significance of the valuation issues as presented herein. The data has been analysed and confirmed with sources believed to be reliable, in the normal course of business, leading to the value conclusions set forth in this report.

b) Sources of Information

In addition to information established by us, we have relied on the information obtained from the Quantity Surveyor relating to the replacement costs of different building elements. The information of costs forms the key input in the final valuation values arrived at for each property valued. We have made the assumption that the information provided by professional Quantity Surveyor in respect of the properties was both full and correct and that such information is up to date.

c) Valuation Certainty

The current real estate market conditions in Zimbabwe, are such that there is a material effect on the degree of certainty and confidence that can be applied to any valuation opinion. The property valuations undertaken at the present time are affected by “market instability” together with reduced “liquidity and market activity”.

Accordingly, we confirm that such circumstances currently exist and that we have advised in the context above. We wish to point out that our valuation is a reflection of the market as at the date of valuation. Valuation date refers to the date on which the opinion of value applies. We are of the opinion that it is well supported by reference to our constant interaction with other market participants. Thus, we consider our opinion of value as detailed above can be reported with a reasonable degree of confidence.

d) Assumptions, Departures and Reservations

Where appropriate, we have confirmed that our assumptions to all inputs are in ZWL\$ and are correct so far as we are aware. In the event that any of these assumptions prove to be incorrect then our valuation should be reviewed. The assumptions we have made for the purposes of our valuation are referred to below:

i) The Rental Rates

The ZWL\$ rental rates used in compilation of the valuation were reasonable and reflective of the market as at the date of valuation. Frequent rent reviews are currently a feature of the property market as it responds to the Monetary Authorities fluid currency management policies. In determining the rental rates, we have taken into account the “formulas” presently being applied by the market for purposes of rent negotiations.

Valuation of Selected Immovable Properties on behalf of Zimbabwe Teachers Association as at 31 October 2023

ii) Capitalisation Rates

The capitalisation rate (cap rate) is a metric that describes the relationship between a property's net operating income and its market value. On the other hand, yield is a measure of a real estate investor's annual return based on the amount paid for the property. Thus, cap rate and yield are not synonymous. The capitalisation rates adopted in the valuation were deemed appropriate as a reflection of the risks associated to each property and the cash flows generated.

In order to determine the capitalisation rate used, we adopted the principle of risk free rate of return plus premium to reflect the market and specific risks related to the properties. The risks inherent to each property is different hence the variations of the capitalisation rates used.

In our computations, we take into account the risk free rate of return from treasury bills issued in 2021 at 18% per year for two-year term. Considering that the government treasury bills have a short time horizon, we have assumed a substantial discount that a 5/10 -year government bond should have risk free rate of return of say 8%. Professional adjustments were made to cater for risk factors including: age, location, status of the property; property type; tenants' solvency; term and structure of tenant lease(s); and macroeconomic fundamentals of the country impacting tenants' businesses.

The Zimbabwe official RBZ interbank "mid" rate statistics was on the rise from 684.3339 as at 30 December 2022 to 5,739.7961 as at 30 June 2023. This data indicated that market is shifting and this affects the goods and services of the tenants hence the ripple effects to the property market dynamics especially on the rentals. The market is in transition mode and this underpins the importance of the valuer's professional judgement in undertaking the valuation.

iii) The Replacement Costs

The ZWL\$ replacement rates used in compilation of the valuation were obtained from a professional Quantity Surveyor and was deemed to be the reflective of the market as at the date of valuation. Frequent price adjustments in ZWL\$ are currently a feature of the property market as it responds to the inflation changes.

iv) Land Rates

The land rates were key in the determination of the land values for each of the properties. However, we have to state that due to the nature, location and sizes of the properties, direct comparable land rates were few and afar. This resulted in the reliance of the Valuers professional judgement and adjustment to arrive at the land rates. In arriving at the land rates in locations where there are no or little evidence of completed sales, asking prices were analysed and adjusted to reflect the market perspective in determining the land rates.

7.0 VALUATION DEFINITIONS

7.1 “The Fair Value”

The valuation has been prepared on the basis of "Fair Value", which is defined as:

"The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date."

"Fair Value", for the purpose of financial reporting under International Financial Reporting Standards, is effectively the same as "Market Value", which is defined as:

"The estimated amount for which an asset or liability should exchange on the valuation date between a willing buyer and a willing seller in an arm's-length transaction after proper marketing and where the parties had acted knowledgeably, prudently and without compulsion."

No allowances have been made for any expenses of realisation nor for taxation which might arise in the event of a disposal. Acquisition costs have not been included in our valuation. The full definition of market value is in 7.2 below.

7.2 “The market value”

The market value is the estimated amount for which a property should exchange on the date of valuation between a willing buyer and a willing seller in an arm's-length transaction after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion.' RICS Valuation – Professional Standards 2022 Edition (The Red Book).

‘The estimated amount . . .’

Refers to a price expressed in terms of money (normally in the local currency) payable for the property in an arm's-length market transaction. Market Value is measured as the most probable price reasonably obtainable in the market at the date of valuation in keeping with the Market Value definition. It is the best price reasonably obtainable by the seller and the most advantageous price reasonably obtainable by the buyer. This estimate specifically excludes an estimated price inflated or deflated by special terms or circumstances such as a typical financing, sale and leaseback arrangement, special considerations or concessions granted by anyone associated with the sale, or any element of Special Value.

‘. . . a property should exchange . . .’

Refers to the fact that the value of a property is an estimated amount rather than a predetermined or actual sale price. It is the price at which the market expects a transaction that meets all other elements of the Market Value definition should be completed on the date of valuation.

‘. . . on the date of valuation . . .’

Requires that the estimated Market Value is time-specific as of a given date. Because markets and market conditions may change, the estimated value may be incorrect or inappropriate at another time. The valuation amount will reflect the actual market state and circumstances as of the effective valuation date, not as of either a past or future date. The definition also assumes simultaneous exchange and completion of the contract for sale without any variation in price that might otherwise be made.

‘... between a willing buyer ...’

Refers to one who is motivated, but not compelled to buy. This buyer is neither over-eager nor determined to buy at any price. This buyer is also one who purchases in accordance with the realities of the current market and with current market expectations, rather than on an imaginary or hypothetical market, which cannot be demonstrated or anticipated to exist.

The assumed buyer would not pay a higher price than the market requires. The present property owner is included among those who constitute “the market”. A valuer must not make unrealistic assumptions about market conditions or assume a level of Market Value above that which is reasonably obtainable.

‘... a willing seller ...’

Is neither an over-eager nor a forced seller prepared to sell at any price, nor one prepared to hold out for a price not considered reasonable in the current market. The willing seller is motivated to sell the property at market terms for the best price attainable in the (open) market after proper marketing, whatever that price may be. The factual circumstances of the actual property owner are not a part of this consideration because the “willing seller” is a hypothetical owner.

‘... in an arm’s-length transaction ...’

Is one between parties who do not have a particular or special relationship (for example, parent and subsidiary companies or landlord and tenant) which may make the price level uncharacteristic of the market or inflated because of an element of Special Value (see IVS 2, paragraph 3.8). The Market Value transaction is presumed to be between unrelated parties each acting independently.

‘... after proper marketing ...’

Means that the property would be exposed to the market in the most appropriate manner to effect its disposal at the best price reasonably obtainable in accordance with the Market Value definition. The length of exposure time may vary with market conditions, but must be sufficient to allow the property to be brought to the attention of an adequate number of potential purchasers. The exposure period occurs prior to the valuation date.

‘... wherein the parties had each acted knowledgeably, prudently ...’

Presumes that both the willing buyer and the willing seller are reasonably informed about the nature and characteristics of the property, its actual and potential uses and the state of the market as of the date of valuation. Each is further presumed to act for self-interest with that knowledge and prudently to seek the best price for their respective positions in the transaction. Prudence is assessed by referring to the state of the market at the date of valuation, not with benefit of hindsight at some later date. It is not necessarily imprudent for a seller to sell property in a market with falling prices at a price, which is lower than previous market levels. In such cases, as is true for other purchase and sale situations in markets with changing prices, the prudent buyer or seller will act in accordance with the best market information available at the time.

‘... and without compulsion.’

Establishes that each party is motivated to undertake the transaction, but neither is forced or unduly coerced to complete it.

Fair Value is understood as the value of a property estimated without regard to costs of sale or purchase, and without offset for any associated taxes.

8.0 MARKET CONDITIONS

The values stated in this report represent our objective opinion of Fair Values in accordance with the definition set out above as of the date of valuation. Amongst other things, this assumes that the properties have been properly marketed and that exchange of contracts took place on this date.

Going forward, we would draw your attention to the fact that the current COVID-19 induced global supply chain disruption has created a significant degree of turbulence in commercial real estate markets across the world. Furthermore, the lack of liquidity in the capital markets means that it may be very difficult to achieve a sale of property assets in the short-term. We would therefore recommend that the situation and the valuations are kept under regular review, and that specific marketing advice is obtained should you wish to effect a disposal.

9.0 COMPLIANCE WITH VALUATION STANDARDS

- A. The valuation has been prepared in accordance with the Royal Institution of Chartered Surveyors (RICS) Valuation – Professional Standards 2022 Edition (the ‘‘Red Book’’); International Valuation Standards (IVS) and the Real Estate Institute of Zimbabwe (REIZ) Standard.
- B. We confirm that we have sufficient current local and national knowledge of the particular property market involved, and have the skills and understanding to undertake the valuation competently. Where the knowledge and skill requirements of The Red Book have been met in aggregate by more than one valuer within Dawn Property Consultancy (Private) Limited, we confirm that a list of those valuers has been retained within the working papers, together with confirmation that each named valuer complies with the requirements of The Red Book.

10.0 VALUER

The appraiser is a Registered Valuer under the Valuers Act Zimbabwe and had no personal interest in the value estimate and can confirm that Dawn Property Consultancy (Private) Limited has operated as External and Independent Valuer in the preparation of this report.

11.0 INDEPENDENCE

The Client’s total fees, including the current fee for Dawn Property Consultancy (Private) Limited are less than 5.0% of its total annual revenues.

12.0 DISCLOSURE

The principal signatory of this report has not continuously been the signatory of valuations for the same addressee and valuation purpose as this report in the past five years.

13.0 CONFLICT OF INTEREST

Where Dawn Property Consultancy (Private) Limited is involved with projects for other Clients this in no way conflicts with professional duties and responsibilities in the present case.

14.0 RELIANCE

This report is for the use only of the party to whom it is addressed for the specific purpose set out herein and no responsibility is accepted to any third party for the whole or any part of its contents.

Valuation of Selected Immovable Properties on behalf of Zimbabwe Teachers Association as at 31 October 2023

15.0 PUBLICATION

Neither the whole nor any part of our report nor any references thereto may be included in any published document, circular or statement nor published in any way without our prior written approval of the form and context in which it will appear.

Yours faithfully,

John Ndere MRICS | FREIZ | Managing Director

Registered Valuer No.0093

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We deliver customised Real Estate Solutions to corporate and individual clients seamlessly.

ASSUMPTIONS AND LIMITING CONDITIONS

- A. We have carried out our value assessments of the properties based upon information supplied to us by yourselves, the Surveyor-General and the Registrar of Deeds Office, Corry and Mukuyu Quantity Surveyors and a research carried out by Dawn Property Consultancy (Private) Limited in respect of tenure and current market conditions, vis-à-vis to current replacement costs, rentals of comparable properties, etc.
- B. We have not undertaken any environmental impact assessment nor are we aware of the content of any environmental audit or environmental investigation or soil survey, which may have been carried out on the properties and which may draw attention to any contamination or the possibility of any such contamination. We have not carried out any investigation into past or present uses of the properties and the respective site nor of any neighbouring land to establish whether there is any potential for contamination from these uses or site(s) adjacent to the subject properties and have therefore assumed that none exists.

In the absence of any information to the contrary, we have assumed that:

- (i) the properties are not contaminated and are not adversely affected by any existing or proposed environmental law in terms of **the Environmental Management Act (Chapter 20:27, No. 13/2002)**;
 - (ii) any processes which are carried out on the properties which are regulated by environmental legislation are properly licensed by the appropriate authorities;
 - (iii) there are no abnormal ground conditions, nor archaeological remains present which might adversely affect the present or future occupation, development or value of the freehold properties.
 - (iv) the properties are free from rot, infestation, structural or latent defect; and no currently known deleterious or hazardous materials or suspect techniques have been used in the construction of, or subsequent alterations or additions to the properties.
- C. We have not undertaken a structural survey of any of the buildings or improvements nor have we arranged for tests or inspections to be carried out on any of the service installations. Our valuation has been prepared on the basis that the properties are in a satisfactory state of repair and condition and only normal maintenance is required.
- D. We have assumed that the land, buildings and improvements are fit for the purpose they are being used and comply with all statutory and local byelaws and regulations.
- E. We are unaware of any proposed works or restrictive conditions in the Title Deed that would adversely affect the value of the properties unless otherwise stated in this report.
- F. We have assumed that there are no restrictive conditions that may be inserted in any lease or title to the land that would adversely affect the value of the properties.
- G. The properties have been valued as if wholly owned, no account being taken of any outstanding monies due in respect of mortgage bonds, loans or other charges.
- H. No soil or substratum tests have been effected on the properties and we have assumed that if undeveloped or where further development can take place that building works will not require any excessive reinforcement to foundations or that septic tank drainage where required will operate efficiently; in brief without derogation from the generality of the foregoing no guarantee is given on the load bearing qualities or porosity of the soil.

Valuation of Selected Immovable Properties on behalf of Zimbabwe Teachers Association as at 31 October 2023

- I. We have undertaken planning enquiries and relied on the information received verbally from the relevant authorities.

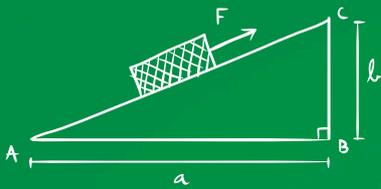
In the absence of any information to the contrary, we have assumed that:

- (i) the buildings have been erected either prior to planning control or in accordance with planning permissions and have the benefit of permanent planning consents or existing use rights for their current use;
 - (ii) the properties are not adversely affected by town planning or road proposals;
 - (iii) the buildings comply with all statutory and local authority requirements including building, fire, health and safety regulations;
 - (iv) there are no user restrictions which would adversely affect value;
 - (v) where appropriate permission to assign the interest being valued herein would not be withheld where required;
- J. Details of title/tenure under which the properties are held have been obtained from the Deeds Office. Where information from deeds, leases or other documents is recorded in this report this represents our understanding of the relevant documents. We should emphasise, however, that the interpretation of the documents of title (including relevant deeds and planning consents) is the responsibility of your legal adviser.
- K. We recommend that before any financial transaction is entered into based upon this valuation, you obtain verification of the information contained within our summary and the validity of the basis of the assumptions we have adopted.
- L. Neither the whole nor any part of this valuation or any reference thereto may be included in any published document, circular or statement or published in any way without the written approval of Dawn Property Consultancy (Private) Limited as to the form and context in which it may appear and acknowledgement that Dawn Property Consultancy (Private) Limited were the professional valuers.

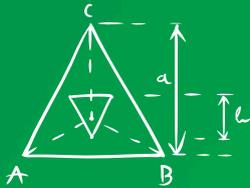
CERTIFICATION CLAUSES

- Statements of fact are true and correct.
 - Limiting conditions have been disclosed in our valuation notes.
 - We have no interest (present or future) in the transaction or properties.
 - We have complied with all of the real estate appraisal program requirements.
 - The properties were inspected
-

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$$\phi(x) = \frac{1}{\sqrt{2\pi\sigma^2}} \cdot e^{-\frac{x^2}{2\sigma^2}}$$



39th ZIMTA EXTRAORDINARY CONFERENCE REPORT 2023



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