



Zambia Conventual Franciscan Caritas Commission-OFMConv.

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Completion Project Report Twikatane Classroom

15/04/2026



Contents

Basic Data.....	4
Key contact.....	4
Project details	4
1. EXECUTIVE SUMMARY	5
2. BENEFICIARIES AND IMPACT	5
2.1 Initial Project Beneficiaries.....	5
3. ACHIEVEMENT OF OBJECTIVES	6
3.1 Original Objectives of the Project.....	6
3.2 Extent to Which Objectives Were Met	6
3.3 Key Results and Outcomes	6
4. COMMUNITY INVOLVEMENT AND LOCAL SUPPORT.....	7
5. CHALLENGES AND CHANGING CIRCUMSTANCES.....	7
i. Initial Design Assumptions and Cost Projections	7
ii. Material Price Fluctuations.....	7
iii. Change in Roofing Material	8
iv. Omission of Skirting Costs in the BoQ	8
v. Labour and Execution Challenges (Use of Inmates)	8
vi. Cost Overruns	8
6. ADAPTATIONS AND IMPROVEMENTS	8
i. Design and Procurement Adjustments.....	8
ii. Financial Adjustments and Cost Management	8
iii. Strengthening Quality Control.....	8
iv. Improved Project Monitoring	9
v. Stakeholder Communication and Coordination.....	9
vi. Lessons for Future Projects.....	9
7. KEY HIGHLIGHTS	9
7.1 Most Challenging Aspect.....	9
7.2 Most Positive Outcome.....	9
8. FINANCIAL REPORT	10
A. Statement of Income and Expenditure	10
Income.....	10
Expenditure	10
Net Position.....	10

B. Variance Analysis (Actual vs BoQ).....	11
Summary Comparison	11
Overall Result:	11
Overall Project Variance	11
C. Variance Explanation	11
D. Statement on Financial Management	12
9. CONCLUSION AND ACKNOWLEDGEMENTS	12
10. REQUEST FOR FUTURE SUPPORT.....	12
11. CERTIFICATION	13
APENDIX	14
PHOTOGRAPHS	14
Pictorial timeline of works.....	14

Basic Data

Institutional details	
Implementing entity	<p>Zambia Conventual Franciscan Caritas Commission (ZCFCC)</p> <p>The Zambia Conventual Franciscan Caritas Commission (ZCFCC) is the project office of the Catholic Mission Franciscan Fathers (OFM Conventual Zambia). In Zambia, Conventuals are legally registered Catholic Mission Franciscan Fathers. The ZCFCC manages all their projects and charitable works.</p>
Address	Franciscan Centre P.O. Box 70992, Ndola- Zambia: Plot 3041 Chifubu approach Road.

Key contact

Name	Friar Luke Chilambwe	Position	<i>Director Project Office [Caritas Commission Chairperson]</i>
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Reference	Fr. Mathews Kasongo (+260969844690 – minprovofmconvzm@gmail.com	Position	Major Superior

Project details

Project details	
Name of Grant Program	Charity
Project (title)	Twikatane College Classroom Block Project_Zambia
Fund 1 -total donation	£ 33,800 or (1,053,466.50 ZMW)
Fund 2- total local contribution	31,084.78 ZMW
Total Project Cost	1,084,551.28 ZMW

Activity dates	
Actual start date	5 November 2024
Actual Completion Date	20 February 2026

1. EXECUTIVE SUMMARY

The Twikatane Project successfully implemented the construction of a 271.04 square metre hospitality training facility to support vulnerable youth through vocational education in general hospitality. The facility includes a multipurpose classroom with kitchen and sink installations, a tutor's office, secure storage, sanitation facilities, and a general store.

The project's primary objective—to enhance access to quality vocational training and equip students with employable skills—has been fully achieved. The facility is now operational, with training programmes actively underway.

In 2026, the project is serving 66 students across structured training levels supported by government sponsorship (TEVETA and CDF) and self-financing. Enrolment is expected to grow beyond the initial target of 250 students annually. Evidence from previous cohorts indicates that graduates are successfully transitioning into employment and self-employment, demonstrating the effectiveness of the programme.

The project benefited from strong community and institutional support, including government sponsorship and local contributions by the Franciscans. Implementation was characterised by high standards of transparency, accountability, and stakeholder engagement, particularly with the Beit Trust.

Despite challenges such as soil conditions, material price fluctuations, and minor BoQ omissions, the project was successfully completed through adaptive management and effective supervision. Financially, the project demonstrates value for money, with total expenditure of ZMW 1,088,770.20 against available funds of ZMW 1,084,551.28, resulting in a minimal deficit covered locally. The project was delivered 4.44% below the original BoQ estimate, reflecting strong cost control.

Overall, the project has established a sustainable training facility that is already contributing to skills development, employment creation, and community upliftment.

2. BENEFICIARIES AND IMPACT

The project is serving vulnerable youth by providing access to quality training in general hospitality, equipping them with both theoretical knowledge and practical catering skills. The programme was initially designed to train approximately 250 students annually, with the aim of enhancing employability and promoting self-reliance.

2.1 Initial Project Beneficiaries

- Students (Direct Beneficiaries): 250
- Families of Students (Indirect Beneficiaries): 50
- Teaching Staff: 7

Total Beneficiaries: 307

In 2026, the project is currently serving 66 students across structured training levels and sponsorship arrangements, leading to certification upon successful completion:

- Level 1 (3 months): 40 students sponsored by TEVETA (K4,500 per student)
- Level 2 (6 months): 15 students sponsored by CDF (K7,500 per student)
- Level 3 (12 months): 11 self-sponsored students (K9,250 per student)

Based on current enrolment trends, the annual target of 250 students is likely to be exceeded as the programme expands.

The Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA), a statutory body under the Ministry of Technology and Science, regulates vocational training in Zambia, including accreditation, curriculum standards, and certification. The college is TEVETA-accredited, enabling access to government-sponsored students, with continued positive assessments expected to increase sponsorship opportunities.

Additional support through the Constituency Development Fund (CDF), alongside subsidised fees for self-sponsored students, enhances access and inclusivity.

The structured training levels will enable progressive skills development, while the sponsorship model will support both accessibility and programme sustainability. Graduates of the programme will be well-positioned to establish small-scale enterprises or secure employment within the hospitality sector. Evidence from previous cohorts trained in the rented facility indicates that several students have already transitioned into self-employment and formal employment, demonstrating the effectiveness and practical relevance of the training.

As this is the first cohort trained in the new facility, the project is expected to deliver significant positive impact through improved access to vocational training, strengthened skills development, and enhanced livelihood opportunities within the community.

3. ACHIEVEMENT OF OBJECTIVES

3.1 Original Objectives of the Project

- **Objective 1:** To construct a classroom block comprising a multipurpose classroom, secure storage room, office, and sanitation facilities.
- **Objective 2:** To provide general hospitality training to approximately 250 vulnerable students annually.

3.2 Extent to Which Objectives Were Met

Both objectives have been successfully achieved. The classroom block was completed in accordance with the project design and is now fully operational. Furthermore, the hospitality training programme has been effectively implemented, with students enrolled and progressing through the structured training levels.

3.3 Key Results and Outcomes

The project has delivered several key outcomes, including:

- Successful enrolment of students into the training programme
- Enhanced access to training through government sponsorship under the Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA) and the Constituency Development Fund (CDF)

- High levels of student commitment and participation
- Strong academic performance, reflected in good grades
- Provision of training by dedicated and highly qualified teaching staff, ensuring quality delivery

These outcomes demonstrate that the project has effectively met its objectives and established a solid foundation for sustained impact and future growth.

4. COMMUNITY INVOLVEMENT AND LOCAL SUPPORT

The project benefited from strong local support, demonstrated through both institutional partnerships and active community participation. Government support was provided through the sponsorship of students under programmes such as the Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA) and the Constituency Development Fund (CDF), significantly enhancing access to vocational training for vulnerable youth.

Local community involvement is further reflected in the enrolment of self-sponsored students, indicating growing confidence in the quality and relevance of the training programme. Families and individuals have actively invested in skills development, contributing to both accessibility and sustainability.

In addition, the implementing entity, the Franciscans, made a direct financial contribution of ZMW 29,442.28, further demonstrating local ownership and commitment to the success of the project.

The project created valuable opportunities for the community, including access to accredited hospitality training, skills development, and pathways to employment and entrepreneurship. Local participation has strengthened the responsiveness of the programme to community needs.

Throughout implementation, the project maintained high standards of transparency, accountability, professionalism, and quality assurance, supported by consistent communication with the primary stakeholders, particularly the Beit Trust.

Overall, community involvement and local support have been instrumental to the successful implementation of the project, reinforcing its impact and long-term sustainability.

5. CHALLENGES AND CHANGING CIRCUMSTANCES

The implementation of the project was influenced by several technical, financial, and operational factors, which required timely adjustments to ensure successful completion.

i. Initial Design Assumptions and Cost Projections

At the planning stage (20 November 2021), the project was designed as a standard classroom block based on the assumption of stable ground conditions and a standard government Bill of Quantities (BoQ). The foundation design specified 88 steel reinforcement bars (38 Y10 and 50 Y12), with a beam thickness of 200 mm and a width of 600 mm. The estimated material cost from foundation to slab was K53,555.00 (£1,535.41), contributing to an overall projected cost of K550,189.14 (£15,773.77), with labour estimated at 25% of material costs (K89,316.50 / £2,560.68).

ii. Material Price Fluctuations

Fluctuations in construction material prices affected procurement timelines and required minor budgetary adjustments during implementation.

iii. Change in Roofing Material

The originally specified brown roofing sheets were unavailable at the time of procurement. To avoid delays, a green alternative was sourced. This adjustment did not affect the overall project scope, quality, or timeline.

iv. Omission of Skirting Costs in the BoQ

An inadvertent omission of skirting costs from the initial BoQ presented a financial gap. This was addressed through local counterpart funding, complemented by negotiated discounts on plumbing labour.

v. Labour and Execution Challenges (Use of Inmates)

The engagement of inmates as a cost-containment strategy for the construction of the spoon drain and landscaping works resulted in operational challenges. Frequent personnel changes affected workflow continuity, quality control, and consistency of execution. This led to rework and required the engagement of additional skilled labour to meet the required standards.

vi. Cost Overruns

As a result of the above factors, particularly rework and additional skilled labour, the project experienced cost overruns beyond the initial budget projections, reducing the anticipated cost savings.

6. ADAPTATIONS AND IMPROVEMENTS

Throughout the implementation of the project, a number of practical adjustments were made to address emerging challenges and ensure successful completion.

i. Design and Procurement Adjustments

Where materials originally specified were unavailable, suitable alternatives were procured to avoid delays in implementation. These adjustments were made without compromising the overall scope, functionality, or quality of the project since they were managed under the direct supervision of the architect/consultant.

ii. Financial Adjustments and Cost Management

Unforeseen cost items, such as the omission of skirting in the initial Bill of Quantities, were addressed through local counterpart funding and negotiated savings in other works, including plumbing labour. This helped sustain project progress despite budgetary pressure.

iii. Strengthening Quality Control

Following challenges in the execution of some external works, additional skilled labour was engaged to rectify defects and complete the works to the required standard. This reinforced the importance of maintaining quality control throughout implementation.

iv. Improved Project Monitoring

One important lesson learned was the need for close and continuous cost monitoring by the project manager during execution. Regular monitoring of expenditure against progress is essential for identifying variances early, managing overruns, and supporting timely decision-making.

v. Stakeholder Communication and Coordination

Regular sharing of information with stakeholders proved essential throughout the project. Several meetings were held from the initiation stage through the planning phase and during implementation. These engagements strengthened coordination, promoted accountability, and ensured that key stakeholders remained informed of progress, challenges, and adjustments.

vi. Lessons for Future Projects

The project provided several important lessons for future implementation:

- the need for more detailed review of Bills of Quantities before execution;
- the importance of continuous cost monitoring during implementation;
- the value of regular communication and meetings with stakeholders;
- the need for strong supervision and consistent skilled labour to maintain quality standards;
- the importance of flexibility in procurement and planning to respond to changing circumstances.

These adaptations and lessons have strengthened institutional learning and will help improve the planning, implementation, and management of future projects.

7. KEY HIGHLIGHTS

7.1 Most Challenging Aspect

The most significant challenge encountered during the project related to unanticipated soil conditions, which required technical reassessment. This necessitated the engagement of a consultant to review and adjust the foundation design accordingly. While this introduced additional complexity to the implementation process, the intervention ensured structural integrity and long-term sustainability of the facility.

7.2 Most Positive Outcome

A key success of the project was the effective and accountable management of project funds, with no financial irregularities recorded throughout implementation. Strong financial oversight, transparency, and adherence to agreed procedures ensured that resources were utilised efficiently and in line with the project objectives.

D. Statement on Financial Management

All funds were utilised for the intended purposes and are supported by verifiable documentation through progress reports. The project maintained appropriate financial controls, including continuous cost monitoring, proper record keeping, and regular reporting to the donor, the Beit Trust.

9. CONCLUSION AND ACKNOWLEDGEMENTS

The project has been successfully completed, achieving its intended objectives of constructing a functional training facility and initiating a hospitality programme for vulnerable youth. The facility is now operational and already contributing to skills development, employability, and improved livelihood opportunities within the community. The project demonstrates strong value for money, effective implementation, and a solid foundation for sustained impact.

This initiative stands as an important resource for vulnerable populations, providing both immediate training opportunities and long-term socio-economic benefits. The experience gained throughout implementation has strengthened institutional capacity and will inform the planning and delivery of future projects.

The Franciscan Friars in Zambia express their sincere gratitude to the Beit Trust for their generous support, particularly the provision of supplementary funding which was critical to the successful completion of the project.

Special appreciation is extended to Bill Osborne for his invaluable support during site visits, verification processes, report reviews, and for the moral encouragement provided throughout the project lifecycle.

The project team also acknowledges the contribution of local partners, government support structures, and the wider community, whose participation and commitment have been essential to the success and sustainability of this initiative.

The Franciscan Friars remain deeply appreciative of this partnership and the impact it continues to create.

10. REQUEST FOR FUTURE SUPPORT

Following the successful implementation of the Twikatane project, the Franciscan Friars respectfully express their interest in continued collaboration and support for future initiatives.

The Friars are currently planning the establishment of a boys' secondary school and are in the process of mobilizing resources for this important project. Building on the experience, accountability, and outcomes demonstrated in the current project, the Friars are confident in their capacity to successfully implement this next phase.

In this regard, the Friars would be grateful for the opportunity to partner once again with the Beit Trust, particularly under a co-financing arrangement. This proposed project represents a significant step toward expanding access to quality education and further supporting vulnerable communities.

The Franciscan Friars remain committed to transparent, accountable, and results-oriented project implementation and look forward to the possibility of continued partnership.

11. CERTIFICATION

✓ <input type="checkbox"/>	I hereby certify that: <ul style="list-style-type: none"> • The information contained in this report and its attachments is true and correct. • The approved project activities have commenced in accordance with the Project Funding Agreement. <ul style="list-style-type: none"> • The project funds have been allocated and expended in compliance with the terms of the Project Funding Agreement. 		
Name of Authorized Person	Fr. Luke Chilambwe	Position	Project director
Signature		Date signed	15-04-2026

APENDIX

PHOTOGRAPHS

Pictorial timeline of works

Figure 1: First Planning Meeting with Mr. Osborne



Figure 2: Site Visit with Mr. Osborne



Figure 3: Site clearing and Trench Preparation



Figure 4: Engineer and Architect explaining the ground conditions to Mr. Osborne



Figures 5 and 6: How waterlogged the ground was



Figure 7: Delivery of Materials



Figure 8: Introduction of waste rocks



Figure 9: Compaction

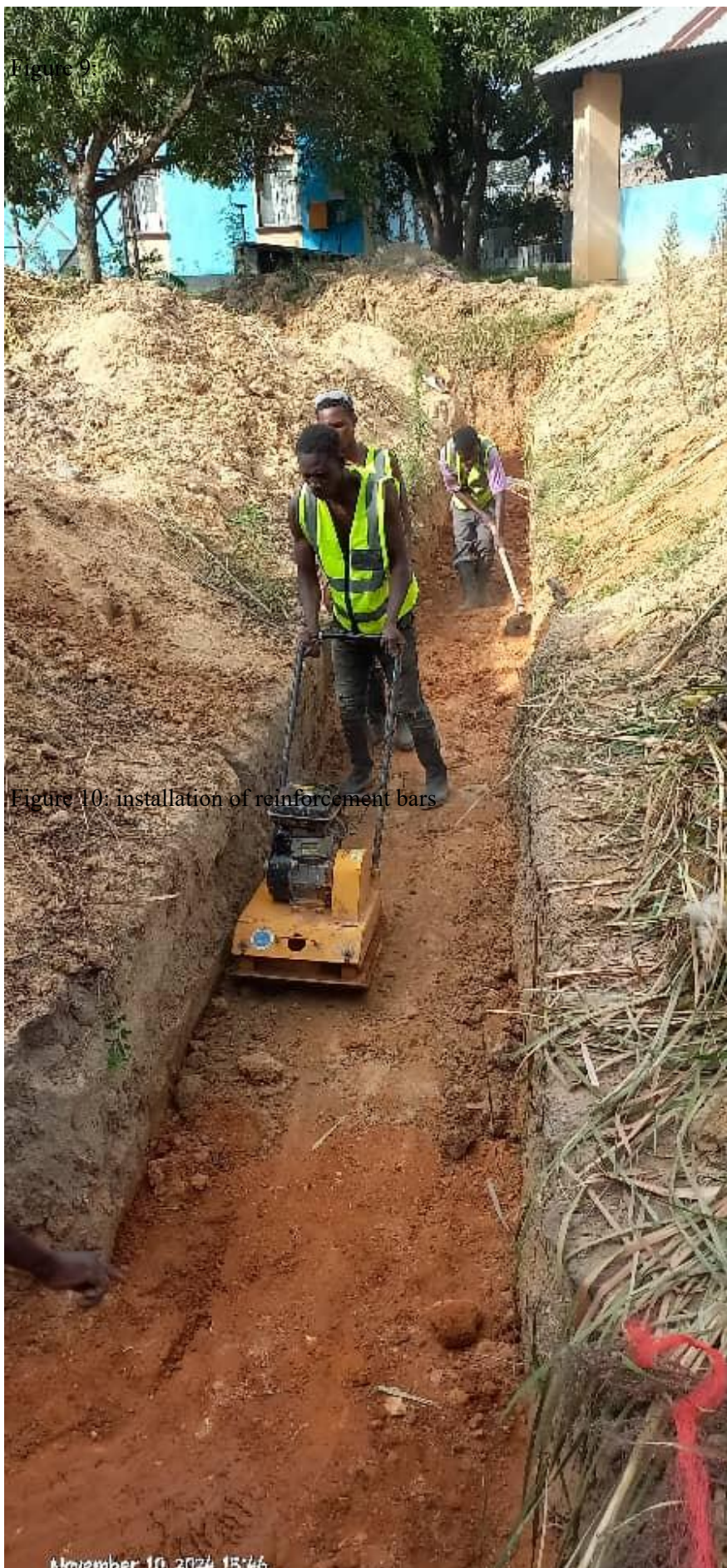


Figure 10: installation of reinforcement bars



Figure 11: Pouring Concrete



Figure 12: Foundation walls construction



Figure 13: Construction of slab



Figure 14: Slab curing



Figure 15: Wall erection



Figure 16: Completed ring beam construction



Figure 17: Site inspection with Mr. Osborne after completion of ring beam construction



Figure 17: General hospitality student



Figure 18: Graduation ceremony group photo



Figure 19,20, 21, 22 and 23: 3D photos of the project







Figure 24-46- from roof to hand over.







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