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VSP - Valley Selfhelp Promotion Society, Schriftwechsel, Berichte, Evaluierung

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Schriftwechsel betr. Valley Selfhelp Promotion Society (VSP, Selbsthilfeorganisation für Gwembe Valley), u. a. personelle Fragen, Projektvorschläge, Finanzen; vertraulicher Bericht zu irregulären Transaktionen bei VSP, 1995; VSP-Jahresberichte 1989 u. 19

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## INHALTSVERZEICHNIS

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  6. Evaluierung
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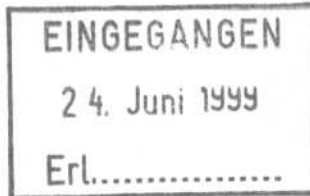
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ALLG,  
KOBES-  
PONDENZ

BROT FÜR DIE WELT • P.O. Box 10 11 42 • D-70010 Stuttgart

An die  
Gossner Mission  
z.Hd. Aloisia Strittmatter  
Fennstr. 31

12 439 Berlin

Date  
Fecha 23.06.99  
DataTel. 0711/2159 - 0  
Ext. -298

Betr.: Projektantrag VSP

Liebe Alice,

da KDF nun schon auf meinem Tisch ist (DÜ-Anfrage), mache ich gleich mal mit dem o.g. Antrag weiter. Folgende Anmerkungen möchte ich nach einem eher schnellen Überfliegen machen:

1. Unabhängig vom Inhalt: es macht in der derzeitigen Phase der Umstrukturierung des GSDP-KDF aus unserer Sicht keinen Sinn, dieses Programm wiederaufzunehmen. KDF braucht seine Energien, um die notwendigen Basisstrukturen wieder in's Laufen zu bekommen - VSP ist fehlgeschlagen und es würde viel Sensibilisierungsarbeit und Kraft bedeuten, es wieder aufzunehmen. Dies widerspricht es dem Ziel der Umstrukturierung, alle nicht funktionsfähigen Komponenten des Projektes zu beenden. Da macht es wenig, ob die Neuaufnahme (wenn denn überhaupt sinnvoll) so lange wartet, bis KDF lebensfähig ist.

Wenn trotz dieser Frage weitergedacht wird, fehlt folgende Information:

2. Wie soll diese Komponente in das neue Gesamtkonzept von KDF eingebunden werden?
3. Zeitrahmen?
4. Problemanalyse der Vorläuferphase (Pkt. 1.4) ist völlig unzureichend: welches waren die Probleme, wie sollen sie behoben werden? Wie ist der derzeitige Stand, was genau wurde bereits gemacht, sind die Zielgruppen denn noch motiviert?
5. Wie wollen sich die Gruppen in dieser neuen Phase organisieren, wurden sie an diesem neuen Prozess beteiligt (wenn ja, wie?), welche Eigenbeteiligung besteht??? Wie geht das Projekt nach Rückzug von KDF weiter (Reparaturen, wer verantwortlich für was, wie sind die Frauen eingebunden...)
6. Pkt. 4.5: was wird unter „Rehabilitation Programm“ verstanden?
7. Wem „gehört“ das Projekt bzw. die Mühle („ownership“)? Wer sind die Leute, die

Office/Bureau/Oficina/Escritório  
Diakonisches Werk der EKD  
Brot für die Welt  
Staffenbergstraße 76  
D - 70184 StuttgartCables/Telegr.  
Diakonie Stuttgart  
FAX 0711/2159 - 288

fortgebildet werden sollen? Wo, wer führt die Fortbildung durch, Auffrischkurse geplant?, Follow up des Projektes durch KDF??

Ich könnte eine Reihe weiterer Fragen anschliessen, leider fehlt mir die Zeit, dies zu tun. Wie gesagt, aus unserer Sicht macht die Neuaufnahme keinen Sinn, diese Frage sollte erst einmal diskutiert werden!

Wenn Du diesen Brief bekommst, bist Du bereits wieder aus dem Urlaub zurück. Daher also ein gutes Einarbeiten und herzliche Grüße aus Stuttgart von

Monika

Monika Wucherpennig  
Referat Afrika I

Anlage: Quedeliste für Projektaufträge

# Gossner Mission



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Gossner Mission Team  
Gwembe South Development  
Project  
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Sinazeze



Liaison Office  
P.O. Box 50162  
Tel: 01/261580  
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Naluyanda Integrated  
Project  
P.O. Box 50162  
LUSAKA



*copies to:*

*Liaison Office  
Mr. Mwale*

The Director

To

Managment Team of GSDP/KALULI D.F. and to the Manager of VSP

ref.: Handover of mills and other assets from VSP to resp. communities

After our discussions with different parties, like VSP-Board already in 1997, the Hon. Chief Sinazongwe in his capacity as trustee of VSP, the Senior Staff Meeting this year, November 1998, and after reading the assessment report of Mr. Fichtl from GDS I advise you to follow all the recommendations in this report.

First of all the manager of VSP, Mr. Benson Mwala, should invite the Board for a meeting in the presence of the trustees, in order to discuss the evaluation report and all its implications, as was agreed between VSP-staff and GSDP management and the Director of Gossner Mission during my stay in the valley. The board, as it did not see fit to carry out the aims and objectives with regard to organisational participation and empowerment of the communities, should hand back the assets it is holding in trust for Gossner Mission resp. GSDP.

GSDP should make no other offer than to carry out the handover process of the remaining assets.

As indicated before I will take a proposal with me to the resp. bodies of Gossner Mission to work for a financial support as far as the training programs of the communities are concerned.

Please keep Gossner Mission Berlin informed on developments of your actions regarding VSP.

*Gottfried Knapf*  
*13. 11. 1998*

VSP

Als ich heute wieder ins Büro kam, fand ich auch eine kurze Nachricht von Reinhard Fichtl über die Evaluierung von VSP vor. Ehrlich gesagt, etwas anderes hätte mich sehr überrascht. Es stimmt zwar, dass wir keinen schriftlichen Abschlußbericht von Karl Waldschütz haben, aber hätte das etwas an der Situation geändert? Es gibt ein Protokoll des Zambia-Ausschusses vom 30.8.1996, in dem er ausführlich die Situation dargestellt hat. Einen Abschlußbericht von ihm wurde mehrmals angefordert, aber mit der Zeit verliert so etwas auch seine Wichtigkeit. Es gibt einen Jahresbericht 1996 und es gibt das Manuskript einer Rede von Frau Lieby vom 11.5.1996 anlässlich der Eröffnung einer Hammermill, aber diese beiden Papiere malen ein eher positives Bild von VSP, so dass hier sarkastisch angemerkt werden könnte, was wollt Ihr denn, die Zukunft VSPs sieht doch rosig

Seite 2

*E-Mail an Braatz 3.11.98*



aus.

Das dem nicht so war, wußten alle Beteiligten. Zu unserer Entlastung kann sicher gesagt werden, dass Gossner zwar die Konsequenzen gezogen hat, aber dass dies nicht unvorbereitet kam, davon zeugen mehrere Briefe. Ich habe versucht, den Werdegang dieser Entscheidung nach stehend chronologisch darzustellen:

Von unserer Seite aus kann gesagt werden, dass die Entlassung in die Unabhängigkeit keinesfalls aus heiterem Himmel kam. Schon bei der Einstellung von Karl Waldschütz wurde darauf hingewiesen, dass dies der letzte von Gossner gestellte Advisor sein wird. Dies wurde bei Vertragsverlängerung von Waldschütz im Februar 1994 nochmals deutlich gemacht, im Juli 1994 hat W. Damm in einem Schreiben folgendes gesagt: "... extended the contract in question until March 31, 1996. We feel that this will be a crucial phase for VSP to reach its full independence und self-reliance. ..."

Es konnte trotz der Anwesenheit von Karl Waldschütz nicht von der Hand gewiesen werden, dass das VSP-EXCO den korrupten Manager über Jahre hinweg gestützt hat. Inwiefern das EXCO selbst die Finger im Spiel hatte, darüber kann nur spekuliert werden. Erst als Mr Nthala mit der Untersuchung von Unregelmäßigkeiten beauftragt wurde und einen dementsprechenden Bericht verfasste, wurde der Manager entlassen.

Im Dezember 1995 hat W. Damm an Helga Lieby geschrieben und wiederum darauf hingewiesen, dass nach Karls Vertragsende unser Engagement



t zu Ende ist.

Friederike hat dann am 18. Januar 1996 an den Chairman geschrieben, mit dem

Tenor, dass die Zusammenarbeit mit dem Ende von Karls Vertrag auch beendet ist.

Diese Tatsache wurde dann von Dieter Hecker am 27. Juni 1996 mit Siegel

offiziell bestätigt und abgeschlossen.

Die Bücher, die Mitglieder und auch die zivilrechtlichen Strukturen, das alles

gab es meiner Meinung nach mal im VSP, dass davon nun überhaupt nichts mehr zu

sehen ist, gibt schon zu denken und erlaubt die Frage, warum das alles so

schiefgelaufen ist.

Die Auflösung und die treuhänderische Verwaltung durch Kaluli ist sicher eine

gute Möglichkeit. So ist sichergestellt, dass die Verkaufserlöse z.B. vom

Mercedes-Benz-LKW nicht in irgendwelchen dunklen Kanälen verschwinden und die

Aussenstände (auch an uns und an das L.O.) bezahlt werden

. Ob daraus dann ein

neues Projekt wird ist sicher keine schlechte Idee, aber das muß Kaluli

entscheiden, denn das hängt doch auch von ihren Kapazitäten ab.

Liaison Office in Relation zum GSDP

Ich habe den Vertrag mit der Regierung angeschaut, konnte aber da keinen Hinweis

darauf finden, dass das L.O. Bestandteil des GSDP ist. Meiner Meinung nach sind

nur die Mitarbeiter des L.O. als GSDP-Team members geführt worden, aber das L.O.

war oder ist kein Teil des GSDP, dies wurde mir auch von Siegwart Kriebel

bestätigt.

Ist hier in der Umwandlung der Treuhandenschaft in Gossner

Eigentum schon Bewegung  
gekommen?

In Bezug auf unsere Mitarbeiter müsste nun evtl. mit der Regierung eine Vereinbarung getroffen werden, damit das workspersmit für zukünftiges Personal in Lusaka gesichert ist. Ob die zollfreie Einfuhr von Fahrzeugen weiterhin Bestandteil des Vertrages sein müsste, wage ich zu bezweifeln, da, wenn ich mich richtig erinnere, die Regierung doch die Fristen während derer das Fahrzeug zollfrei weiterverkauft werden konnte, verlängert hat. Ich wollte damit sagen, dass ich mir nicht sicher bin, ob diese Klausel, eben durch den Trick der Regierung, noch wirksam ist. Aber sonst bin ich hier ganz zuversichtlich und vertraue auf unseren guten Namen bei der Regierung.

Bitte entschuldigen Sie, wenn ich dauf die GSDP-Kaluli-Fragen, die in Ihrem e-mail aufgeworfen sind, noch nicht eingehe. Ich war ueber das Wochenende auf einem Seminar der Stiftung Nord-Süd-Brücken, und bin erst heute wieder im Büro. Ich möchte mich erst durch die Akten sachkundig machen und dann wieder melden.

Wir alle wünschen unserem Direktor noch eine gute Zeit und hoffen, ihn recht bald gesund und munter wieder in unserer Mitte zu haben. Die Grüße und guten Wünsche von uns allen gehen natürlich auch an das Ehepaar Rottmann.

Herzlichst  
Ihre  
Aloisia Strittmatter



Message

An: ded@zamnet.zm  
Betreff: Reinhard Fichtl

To: DED, Reinhard Fichtl  
From: Aloisia Strittmatter, Gossner Mission, Berlin  
Date: November 3, 1998

Lieber Reinhard,

danke für die prompte Beantwortung meiner e-mails. Von Deiner Kollegin hatte ich zwischenzeitlich schon von Deiner Abwesenheit erfahren.

Deine Ausführungen wegen VSP überraschen mich nicht im geringsten. Obwohl die Voraussetzungen (teilweise 7 Maismühlen, Mercedes-Benz-LKW etc.) zweifelweise mehr als günstig waren, ist es VSP nicht gelungen, mit diesen Pfunden zu wuchern. Das EXCO hat über Jahre hinweg einen korrupten Manager gedeckt, und als er endlich gehen mußte, war es leider zu spät. Ich denke, auch das EXCO hat sich bedient, so dass Deine Bemerkung, dass es eine Helping Themselves Organisation war, mehr als zutreffend ist.

Von Karl Waldschütz liegt kein Abschlussbericht vor (nach mehreren Mahnungen habe ich es dann aufgegeben), aber es existiert ein Protokoll einer Sitzung, auf der er nach seiner Rückkehr Bericht erstattet hat.

Ich hoffe nur, dass die treuhänderische Übernahme durch GSDP gut vonstatten geht, da doch einiges an Werten vorhanden ist (LKW). Die Schulden und außenstehenden Gehälter müssten davon zu bezahlen sein.

Ich bin jedenfalls gespannt auf Deinen Bericht.

Absender: "Ded" <ded@zamnet.zm>  
Datum: 30. Okt 1998 13:02  
Empfänger: "gossner" <gossner@t-online.de>  
Kopieempfänger:  
Betreff: VSP

Liebe Alice

vielen Dank fuer Deine Emails, die ich leider jetzt erst beantworten kann.  
Die Evaluierung vomn VSP ist fertig und ich bin gerade am Berichte schreiben. Zusammenfassend kann ich Dir folgendes in Kuerze mitteilen:

Wir haben die sofortige Aufloesung von VSP empfohlen, da die Organisation seit 95 praktisch auhoerte zu existieren (keine Mitglieder und keine Versammlungen).

Verwaltungsmaessig machen alle Muehlen minus und es gibt keinerlei Buchfuehrung.

Da die Organisation nicht mehr existierte, durfte sie auch niemand mehr anstellen. Deswegen gibt es auch keinerlei "Terminal Benefits".

Leider ist es so, dass in den Doerfern keinerlei Strukturen geschaffen wurden, wie Komitees und aehnliches. Auch Gendermaeesig ist nur ein Desaster zu verzeichnen.

GSDP soll treuhaenderisch den Rest uebernehmen, und die Sachen den Communities aushaendigen.

VSP war keine Self Help Organisation sondern eine Helping Themselves Organisation, nur dazu da, sich selber anzustellen.

Tut mir leid, aber VSP hat ein sehr trauriges Bild abgegeben und eine Menge Frustration hinterlassen.

Der Bericht ist bald fertig.

Ich habe mit Eurem Chef schon telefoniert und bin gerne bereit, mit ihm zu NIP zu fahren. Ich befuerchte aber aehnliches: Fehlen von Foerderung der Selbstverwaltung und Selbstorganisatoin wie im Tal.

Herzliche Gruesse

Reinhard

The VSP Manager  
P.O.Box 4  
Sinazongwe

March 10, 1998

Dear Mr Mwala,

greetings to you. We hope you and your family are keeping well.

Gossner Mission was informed that VSP wanted to know how the funds which were once accumulated in Germany and reached all in all the sum of DM 12.552.17 were spent so that in the end in October 1997 there was a meager amount of DM 90.00 left. This DM 90.00 was also handed over to VSP so the account was closed by the end of 1997.

We are in no position to tell VSP how the funds were spent. We are just able to trace down that tyres and tubes were bought for the Mercedes as well as for the DAF. In March 1994 we were informed by Birgit Groth that all the remaining funds are needed to pay for repairs of the DAF Leyland Truck which was later on sold. I am sure Solomon can help you to find the bills which show you that Mr Waldschuetz acted in a proper way and for the benefit of VSP.

As it was discussed, you should put all your effort in selling the Mercedes Truck. This would enable VSP to purchase a smaller vehicle and to pay back the loans from Gossner Mission as well as from the Liaison Office in Lusaka.

Since you are a serious and hardworking person I am sure all your efforts you put in your work will once be rewarded.

Wishing you well in your work,

Sincerely Yours,

Aloisia Strittmatter  
Zambia Desk



To  
VSP  
Mr Benson Mwale  
Manager  
Sinazongwe/Zambia

October 28, 1997

Dear Mr Mwale,

according to my fax from October 6, 1997, please  
find enclosed the remaining DM 90.00. The account  
is closed now.

Sincerely yours,

*A. Strittmatter*  
Aloisia Strittmatter  
Zambia Desk



# Telefax

An / To

Benson Mwala  
VSP Manager  
P.O.Box 8  
Sinazongwe/Zambia

Von / From

**Gossner Mission**  
Fennstraße 31  
12439 Berlin  
Tel. 030/631 78 09  
Fax 030/636 11 98

z. Hd. / Attn.

Tel.-Nr. / Phone no.

Fax-Nr. / Fax no.

Fax-Nr. / Fax no.

Seitenzahl / Total pages Ihre Nachricht / Reference  
October 5, 1997

Ihr Gesprächspartner/Please contact Datum / Date  
Strittmatter October 6, 1997

Dear Mr Mwale,

thank you very much for your fax concerning the VSP account here in Berlin.  
I am sorry to say that there are only DM 90.00 left which will be brought  
by Gottfried Kraatz. Karl used a great deal of that money by buying  
new tyres for the lorry.

Sincerely yours,

*Aloisia Strittmatter*  
Aloisia Strittmatter  
Zambia Desk

**Gossner Mission**

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1000 Berlin 41 (Friedenau)  
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Phone 030/85000431  
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Gwembe South Development  
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Sinazee



Liaison Office  
P.O. Box 50162  
Tel: 01/261580  
Fax: 01/261530



Naluyanda Integrated  
Project  
P.O. Box 50162  
LUSAKA



DM 90,-

5<sup>th</sup>/10/97.

From. Benson Mwala  
U.S.P.  
Box 8.  
Sinazee

To. Aloisia.

Ref: Motor Vehicle Account  
under U.S.P.

Greetings!

Please Aloisia, may I know  
whether this account mentioned  
above has any money and  
if so how much is there.  
Should there be any money  
on account is it possible to  
ask to withdraw some and payable  
to us for use here  
Thank you in advance

Stepie auch in  
GSDP-Date

GSDP  
Ms Helga Lieby  
Sinazongwe

28. April 1997

***Loan to VSP - Our Letter from January 14, 1997***

Dear Ms Lieby,

from a letter written by the VSP manager to the Liaison Office in Lusaka we realized that the VSP truck is now operating again (since March 24, 1997).

According to our letter from January 14, 1997, repaying of the DM 4.000.00 loan in monthly instalments should start five months after the truck is on the road again, which means repayment should start from September 25, 1997.

We did not mention the size of the instalements but we ask you to negotiate this with VSP on a realistic basis. These instalments will then be part of the GSDP budget and you should on the other hand give notice that the funds then can be deducted from account #4120.

Have you heard something about the *inhouse evaluation* which VSP wanted to undergo?

Yours sincerely

SA.

Gossner Mission  
Bankkonto: Berliner Bank AG 0301 190100  
Postfachkonto: Berlin West 25020 - 100  
Fernsprecher 0311 - 821 30 01 - 221 20 33

Händlerstraße 10-50  
1 Berlin 41

BERLIN  
GOSSNER MISSION

Gossner Mission Bl.

VALLEY SELF HELP PROMOTION SOCIETY.

P.O.Box 8,  
SINAZONGWE

EINGEGANGEN

15. April 1997

Erl. 28.4.97

27th/03/97

The Liaison Officer  
Gossiner Mission  
Ibexhill, Lusaka.

Dear Sir,

Ref: Report on the progress on the service of the Loan repayment  
K1.8million.

This is a follow up on our discussion in the Vsp Managers office today the 27/03/97.

I'am writing to inform you about the poor progress in the incomes we are receiving from the Hammer Mills, the incomes are not very encouraging at all for the reason that most of the Villagers now have started harvesting Maize directly from the fields which they prepare at home, since it is not yet very dry and can not be ground in a Hammer Mill.

The situation obtaining is indeed very worrying to us as we know too well that we had made a commitment to start paying the Loan by February Month end, according to our books we only realised K489,500. by the month end of February which can not reach our agreed amount of K600,000. to be paid each Month.

We are therefore requesting the office to inform Berline office that, since the Truck has started operating on Monday 24th/03/97, this will help us to speed up on the income and manage to pay something by early April 1997.

Right now the Fuels are still plenty in the Grinding Mills we had purchased a total of 1260Ltrs of Diesels and out of this we only have used 191Ltrs and the balance of 1069Ltrs is still in the Depots.

We shall try very hard with the Truck now to speed up this short Loan repayment but we ask you to understand we are doing something about it.

Please find attached is also the Chair Mans' letter to the Manager concerning the same worry about the situation obtaining now. We already as you can see were discussing the problem in the office and what we feel should be done.

Please we want to assure you that we shall not fail to meet our expectations.

Yours Sincerely,

B.M. Mwala

VALLEY SELF HELP  
PROMOTION SOCIETY

(V.S.P.)

VSP- MANAGER.

BOX 8, SINAZONGWE

VSP- ccChair Man  
" VO/Chair Man  
" GSDP- Chair Person  
" Treasurer



STATEMENT OF EXPENDITURE FOR THE LOAN FACILITY.

VALENTINE SELF HELP  
PRODUCTION SOCIETY  
C.S.P.

BOX 8, SUSAZEZE

DATE.	INVOICE.	FUEL&OILS			GRINDING/M SPARES.				OTHERS.	TOTAL	BALANCE/
		diesel	grease	oil	oil/f	dies/f	nosls	VØbelt		EXP	INCOME
27.01.97	cash in										1,800,000.
11.02.97	32064	673,680.	28,000.	168,000.	-	-	-	-	166,000. 17393.	1,053,173.60	
14.02.97		336,840.	-	-	74,000.	54,000.	79,000.	79,000.	-	622,840.00	
										1,676,013.00	123,986.4
		1,010,520.	28,000.	168,000.	74,000.	54,000.	79,000.	79,000.	183,483.60		

*[Signature]*  
Usp. Manager

# LAKARFISH LIMITED

FISH IS OUR BUSINESS

AGENTS FOR NKWAZI MANUFACTURING CO. (1996) LTD  
ON LAKE KARIBA



Headquarters:  
P. O. Box 87  
Sinazongwe  
Zambia

P. O. Box 670131  
Tel: 30411  
Mazabuka

P. O. Box 360030  
Tel: 311761  
Kafue

Telephone:

Fax:

Our Ref: OC/GM/33

Your Ref:

Date: 25<sup>th</sup> FEBRUARY 1997

MR. MWAALA  
THE MANAGER  
V.S.P.

Dear Mr. Mwaala,

RE: REPAIR OF TRUCK REG. No. AAL 4541

The truck was collected yesterday and we write to inform you of the work carried out.

1. Replacement of a universal joint.
2. Replacement of a centre bearing for the propshaft.
3. Replacement of an input bearing (supports the spigot shaft).
4. Welded the bell housing (cast iron).
5. Welded the air intake manifold (aluminium).
6. Welded the exhaust pipe (mild steel).
7. Lubricated all greasing points on the body.
8. Changed Gear oil.
9. Supplied 20lts diesel.

Mr. Mwaala please note that I was not happy with the front pulley on the engine. I don't know if you have seen the pulley with the engine running but it is going to cause serious problems with the engine as it is causing an imbalance on the crankshaft. This must be rectified as soon as possible.

On the starter motor you had carried the solenoid as a sample, if we can have it back complete with the starter we can do something to get the starter working.

Finally as I advised you earlier the clutch plate has a limited life span of up to 3 months. A date needs to be set aside for the clutch plate to be replaced. We will be sending you the bill in the near future.

02.03.97

On Tuesday 25<sup>th</sup> February 1997 you came back with the truck asking us to have a look at the problem of the unbalanced pulley and some of the problems raised by me e.g the solenoid for the starter. In addition the hydraulic pump for the steering was also bought as a sample for replacement.



I would also recommend that the following be looked at for replacement.

1. 4 x 12.00 tyres. /
2. 2 x front shock absorbers.
3. New radiator hoses.
4. 1 x head lamp and indicators broken.
5. 05 x oil filters.  
10 x fuel filters.  
02 x air filters.  
These filters will be good for 5 services or 40,000 km.
6. New clutch plate.
7. Hydraulic pump for steering wheel.
8. 01 x 24.v solenoid for the starter.

We are sending the front pulley to Kaleya Engineering so that they can rectify the problem which was a poor welding job as the extension flange had not been centralised on a lathe.

We shall keep you informed of developments.

Yours faithfully  
LAKARFISH LIMITED



J.E. HUTCHISON  
Managing Director

c.c: Mr.J.Franke  
c.c: File

Liason Office, Gossner Mission.

VSP SOCIETY

40 Maambur Ahz Sh.  
Box 15,  
Maambur

24-3-97

The Manager  
VSP Society  
Box 8,  
Singazongue

25<sup>th</sup>/3/97.  
To await  
for Mr. Francis  
and HSD initial  
discussion about  
this problem.

Sir,

THE VSP LORRY

The delay in getting the lorry back to road is now more than worrying. I wonder what the major obstacle is in this connection!

I am also told that the income from the grinding mills is not encouraging at all, due to the fact that people have now a bit of food from the fields, like which they prepare in the traditional way.

Of all this, what worries me most is the repayment of the loan to the workers. My opinion is that we should inform the mission in Berlin

through AGOP about the prevailing situation, we need to reflect to them our present financial statements which depict insufficient income from the grinding mills — a ~~fac~~situation not of our own making. We must also reflect to them how long it has taken to get the lorry back on road due again to circumstances beyond our means.

Such a letter would have to be signed by the Chairman, Treasurer, Manager and counter signed by the Mission Chairperson.

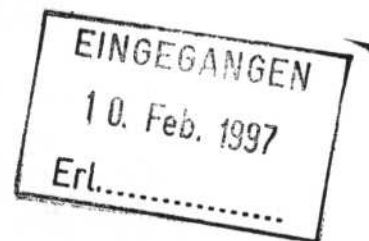
I wonder whether your office <sup>would not</sup> transport refund for the Chairman to travel from Maramba to the camp and back which is only about K5000-00! It is important I come and we discuss this issue.

The Mission will not understand us if at a later stage, we fail to meet their expectations.

Please reply soon.

Yr faithfully,  
H. S. S. S.

Original L.O.



## LOAN AGREEMENT

between

**GOSSNER MISSION LIAISON OFFICE LUSAKA**

and

**VALLEY SELP - HELP - PROMOTION SINAZEZE**

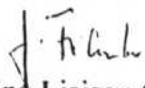
As it was applied for and discussed, Liaison Office of GOSSNER MISSION will provide a soft loan of K. 1.800.000,- (one million eight hundred thousand ) to Valley - Selp - Help - Promotion to settle the problem with hammermills.

### CONDITIONS OF THE LOAN

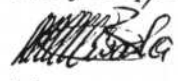
The full amount is fixed for the proposed item and is not useable for any other expenses. The receipts for the bought drums of diesel must be kept separately as long as the loan is not repaid.

The loan should be paid back to Liaison Office in installments within three month beginning on the first of February 1997

For Gossner Mission

  
- acting Liaison Officer -

For Valley-Selp-Help-Promotion

 3<sup>rd</sup>/02/97  
The Manager

The Chairman

Sinazeze, the 27th January 1997

Berlin, den 23.10.1997

Habt Ihr von diesem Geld schon irgend etwas zurückerhalten?  
Im SSM-Protokoll vom 1.9.1997 habe ich gelesen, daß VSP plant, den Mercedes-Lastwagen zu verkaufen. Egal wie die Sache ausgeht, bitte bleibt dran und drängt auf Rückzahlung des Kredits.



Original in L.O. - ARLe

Joachim Franke  
Liaison Office Lusaka

Lusaka, den 7. Febr. 1997

An  
Gossner Mission  
Zambia Desk  
Frau Alice Strittmatter  
Fennstr. 31  
12439 Berlin



Liebe Alice,

dies wird sicher ein bunter Brief mit verschiedenen Informationen. Zunächst aber herzlichen Dank für das Fax vom 6. Febr., das gleich zweimal eintraf. Dank auch für das Fax von Friederike über den DED und last not least, für die Unterlagen, zum Workshop. Ich gehe davon aus, daß die gleichen Unterlagen

an alle Teilnehmer verschickt worden sind, auch an Frieder Bredt, denn von ihm kam die Anfrage, ob er nun noch eingeladen sei. Der Frage, ob wir schon Sonntagabend anreisen können, gehe ich nach, das war bisher so nicht im Plan. Werde auch mit dem DED reden, ob sie einen Reflector benennen können. Tel. 22. 11.2.97

Ich lege Euch die Budgetrede des Finanzministers von letzter Woche mit bei, dann seid Ihr gleich up to date. Ferner wird einige Post von Helga und Solomon beigelegt. Ich hoffe, daß alles noch rechtzeitig ankommt.. Müßte eigentlich. Und nun in der bunten Reihenfolge:

Verbindungen nach Harare sind:

Bus TRANS -LUX-COACH Lusaka - Harare. Kosten pro Person K. 40.000,- oder DM 50,-  
Flieger: Freitag 11.50 Ankunft Harare 12.40  
Sonntag 9.45 Ankunft Harare 10.35  
Preis: 114,- US \$ plus 20 \$ Airportfee pro person, total 570,- + 100,- = 670,- US \$

Das Problem Solarsystem ist aufgeklärt: Solomon hat den Schreibfehler rausgefunden. Solarsystem war im Budget zwar eingeplant aber es wurde nichts ausgegeben. Es hätte beim Schreiben einfach eine Leerspalte kommen müssen. Die K. 11.379.896,48 sind die von Euch ausgegebenen Gelder für den neuen Poolcar. Das überzeugt, damit ist die Unklarheit beseitigt. ✓

VSP Sanierungsaktion: Ich habe zunächst vom Liaison Account, die K. 1.800.000,- für Diesel und Öl für die Hammermills verauslagt und beiliegende Vereinbarung unterschrieben. Ferner habe ich an Mr. Hutchison die erbetenen K. 500.000,- für Ersatzteile übergeben. Diese Summe wird nicht alle Reparaturkosten decken, Hudchison rechnet mit K. 800.000,-! Eine Quotation für Reifen füge ich bei. Nach Überprüfung mit Mr. Hudchison sind wir übereingekommen, nur 4 neue Reifen zu kaufen, drei sind noch in einem guten Zustand. Damit werden sich die Ausgaben auf folgendes belaufen:

Diesel + Oel	1.800.000,-
Ersatzteile	500.000,-
Reifen und Schläuche	2.143.808,-

total amount: K 4.443.808,-

Letzte Woche, als ich Schecks einlöste, war der Wechselkurs 1: 778,71

ergo. kostet die Sanierungsaktion: DM 5.706,62-

Aber die Reifen kaufe ich dann, wenn Du mit Geld kommst, ist ja vielleicht auch nicht so eilig, weil erst die Reparaturen getätigt werden müssen. Irgendwie muß ich auch mein Geld zusammenhalten. GSDP schuldet mir vom letzten Jahr noch immer 1.8 Million und die



Transitallowances vom Government sollen auch noch immer kommen. Jetzt habe ich es aber schriftlich, daß sie im ersten Quartal überweisen wollen. ✓

Mit der Verlängerung meiner Versicherung bin ich einverstanden. Mein Rückflug ist für den 12.4.97 gebucht, weil ich gern noch an der Kuumbuka teilnehmen will, der Termin steht aber noch nicht fest. Bitte verlängert bis zu meiner Abreise, den letzten Teil zu meinen Lasten.

T. an  
B. 12.2.97

In Sachen Marry Todd weiß ich, sie soll von Helga am 2. März vom Flughafen abgeholt werden, vielleicht können wir es aber auch noch kombinieren, wenn feststeht, wie die Gäste aus Zimbabwe abreisen. Wir sind ja eigentlich in Naluyanda zum Sunday-Service. Quartier müssen wir noch finden. Nur faxen kann ich Ihr nichts. Der Strategic Workshop hat noch kein klares Profil, was die Vorbereitung anbelangt, aber das ist nicht *my main worry*. Ich lege Dir eine Liste der zu erwarteten Teilnehmer, bzw. der geladenen Participants bei. Du wirst sehen, am Ende wird dann doch noch manches geschehen und spontan sich ergeben. Ich weiß nicht, warum die Vertreter von Brot nicht kommen, obwohl sie im südlichen Afrika zu dieser Zeit reisen werden.

Noch immer halte ich das Besuchsprogramm für einen Entwurf, die wievielte Korrektur es ist, weiß ich nicht, es wird aber sicher noch nicht die Letzte sein. Noch sind nicht alle Termine bestätigt. Wir haben den zweiten Gottesdienst am Ende des Besuches nach Choma verlegt, denn wenn Ihr Bischof Kazovu begegnen wollt, dann dürft Ihr schon aus Zeitgründen nicht am Gottesdienst in Sinazeze teilnehmen. Am Montag beim Senior Staff Meeting kam noch einmal die Frage auf, wer gibt eigentlich den Empfang? Ist es GSDP oder ist es nicht viel mehr die Gossner Mission? Wenn die ganze Gemeinde eingeladen werden soll, dann gibt es auch Erwartungen: Nshima mit Gemüse und Fleisch! oder doch nur ein einfaches Brötchen mit einem Softdrink? Dazu solltet Ihr Euch noch einmal äußern, Helga ziert sich und meint, da GSDP kein Geld hat, muß Berlin sowieso in die Tasche greifen, dann sollen die Berliner auch sagen, wie sie es gern hätten. Wieviel Geld kann dafür bereitgestellt werden? Diese Diskussion spiegelt schon ein wenig die Stimmung wieder, die Eurem Besuch entgegenfiebert. Seit Ihr darauf eingestellt, daß Ihr Euch selbst beköstigen sollt? Die alte Regel der Gastfreundschaft scheint nicht mehr zu zählen. Also kommt mit einigen Lebensmitteln am 21. Febr. im Tal an. Ich habe keinen Auftrag Euch das zu sagen, will Euch nur vor unliebsamen Überraschungen bewahren.

Du hattest heute am Telefon gefragt, womit Ihr mir eine Freude machen könntet. Ein Päckchen guten Kaffee wäre schon die Krönung. Ein paar Briefmarken wären auch nicht zu verachten. Ich war privat so reichlich eingedeckt, aber so ein Office schluckt eben viel und fragt nicht nach mein und dein.

Ich glaube damit alles tangiert zu haben, worüber Ihr informiert sein solltet. Ich drucke den Brief erst morgen aus, bevor ich zu den Leuten fahre, die die Post mitnehmen. Vielleicht fällt mir noch was ein, das ich vergessen habe.

Ich statte Chibesha mit dem ersten Reisegeld aus, werde ihm 300,- US\$ mitgeben, denn er muß tanken und Versicherung zahlen, vielleicht treibe ich auch noch einige Zim.\$ auf. Wir verrechnen das später.

Liebe Grüße

*John*



Original in L.O.-Ordner

**FAX MESSAGE TO GOSSNER MISSION BERLIN  
ZAMBIA DESK Frau Alice Strittmatter**



Lusaka den 30. Jan. 1997

Liebe Alice,

Ich bin nicht ganz sicher, ob das Fax durchgehen wird, sonst sende ich die Nachricht per Post mit Gästen mit, die heute nach Deutschland fliegen. Wie ich schon berichtete, hat letzte Woche der Blitz unser Faxmaschine entschärft. Nun hat Werkstatt uns ein altes Gerät hergestellt, das funktioniert aber nur manchmal. Sicher hast Du das auch gemerkt. Habe eben mit der Firma gesprochen, es fehlen zwei Transistoren, die durchgebrannt und die in Lusaka nur schwer zu bekommen sind.

Ich gehe davon aus, daß der letzte Brief inzwischen eingetroffen ist mit all den Unterlagen.

Vielen Dank für Dein Fax, das ich Dienstag vorfand, als ich aus dem Tal zurückkam. War dort zum VSP - Meeting. Entsprechend Deines Vorschlages haben wir dann auch entschieden. VSP unterzieht sich nun doch einer "inhouse evaluation" und wird alle Vorschläge ernsthaft prüfen. Evaluieren sollen, wie schon im letzten Jahr geplant, Edna Maluma, Bazac Lungu und David Munsanda. VSP hatte im vorigen Jahr die Kosten gescheut und deshalb die von Karl angeregte Evaluierung abgelehnt. Wir wollen aber mit der Hilfe nicht auf das Ergebnis der Überprüfung warten, denn die kann erst nach Euren Besuch erfolgen. So habe ich die K. 1.800.000,- für Diesel entlassen und werde nächste Woche die Quittungen dafür erhalten. Mit Hudchison ist auch Kontakt aufgenommen, er braucht ca K. 800.000,- für Sparparts. Reifen werden durch mich bestellt. Er bat um ein downpayment von K. 500.000,-

Bekomme ich für Reifen und Sparparts Schecks von Dir? Das hat ja Zeit, bis Ihr hier seid. Helga hat bedenken, daß das Geld von Ihrem Budget abgeht, und GSDP dann noch weniger zur Verfügung hat, als im letzten Jahr. Die Minutes von diesem Meeting mit dem VSP Exco und Managment und GSDP Leitung sollen Montag fertig sein, wen ich am Senior staff meeting teilnehme. Es geht um Euer Besuchsprogramm und den Strategie Planing Workshop., da muß ich schon hin.

Wegen der Gelder für Solarsystem habe ich mit Solomon beide Berichte (94+95) *hier besprochen* durchgesehen, wir konnten aber nichts finden. In welchem Bericht und auf welcher Seite hast Du das gefunden? Vielleicht gibt es unterschiedliche Ausführungen. Kannst Du uns die Seite mal faxen.

Jetzt kommt eine kurze Note von Edna:

*Dear Alosia,*

*ref. Strategie Planing workshop.*

*As we put final touches to the above workshop, we thought that Gossner Mission should present a smal paper. The brief paper (1-2-pages) should outline the role of Gossner Mission now in Zambia up to the year 2000.*

*You can just come along with it and have it presented during the workshop as there is little time now. Sorry about the short notice.*

*All the best and see you soon.*

*Edna.*

Deine Faxnachricht hat mich etwas betroffen gemacht. Was steht dahinter, die Transportfrage kurzfristig zu ändern? Friederike hatte immer betont, daß der Partner in Zimbabwe einen seiner verschiedenen Minibusse zur Verfügung stellt. Das sei so mit Kuveya und dem CCZ klar vereinbart. Warum diese Änderung. Wie soll ich ohne Transport leben? Es wird manches liegenbleiben müssen, auch was Euren Besuch betrifft. Im Herbst hatte ich durch einen glücklichen Umstand einen Zweitwagen hier im Plot, den kann ich aber jetzt nicht wieder haben,

zumal damit während meiner Abwesenheit gefahren worden ist und eine kräftige Schramme entstand. Die ist zwar wieder repariert aber Kenner sehen es natürlich. Das mir das sehr peinlich ist, kannst Du Dir denken. Wenn Ihr echte Gründe habt, werde ich mich beugen, aber wie gesagt, ich garantiere dann für nichts, auch nicht für Abholung anreisender Gäste.

Der Strategie Planing workshop, der ja nun in Ibex Hill stattfinden soll, hat auch noch seine ungeklärten Problemchen. 26 Teilnehmer werden erwartet. Wir haben aber nur 11 Gästebetten. Verpflegung wird auch erwartet. Eben kam Edna und möchte einige Kopien. Ich habe die Seiten gezählt, es sind genau 80 Seiten, das mal 26! Jahresberichte 95 und 96, Fünfjahrplan und ...und. Ich habe meine Zweifel, das alle die "goldenen Worte" gelesen werden. Ich will nur andeuten, das mir das Wasser zur Zeit nicht nur bis zum Hals, sondern bis an die Ohren steht. Dabei möchte ich gern die Übergabe an Rodtmanns vorbereiten. Ich sehe aber keine Lücke irgend etwas zu notieren "like handing over note". Muß wartet. Vielleicht wäre es so gar einfacher, wenn Rodtmanns erst die Rundreise mit Euch machen, und dann nach dem Workshop in Ibex Hill einziehen. Ich möchte gern mit ihnen reden und sie schrittweise einführen, doch dazu wird keine Zeit bleiben, vielleicht wirkt es dann unhöflich, wenn ich kurz angebunden bin.

Ich habe das Besuchprogramm auch noch einmal umgeschrieben und lege Dir eine Kopie bei. Bei Deinem Entwurf scheint ein Mißverständnis vorzuliegen, der Stratgie Planing workshop ist in Lusaka, also keine Chance den PAO und das Museum schon am 3. März zu treffen.

Wer sind die Gäste aus Zimbabwe, würde gern die fünf Namen haben, um zu wissen wieviel *male and female* wir zu beherbergen haben. Du hast nur die eine Dame genannt, die vielleicht bei Edna wohnen sollte. Ich wäre dankbar, wenn ich eine komplet<sup>e</sup> Liste aller Teilnehmer bekommen könnte.

Ich glaube, das wären erst einmal die wichtigsten Nachrichten. Nichts vor Ungut, wenn mir manchmal der Hut hochgeht, nur wenn ich die Arbeitsmoral bei GSDP sehe, dann reicht's! Grüße an die Kollegen im Haus. Übrigens werde ich oft gefragt, warum Wilhelm nun nicht mehr von der Party ist. Überlegt Euch eine plausible Begründung. Ganz herzliche Grüße.

Dein

Julian

liebes Julian,  
große Dankeschön und allen Glück  
für 1997 wünsche Dir  
Realität + Erfolg.  
Wir sind im Stress und dem  
Lernen + Erfolg. Schade wir  
nicht "arbeiten", etwas wir Abreise.

Dresden für  
beim ich  
für Wehnecken  
völlig besetzt  
je viel mal  
Koffnung!

## Notiz für Buchhaltung

Mit Schreiben vom 14.1.1997 an das GSDP erklärte sich die Gossner Mission bereit, VSP einen Kredit für Reparatur des Lastwagens und für neue Reifen zur Verfügung zu stellen.

Von Jochen Franke liegt jetzt ein Kostenvoranschlag vor in Höhe von DM ca. 4000.00 vor. Bitte ~~einmalig~~ einen Scheck in dieser Höhe ausstellen. Die Gelder sollen von Spenden Handwerksförderung genommen werden. Der Kredit wird an das GSDP zurückgezahlt und muß dann hier vom # 4120 abgezogen und dem Spendenkonto "Handwerksförderung" wieder gutgeschrieben werden.

Sh.



GSDP  
SINAZONGWE

*Spate auch in*

GSDP- *14.* JANUARY 1997

REQUEST FOR HELP TO VSP - LETTER FROM DECEMBER 20, 1996

DEAR COLLEAGUES,

PLEASE FIND ENCLOSED A REQUEST FOR HELP TO THE VALLEY SELFHELP PROMOTION SOCIETY. IN CASE GSDP PROMOTES THIS REQUEST OUR PLAN IS AS FOLLOWS:

NEW TYRES & TUBES TO BE BOUGHT BY THE ACTING LIAISON OFFICER, JOCHEN FRANKE;

REPAIRS ON THE TRUCK TO BE DONE BY MR HUCHINSON'S WORKSHOP; SPARE PARTS TO BE BOUGHT BY MR HUCHINSON OR MR FRANKE; IN EXCHANGE FOR REPAIRING THE TRUCK, VSP IS SUPPOSED TO DO TRANSPORT BUSINESS FOR MR HUCHINSON.

THE FUNDS FOR TYRES, TUBES AND SPARE PARTS ARE GIVEN AS A LOAN FROM GOSSNER MISSION TO VSP AND REPAYING SHOULD START FIVE MONTHS AFTER THE TRUCK IS ON THE ROAD AGAIN, IN MONTHLY INSTALMENTS TO GSDP (SUM WILL BE DIDACTED FROM GSDP BUDGET IN BERLIN). SIZE OF INSTALMENTS TO BE LAYED DOWN AFTER SPARE PARTS, TYRES AND TUBES ARE BOUGHT AND AMOUNT IS KNOWN.

VSP GRINDING MILLS 7:

FOR DIESEL AND OILS - LOAN OF K 1.8MIO TO BE GIVEN BY LIAISON OFFICE, LUSAKA. REPAYMENT OF LOAN TO BE NEGOTIATED WITH LIAISON OFFICE.

PLEASE GIVE NOTICE OF YOUR DECISION AS SOON AS POSSIBLE.

YOURS SINCERELY

*Sh.*  
ALOISIA STRITTMATTER  
ZAMBIA DESK

LIAISON OFFICE, LUSAKA  
VSP MANAGEMENT

*Liebe Schreiben Jochen v. 7.2.97  
ca. DM 4.000,-  
Monatliche Rückzahlungs-  
rate noch festlegen.*

Action  
Kohlefreies  
Durchschreibepapier



U. Jochen sollte Recht allenfalls gegeben  
werden, wenn GSDP den Auftrag stellt.  
Der befristete Koffstüber-let (Koffstüber) entlassen,  
der nicht bei der Unfall nach einem Tag  
verstarbt, der nicht in ein Koffstüber  
der aus der Kohlmine in Maamba entlassen  
wurde in, weil er auch einen Unfall ist 20 Tote  
verursacht hat.

Aufgaben sind die Preise überzogen:  
Reisen kosten weniger.

ist die Funktion von VSP bleibt, d.h. Gelder  
gehen für allowances drauf.

Ein Bankrott? Leben sie mit Gehirngeld  
bei VSP 195 haben Gewinn gemacht hat.

Recht nur mit Anlagen!

Gespräch mit Jochen

3.1.97

# VALLEY SELFHELP PROMOTION SOCIETY

14-1.37

P.O. Box 8,  
Sinazeze

20TH/12/96.

V. S. P.

Box 8

SINAZONGWE.

The Gossiner Mission  
Berlin.

Bepr. 7. 1. 37

Graatk, Schunke, St.

Erntekeile, Reifen etc., sollen  
von Ihnen beschafft werden.

ÖL U. 1.8 Mio als Kredit vom  
H. H. Zuzara

Dear Sir/Madam.

Subject: Request for help to Valley Self Help  
Promotion Society.

Greetings!

I wish to put this request to you, at this time  
even when I know that V.S.P. is no longer under  
Gossiner mission funding. At the moment V.S.P. is  
still under G.S.D.P. as a component and reporting  
there on any progress out come.

V.S.P. has been down financially, even during the  
time that Harold Blattschütz was there, now for 9 months  
already we have had a lot of problems needing urgent  
help. Our lorry truck had two serious accidents and  
a lot of money was spent on repairs even that  
was not enough.

Still now, the lorry needs more attention as the  
tires and tubes are in very bad state and we  
have no funds to buy them.

# VALLEY SELFHELP PROMOTION SOCIETY

- 2 -

P.O. Box 8,  
Sinazeze

This time, the new manager is struggling to put VSP as a Business Enterprise for the purpose of making some income, still this could not seriously take roots, because of lack of Capital fund to invest into the truck and the Grinding Mills for them to bring out the expected results.

Most of the workers have been put on forced leave pending laying them off after paying them each their wages accumulated. This has left only 5 people on administration to run the business. The Exco has been asked to reduce their meetings to one each year and no more sitting allowances as it used to be sometime back.

The GDP, will be asked to give us their Book-keeper to work with our Book-keeper to make sure the Books are in order and that proper entries are made well. The post of Education officer will have to be scrapped off immediately as there is no need for the person.

These changes, are being made with Exco who also have appreciated the need for these changes. V. S. P. will now have to operate as a complete Business Venture. I want to make sure that the help to be offered will be utilized strictly to help VSP to develop into a business enterprise.



# VALLEY SELFHELP PROMOTION SOCIETY

-3-

P.O. Box 8,  
Sinazeze

The help we are requesting from Gossner mission now is as follows:-

VSP Lorry truck Sollen von Gossner beschafft werden.

6 New tyres and tubes - K 2,500,000 - 00.

Reppians on the truck - 800,000 - 00.

als Kredit von Total: K 3,300,000 - 00

# Spenden Landwirtschaftsförderung DM 3,882. -

VSP Grinding mills. 7.

7 x 210 Hrs Diesel.

Purchase of oils geben

Gossner soll K 1.8 Mio

als Kredit von

DM 2,330,000 - 00

70,000 - 00

K 4,700,000 - 00

Grand Total:-

K 850

DM 5,529. -

This help will go a long way to help VSP to build its capacity to self sustain and hopefully develop to a viable I.G.A (Income generating activity).

Yours Sincerely.

Benson Mwala

VSP. - Manager.





# VALLEY SELFHELP PROMOTION SOCIETY

P.O.Box 8,  
Sinazeze

## CASH FLOW PROJECTION FOR THE MONTH


### Income:

1. Chiyabi hammermill one drum diesel x 210 lts at K500/bucket. 1 lt = 6 buckets x K500 = K3,000 x 210 lts	K630,000.00
2. Munyati hammermill one drum diesel x 210 lts at K500/bucket. 1 lt = 6 buckets x K500 = K3,000 x 210 lts	K630,000.00
3. Muziyo hammermill one drum diesel x 210 lts at K500/bucket. 1 lt = 6 buckets x K500 = K3,000 x 210 lts	K630,000.00
4. Sikaneka one drum diesel x 210 lts at K500/bucket. 1 lt = 6 buckets x K500 = K3000 x 210 lts	K630,000.00
5. Dengeza hammermill one drum diesel x 210 lts at K500/bucket. 1 lt = 6 buckets x K500 = K3,000 x 210 lts	K630,000.00
6. Siameja hammermill one drum diesel x 210 lts at K500/bucket. 1 lt = 6 buckets x K500 = K3,000 x 210 lts.	K630,000.00
7. Kafwambila hammermill one drum diesel x 210 lts at K500/bucket. 1 lt = 6 buckets x K500 = K3,000 x 210 lts	K630,000.00
Expected total income	<u><u>K4,410,000.00</u></u>

### EXPENDITURE

Salaries	K908,858.00
Spares to grinding mills	K800,000.00
7 x 210 lts drums of diesel for grinding mills	K1,330,000.00
	<u>K3,038,858.00</u>
Repayment of loan:	K1,361,142.00
	<u><u>K4,400,000.00</u></u>

/es..

  
17/12/96  
VALLEY SELF HELP  
PROMOTION SOCIETY  
(V.S.P.)  
BOX 8, SINAZEZE

Kopie → GM

An den  
Leiter des Referats  
Einheimische Organisationen  
Ludolf Ragg  
Dt. Entwicklungsdienst

EINGEGANGEN

13. Dez. 1996

Erl. ....

Karl Waldschütz  
Karlsruher Str. 2a  
10711 Berlin  
Tel. 8926505

Berlin, 8.12.1996

Betr.: Valley Self Help Promotion Society, Zambia

Lieber Ludolf Ragg,

Im Rahmen meiner 4 1/2-jährigen Tätigkeit für die Gossner Mission in Zambia habe ich auch als Berater des Aufsichtsrats und des Managements der einheimischen Selbsthilfeorganisation 'Valley Self Help Promotion Society' (VSP) gearbeitet.

VSP ist 1981 auf Initiative der Gossner Mission als Projektkomponente des 'Gwembe South Development Project' ins Leben gerufen worden; sie ist seither nach dem sambischen Society Act als gemeinnützige Organisation anerkannt und hat sich für die Bevölkerung der Tongas im Zambezi Tal als unentbehrliche Handelsgesellschaft etabliert. Zusammen mit Dorfgemeinschaften werden Ölpresen, Maismühlen, kleine Handelsdepots für landwirtschaftliche Bedarfsgüter wie z. B. Saatgut oder Pflugersatzteile betrieben. Das Betriebskapital wird im wesentlichen aus Einkünften durch den Betrieb eines 6-Tonnners (Mercedes aus PSA-Produktion, von der EZE 1992 ursprünglich für ein Dürrenothilfsprogramm gespendet) erwirtschaftet. Der Laster wird sowohl als Transporter für Handelsware wie Mais oder als Mietwagen, aber auch zur Personenbeförderung eingesetzt.

Mit meinem Vertragsende im April dieses Jahres wurde VSP von der Gossner Mission nach einem mehrjährigen Übergangsprogramm in die Unabhängigkeit, sprich keine weitere personelle oder finanzielle Unterstützung, entlassen. Erfahrungsgemäß wird dies zu Schwierigkeiten, Konflikten, aber auch zu Selbstbesinnung und Schrumpfung von Aktivitäten führen, ein Prozeß, der auch möglichst unbeeinflusst stattfinden sollte. Trotzdem halte ich gezielte Hilfestellung in den Bereichen der Management-Beratung, der Evaluierung oder sogar ggfs. der Finanzierung von Zeit zu Zeit für sinnvoll.

Wären Sie über Ihren Fachberater in Zambia interessiert oder bereit, bei VSP mal reinzuschauen? Kontaktaufnahme wäre möglich über das Liaison Office der Gossner Mission in Lusaka, Tel. 261580, oder über den in einer anderen Projektkomponente des GSDP eingesetzten EH Winfried Diete oder direkt an VSP, P.O.Box 8, Sinazeze (via Choma).

Mit freundlichen Grüßen

Karl Waldschütz

ggfs. auch an Horst Warend, Wolfgang  
Reier und Sonja.

*Hope and in  
Motorbikes*



Fennstraße 31  
D-12439 Berlin

Gossner Mission Fennstraße 31 D-12439 Berlin

**GSDP Administration  
Sinazongwe**

Telefon  
030/6317809  
Telefax  
030/6361198

**August 7, 1996**

**Please find enclosed the insurance policies for the vehicles and motorbikes in English - finally.**

**We are still paying insurance for the VSP bike. Please be so kind and ask their manager, Mr Mwala, if VSP would like to continue or if they would prefer to insure the bike in Zambia.**

*Shibumalle*



The VSP Executive  
Committee Chairman  
Mr H. Siachingilili  
P.O.Box 8  
Sinazongwe/Zambia

June 27, 1996/VSP5.let

Dear Sir,

greetings to you and to the members of the VSP Executive Committee. Hoping all of you are doing well.

Today we would like to raise the issue Gossner Mission-VSP relationship.

As the contract of Mr Karl Waldschütz has expired we have to state that Gossner Mission's commitment towards VSP in terms of support through funding and advisors's services has by now come to an end (also see our letter from January 18, and March 7, 1996). We trust that after such a long period of cooperation this fact will be accepted and understood. And we are grateful that Gossner Mission has been enabled to contribute much in kind and know-how towards VSP's development.

Also we hope all VSP's authorities and staff and finally the beneficiaries in the valley may regard this new situation to be the beginning of the society's real self-management and self-reliance.

Certainly, the staff remaining with GSDP will be ready to be approached if consultancy is needed and will maintain good neighborhood.

We wish VSP success in pulling together all efforts to become the valley's strong and helpful NGO.

With kind regards from all of us.

Sincerely yours

*Dieter Hecher*  
Rev Dieter Hecher  
Director



cc. The GSDP Chairperson  
The GSDP Administrative Coordinator

Original in 3/41

Telefonanruf

von Karl Waldschütz , 28.03., ca. 18.40 Uhr

- Der VSP-Mercedes ist sehr viel weniger beschädigt als angenommen, wird voraussichtlich Ende April wieder rollen.- Die Kosten werden durch Umbuchungen/Verschiebungen vom VSP-Budget getragen.
- Der neue Manager, Mr. Mwala, macht lt. Karl einen sehr guten Eindruck, ist kompetent und bringt eine gute Reputation mit. (Dies wird von Fr. Bredt bestätigt, der zu seinem Dienstantritt in Zaire gerade in Lusaka ist).
- Karl ist bitter enttäuscht über die GM, daß sie ihn in dieser schwierigen Situation hängen läßt, daß er ~~sich~~ so viel und lange und kostensparend für GSDP eingesetzt wurde, daß er bis jetzt Helga Lieby unterstützen muß (sie braucht es), und daß man, indem man nun von VSP absieht, auch ihn einfach stehen läßt.- Er versucht weitere, VSP zu helfen, sie werden ihm vielleicht seine diesbezügl. Fahrtkosten ersetzen (aber neue Reifen nötig!).- Er hat für sich und die Fam. für Mai- 9.Juli kein Einkommen.  
Vom zu erwartenden Erlös aus dem PKW-Verkauf im Juli wollen sie versuchen, in Livingstone ein kleines Haus zu erwerben, da sie auf jeden Fall eine Bleibe in Zambia behalten möchten für alle Fälle.
- Veniah hat wieder Schmerzen, sie beabsichtigen, solange es möglich ist eine Behandlung im August in Deutschl. zu bekommen.
- Karl wird zunächst allein reisen und nach Freiburg gehen. Drei Wochen später soll dann Veniah mit den Kindern nachkommen, direkt nach Berlin. Eine Wohnung steht zur Verfügung im August: in der Karlsruher Str., in Halensee. (Das Haus im Süden Berlins (?) kommt nicht infrage). \*
- Er hat eine Nachzahlung für Schuma bekommen für 6 Monate und versteht nicht, wieso nicht für die gesamte Lebenszeit des Jungen, da er ja - auch nach Auskunft von DÜ - voll zur Familie gehört.  
Paralell dazu: Schuma müßte bei der Wiedereingliederungsbeihilfe auch voll berücksichtigt werden. Was ist Karls wirklicher Anspruch? Er selbst wird noch dazu schreiben, möchte nicht undankbar erscheinen und auf keinen Fall Ärger mit der Rendantur bekommen.

\* Er fragt an, ob sie evtl. nach Veniahs Ankunft einige Tage in den Gästezimmern oben wohnen könnten.

W. Damm, 29.03.96

D an Buchh. des Sekretariats 1.4.86 St.

VSP  
The Chairman of the  
Executive Committee  
Mr H Sianchigili  
P.O.Box 8

Sinazeze/Zambia

VSP3. *el*

7. März 1996

**Extension of Mr Karl Waldschütz's Contract**

Dear Mr Sianchigili,

Greetings to you from Gossner Mission in Berlin. We hope you are keeping well.

Thank you for your letter from February 2, 1996, presenting VSP Executive Committee's application for an Extension of Karl Waldschütz's contract.

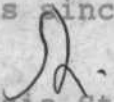
We are glad to inform you that our Executive Committee has endorsed your application and has extended the contract of Mr Waldschütz until April 30, 1996. Since Gossner Mission is looking at her commitment to VSP coming to an end (see our letter from January 18, 1996) it was not possible to give in to the asked extension of three months or more. But we are glad that Mr Waldschütz can at least be with you for an additional month.

We've got notice that VSP has with beginning of March finally employed a new manager. We are sure the involved parties will use the remaining weeks to strengthen VSP's administration. We hope that after this period of time all VSP staff and structures are trained and strong enough to be independent and self-reliant.

We wish you well in your work.

With all good wishes,

Yours sincerely,

  
Aloisia Strittmatter  
Zambia Desk

c.c. The Chairperson, GSDP  
Mr Karl Waldschütz, VSP Advisor

Action  
Kohlefreies  
Durchschreibepapier



Aktennotiz über ein Telefonat mit Karl Waldschütz und Helga Lieby am 29.2.1996

am 27.2.1996 hatte der VSP Mercedes-Lkw einen Unfall, wahrscheinlich Totalschaden. Es hat leider einen Toten (Smarts Bruder) und einige Leichtverletzte gegeben.

VSP hat wahrscheinlich nicht die Mittel, das Fahrzeug reparieren zu lassen, so daß an einen Verkauf gedacht ist. Es wird dann überlegt, von dem Erlös einen kleineren Wagen anzuschaffen.

Da der Lkw die Haupteinnahmequelle für VSP war, ist dies natürlich ein erheblicher Einkommensverlust.

Frau Lieby fragt an, ob es uns nicht doch noch möglich wäre, für Karl für ein/zwei Monate, über seine jetzige Verlängerung hinaus, wenigstens eine halbe Stelle zu genehmigen.

*A. Bittmann*

Berlin, den 29. Februar 1996/VSP5/txt

*H. Karl, Telefonat mit W. Damm, 29.2.96  
reicht er Verlängerungsantrag ein.*

*7.3.96 Sh.*



29.2.96 10<sup>30</sup> h

Fennstraße 31  
D-12439 Berlin

Telefon  
030/6317809  
Telefax  
030/6361198

Gossner Mission Fennstraße 31 D-12439 Berlin

GSDP  
Helga Lieby & Karl Waldschütz  
zur Zeit L.O., Lusaka

29. Februar 1996

Liebe Frau Lieby, lieber Karl,

die schlechten Nachrichten aus dem Tal sind nur so auf mich eingestürzt, so daß ich jetzt doch noch einmal darauf eingehen möchte.

Ich habe Nachricht in die Buchhaltung gegeben, daß Helgas Auto ab dem 8.3.1996 versichert werden soll. - Geht in Ordnung.

Wegen VSP werde ich eine Aktennotiz fertigen und Ihre/Eure Bitte darin anbringen, daß Karl evtl. noch eine halbe Stelle für ein/zwei Monate genehmigt werden soll. Ist das in Eurem Sinne? Gleichzeitig kann ja von Ihrer Seite aus noch ein Antrag formuliert werden. Der VA tagt am 22.3.1996. Ob der Antrag Erfolg hat bezweifle ich, aber den Versuch sollte es uns schon wert sein.

Wegen Lungus Reparaturkosten warte ich den Brief ab, außerdem sollte im Team/Staff nochmals darüber diskutiert werden. Wenn die Kosten aus dem BfdW-Budget genommen werden müssen, ist es besser, dies bei Brot anzumelden. Es ist im Projekt-Antrag ein Titel "Unvorhergesehenes" vorhanden, aber es ist besser, wenn nachgefragt und um Genehmigung gebeten wird. Dies kann dann von Eurer Seite aus direkt mit Brot abgemacht werden.

Harald Lehmann wird am 18.3. auch Schecks mitbringen. Ich hoffe, ich kann mindestens DM 20.000.00 mitgeben, die dann wieder auf die einzelnen Projektkomponenten verteilt werden können. Falls mehr Geld benötigt wird, bitte ich noch um eine kurze Nachricht.

Ansonsten würde ich Euch gern ein paar gute Nachrichten mitteilen, aber daß hier der Winter langsam zu Ende geht, wird Euch auch nicht sonderlich berühren. Laßt den Kopf nicht hängen, Ihr tut oder habt sehr viel für das Projekt getan und irgendwann muß es auch einmal lernen, wenigstens auf einem Bein zu stehen, das andere können wir ja noch gemeinsam stützen.

Alles Gute  
Eure

*Alison*

H: VA-Sitzung Protokoll v. 13.2.96

**5.2 Antrag auf Verlängerung der Vertragszeit von Karl Waldschütz**

Karl Waldschütz hat einen Antrag auf Verlängerung seines Vertrages als VSP-Advisor um bis zu vier Monaten gestellt, um den neuen zambischen Leiter von VSP einzuarbeiten, der am 1.3.96 seinen Dienst antritt. Der Verwaltungsausschuß beschließt eine Verlängerung um einen Monat (5 Ja-Stimmen, 2 Gegenstimmen).

An die  
Gossner Mission



Sinazee, 2.2.1996

Original in  
3141

Betr.: Verlängerung meines Vertrags

Sehr geehrter Herr Hecker,

Wie während meines Besuchs in Berlin besprochen, habe ich mich nun nach der Auswahl eines neuen Managers für VSP entschlossen, einen Antrag auf 3-4 Monate Verlängerung meines Beratungsvertrags zu stellen.

Ein Hr. Mwala würde heute ernannt und er wird zum 1.3.96 das Büro übernehmen. Er ist seit zehn Jahren bei World Vision International als Finanzplaner eingestellt. Er ist eine gute Wahl und gibt mir Hoffnung, daß ich zusammen mit ihm VSP in der wenigen mir verbliebenen Zeit nochmal stabilisieren kann. Länger als maximal 4 Monate kann ich mich nicht mehr zur Verfügung stellen. Andererseits weiß ich, daß eine Verlängerung meines Vertrags finanziell nicht eingeplant war und auch von mir nicht beabsichtigt war, bevor der bisherige Manager im Dezember letzten Jahres endlich nach vielen vorherigen Verwarnungen entlassen wurde. Das VSP-ExCo hat meinen Antrag auf Verlängerung in seiner Sitzung vom 1.2.96 unterstützt, das Schreiben des Vorsitzenden liegt vor.

Folgende Aufgaben stehen an, die ich gerne noch begleiten würde:

- Buchprüfung für 1995 bis Ende März mit Hr. Nthala
- Finanzielle Konsolidierung
- Management Konsolidierung mit neuen Arbeitsplatzbeschreibungen



- 2 -

- Interne Evaluation bis Ende März  
(Frau Maluma hat sich bereit erklärt, mit ihrem bewährten Team Mr. Munsanda und Mr. Lungu diese Evaluation durchzuführen, Mr. Siachingili wird dazu noch gesondert schreiben)
- NeuBestimmung des Verhältnisses zwischen ExCo und Management
- Durchführung der Jahresversammlung im Mai mit eventueller Änderung der Konstitution aufgrund von Empfehlungen der Evaluierer
- Weiterführung der Bauarbeiten für die Bürogebäude in Sinazee (die Fundamente sind gelegt, die Backsteine gebrannt) nach Ende der Regenzeit im März/April

Ich hoffe, daß ich Sie und den Verwaltungsrat überzeugen kann, daß eine Verlängerung auch für eine kurze Zeit gerade jetzt sehr wichtig ist. VSP erwartet keine weitere direkte Unterstützung von der Gossner Mission nach Beendigung meines Vertrages.

Ich bitte auch zu bedenken, daß ich seit Juni 1994 mit mehr als 50 Prozent meiner Arbeitskapazität als Acting Chairman für GSDP eingesetzt wurde (das sind 18 Monate, 5 Monate waren geplant). Frau Liisy erwartet noch eine Begleitung ihrer Tätigkeit bis Ende März während ihrer 6-monatigen Einarbeitungszeit.

Ther. Karl Schmitt



# VALLEY SELFHELP PROMOTION

P.O Box 8,  
Sinazec.

2nd February, 1996.

The Secretary,  
Zambia Board,  
Gossner Mission,  
BERLIN  
GERMANY.

Sir,

## EXTENSION OF MR. K. WALDS CHUETZ'S CONTRACT

The VSP Exco has been conducting a reformation of its activities and scrutinising its administrative capability in the VSP Office. This has been necessary to do as preparation for independence as the Adviser leaves.

Results of the scrutiny of the VSP administration, led to the dismissal of the Manager recently, due to financial mismanagement.

On 1st February 1996, another Manager was offered employment from selection of ten applicants. The new Manager is to take up Office on 1st March, 1996. This means that the new Manager would only be with the Adviser for thirty or less days before end of Adviser's Contract.

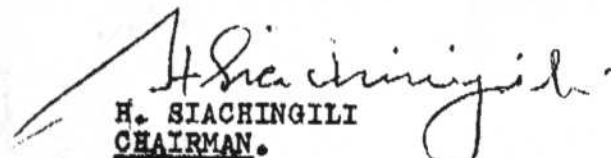
We are therefore, more than grateful to have learnt from the Adviser that he could offer to extend his Contract a little farther, so that our new Manager catches up well.

We wish to appeal to the Mission, through the Zambia Board, for an extension of our Adviser's Contract preferably to three months if not a little longer.

We will be very grateful if our request will meet the board's favourable consideration and response as soon as possible.

Yours Faithfully,

VALLEY SELF HELP PROMOTION SOCIETY

  
H. SIACHINGILI  
CHAIRMAN.

c.c. The Chairperson - GSDP.

c.c. The Co-ordinator - GSDP.

# VALLEY SELFHELP PROMOTION

P.O Box 8,  
Sinazeze.

2nd February, 1996.

MR. B. MWAALA,  
WORLD VISION INTERNATIONAL  
SINAZONGWE

EINGEGANGEN

20. Feb. 1996

Erl.....

Sir,

## APPLICATION FOR THE JOB OF MANAGER.

Please refer to your letter in which you applied for employment as Manager in this Society.

I am pleased to inform you that the VSP Exco finally resolved to offer this job to you. You are requested to clear up all relevant procedures with your current employers and report for work at the VSP Office on Friday 1st March 1996 at 07:30hrs.

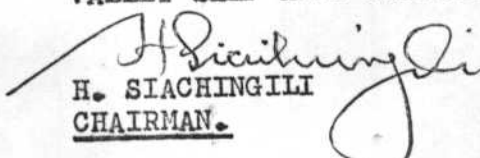
Meanwhile, your accommodation arrangements are being sorted out and other details. The Executive Committee has directed that you be invited to attend its Orientation Workshop on 22nd and 23rd February 1996 to be conducted at the VSP Office. Transport to and from your residence for the workshop will be provided.

On the other hand, please do inform the VSP Office when you are ready to move out of your current employment so that transport arrangements are put in place. I wish you success in your new job.

Please accept my congratulations.

Yours Faithfully,

VALLEY SELF HELP PROMOTION SOCIETY

  
H. SIACHINGILI  
CHAIRMAN.

- c.c. The Vice Chairman
- c.c. All VSP Exco. members
- c.c. The Chairperson - GSDP
- c.c. The Co - ordinator - GSDP

Aktennotiz über ein Telefonat mit Karl Waldschütz vom 26.1.1996

Karl informierte, daß als Besucher nun Monica Chiimba, Lilian Hamusya, Bazak Lungu und D. Munsanda ausgewählt wurden.

Zu VSP: Es sind 10 Bewerbungen eingegangen, wovon fünf Personen für den 31.1.1996 zum Gespräch eingeladen wurden. Von VSP haben sich Patricia Chikopa und Vickson Siankondo beworben, wobei Patricia von Karl favorisiert wird, Vickson dagegen der Kandidat von Ba Grey ist.

Am 1.2.1996 entscheidet es sich, wer gewählt worden ist. Von dieser Entscheidung macht Karl seinen Verlängerungsantrag abhängig. Wenn sich das ExCo für Mr Siankondo entscheidet, wird Karl keinen Verlängerungsantrag stellen. ER wird uns sofort tel. von der Wahl unterrichten.

Berlin, den 29.1.1996

*A. Büttner*

VSP

The Chairman of the  
Executive Committee  
Mr. H. Siachingili  
P.O.Box 8  
Sinazeze/Zambia

January 18, 1996/VSP2.Let

Dear Mr. Siachingili,

at the beginning of the new year I send you our best greetings and wishes for a peaceful and successful year. May God bless you and your family, and the VSP staff, and guide us all through the coming year.

Since Mr. Damm has to undergo a six weeks cure in a hospital, this letter comes from me who will be substituting him together with Mrs. Strittmatter whilst he is absent from the office.

I hope you still remember me from your visit in Germany, in 1994, resp. from my visit in the Gwembe Valley and your school in 1991.

As you know and as it has been talked about many times and was written down in the VSP 1995-2000 workplan, Gossner Mission looks at her commitment to VSP coming to an end with the expiring of Mr. Karl Waldschuetz's contract.

Therefore, we recommend VSP to appoint the new manager as soon as possible, hopefully in February, so that there will be enough time for this person to make use of Mr. Waldschuetz's experiences, two months until the end of march.

We think VSP has got the potential to get independent and self-reliant. We thank you for your co-operation over a long period, and we are happy that we keep in touch, albeit our official cooperation will come to an end.

We thank you for all your commitment and we wish VSP all the best for the future work.

With best regards.  
Sincerely yours



Friederike Schulze

cc. GSDP Chairperson, Ms Helga Lieby  
VSP Advisor Mr Karl Waldschütz



# Telefax

An / To

Von / From

Liaison Office  
Birgit Groth  
Lusaka

**Gossner Mission**  
Fennstraße 31  
12439 Berlin  
Tel. 030/631 78 09  
Fax 030/636 11 98

z. Hd. / Attn.

Tel.-Nr. / Phone no.

Fax-Nr. / Fax no.

Fax-Nr. / Fax no.

Seitenzahl / Total pages Ihre Nachricht / Reference  
22.1.1996

Ihr Gesprächspartner/Please contact Datum / Date  
Strittmatter .23.1.1996

Liebe Birgit,

wegen der Anfrage nach einem carnet de passage habe ich mich schon ein bisschen gewundert, da wir in der Vergangenheit so etwas nie benötigt haben. Eine Rückfrage beim ADAC ergab, daß dieses Papier\* nur ausgestellt werden kann, wenn das Fahrzeug ein deutsches Kennzeichen hat.

Maaze's account has accumulated to all in all DM 1.069.21. I am sorry but this seems not enough for a second hand pick up.

Congratulations to Simon & Brenda to their fourth daughter Bridget.

Greetings

\* HIER

*Roisia*

FORMULARE

Birgit



Valley Self help Promotion Society

P.O. Box 8,

SINAZONGWE.

19<sup>th</sup> January, 1996

Taxan L.O.

Dear Mrs. Strittmatter,

I am writing to ask you for a help. May be - you know that, Maage consumer co-operative society has an account with the mission in Germany. I write you because I hear that Rev. Damm is in hospital and that he may not resume duties before he recovers in full. So I thought of writing to you so that if you know something about it, then I ask ~~to~~ you to inform me, how much interest has the money earned. So that we can probably withdraw that money in order to buy a second hand car for the Society. Give the total sum ~~now~~ as at present. Madam I thank you very much that you cooperated with us during your short stay with us in the Project. I hope every body in the Project still remembers your way of approach towards work. I hope you are doing the same in Germany.

We are very very well here except that ~~there~~ there was ~~to~~ a long period of drought which almost spoiled our crops, but we have some more rains again. Please kindly assist me in getting this information.

Thank you very much may God be with you always

Yours Sincerely

Vickson Syankondo





Ms  
Helga Lieby  
Chairperson GSDP  
P.O.Box 4  
Sinazeze

December 19, 1995  
GSDP2.1et

Dear Helga,

thank you for your letter of November 11, 1995, which reached us already nine days later. I am glad that your move into your house is almost completed and the roof is now repaired. Certainly there might be some things which never will be finished. However, your first Christmas and New Year's Eve you can spend "at home". We wish you all the best for the next weeks and the Lord's blessings for the next year!

Since this is kind of an official letter I write it in English as all official correspondence should be for reasons of transparency and openness towards our Zambian hosts and colleagues.

It is good to see you getting into "business" although certainly much must be quite new and strange to understand or to accept. I am sure the colleagues around will be a good help for explanations and interpretations until you go your own way from April 1996 on. In fact, before that date you and we here should also think about appointing the right Gossner Mission Deputy Chairperson. We will discuss this with Karl, too, when he comes to see us early in January.

Some special issues:

1. You see from the minutes of the last Zambian Committee meeting that a Zambian Advisor to Buleya Malima Irrigation Scheme shall be selected and appointed and employed by GSDP as of March 1, 1996. I hope the copy of my resp. letter to the PAO has reached you and you jointly with those concerned can settle this appointment satisfactorily. You should know that Gossner Mission as long as present in the valley sees herself to share responsibilities for a fruitful agriculture progress.

2. Karl informed us about the latest VSP situation. You know that with his end of contract Gossner Mission's commitment is coming to an end after long years of support. No matter how VSP now will reorganize itself to regain pace: it should do it on its own and not absorb capacities (staff, finance or else) from GSDP. Certainly GSDP and Gossner Mission can be regarded as distant friends or neighbours.

3. Only for your personnel information until further notice: as some years have passed since the last similar action, we think of inviting some three Zambian colleagues to Germany, preferably for three weeks as of late April 1996. In the first instance we think of Mr Lungu (Gossner Mission contract holder!) and Monica Chiimba (longstanding and faithful GSDP colleague).



It would be helpful to have your comments.

4. Please assist us in soon receiving the missing plans of action revision of 1995. Only the waterprogram, female extension and SSVI papers I handcarried in October (for reference please see Zambia Ausschluß Protokoll 24.11.1995, 1.4).

5. And finally: please occasionally provide us with some new photographs or slides from people or typical events or situations, maybe related to rainfall or water, food or planting, meeting or other work etc.

I personally feel better day by day after a bad flue and additional back-ache. For your information I will be out of office for 6 weeks from January 10 onwards for a hospital treatment of my tinnitus disease (ear problems) Hope they can help me.

Once again all the best for you. Greetings from my family and the staff in the office.

Yours,

Wilhelm Damm  
Secretary for Zambia



Action  
Koffreies  
Durchschreibepapier



Gossner Mission Team  
Gwembe South Development  
Project  
P.O. Box 4  
Sinazee



Liaison Office  
P.O. Box 50162  
Tel: 01/261580  
Fax: 01/261530



Naluyanda Integrated  
Project  
P.O. Box 50162  
LUSAKA



Lusaka, 5.12.1995

Dear Alice Strittmatter,

1.) referring to my phonecall of 1.12.95

I want to inform GM officially that Mr. R. Mokalala was dismissed as Manager of VSP with immediate effect by the ExCo - Meeting on 29.11.1995. I'll bring the documents when I come to Lusaka on 3.1.1996.

2.) Die Flüchtlingskosten für meine Familie kosten über 4.000,-DM. Unser Besuch in Deutschland dient wesentlich der Jobsuche und Wohnungssuche, also der Reintegration. Ich möchte daher um einen Abschlag auf meine Wiedereingliederungsbeihilfe in Höhe von DM 5.000,- auf mein Gehaltskonto bitten.

3.) The rainy season started very promising, people are busy ploughing and planting everywhere.

4.) Vielen Dank für die warmen Geburtstagsgrüße.

5.) Willhelm Damer wünsche ich gute Besserung.

Aktennotiz über ein Telefongespräch mit Karl Waldschütz am 5.12.1995

Karl kommt mit seiner Familie am 19.12.1995 in Freiburg an, und wird am 3. Januar 1996 abends nach Berlin kommen. Für die Gossner Mission stünde er für Gespräche am 4. und/oder 5.1.1996 zur Verfügung.

Desweiteren bittet er darum, auf seine Wiedereingliederungsbeihilfe einen Abschlag in Höhe von DM 5.000.00 zu erhalten. Er hat diese Bitte auch nochmals schriftlich im Fax vom 5.12.1995 geäußert. Als Begründung gibt er an, daß der Deutschlandbesuch im Dezember/Januar bereits dazu dient herauszufinden, wie die berufliche Zukunft aussehen soll. Im Hinblick auf seine 15monatige Doppelbelastung als Acting Chairman und VSP Advisor bitte ich das Anliegen zu unterstützen.

Der VSP Manager, Richard Makala, ist mit Wirkung vom 29.11.1995 entlassen worden. Es wird ein Nachfolger gesucht. Lt. Karl ist VSP lebensfähig, wenn es gut organisiert wird, d.h. wenn ein fähiger Manager gefunden wird.

Solomon Siadibbi hat angeboten, aufgrund der Schwierigkeiten bei VSP sein Training auf Dezember 1996 zu verschieben, was von Karl sehr befürwortet wird.

Die Regenzeit ist bis jetzt sehr gut verlaufen.

Berlin, den 7.12.1995/Waldsch2.txt



UMN Board Member

यूनाइटेड मिसन टु नेपाल



United Mission to Nepal

December 06, 1995

Greetings! The UMN Executive Director selection committee has been in a search process for the last twelve months. To date, in our discernment process, we have not found the person who is qualified, willing and available. Therefore we are again coming to you for additional nominations. If you know a person in your sphere of acquaintances who you think would meet most of the qualifications, listed on the enclosed sheet, please fax/email such a name to me by January 01 and I will follow up on your lead.

fax number 1-219-294-8669

email number 75130.1154@compuserve.com

Other members of the Selection Committee are

Jennifer Collins, Executive Committee member, TEAR Fund, UK

Bill Gould, Health Services Director, UMN

Juhani Kivela, Board member, Evangelical Free Church of Finland

Dorothea Vestol, Appointee, UMN

I know you are as concerned as we are that we find the right person for this job. The next few years will be critical years as UMN positions itself for the new future in Nepal.

Please pray that God will reveal His will both to that person and to the selection committee. Thank you for your help. The selection committee wishes you a Blessed Christmas and a Faithful New Year!

Sincerely,

Dr. Dale H Schumm, chair  
Executive Director Selection Committee.

to follow:  
copy of letter  
qualities for Executive Director

PO Box 126, Kathmandu, Nepal. Tel (977 1) 228118, 228060. Fax 225559. Telex 2315 UMNEPA.



14 / 12 / 95

Dear Karl,

I am glad to hear from you through some  
people or somebody write

Karl, If the suggestion is <sup>best</sup> Mayaba to work  
with me in my office then I would kindly say  
let him continue but I am not willing to  
share accounts office with somebody. If they think  
they can run it together with Vickson let  
them continue but note that I am not able  
to share the office with Mayaba or Vickson.

I am not READY to share office with  
Vickson. My being sick does not  
mean people should fight to sit on my  
desk. Thank you  
Patricia

Adviser

Valley Self Help Promotion Society,  
P. O. Box 8,  
SINAZEME

5th December, 1995

The Chairman,  
VSP Society,  
Maamba GRZ School,  
Box 15,  
MAAMBA.

Dear Sir,

RE: CONFIRMATION SALARY

I am pleased to inform you that I received my letter of confirmation in my employment as a Field Education Officer dated 18th August, 1995. But I could not understand why, there was no change in my salary. Although my confirmation delayed.

The whole story is that, I got employed on 9th September, 1994. At that time I was offered a salary of K25,000:- and a fixed allowance of K12,000:- under probational period. I received this money for 2 months. On 1st November, 1994, there was a general increment of salaries for all the workers in the Society. My salary was also reviewed and was pushed to K37,500:- with an allowance of K12,000:- still unchanged. I believed that, this was still a probational salary, because there was nothing mentioned about the change of the salary to me. Therefore, I took it for granted that this was still a probational salary.

My confirmation dragged on until I had to write you Mr Chairman, and this was in August, 1995. Finally the committee resolved to have me confirmed in my position, but without change in my salary, not even to consider that, I had served under probation for more than the period I was given to serve, and that I needed a back-pay for the extra months to date.

After one year, later in November this year salaries were reviewed again, and my salary was worked on the same probational salary.

It is therefore in this respect that I write you this letter Mr Chairman, so that you can clearly explain to me what is involved in this issue. There are now two things that are involved here: a. A confirmation goes together with a rise in salary and this is a normal way of doing things and this is done in Government, Companies and Societies throughout the country. b. If a confirmation is delayed for no apparent reason or maybe was over looked. Then a worker is being back paid because it is not of his own make or mistake. So these are the two issues which I request you to look into and please give me a feed back.

I remain yours obediently



V.S. Biankondo  
Field Education Officer

Eingegangen

04. Jan. 1996

2.01.96

GM

# VALLEY SELFHELP PROMOTION

P.O Box 8,  
Sinazeze.

(VSP Advisor)

29th November, 1995.

CONFIDENTIAL:

The VSP Manager,  
Mr. R. Makala,  
Box 8,  
SINAZEZE.

Dear Mr. R. Makala,

DISMISSAL FROM EMPLOYMENT.

Please refer to the VSP, Executive Committee's last warning letter, regarding your job performance, dated 10th March, 1994 and the suspension letter dated 18th October, 1995, which came as a result of suspected financial mis - management on your part.

The relevant investigations have been carried, and an Audit report compiled. The Audit Report has revealed that you failed to account for a sum of K432, 187:50 Society money, during the period you illegally took over cash handling and books of account, mentioned in the suspension letter referenced above. Accordingly, in view of the last warning letter referenced above, and numerous warnings by Exco, during meetings, and your having been contrary to the Auditors Financial recommendations, the Executive Committee, which met on this day (29th November, 1995) directed me to inform you that, your services as Manager be terminated forth with by dismissal.

You should vacate the Society residence and hand over Office to the VSP Advisor without delay.

Yours faithfully,

VALLEY SELF HELP PROMOTION SOCIETY

H. SIACHINGILI  
CHAIRMAN.

*H Siachingili*

- c.c. The Advisor VSP Society. ✓
- c.c. The Chairperson - GSPP
- c.c. The Vice Chairman VSP.

VSP Advisor

29th November, 1995.

CONFIDENTIAL.

The VSP Driver,  
Mr. J. Simayumbula,  
VSP Society,  
Box 3,  
SINAZEZE.

Dear Mr. J. Simayumbula,

The Audit Report resulting from investigations into the financial mismanagement by the ~~dismissed~~ VSP Manager, have revealed that:-

- (a) On 29/9/95 you collected Society money amounting to K157, 720:00 from Kafwambila Depots, which you claim to have used to buy diesel for a lorry trip to Lusaka on the day that followed:
- (b) you gave to yourself the freedom to spend the money on diesel as at (a), above before the money was entered into the books at the VSP Office.
- (c) you failed to produce the expenditure receipts related to the diesel expenses when the auditor demanded for them.
- (d) the lorry trip to Lusaka for which you claim to have bought diesel for K157, 720 took place.  
Since there had been no other money given to you meant for fuel for the trip under discussion, the Exco reluctantly accepted your claim because official records have proved that the trip took place.
- (e) You had (as up to 29th November, 1995) not paid back to the Office the imprest given to you on 8th October, 1995, amounting to K15 800:00.  
However, the light of these revelations mentioned above, the Executive Committee which met on 29th November, 1995, directed me to inform you that, you are being seriously warned against:-

- (a) spending society money collected ~~there~~ from VSP Depots and Grinding Mills before entries are made at the Office.
- (b) not retiring imprest money given to you by either cash change and expenditure receipts or wholesome cash if not spent, soon after arrive from a trip required. Therefore, you are accordingly required to pay back to the VSP Office, by 31st December, 1995 the sum of K15 800:00 imprest money without any further hesitation or else tougher disciplinary measures shall be instituted against you.

Yours faithfully,

VALLEY SPIE HELP PROMOTION SOCIETY

H. SACHINGLI. *H. Sachingli*  
CHAIRMAN.



~~The Chairman GSDP. ADVISOR~~

# VALLEY SELFHELP PROMOTION

P.O Box 8,  
Sinazeze.

29th November, 1995.

CONFIDENTIAL.

The Stores Officer,  
Mr. K. Chavula,  
VSP Society,  
Box 8,  
SINAZEZE.

Dear Mr. K. Chavula,

WARNING AGAINST INCOMPETENT JOB PERFORMANCE

Ever since your employment as Stores Officer and later acting as a Book-Keeper (for administrative Convenience) the Executive Committee has observed with dismay that your job performance has not been up to the required standard. Several errors at entering income and expenditure receipts in the Cash Books were noted during audits. Despite <sup>from</sup> the advisor and auditor concerning the same, you have shown little signs of improvement.

The Executive Committee has also observed that you have taken to heavy beer drinking, which contributes to your performing incompetently the next day.

The Executive Committee has also observed that you hold an attitude of not wanting to work beyond working hours or starting work earlier, when certain situations demand such sacrifice.

In the light of these observations mentioned above, the Executive Committee which met on this day (29th November, 1995) directed me to inform you that you:-

- (a) Must begin to be more serious about your work and show signs of competence and readiness to sacrifice working longer hours or starting work earlier when circumstances demand so.
- (b) Must refrain from heavy beer drinking as this has partly contributed to your poor job performance. This letter comes to you as serious warning and any failure to abide by these afore said sentiments may constitute a dismissal.

Yours faithfully,

VALLEY SELF HELP PROMOTION SOCIETY

H. SIACHINGILI  
CHAIRMAN.

*H. Siachingili*

- c.c. The Advisor VSP ✓  
c.c. The Co-ordinator GSDP  
c.c. The Chairperson GSDP ✓  
c.c. The Vice Chairman VSP

Kat 54

# PROBIT

BUSINESS DEVELOPMENT

## CONSULTANTS LIMITED

Financial, Management, tax, banking, foreign exchange and external debt Consultants  
LICENCED INVESTMENT ADVISERS

Eingegangen

04. Jan. 1996

Erledigt:.....

STRICTLY PRIVATE AND CONFIDENTIAL

The Chairman  
VSP Executive Committee  
SINAZEZE

24.11.95

Dear Sir,

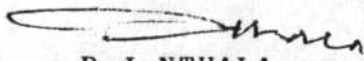
### REPORT ON IRREGULAR VSP TRANSACTIONS

Following the indefinite suspension from duty of the VSP Manager Mr Richard Makala on allegations of being involved in irregular transactions, I was requested to assist in carrying out investigations into these allegations.

The investigations have now been completed and I submit herewith a report of my findings and recommendations for your consideration and appropriate action.

However, I should mention from the outset that this investigation was restricted to the period when Mr Makala took control of the book-keeping functions ie, 1st August to 23rd August 1995 and the subsequent period up to 31st October 1995. Any irregular transactions that might have taken place prior to this period are not covered in this report but will be a subject of a separate report after the annual audit has been completed.

Yours faithfully,

  
D J NTHALA

P.O. Box 37769

LUSAKA

TEL:

FAX:

REG. OFF. SITWE PLAZA

PLOT 742, SOUTHEAST CHA CHA ROAD, LUSAKA

SECURITIES AND EXCHANGE COMMISSION LICENCE No. SEC/TAL/95/4

AUDITORS REPORT ON IRREGULAR VSP  
TRANSACTIONS BETWEEN AUGUST AND OCTOBER 1995

A : TERMS OF REFERENCE : My terms of reference were to carry out an audit of all business transactions for the period between 1st August to 31st October 1995 and to specifically investigate the following allegations :

- i. that contrary to the advice of the EXCO and Auditor that Mr Makala should not personally be involved in handling cash and recording of transactions as this could compromise his position of Supervisor and coordinator, Mr Makala disregarded this instruction and took over the function of book-keeping, and failed to use proper books of accounts to record transactions.
- ii. that on 7th September 1995 Mr Makala collected K230,000.- from Ms Maluma in respect of transport hire but failed to properly account for this money.
- iii. that on 8th October 1995 Mr Makala collected the sum of K207,187.50 from Mr Solomon Siadibbi but failed to account for this money properly.
- iv. that on several occasions Mr Makala failed to account for imprest taken as he usually produced receipts and invoices which did not add up to the amount of imprest taken.
- v. that as a supervising officer he has failed to ensure that books of accounts were written to date and as a result not even a single financial statement has been produced since January 1995.

B : FINDINGS : After carrying out an audit and interviewing all relevant parties concerned, the following are my findings :

- i. AUGUST 1995 : Mr Makala took over the functions of book-keeping from Mr Chavula. His explanation for dis-regarding Auditors and EXCO instructions was that Mr Chavula was often off sick and Mrs Siatwiko who was supposed to take over also fell sick. He further explained that since the books of accounts were not written up to date, he had no alternative but to open his own records which were later going to be transferred into the proper cash and general ledger books.

Although at the time he took over from Mr Chavula the cash book reflected a balance of K118,000.- this money was not there physically as the cash book records were also wrong. Mr Chavula also confirmed this fact and I have asked him to check all the transactions to ensure the anomaly is corrected and report back to me.



All incomes received from Hammer mills and other sources during this period were properly accounted for together with all bank withdrawals and expenses except for an amount of K50,000.- which Mr Makala purportedly gave to Mr Chavula as imprest for EXCO meeting on 16th August 1995.

Mr Chavula has denied ever receiving this money and has also denied that the signature on the payment voucher is his. Mr Makala must prove that he gave this money to Mr Chavula failure to which he should refund VSP. He appears to have given Foga a similar amount of money on the same day. He should also hand back K45,000.- which was the balance he was holding at the end of August when he handed back to Mr Chavula.

- ii. SEPTEMBER 1995 : On 7th September 1995 Mr Makala collected the sum of K230,000.- from Ms E. Maluma in respect of payment for transport hire. Although Mr Makala had already handed back the function of book-keeping to Mr Chavula this amount was not given to Mr Chavula to be recorded as income in the cash book.

At first when he was asked how he had used this money he claimed that he had given the sum of K200,000.- to John Simayumbula the driver as imprest for diesel and K30,000.- he had used as advance.

After John denied having received this money, Mr Makala later in an interview changed his mind and claimed that he had actually given this money to Gilbert Simaanzi. He produced two receipts no. 111767 for K144,000.- dated 10.09.95 and no. 142942 for K48,000.- dated 12.09.95 from GENKEM Filling Station in Sinazeze as evidence that Gilbert had purchased diesel. It should be noted that Gilbert had already left employment in July 1995.

However when Gilbert Simaanzi was interviewed he denied having received the sum of K200,000.- from Mr Makala and he also denied that he was the one who gave the two receipts to Mr Makala. The petrol Station owner also could not confirm that he had issued the receipts. The receipt numbers appear to be completely out of sequence.

Both drivers have denied having received this money as per attached copies of their letters. I can only conclude that Mr Makala is not telling the truth as both drivers did not sign any document to acknowledge receipt of the money as per procedure.

- iii. OCTOBER 1995 : On 8th October 1995, Mr Makala collected the sum of K207,187.50 from Mr Siadibbi in respect of transport hire. This amount was not recorded as income. He claimed that he had given an imprest of K170,860.- to John Simayumbula as imprest for diesel when they met in Choma.



John has denied this and claims that he was only given K100,000.- by Mr Makala and has produced receipts totalling K84,200.- to supporting claims. He used the balance of K15,800.- as advance to himself. Once again John did not sign any document to prove Mr Makala's claim.

Mr Makala should therefore refund the sum of K107,187.50, while John should refund the sum of K15,800.- which he gave himself as advance without authority from management.

iv. OTHER IRREGULARITIES AND IMPREST

- a. During the course of audit it was also discovered that Mr Simayumbula collected the sum of K157,720 on 29.09.95 from Kafwambila grinding mill but did not account for this money to management up to the time of audit.

His explanation is that he collected the money at a week-end and since he had an urgent trip to make to Lusaka he had used the same money to purchase diesel. He has not been able to produce receipts for the expense claiming that the receipts which were in the vehicle were probably lost on 4.10.95 when the lorry was involved in an accident at the VSP offices. I find this explanation to be unsatisfactory and unacceptable because it would appear that he had no intention of bringing this irregularity to the attention of management until it was discovered during the course of audit. Mr Simayumbula's letter of explanation is attached here for your scrutiny.

- b. Accountable imprest still remain a source of problems because in most instances it remains unretired for as long as 3 months. When it is finally retired, in most instances the receipts can not be reconciled to the original amounts taken and in some cases total receipts exceed the amounts being retired which makes one wonder whether some receipts are genuine. A new system of accounting for imprest will be introduced starting from January, 1996.

c. CONCLUSION AND RECOMMENDATIONS

It is obvious from the findings of these investigations that once again there has been a complete break down in the accounting systems of VSP due to management weaknesses. Recommendations that I made in the reports to management in the financial year 1992 and 1993 regarding controls in the system have not been adhered to.

- i. controls to ensure that all incomes from the grinding mills and other activities in far flung areas are properly accounted for and recorded in the accounting registers are not in place.

This means that like in the case of John Simayumbula anybody can collect money from the depots and simply keep quiet and no body would discover this until after a long time. A system should be put in place where by every month records kept at the depots are reconciled with cash book kept by the book-keeper.

- ii. There is no evidence to show that cash on hand is physically checked every month to ensure that it is in agreement with records in the cash book. There is also no evidence to show that bank accounts are being reconciled with bank statements. This should be done every one or two months.
- iii. Receipts and Expenses take too long to be recorded in the accounting books, the result being that books are never up to date at any given time, and as has been seen financial statements can not be produced in time. Another danger caused by such delays in recording transactions is that records may be misplaced or lost. Steps should be taken therefore to re-organise the accounting staff in order to strengthen operations of VSP.
- iv. It is clear from my findings that Mr Makala has been less than honest in the transactions that have been mentioned above. Mr Simayumbula's explanation is also not satisfactory. Therefore the following amounts should be recovered from them and appropriate administrative action instituted.

(a) MR MAKALA

K 50,000.-	- Imprest to Chavula on 16.08.95
K230,000.-	- Imprest on 07.09.95
K107,187.50	- Imprest on 08.10.95
K 45,000.-	- Balance of cash as at 23.08.95
<u>K432,187.50</u>	


(b) MR SIMAYUMBULA

K157,720.-	- Collected from Kafwambila but not accounted for on 29.09.95
K 15,800.-	- Advance given to himself on 08.10.95
<u>K173,520.-</u>	

- v. In view of the problems which have been highlighted, I also recommend that EXCO through the treasurer should play a more active role in the financial affairs of VSP. Without interfering in the day-to-day running of VSP, the treasurer should play the role of internal auditor ensuring that :



- a. once every month he should reconcile income from Grinding mills and other activities with the cash book and ledger books kept by the book keeper to ensure that all income due to VSP is properly accounted for.
  - b. financial records are up to date and financial statements are produced regularly by management.
- vi. All expenses pertaining to repairs of Honda and motor vehicles should have prior approval of management/ Advisor and proforma invoices should be obtained. fuel expenses should be closely monitored to ensure that fuel spent on personal errands is minimised.

  
D.J. Nthala

:gmh

M E M O R A N D U M

TO : Mr John Simayumbula

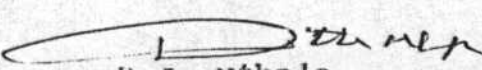
31.10.95

FROM : Auditor

AUDIT QUERIES

1. According to records obtained from Kafwambila, in the normal course of your duties you collected the sum of K179,850.- on 29.9.95 in respect of hammermill charges. This money was supposed to be delivered to VSP Cashier on the same day, but to date there is no record that this money was received.
2. According to the VSP Manager, Mr wakala, he gave you an imprest of K200,000.- on 7.9.95 and another imprest of K170,860.- on 8.10.95 for purchase of diesel but to date these two sums have not been accounted for by yourself.

Could we have a written explanation from you as to why you have not accounted for the above stated sums of money.

  
D. J. Nthala

:gmh



PLANATION OF K200,000 ACCUSED TO BE GIVEN /  
ARREST MONEY FOR DIESEL

On the date indicated on the Statement on ~~last~~  
I left for Lusaka under G.S.D.P to collect the  
TRUCK for Water Aid Programme (NISSAN DIESEL). Since  
I was under the G.S.D.P's Trip of going to Lusaka  
I was given K10000 for Diesel impest by Mrs Meja not  
by the V.S.P Manager. I have no idea about this  
K200,000.00 diesel impest. This is just an accusation

BY DRIVER *Jmble*

M. Makala has confirmed that he  
did not give John but he gave it  
to Gilbert.

31<sup>st</sup> OCTOBER 1995

I GILBERT SIMANZI ON THIS DAY OF 31<sup>st</sup> OCTOBER 1995 HAS DENIED THE  
ISSUE OF ME BEING GIVEN AMOUNT OF K200,000 FOR DIESEL FROM MR  
R. MAKALA LAST SEPTEMBER.

THE ONLY MONEY I SAW \$ CAME FROM SOLOMON SIADIBBI WI  
FILLED THE TANK AT BUCHI FILLING STATION ON DATES BETWEEN  
7, 8, 9 SEPT 1995. THEN KENDRICK CHAVHUA ALSO FILLED THE T.  
AT K100,000, ON DATES BETWEEN 10, 11, 12 SEPT 1995.

YOURS FAITHFULLY

GILBERT SIMANZI

ATI - A.

Gilbert had already left  
employment in July.  
Was he doing part time  
work?

*[Signature]*

**CASH SALE** No 111767 Date 10-9-95

M GENKEM FILL STATION  
SINAREZE.

Bought of

Quantity	PARTICULARS	At	Amount
140	TS Diesel @ K12000 per 20Lts		K144000
	AAK K541.		7
	Paid cash.		
Thank You Amambene. Call Again		Total K	144000-00

**CASH SALE** No 142942 Date 12-9-95

M GENKEM FILLING STATION  
SINAREZE

Bought of

Quantity	PARTICULARS	At	Amount
80	TS Diesel @ K12000 per 20Lts		K48000
	AAK K541		7
	Paid cash.		
Thank You Amambene. Call Again		Total K	48000



9th of October 1995 I met Mr. Makala at Star  
 itchey in Cioma where he gave me K100.00 for  
 diesel not K170,860.00 as he said. This money was  
 used according to the receipts given above and I got  
 myself an advance K15800.00 for my family at home  
 to buy buckets of maize.

BT DRIVER *[Signature]*  
 VSP

No document signed  
 acknowledge receipt.

*[Signature]*

NOTING  
 25/11/95  
 VSP



# EXPLANATION OF HOW I USED DENCE 2A

## MONEY FOR A HUMMER MILL

1. On 25<sup>th</sup> Sept 1995 I collected the amount of K179,830.00 I paid the Operator the bookings @ the amount K4,130.00 and the Salary K18,000 which amounted to K22,130.00. Total deductions from K179,830.00 of K22,130.00. Remained K157,700.00
2. On Sunday I went to Lusaka with the Amount of K157,700.00 for fuel expenses. I didn't hand in the money to the office because the journey was very urgent and it was also ~~too~~ on the weekend. At Batoka I bought 120 litres of diesel at the amount of K73,000.00. The following day in Lusaka I bought Diesel worth K84,000.00. When we came from Lusaka that was on 4<sup>th</sup> of Oct 1995 we had an accident with the truck so the receipts were inside the truck. This caused the receipts to miss because minds got puzzled because of this accident. I am still looking for the receipts. Maybe when the truck was at the garage it <sup>was</sup> ~~were~~ they got missing.

DRIVER Fimble

VSP

Why was this matter involving a lot of money not sorted in time?

Driver

# DELIVERY NOTE

29539 29-9-95  
Date.....1995

From Messrs. Kafwambi Ltd  
C/MILL

To VSP  
Box 3 Singazere

Please receive the following goods:-

Quantity	PARTICULARS	At	K	n
	RECEIVED AMOUNT		179-850	
	BOOKING		4 130	
	SALARY		12-000	
			22 130	
	PAID BY <u>AB 11</u>		179 850	
			22 130	
	COLLECTED -		157 720	
	<u>Finmb</u>			
	<u>ADL 6341</u> TOTAL		159-720	

Received the above goods in good order and condition.

Signature .....

# VALLEY SELFHELP PROMOTION

P.O Box 8,  
Sinazeze.

CONFIDENTIAL

19th October, 1995

The Advisor,  
VSP Society,  
P.O. BOX 08,  
SINAZEZE.

Sir,

*Investigations into the activities of the Suspended VSP Manager*

I hope you received the letter I wrote to you on 19th October concerning the above subject. I am sure you are aware that this man (the manager) is most likely to take his case to the Labour office if we will on 30th Oct 1995 decide to dismiss him from employment.

In order that we win our case all the way through, we must conduct a ~~than~~ detailed report of his financial irregularities of all sorts. Since ~~th~~ you have access to transport, please try your level best to collect as much information as possible from all areas of our operations Chiyabi to Kafwambila.

Pay special attention also to the several bookings for the lorry and the way the money was collected. Cheques that were drawn from the banks must also be followed up and find out if they were entered into the cash book as Cash from Bank etc.

Imprests drawn must be closely scrutinised and find out if all money drawn was put to use properly and supported by true expenditure receipts. If there were balances from imprest money drawn...were there change moni brought back to the office?

Please sport out the letter we wrote to him as a last warning letter. The letter was dated 10th March, 1994. The minutes which resolved to have this done are of 08th March, 1994. Please get these two documents from the chairman's File there (at VSP office). I am keeping copies of both here.

May I also by copy of this letter, suggest that you plan of lorry trip to Kafwambila on Sunday 29th October so as to have Exco. members from Mucumb Area arrive at Sinazeze on 29.10.95 evening. The 30th Exco. meeting will be crucial and literally all Exco. members must be present. You will decide to collect the members from Malima and Chiyabi.

Our hope for VSP revival is on you. Your effort in the investigations will determine what VSP is to be in future. Let us prove it to the public that VSP was only running badly to poor management financially.

Yours Faithfully,

VALLEY SELF HELP PROMOTION SOCIETY.

H. Siachingili,  
CHAIRMAN

*H. Siachingili*



*Ø f. Frae Dupke*

Eingegangen

21. Dez. 1995

Erledigt:.....

Dear Mrs Chikopa,  
The Association acknowledges with thanks,  
receipt of the payment(s) below :-

Date : 29/08/95

**AAT**  
ASSOCIATION  
OF ACCOUNTING  
TECHNICIANS

Registration Number: N0125061

E&T REGISTRATION FEE £ 37.00

TOTAL £ 37.00

MRS P.S. CHIKOPA  
GOSSNER MISSION BOX 4  
SINAZEZE  
ZAMBIA

154 Clerkenwell Road London EC1R 5AD Tel: 0171 837 8600 Fax: 0171 837 6970  
Registered in England and Wales (No. 1518983) and limited by guarantee



# Gossner Mission



Handjerystr. 19-20  
1000 Berlin 41 (Friedenau)  
Germany  
Phone 030/85000431  
Fax: 030/8593011  
Telex 186655 blnmbd

Gossner Mission Team  
Gwembe South Development  
Project  
P.O. Box 4  
Sinazeze



Liaison Office  
P.O. Box 50162  
Tel: 01/261580  
Fax: 01/261580



Naluyanda Integrated  
Project  
P.O. Box 50162  
LUSAKA



**CONFIDENTIAL !**

To VSP Executive Committee  
through the VSP Chairman  
Mr H. Siachingili

24-10-95

Re: Investigations into conduct of VSP Manager

Sirs,

Reference is made to your letter of 19th October, 1995., addressed to Gossner Mission's VSP advisor, Mr Karl Waldschütz, which he showed to me at my request.

We acknowledge that the VSP Executive Committee has entrusted the Advisor to conduct the investigation concerning the above matter, and we appreciate that you personally support him through practical instructions. However, we have to point out that Mr Waldschütz will do this exclusively under ~~the direction and authority of the VSP Executive Committee~~. The final results and consequences of the investigation, whatever they be, lie solely in the responsibility of the VSP Executive Committee. The VSP Constitution corroborates this.

In addition, we like to stress the fact that only the Executive Committee's effort "will determine what VSP is to be in the future", as you write, not the advisor's effort. Furthermore, we question that "...VSP was only running badly due to poor management financially". Hence, the "hope for VSP's survival" cannot in the first instance rest on the advisor, who during four years of service tried his level best to stimulate and motivate VSP towards more vitality and sustainability.

Let us hope that the process VSP is going through now will lead to clear-cut decisions and productive results for all concerned, most of all for the people in Sinazongwe District who look at VSP.

Yours sincerely,

Wilhelm Damm

cc: Mr K. Waldschütz, Gossner Mission Advisor to VSP  
Ms H. Lieby, GSDP Chairperson

Fennstraße 31  
D-12439 BerlinTelefon  
030/631 7809  
Telefax

030/6361198

Gossner Mission Fennstraße 31 D-12439 Berlin

Valley Selfhelp  
Promotion Society  
P.O.Box 8

Sinazeze / Zambia

July 6, 1994

CONTRACT OF THE VSP ADVISOR MR KARL WALDSCHÜTZ  
YOUR LETTER FROM MARCH 9, 1994

Dear Mr Sianchingili,


thank you for your letter of March 9, 1994, presenting VSP Executive Committee's application for an extension of Mr Waldschütz's contract.

The application has passed the Zambia Committee favorably on May 26, 1994. I am glad to inform you that only yesterday (July 4, 1994) our Executive Committee also has endorsed the application and extended the contract in question until March 31, 1996. We feel that this will be a crucial phase for VSP to reach its full independence and self-reliance. But we hope that after this, all VSP staff and structures are trained and strong enough to reach this goal.

We are aware that the temporary vacancy with the position of the Gossner Mission Chairman also affects VSP. But we see this also as a period of challenge for VSP to conduct its operations with a reduced quantity of advice and monitoring.

Please receive our warm greetings and best wishes to all of you.

Yours in Christ,

Wilhelm Damm  
Zambia Secretary cc.-Mr. Karl Waldschütz, VSP-Advisor  
-Gossner Mission Chairman/ GSDP

# VALLEY SELFHELP PROMOTION SOCIETY

P.O. Box 8,  
Sinazeze

87A 26.5.34

9th March, 1994

The Secretary,  
Gossner Mission,  
Zambia Board,  
Fennestrabe 31,  
D - 12439 Berlin,  
Republic of Germany.

Eingegangen

29. März 1994

Erledigt: 6.7.94.....

Dear Sir,

RE - CONTRACT OF THE VSP ADVISOR , MR KARL WALDSCHÜTZ

Please refer to your minute letter dated 28th February regarding the above subject.

We thank you most sincerely for responding so early to our letter in connection with this matter. The Executive Committee appreciates this spirit greatly. We wish to thank you again for having understood our letters in the very exact context as we expected.

Like we pointed out in our earlier correspondence :

- (a) the movement of our office from the Camp to Sinazeze calls for proper financial planning, well planned construction work and internal and external contacts etc. and
- (b) that our present advisor has an excellent knowledge of where we have come from, where we are going and where we are now in terms of our Society's activities, it makes it absolutely logical and necessary to appeal to the Zambia Board to extend Mr. Waldschütz's job contract.

→ The VSP Committee is very happy and satisfied with Mr Waldschütz's work and the appeal for the extension of his job contract is coming from a joint decision indeed.

It would be a wrong concept for us to pretend that we can go it alone at this stage, without the external advisory and financial assistance, especially in the circumstance we presently prevail. The Secretary - Zambia Board will remember what we discussed with him in our meeting, which he attended during his most recent visit to Zambia.

We are also very grateful for the manner in which the mission has explained in detail the issue of the current Mission Chairman's contract. This to us is clear testimony of the Mission's commitments to ensure that our long and unshaken relationship does not fall apart. We salute the Mission for this attitude. From our part, the Mission can be least assured that we have understood its stand in this matter and will now clear the dust once and for all.


Cont/.....



Our journey to independence as a Society will still be rough and tough due to our ever-falling kwacha value, for some time to come. It may be not within the near future that VSP can achieve its independence. We hope and appeal that the Mission will continue to be on our side in times of need.

We are sending this letter with the hope that the Mission will understand our position and cause some favourable response as soon as practically possible.

We send the Board for Zambia and the entire staff of the Mission Office our very warm greetings and wish everyone God's blessings. May the living God bind us together like always.

  
Yours sincerely,

VALLEY SELF HELP PROMOTION SOCIETY

  
H. SIACHINGILI  
/CHAIRMAN/

- c.c. THE VSP ADVISOR
- c.c. GSDP CHAIRMAN
- c.c. THE VSP MANAGER
- c.c. THE GOSSNER MISSION LIAISON OFFICE - LUSAKA
- c.c. CHAIRMAN OF THE ZAMBIA COMMITTEE - MR WOLFGANG MEHLIG
- c.c. ALL EXECUTIVE COMMITTEE MEMBERS - VSP

Our journey to independence as a Society will still be rough and tough due to our ever-falling value

C. C. C.

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S • C •

• •

200

 $\sigma = \sigma^*$

Maamba GRZ Basic School,  
P.O. BOX 15,  
MAAMBA.

Eingegangen

- 9. Mai 1994

Erledigt: .....

CONFIDENTIAL.

10th March, 1994

The Manager,  
VSP Society,  
Mr. R. Nakala,  
P.O. BOX 8,  
SINAZIWE.

Sir,

DISCIPLINE

I am directed by the VSP Executive Committee to inform you that, at its recent sitting on 6th March, 1994 your report on the robbery of up to K64 636.00 Society money, which went missing on 13th November, 1993 was discussed at length.

This committee realises the danger you faced in the alleged robbery and deeply sympathises. However the committee recalls with much regret that, in 1992 you were charged to re-emburse part of the money that went missing mysteriously between the dismissed Mike and yourself. The committee made strong reference to this incident in then making a decision during Mike's Maamba Legot's money collection, which resulted in Mike being dismissed.

On the other hand, <sup>the Committee</sup> could not understand as to why you decided to travel to Cho carrying with you such a big amount of money by-passing the VSP office, without any attempt at so ever, to leave the money either with the book-keeper or any member of the team at the camp. The fact that you kept this large amount of money at your house, for almost two working days, after collecting it from the customer, also leaves much to be desired.

These incidents all amount to some serious degree of 'careless money handling' on your part, and this can not be tolerated by this committee any longer. Accordingly, the committee has directed that you pay back the sum of money und discussion in eight instalments, effective 1st April to November 30th 1994, and be seriously warned against this tendency of handling the society finances carelessly.

This letter comes to you as a very last warning. Any reflection of similar careless money handling in future, will constitute an instant dismissal.

Yours Sincerely,

Valley Self Help Promotion Society.

*H Siachingili*  
H. Siachingili,  
CHAIRMAN.

cc. The VSP Advisor.  
cc. The ASDP Chairman  
cc. The MUC Members.  
cc. The ASDP Co-ordinator.



Fennstraße 31  
D-12439 Berlin

Gossner Mission Fennstraße 31 D-12439 Berlin

Valley Self Help  
Promotion Society  
Office of the Chairman  
P.O.Box 15

Telefon  
030/6317809  
Telefax  
030/6361198

M A A M B A

February 28, 1994

Dear Mr. Siachingili,

**Re.: Contract of the VSP Advisor, Mr. Karl Waldschütz**

Greetings to you, Sir, and all members of the VSP Executive Committee! Thank you for your letter of January 12 resp. January 28, 1994 both of which were received on January 28, 1994 per Fax resp. sent through the GSDP Chairman to our office.

We see two issues raised in your letter and we hope to meet the VSP Committee's understanding acceptance when responding to them separately:

- the present VSP advisor's extension of his service contract with the Gossner Mission, and
- the fact that in one other case the Gossner Mission's Committees did not come up to the recommendation given by the Zambian side.

1. The first issue pertains solely to VSP and its interests and to the services, the present advisor has rendered so far and may render for some more time.

It has been expressed during our visits in early and late 1993, that if VSP and the advisor would jointly agree to approach the Gossner Mission in due course for an extension of contract, our committees would most probably be ready to give this support. This offer still stands. Mainly three reasons are justifying this position:

- that VSP deserves this assistance in view of its potentials, its future independence and the fact, that this should be the last advisor as agreed to before his predecessor left;
- that the move to Sinazeze requires all guidance and collaboration possible;
- that according to our experience, too, the services of the present advisor are greatly appreciated.

Both latter reasons you mention in your letter likewise.

Therefore, please let us know whether VSP Executive Committee agrees about the extension of the contract in question.

2. The second issue should be dealt with on its own merits. An explanatory letter to GSDP was sent on August 27, 1993 that the Gossner Mission's Zambia Committee and Executive Committee this time could not come up to the recommendation of the Zambian side to have the contract with the chairman extended for another year. The final decision was to leave it with one contract period and for social reasons to offer an additional three months period.

Specifically during our visit in November/December 1993 in a series of confidential meetings, the decision in question was explained. According to the colleagues' replies and reactions, the explanations were understood and accepted. And at the end of the meeting with local leaders on December 1, 1993 Gossner Mission was encouraged to continue selecting a successor. In addition, the chairman himself repeatedly accepted the decision which included the above mentioned supplementary period of three months.

Gossner Mission as the employer is bound to take into consideration all aspects and recommendations related to the employment and performance of a contract holder in case of a contract extension. The vote GSDP being asked to contribute to the decision process was one of the related aspects discussed here in depth. We acknowledge that this subject has not sufficiently been made clear from the Gossner Mission side. And as far as the Mission is responsible we regret and apologize for the misunderstanding or mistrust which may have emerged.

This being said, we trust that the good relation between VSP and Gossner Mission built up in long years is strong enough once to stand different opinions if any, and to jointly return to what our relation stands for: the service to the people in Gwembe South.

With good wishes to all of you,

Yours sincerely,

Wilhelm Damm, Rev. *WD*  
Secretary for Zambia

cc.:

VSP Advisor

GSDP Chairman

GSDP Administrative Coordinator

VSP Manager

Gossner Mission Liaison Office, Lusaka

Chairman of the Zambia Committee, Mr. Wolfgang Mehlig



VSP  
att Karl Waldschütz

Ihre Zeichen	Ihre Nachricht vom	Unsere Zeichen	Ihr Korrespondenzpartner/Hausapparat	Datum
GOZA 7	28.3.1994		Strittmatter 37	29.3.1998
<b>Mit der Bitte um:</b>	Prüfung	Genehmigung	Angebot	Rücksprache
Kenntnisnahme	Erledigung	Stellungnahme	Unterzeichnung	wie besprochen
Betrifft:				

Lieber Karl,

von Birgit wurden wir per FAX informiert, daß VSP das Geld, was bei uns noch auf dem Konto ist, haben will, um notwendige Reparaturen am DAF-Leyland-Truck zu bezahlen. Es sind allerdings nicht DM 12.500.00 wie von Euch angenommen, sondern nur noch ~~ca.~~ 7.770,17, da erst kürzlich Reifen, die über Josef Weltin gekauft wurden, bezahlt werden mußten. Anbei findest Du drei Schecks über je DM 2.500.00, so daß jetzt noch ein kümmerlicher Rest von DM 270,17 verbleibt.

Gruß

*Alie*



Gossner Mission Liaison Office, Lusaka  
an  
Gossner Mission Zambia Referat, Berlin  
attn. Mrs. Strittmatter  
fax 0049-30-6361198

GOZA 7 vom 28.03.94

Liebe Alice,

danke für das Fax wg. der Visa. Wegen Mr Syabbalo sehe ich noch Schwierigkeiten; der hat nämlich noch überhaupt keinen Pass, und selbst das Antragsformular kann ich für ihn nur besorgen, wenn seine Registration Card vorgelegt wird. Alle Bearbeitungsschritte können nur freitags durchgeführt werden, weil dann Namen mit S dran sind. Diesen Freitag ist Feiertag... Das Passamt ist hier die ungefälligste Behörde überhaupt.

Das leere Fax vom 23.03. war eine Kopie von Violets Absage; ist Euch offenbar schon bekannt.

Tony Yates von Water Aid ist eingetroffen; z.Zt. zur ersten Fühlungnahme in Monze. Ein patenter, unkomplizierter Kollege.

Karl bat mich, Euch folgendes mitzuteilen:

VSP hat noch ca. DM 12.500,- Guthaben bei der Gossner Mission. Diesen Betrag, der ursprünglich für die spätere Neuanschaffung eines LKW gedacht war, bitte jetzt in Form von Schecks Gertrud mitgeben; das Geld wird gebraucht, um die Reparaturen am DAF Leyland-Truck zu bezahlen bzw. auszugleichen. Aus Kostenersparnisgründen bitte die Versicherung für den Benz Truck ab sofort abmelden und die für den DAF nicht erneuern. Karl wird sich von Harare aus mit Wilhelm in Verbindung setzen.

Die Schecks 301, 302, 304 und 305 haben wir in aller Unschuld eingelöst und verbraucht. Es muß aber einen Grund gegeben haben, warum wir alle 5 Schecks von 301 bis 305 (303 war definitiv für uns) als "Haushalt Lusaka" angesehen haben, ich erinnere mich vage, daß sie alle zusammen in einem Umschlag waren.

Herzlichen Dank für die Besorgung der Flugkarten. QZ traut sich ja nun doch schon wieder mehr Geld zu verlangen. Hoffentlich halten sie durch, bis wir zurückfliegen.

Schönen Urlaub und frohe Ostern wünschen mit herzlichen Grüßen,

Burton + Reinhold.

Action  
Kohlefrees  
Durchschreibepapier

*Kopie  
an: Eudh.  
v. 3. 94*

*Zurbrück  
an Karl 23.3.94*

Berlin

VALLEY SELF HELP PROMOTION SOCIETY

OFFICE OF THE CHAIRMAN,  
P.O BOX 15,  
MAAMBA.

28th January, 1994.

The Secretary,  
Zambia Board,  
Gossner Mission HQ,  
BERLIN.

Eingegangen

22. Feb. 1994

22.2.94

28.2.94

SIR,

RE - JOBCONTRACT

MR. KARL WALDSCHUETZ

The VSP Executive Committee met for its first sitting this year on 12th January, 1994. At this meeting, the question as to whether the VSP Advisor job contract be extended or not was discussed at length. The Executive Committee appreciated greatly the Zambia Boards' provision for our Committee's participation in this important matter. However, this Committee felt it was not appropriate making recommendations that are not honoured by the Berlin Office. This Committee recalled that there had been a similar job contract extension process, concerning another member of the team whose final outcome was a termination of contract despite our vigorous appeal for his extension of contract from the Zambia side.

This experience reflected above, has hindered this Executive Committee from passing a recommendation as to whether the VSP Advisor should have his contract extended or terminated. This Committee feels that the move to Sinazcze, which needs, alot of planning and building contruction work, will definately need the services of an advisor, but would sacrifice to face the challenge if the going became tough.

The Committee appreciates greatly the service the present advisor has rendered the VSP Society. We remain to wait for your reaction in connection with this letter.

( We wish the Mission God's blessings.

Yours faithfully,

VALLEY SELF HELP PROMOTION SOCIETY

*H. Siachingili*  
H. SIACHINGILI  
CHAIRMAN.

- c.c. GSDP CHAIRMAN,
- c.c. VSP ADVISOR,
- c.c. THE MANAGER VSP,
- c.c. LIAISON OFFICER - LUSAKA.

VALLEY SELF HELP PROMOTION SOCIETY

→ Office of the chairman  
c/o Maamba G.R.Z. Basic School  
P.O.Box 15  
Maamba

12th January, 1994

The Secretary,  
Zambia Board  
Gossner Mission HQ,  
Berlin

*Des and p. Brief v. 28.1.94*

Sir,

RE - Job contract  
Mr. Karl Waldschuetz

The VSP Executive Committee met for its first sitting this year on 12th January, 1994. At this meeting the question as to whether the VSP adviser's job contract be extended or not was discussed at length. The Executive Committee appreciated greatly the Zambia Board's provision for our Committee's participation in this important matter. However, this Committee felt it was not appropriate making recommendations that are not honoured by the Berlin office. This Committee recalled that there had been a similar job contract extension process, concerning another member of the team whose final outcome was a termination of contract despite our vigorous appeal for his extension of contract from the Zambian side.

This experience reflected above has hindered this executive Committee from passing a recommendation as to whether the VSP Adviser should have his contract extended or terminated. This Committee feels that the move to Sinazeze which needs a lot of planning and building construction work will definitely need the service of an adviser, but would sacrifice to face the challenge if going becomes tough.

The Committee appreciates greatly the service the present adviser has rendered the VSP Society. We remain to wait for your reaction in connection with this letter.

Yours faithfully,

VALLEY SELF HELP PROMOTION SOCIETY

SIGNED

H. Siachingili  
CHAIRMAN

c.c. GSDP Chairman  
c.c. VSP Adviser  
c.c. The Manager VSP

*retyped for p. 10.6M*

*Smith*



Telefon  
030 / 631 78 09  
Telefax  
030 / 636 11 98

Neue Postleitzahl  
12439

Gossner Mission · Fennstraße 31 · O-1190 Berlin · Neue PLZ 12439

V S P  
Valley Selfhelp  
Promotion Society  
attn. Karl Waldschütz  
P.O.Box 3

Sinazeze via Choma

Zambia

21. Oktober 1993

Lieber Karl,

wir lassen auch mal wieder etwas von uns hören, gleichzeitig ist dies auch mein erster direkter Kontakt mit Dir, aber bald können wir uns ja auch persönlich begrüßen. Du wirst Dich vielleicht nicht mehr an mich erinnern, aber unsere Kontakte gehen auf den DED zurück. Aber lang, lang ists her.

Über Birgit Groth kam am 3.10.1993 (Fax no 31) die Anfrage von Dir, ob denn die ca. DM 800.00, die von Deinem Gehalt abgezogen wurden, für alle Lampen sind, die dem Container beige packt waren. Es waren jedoch nicht nur Lampen, die abgezogen wurden sondern der Abzug setzt sich folgendermaßen zusammen

Lenkradschloß	DM 98,00
Autoscheibe	DM 86,02
Feuchtraumlampen	DM 737,10
2 Bücher von Ulrich Luig	DM 33,60

Die zwei Lampen, die Wini erhalten hat, haben wir ihm gesondert in Rechnung gestellt. Ich hoffe, daß damit die Unklarheiten beseitigt sind.

Gestern ging an Brief an GSDP - Frieder Bredt - raus, in dem u.a. Spendengelder avisiert wurden. Für VSP sind DM 3.200.00 enthalten, und den Scheck über diesen Betrag werden Wilhelm Damm und ich im November mitbringen. Dies zu Deiner Information.

Liebe Grüße, auch an Wini

Aloisia Strittmatter  
Zambia Referat

USPC. Bf

Valley Selfhelp Promotion Society  
care of Mr. Karl Waldschütz, Advisor  
P.O.Box 3

Sinazeze via Choma / Zambia

January 27, 1993

### **Support for VSP Through Gossner Mission**

Dear friends,

this is to inform you about a decision taken by the relevant Gossner Mission Bodies as concerns our support to VSP, in special through transport facilities and other means.

We are grateful that on your request and initiation donors enabled us to place lorries at VSP's disposal, i. e. besides the Leyland truck that Mercedes one also the two second hand IFA's. Certainly, the drought relief operation came across as a pressure to upgrade the transport capacity. Obviously, this matter has not only been of help but also caused some dissension.

We understand that legally spoken the two IFA lorries are to be regarded as Gossner Mission property, regardless who at present administers their use. This shall be so until the end of the drought relief operation.

Both IFA trucks due to their technical condition and the expensive maintainance are not considered to run economically. Therefore, they shall be sold at highest bid as soon as possible after the end of the relief operation. The proceeds from this sale is earmarked for enabling VSP to arrange for its removal from Nkandabbwe to Sinazeze, i. e. especially for construction expenses. These funds shall be administred through a separate, special account.

We hope this decision will meet one of VSP's central needs in the course of developing more strength and of another move towards economic and social self-reliance.



- 2 -

And we are glad to be enabled to assist VSP in this process  
through this and other commitments.

Yours sincerely

Wilhelm Damm, Rev.  
Secretary for Zambia

c.c. Gossner Mission Chairman, Nkandabbwe  
c.c. Gossner Mission Liaison Office, Lusaka



# Gossner Mission



Handjerystr. 19-20  
1000 Berlin 41 (Friedenau)  
Germany  
Phone 030/85000431  
Fax: 030/8593011  
Telex 186655 blnmbd

Gossner Mission Team  
Gwembe South Development  
Project  
P.O. Box 4  
Sinazeze



Liaison Office  
P.O. Box 50162  
Tel: 01/261580  
Fax: 01/261530



Naluyanda Integrated  
Project  
P.O. Box 50162  
LUSAKA



11/01/93

The Desk Officer,  
Gossner Mission,  
Berlin, F.R.G

Dear Sir,


re: LEYLAND INSURANCE (VSP)

This serves to inform you that I on behalf of the Gossner Mission, Nkandabbwe camp, have received from Valley Self Help Promotion Society (VSP) the following amount of money for the purpose as below:-

- K 154,662.43 Leyland Insurance AAK 3613  
DM 1927.20 (a) exchange rate of 80.2524/DM as at 23/4/92

May I also know if the insurance for the new VSP Mercedes Benz and IFA trucks' expenditures have already been sent to us.

Thankfully yours,

  
S S Madyenkuku  
PROJECT CASHIER

*Done VSP installed*

Eingegangen

1. Feb. 1993

Erledigt:.....

Eingegangen.

18. Sep. 1992

Eriedigt:.....

Valley Selfhelp Promotion Society (VSP)  
P.O. Box 8,  
SINAZEZE-ZAMBIA  
AFRICA

Dear WILHELM DAMN

07-08-92

In the first place I thank our God the saviour for according me this time to think and write to you friends. How are you over there as a family? I would like to thank you for all the kindness and tender care that you gave me while I was with you in Germany, it was really good time to meet you, I sincerely say I felt very much at home despite missing my husband and children.

Your good ~~wishes~~ wishes to me and others made us travel safely back home although there were some storms but we were still safe. I would not be ashamed ~~to~~ to let you know that when we arrived I learnt that the country was terribly attacked by:-

1. Hunger-
2. Thirsty-
3. Inflation-

These three things have really hit my home area and a lo of help is required to make people survive. Mealie price has gone up wells are dry, the kwacha can not buy enough.

It has become so much problem in our home even, because I found my husband has lost his job, since we used to share our earnings, now I have to carry the burden alone.

I would also like to thank and congulatrate through you, all the people I met in Germany for their kindness, tender care and hospitality they accorded to us. I was impressed to all I saw and learnt whilst there and indeed on my way back home. I will try together with my family to remember you in our daily prayers.

I once more say thank you for all the help rendered to me.  
Best wishes from my husband.

Your sincerely,  
Mrs Patrica C Siatwiko

CONFIDENTIAL

Kafwambila Primary School  
P.O. Box 19,  
Maamba

16th February, 1992.

The Chairman,  
V.S.P. Headquarters,  
P.O. Box 8,  
Sinazeze.

Dear Sir,

ROBBERY OF K184 800 AT V.S.P. SHOP

AGENT'S HOME ON 14th FEBRUARY, 1992.

The Village Headmen of the six villages here named Sicooba, Sinamaani, Kafwambila, Mafwabilo, Mwanakabila and Sinalubilo, the M.M.D. Party local Chairman and the V.S.P. area Committee members met on 16-02-1992 to discuss the robbery mentioned above and the security problems in the area. The following was the consensus of the members present (19 members):

(a) To report to V.S.P. Executive Committee some suspects in the robbery so that they in turn find ways of apprehending the suspects.

(i) Dyson Syapala (alias: Simazaza) of Syawaza village whose foot prints were found at the scene of robbery and were recognized by the three people who followed the foot prints.

(ii) Edward Syambuli of Makunka Fishing Camp who is sometimes seen with a gun (army gun) and passed through the area on 03-02-1992 on his way to Syawaza Village. He also followed the V.S.P. Shop agent on the Boma Lorry when the latter went to report the case to the authorities but he dropped at Munka. When he returned here on 06-02-1992 he talked about the K184 800 to people at the clinic before this was made public information.

(b) V.S.P. to employ an armed security guard.

(c) The Government to send the army to make a clean up for fire-arms as it did in the mid 80's because there are lot of poachers and armed people in the area.

(d) V.S.P. to continue (please) with the supply of mealie meal - because of great famine in the area.



# Gossner Mission



Handjerystraße 19-20  
1000 Berlin 41 (Friedenau)  
Telex: 186 655 blnmw d  
Telegramme: Weltmission Berlin

Gossner Mission · Handjerystraße 19-20 · 1000 Berlin 41 (Friedenau)

Bundesministerium  
für wirtschaftliche Zusammenarbeit  
Referat 120  
z.H. Frau Dr. Witteler-Stiepelmann  
Karl-Marx-Str. 4-6

W-5300 Bonn 1

Telefon: (030) 850004-31

- |   |        |
|---|--------|
| <input type="checkbox"/> Indien         | -30    |
| <input type="checkbox"/> Nepal          | -35    |
| <input type="checkbox"/> Zambia         | -32    |
| <input type="checkbox"/> Öffentlichkeit | -35    |
| <input type="checkbox"/> Gemeindedienst | -34    |
| <input type="checkbox"/> Buchhaltung    | -33/78 |
| <input type="checkbox"/> Zentrale (BMW) | -0     |

Berlin, 08.01.1992

Betr.: Infrastrukturmaßnahme im Gwembe-South-District in Zambia

Bezug: Telefonat vom 08.01.1992

Sehr geehrte Frau Dr. Witteler-Stiepelmann!

Bezugnehmend auf unser Telefonat lege ich Ihnen die Kopie eines formlosen Projektvorschlages zur Elektrifizierung des Fleckens Sinazeze und Umgebung vor - zu Ihrer Information und für den Fall, daß trotz der bald stattfindenden Verhandlungen mit der Regierung der Republik Zambia eine Berücksichtigung eventuell doch noch zu ermöglichen wäre. Ein offizieller Antrag wird durch unseren Projektleiter im Gwembe-South-Development-Project (GSDP), Herrn Rolf-Friedrich Brecht, dem Botschafter der Bundesrepublik Deutschland, Herrn Reyels, vorgelegt werden.

Nach dem jüngsten Kostenvoranschlag der ZESCO hat die Maßnahme ein finanzielles Volumen von Kw 23.106.306,- (derzeit ca. DM 385.000,-); der Voranschlag ist bis Ende März 1992 gültig.

Mit freundlichen Grüßen

GOSSNER MISSION

Wilhelm Damm  
Zambia-Referent

## 1 Anlage

- c.c. - Seine Excellenz, Herrn Reyels, Botschafter der Bundesrepublik Deutschland, Lusaka/Zambia  
- Herrn Rolf-Friedrich Brecht, Gossner Mission Chairman, Nkandabwe, P.O.Box 4, Sinazeze via Choma, Zambia

→ VSP  
+ GSDP allg.

DER BUNDESMINISTER FÜR WIRTSCHAFTLICHE ZUSAMMENARBEIT

Geschäftszeichen

120 - K 2032 SAA - 4/92

(bei Antwort bitte angeben)

☎ (02 28)

535 - 453

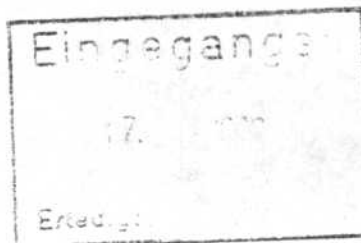
Datum

16.1.1992

Der Bundesminister für wirtschaftliche Zusammenarbeit  
Postfach 12 03 22 5300 Bonn 1

Dienstgebäude Haus: II

Gossner Mission  
z.H. Herrn Wilhelm Damm  
Handjerystraße 19-20  
1000 Berlin 41 (Friedenau)



Betr.: Infrastrukturmaßnahmen im Gwembe South District in Zambia

Bezug: Ihr Schreiben vom 8.1.1992

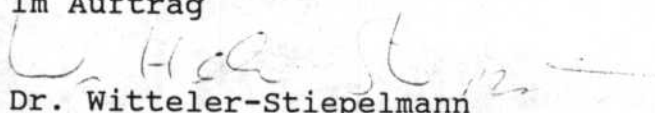
Sehr geehrter Herr Damm,

für Ihr Schreiben vom 8.1.1992 danke ich Ihnen. Leider kann Ihr Antrag für die Regierungsverhandlungen 1992 nicht mehr berücksichtigt werden.

Ich haben Ihren Brief daher an unser Referat für die entwicklungspolitische Zusammenarbeit mit den Kirchen weitergeleitet. Sie werden von dort weitere Nachricht bekommen.

Mit freundlichen Grüßen

Im Auftrag

  
Dr. Witteler-Stiepelmann

# Zambia Electricity Supply Corporation Limited

Telephone: 213177  
Telex: ZA 40150  
Telegrams: "GENERATOR"

DISTRIBUTION AND SUPPLY DIVISION

P.O. Box 30040  
LUSAKA  
ZAMBIA

All Correspondence to be addressed  
to the Director

Your Ref. No.

Our Ref. No. E17/DSS/7523/91

19th December 1991

Gossner Mission  
P.O. Box 4  
Sinazeze  
CHOMA

ATTENTION: MR F BREDT

Dear Sir

RE: SUPPLY TO GWEMBE SOUTH DEVELOPMENT PROJECT - SINAZEZE

Further to our budgetary quotation of 19th December, 1991 reference E75/DSS/7522/91, we are pleased to offer our firm quotation of K23,106,306 as non-refundable capital contribution towards the scheme.

This quotation is based on the present cost of materials and labour. The validity of the quotation is ninety (90) days from the date of this letter, thereafter, it is subject to re-costing. Acceptance of offer is by way of making full payment within the validity period.

In order to meet your supply requirements, the corporation will carry out the following work:-

- (a) Install an 11KV circuit breaker at Sinazeze 33/11KV substation.
- (b) Construct a total of 13.4KM of 50mm square ACSR 11KV overhead line.
- (c) Install the following pole mounted distribution transformers:-
  - (i) Sinazeze Basic School- 100KVA; 11/0.4KV
  - (ii) Craft Centre - 50KVA; 11/0.4KV
  - (iii) Town Centre - 200KVA; 11/0.4KV
  - (iv) Siapwaya - 50KVA; 11/0.4KV
  - (v) Gossner Service Camp - 100KVA; 11/0.4
- (d) Lay and connect 100M 70mm square 4C MV cable.
- (e) Construct a total of 3100M 50mm square 3 phase 4 wire MV/OHL and 300M 50mm square 1-phase 2 wire LT overhead line.

2/.....



E17/DSS/7523/91

19th December 1991

Gossner Mission  
P.O Box 4  
Sinazeze  
CHOMA

- (f) Provide bulk metering below the pole mounted transformers at:
- (i) Basic School
  - (ii) Siapwaya
  - (iii) Gossner Service Camp
- (g) Provide individual service to the craft centre, Headman Mashapi and to all the Commercial and residential properties at the Town Centre.

Please note that refundable deposits will be required from all the consumers at the time of switching on the supply following successful inspection of the electrical installations and the amounts will be advised later.

Zambia Electricity Supply Corporation Limited supply will terminate at the various metering points and it will be your responsibility to:

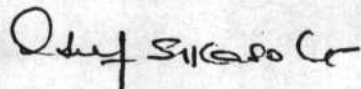
- (a) Provide suitable lockable meter boxes for the Corporation's metering equipment.
- (b) Provide suitable shackles in case of overhead services.
- (c) Provide and install all electrical circuits after the metering point.

Please contact the undersigned or our Choma office should you have any queries regarding this offer of supply to the project or the scheme in general.

We hope the foregoing will be to your satisfaction and we look forward to being of further service to you.

Yours faithfully

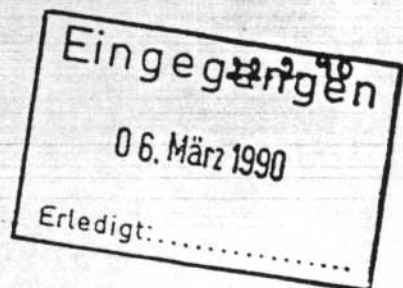
ZAMBIA ELECTRICITY SUPPLY CORPORATION LIMITED



G SIKASOTE  
DEVELOPMENT ENGINEER (S)

CC: District Engineer - Choma  
Project File CHOM/2605 - CHOM/2626

/yhk



Warum Sinazeze und Nkandabwe Strom braucht

Hintergrund:

1987 hat GSDP, unterstützt vom Staff Meeting, einen Antrag auf Elektrifizierung des Nkandabwe Camp an ZESCO gestellt. Begründet wurde er mit der Notwendigkeit, den Workshop auszustatten und ihn ökonomischer und effizienter mit E-Geräten zubetreiben. Zu vermuten ist, daß dabei natürlich auch die Annehmlichkeiten der Stromversorgung in den privaten Haushalten mitgemeint waren.

Nun hat ZESCO (die zambische Stromversorgungsgesellschaft) reagiert und GSDP ein Angebot von K2,07Mill. für das Legen einer E.-Leitung von Buchi über Sinazeze nach Nkandabwe Camp unterbreitet. Beim neuen Wechselkurs von DM 1,- = 23 Kwacha würden dies etwa 92.000,- DM (allerdings nur, wenn ausländische Währung umgetauscht würde.)

Eine Stromversorgung für das GSDP-Camp alleine halte ich nicht für notwendig, ja sogar für eine Verschwendung von Ressourcen. Eine Finanzierung kommt also nur für die gemeinsame Elektrifizierung von Sinazeze und Nkandabwe in Frage.

Wer könnten mögliche Interessenten/Nutznieser sein?

Stromversorgung als Infrastrukturmaßnahme hat m.E. nur einen Sinn, wenn:

1. kurzfristig ökonomisch tragfähige Abnehmer vorhanden sind,
2. und/oder öffentliche Versorgungseinrichtungen davon profitieren könnten,
3. und/oder künftig ein Entwicklungsimpuls (z.B. durch die Ansiedlung von Geschäften oder Werkstätten) zu erwarten ist.

Für Sinazeze und Nkandabwe treffen m.E. diese drei Kriterien zu, so daß die 13 km lange Leitung wirtschaftlich und entwicklungspolitisch Sinn machen würde.

Sinazeze ist nach Maamba, der einzigen Stadt und neben Sinazongwe, das einzige wirtschaftliche Subzentrum in Gwembe Süd. Gelegen an zwei wichtigen Straßenkreuzungen und an der Hauptstr. Maamba-Choma, ist es der wichtige Verkehrsknotenpunkt in Gwembe Süd. Aus diesem Grunde befinden sich 4 wichtige Versorgungseinrichtungen hier, die vom Strom profitieren könnten.

- a. das Postamt (neben Maamba das einzige in Gwembe Süd)
- b. das Regionalbüro von Lindco, der Baumwollvermarktungsgesellschaft
- c. die Distrikt Kooperativ Union
- d. die Klinik

Darüberhinaus ist Sinazeze ein wichtiger Marktplatz (Umsatz von Gemüse, Frischfleisch und Fisch).

Außerdem hat Sinazeze ein Resthaus, eine Maismühle (Dieselbetrieb), eine Niederlassung der Standard Chartered Bank, (2x die Woche geöffnet) sieben Läden, eine Gastwirtschaft mit Bar, mehrere kleine Taverns sowie eine dieselbetriebene Wasserpumpe.

Nach meiner Einschätzung würden sich in Sinazeze 2-3 private Geschäftsleute an einer Stromversorgung finanziell beteiligen. Die Bank, VSP (Laden und Haus des Koordinators), Lintco, die Distrikt Kooperative, die Maismühle, (Träger ist eine Genossenschaft) die Klinik, das Postamt, das Gästehaus, zwei kleine Restaurants sowie die Wasserpumpe kämen früher oder später als potentielle Verbraucher hinzu.

Die Leitung würde unmittelbar über das Gelände der Primarschule führen. Ein Stromanschluß würde sicherlich die Qualität und Quantität des Unterrichts verbessern (z.B. Schulfunk, Abendklassen, Filme). Die Schule wurde in diesem Jahr um 2 Klassen (Basic Secondary) erweitert. 17 LehrerInnen unter-



richten in Sinazeze und kämen sicherlich auch als private Stromabnehmer in Frage.

Von Sinazeze nach Nkandabwe/GM-Camp sind es 5 km. Auf halber Strecke (Nkandabwe turnoff) haben sich 3 Geschäfte angesiedelt. Zumindestens eine Beteiligung am Stromanschluß (der Laden des Wardchairman und einem der wohlhabensten Geschäftsleute in Gwembe Süd) ist zu erwarten.

Im GSDP-Camp selbst könnten die Wasserpumpe, der Workshop, das Radiofunkgerät sowie die privaten Häuser und Gästehäuser angeschlossen werden.

Warum die Gossner Mission sich an der Elektrifizierung beteiligen sollte

- Die Gossner Mission hat sich die Aufgabe gestellt, einen Entwicklungsbeitrag für Gwembe Süd zu leisten und die Lebensbedingungen der Menschen zu verbessern. Direkt oder indirekt dient die Bereitstellung von Strom diesem Ziel.
- Der Workshop in Nkandabwe könnte eine wichtige Einrichtung für die ländliche Bevölkerung sein. Ihn zu erhalten und zu qualifizieren muß angestrebt werden. Der Ersatz des längst überalterten Generators (Gossner Eigentum) würde eine Investition von ca. 6-8000DM bedeuten. (vorausgesetzt, GM will die Kosten überhaupt tragen) Die überalterte Dieselpumpe im Camp ebenfalls in Kürze eine Ersatzbeschaffung. Kosten: 6-8000,-DM Die Bereitstellung von über-  
teuerten Gas/Elektrokühlschränken (angenommene Beschaffungskosten DM 5.000,--) würde zugunsten von E-Kühlkombinationen (ca DM 1.000,--) wegfallen. Der Betrieb mit teurem, aus Choma oder Lusaka angeliefertem Gas würde die Versorgungskosten der GM-Mitarbeiter senken.  
Die Anhebung der Wohnqualität und die damit sicherlich einhergehende Zufriedenheit am Arbeitsplatz der Gossner- wie der zambischen MitarbeiterInnen (Nutzung von langfristig preisgünstigeren E-Geräten, Lichtstrom, Radio, Fernsehen, Ventilator etc.) sind m.E. nicht zu unterschätzende Nebeneffekte. (welcher qualifizierte zambische Mitarbeiter möchte schon gerne mitten im Busch unter extremen klimatischen Bedingungen länger als notwendig Dienst tun?)
- Für die Gossner Mission fallen in den nächsten 2-3 Jahren ca 10-12.000,- Ersatzbeschaffungen an. Diese Summe alleine würde mehr als 10% der Investitionssumme für die Elektrifizierung ausmachen.
- Die Gossner Mission hat Kontakte zu Drittmittelgebern und sollte die Koordination der lokalen Interessengruppen sowie die Verhandlungen mit zambischen Stellen führen (auch wenn dies kurzfristig mit einigem Aufwand verbunden wäre).

Die Gossner Mission könnte auf relativ kostengünstige Weise einen Entwicklungsimpuls für Sinazeze und Nkandabwe geben, der langfristige Wirkung zeigen würde. (und wenn er nur langfristig zur Minderung des importierten Diesel führen würde)

Ich empfehle eine schnelle, grundsätzliche und natürlich positive Entscheidung für eine Unterstützung und für Verhandlungen über eine Regierungsbeteiligung. Das Angebot ist bis zum 31.3.90 gültig, sodaß rasch mit allen in Frage kommenden Stellen und Partnern verhandelt werden muß.

Zu einer Mitarbeit bei der Koordination und Umsetzung dieses Programms bin ich grundsätzlich bereit.

*H. Gossner, f.d.*

Anlage: Finanzierungsplan



Finanzierungsplan für die Elektrifizierung Sinazeze und Nkandabwe

Zu erwartende Kosten lt. Angebot von ZESCO (90 Tage gültig - bis 31.3.90)	K2.068.000,--
Anschlußkosten für GM-Staffhäuser	K 232.000,--
Gesamtinvestitionskosten	K2.300.000,--

Finanzierung:

Private Geschäftsleute und Einrichtungen 10 x K50.000,--	K 500.000,--
Regierungsanteil aus Mittel des Sonderfonds für Entwicklungsvorhabens in Gwembe Süd zubeantragen über PAO Choma	K1.200.000,--
Gossner Mission Anteil	K 600.000,--*
	<hr/>
	K2.300.000,--
	=====

\* Beim neuen Umrechnungskurs von DM1:K23 würden dies  
etwa DM 26.000,- betragen.

Aus Brief v. R. Bredt 16.12.91

Akte VSP

5) Der Scheck Nr. 2456571 wurde von Haja benutzt und sollte nicht über Projektmittel Konto 4150 abgebucht werden, sondern übers Team Konto, welches von Haja geführt wurde. Ich hatte damals Haja gebeten euch das zu schreiben. Sie mußte größere Summen bezahlen ( z.B. Local Charges für ein Auto ) und hatte kein Geld mehr auf ihrem Konto.

2  
6) Der Scheck Nr. 2456573 über 5000,00 DM und der Scheck Nr. 2456574 soll für Projektmittel ausgegeben worden sein, aber ich kann in unseren Büchern keine Bestätigung darüber finden. Sollen diese Schecks von uns beantragt sein oder sind sie von euch in Berlin benutzt worden?

7) Ich bekam jetzt von Manfred als Teil seiner Übergabe ein Papier, in dem drin steht, daß er 1.756,00 auf Karls Konto in Berlin überwiesen hat. Dies ist der Rest von 2.800,00 DM die Manfred für VSP auf sein persönliches Konto am 4.10.1990 von Gossner Mission überwiesen bekam, um Ersatzteile in den Nachbarländern zu kaufen.

8) Ich habe zur Zeit noch 3.501,76 DM in Bargeld von der Gossner Mission bei mir. Dies ist der Rest von den 5.000 DM, die Gisela im April 1990 von der Gossner Mission für kleiner Einkäufe in den Nachbarländern bekam. Ich werde sie mit euch abrechnen, sobald ich neues Geld brauche.

Mit freundlichen Grüßen und fröhliche Weihnachten an alle in der Gossner Mission.

*R.F. Bredt*  
R.F. Bredt

ST

... and M. should time. Mwal to go w refused. Oswald to away and re ing day. Oswald wen Mwansa told h her brother he c him, pointing a pis. of a. we. chest. A few days later Mwansa shot Oswald, she said. The hearing continues.

rec ner bet Banks were t he out of millions of Kwacha through frauds which in almost all cases were inside jobs. Employees should avoid that and safeguard their bank, serving it honestly.

contro, the swamps and dam. where bilharzia pa. normally thrive. On treatment of bilharzia patients Dr Shehata said the only cure drug known was expensive.

GM. Berlin z.k. -> VSP

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# EC projects on schedule

By Times Reporter  
EUROPEAN Community (EC) funded self-help projects are progressing at a good pace in various locations in Southern Province this year, according to a report presented in Livingstone. EC micro-projects programme for 1990 in Kalomo were expected to be completed by the end of next month after a poor start, which had prompted the community to threaten to withdraw last year. Mwata primary school which spent the money properly and within the scheduled time limit, has

already received a futher K800,000 for furniture and renovations of existing buildings. The other beneficiary in the programme Sekute primary school which received K400, 000 and had a balance of K24,000 in bank. It has no balances of materials, however the Parent-Teachers Association (PTA) required K700,000 to complete the one classroom block which was at wall level. Mufumbwe women's club the other I:C baby has so far received K40,000 from the community, slightly above half has been spent on acquiring

tools, fencewire, seedlings and buckets, although the funds were received late. The balance of K12,000 was earmarked for fertilisers which must be bought almost immediately so that before May 30 this year, all the money was exhausted. The community was continuing to fund projects in Gwembe being undertaken on a self-help basis and work was advancing steadily. Three culverts have been completed on Sikaneke road, while materials have been bought for the Muziyo route network.

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for 1991  
Zambia  
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: 25

Salaula = Second Hand

SEVERAL shops in Chipata which were selling men's, women's and children's new wear have turned to 'salaula' trading because of loss of business in dealing in new clothes. Shops which have stood from oranges, pineapples, guava and other countries. — Zana/AFP. 13.6.91

## SHOPS SWITCH TO 'SALAULA'

pressures are those that sell groceries and food-stuffs. A survey yesterday showed that 12 shops which had been dealing in new clothing had been turned into 'salaula'-shops. Many shop owners conceded there was better business in selling second-hand clothes than new locally made clothes. New ones were too expensive for many people to afford. They said although the clothes were second-hand, most of them, were relatively new, of good quality and the price was cheap for an ordinary Zambian. There was nothing wrong in dealing in 'salaula' as long as it was legal business. "If people in other countries can sell cow dung why can't we sell 'salaula' which is a more decent business?" one of the shop owners said. Some of them have established stalls at the main market where they employed youngsters to sell the garments for them. Customers interviewed said they welcome the 'salaula' shops because of low prices. They said some of them were now able to clothe their families unlike in the past. — Zana.



GM z.k.

Eingegangen

10.09.1991

Erledigt:.....

# PROJECT PROPOSAL

for the

Hammer mill at Munyati/Sinanjola  
as an income generating project for VSP

---

1. Background
2. Project idea
3. Objectives
4. Implementation
5. Timetable
6. Budget Estimates
7. Financial Plan

Prepared by:

M. Schumacher-Just, Advisor

September 23rd, 1991

## 1. Background

Munyati/Sinanjola turnoff is a centre point in the highly populated area in Sinazonwe District. Since 1989 VSP has been running a sales depot there. Farmers in that area are cotton growers. Their production of maize and sorghum being their staple food is not sufficient for their home consumption.

Maize and particularly mealie meal are brought in from Choma over a distance of about 100 km one way.

The VSP sales depot is often the only reliable place where to buy mealie meal and also maize, since the milling company in Choma finds it difficult to supply the traders with mealie meal regularly.

The nearest Hammer mill is situated at Buleya Malima Irrigation Scheme, some 7 km away.

Recently, a private farmer near the depot has started grinding maize by his multipurpose tractor. Due to overuse of the tractor this service will not be a permanent one.

Demand for more grinding capacity is obvious.

In 1989 the EXCO of VSP had formulated a policy to support communities with grinding mills. Because of limited resources other areas have been given priority (Siameja). Consultations within the communities and meetings with the local leaders were carried out by the VSP management. Therefore the management proposed to set up a grinding mill at the Munyati/Sinanjola turnoff.

## 2. Project idea

The grinding mill should be set up as an income-generating project for VSP. In close consultations with the communities of Munyati/Sinanjola and Malima VSP plans to run the project as a profit making activity in order to generate income to finance other VSP affairs. The already existing sales depot will be integrated into the project as a maize store and a sales room for mealie meal and agriculture implements, like seeds and spares.

## 3. Objectives

1. The grinding mill will give the communities a chance to grind their own maize.
2. VSP is expected to encourage farmers to grow enough maize for their own consumption.
3. The dependency on mealie meal delivered from Choma at a high cost will be reduced on the long run.

4. VSP will improve the regular supply of maize and mealie meal, because VSP will use the hammer mill as well as the sales depot.
5. VSP will have an other source of income. The project will contribute to the diversification of the income-generating activities of VSP.
6. The production of mealie meal locally will create 2 jobs.

#### 4. Implementation

VSP will utilize the already existing sales depot as a maize storage as well as a sales depot.  
In addition a shelter for the grinding mill will be constructed.

The hammer mill will be purchased through a programme implemented by the German Volunteer Service, Lusaka. The mill will be purchased on a soft loan basis repayable without interest within a period of two years.

The one cylinder Kirloskar hammer mill was bought by VSP in May 1991.

VSP will employ an operator. In the 2nd phase an additional sales assistant will have to be employed.

Maize will be supplied by VSP. Besides grinding the costumers maize, VSP will also grind her own maize and sell it as mealie meal.

The project will be under the supervision of the Trading officer under the VSP-Manager.

The grinding mill will run its own separate account within the VSP-financial set up.

It is ment as an income-generating project. Therefore only economic principals have to be followed strictly.

The repayment of the loan for the grinding mill to GVS will be monitored by the VSP-management.

#### 5. Timetable

Construction of the shelter:	15.9. - 30.9.91
Instalation of the mill:	30.9.91
Training of the Operator:	30.9.91 - 4.10.91
Start of operation:	7.10.1991



## 6. Budget Estimates

### A. Investments

#### 1. Building:

Construction of shelter

labour	K 17,000,-	
20 pockets cement K810,-	K 16,200,-	
8Roofing sheets K2000,-	K 16,000,-	
4 poles a K250,-	K 1,000,-	
1 Door and lock	K 3,800,-	
2 windows	K 3,000,-	
overheads	K 2,000,-	
1000 bricks a K2,-	K 2,000,-	
Transport for sand	K 6,000,-	K 67,000,-

#### 2. Grinding mill:

Kirloskar hammer mill	K108,000,-	
Diesel store	K 3,000,-	
Spares	K 2,000,-	K113,000,-
Total:		K180,000,-
		=====

### B. Current cost (12 months)

Training for operator	K 4,000,-	
Salary Operator	K 35,000,-	
Transport/Supervisor	K 6,000,-	
Maintanance	K 5,000,-	
Depriciation	K 15,000,-	K 65,000,-
Total cost		K245,000,-
./.	K54,000,-	
repay 2nd year		K 54,000,-
		K191,000,-

### 7. Financial Plan

GM funds for Training	K 4,000,-	
Special Donation GM	K 49,500,-	(Spence Schumacher)
Income from grainding/ 150 days x 15 buckts x K40,- per bucket	K 90,000,-	
VSP Project funds	K 47,500,-	K191,000,-

#### Note:

Cost for grinding per bucket is calculated with K50,-  
K10,- is calculated for diesel, lubricants and overhead costs  
Repayment for the mill will be done quarterly at K13,500,-

Annex

Calculation for grinding mill Munyati/Sinanjola

23.9.91

Diesel/oil

5 l diesel = 15 buckets K11,-

Oil K 1,-

Labour K80/day /250 days per year K12,-

(K2,500,- per month)

Depreciation K 6,-

(about 15,000,-/per year)

Repair/maintanance K 7,-

Overheads K 3,-

K40,-

Profit about 22 % K10,-

Total K50,-

Manfred Schumacher-Just

Vorläufiger Zeitplan für die Einarbeitung von Karl Waldschütz

- 30.10. Ankunft von K. W. in Lusaka
- 31.10. Geschäft in Lusaka/Immigration, Autobeschaffung etc.
- 1. 11. Dto.
- 2./3.11. Fahrt ins Tal
- 4. 11. Arbeitsaufnahme, Vorstellung im Camp
- 5. 11. Vorstellung BOMA, Immigration, VSP-Chairman
- 6. 11. VSP-Staffmeeting/Vorbereitung AGM-Kanchindu
- 7. 11. GSDP-Staffmeeting
- 8. 11. VSP-EXCO
- 9. 11. VSP-Annual General Meeting, Kanchindu
- 11.11. Nacharbeit AGM
- 12.11. VSP-Büroablauf, Zuständigkeiten
- 13.11. Einführung Income Generating Activities
- 14.11. Gespräch mit GSDP-Chairman & Koordinator über GSDP-Programme
- 15.11. Besuch Malima Depot, Sinanjola Oilmill
- 18.11. Donkey-Maize-mill, VSP-tailoring-shop
- 19.11. Fahrt nach Kafwambila, Siampondo, Siameja
- 20.11. dto.
- 21.11. Besuch in Choma/PAO, Mr. Morris, ZESSCO, Einkaufsmöglichkeiten
- 22.11. Übergabe des Büros
- 25.11. Übergabe der Verantwortlichkeiten für GM-Transport
- 26.11. Übergabe der "Hausmeister"-Tätigkeiten und des Storerooms
- 27.11. Meeting des Strom-Committees in Sinazeze/Büroarbeit
- 28.11. Besuch Oil-mitt Siabaswi, Maaze Coop-Shop/VSP-Chairman
- 29.11. Büroarbeit/ Besuch Sikaneka
- 2.12. Vorbereitung EXCO-Meeting /
- 3.12. EXCO-Meeting /Abschiedfest für Advisor
- 4.12. Büroarbeit
- 5.12. GSDP-Staffmeeting
- 6.12. VSP-Staffmeeting/anschließend kommt der Nikolaus!
- 7.12. Abschiedsfest
- 9.12. Packtag
- 10.12. Fahrt nach Lusaka
- 11.12. Besuch bei EEC/ZESSCO-Stromprojekt/Botschaft/DED
- 12.12. Gepäckaufgabe/Zoll/Bank/Autoverkauf
- 13.12. Dto.
- 16.12. Abflug

12.9.91

Copie: Chairman  
Karl Waldschütz



# Gossner Mission



Handjerystraße 19-20  
1000 Berlin 41 (Friedenau)  
Telex: 186 655 blnmw d  
Telegramme: Weltmission Berlin

Gossner Mission · Handjerystraße 19-20 · 1000 Berlin 41 (Friedenau)

Valley Selfhelp Promotion Society  
P.O.Box 8  
Sinazeze via Choma  
Z a m b i a

Telefon: (030) 850004-31

<input type="checkbox"/> Indien	-30
<input type="checkbox"/> Nepal	-35
<input type="checkbox"/> Zambia	-32
<input type="checkbox"/> Öffentlichkeit	-35
<input type="checkbox"/> Gemeindedienst	-34
<input type="checkbox"/> Buchhaltung	-33/78
<input type="checkbox"/> Zentrale (BMW)	-0

March 26, 1991

Re: VSP's Transport

Dear Friends,

Through our advisor, Mr. M. Schumacher-Just, you certainly are informed that a new truck has been ordered by the Gossner Mission in order to assist VSP in having the old one (AAH 5548) replaced. In the interest of VSP it is a Leyland make able to carry 10 t of payload.

Before the new truck is received in Zambia and handed over to VSP, some details should be clarified and we kindly ask for confirmation returned to us in due course.

1. We understand that the Mercedes truck as Gossner Mission property will be sold in order to enable us financing the new one. - As soon as the sale is complete please inform us on the date of sale for immediate cancellation of the insurance.
2. The incoming new truck will also be Gossner Mission property. - Gossner Mission will meet the expenses for the local charges.
3. In appreciation of VSP's efforts and growing strength but also as part of VSP's responsibility and co-operation, we understand that the annual insurance premium for the new vehicle will be born by VSP and paid to the Gossner Mission Treasurer. The present annual rate for the Mercedes truck is at DM 1833,30. -An insurance in Germany is obligatory covering third party insurance, passengers insurance and comprehensive insurance. Please note that in case of an accident "passengers insurance" only covers people inside the drivers cabine.  
In addition, VSP may wish to effect a local insurance.
4. For both cancelling the old insurance (see No. 1) and establishing a new one (see No. 3) VSP may use the services of our Liaison Office in Lusaka. Certainly, VSP will appreciate the Liaison Office's services in handling the importation and registration of the vehicle.

- 2 -

5. VSP will be in charge of meeting all running costs of the vehicle.
6. In order to warrant an appropriate and responsible utilization of the vehicle VSP maintains a close control system.
7. In view of future transport facilities after some three years VSP must find a way already now to take over the responsibility for its transport. We feel that the new truck will be a most useful opportunity to tackle this goal.

We trust VSP will continue its endeavours to assist the people successfully and itself to become a strong, operational society.

Looking forward to receiving your soon reply we send our kind regards

Yours sincerely



Wilhelm Damm, Rev.  
Secretary for Zambia

c.c. Mrs. Haja Kaaporla, Liaison Office, Lusaka

An den  
Weltfriedensdienst e.V.  
z.Hd. Herrn Bauer  
Hedemannstr. 14

1000 Berlin 61

#### Stellenausschreibung

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Die Gossner Mission sucht zum 1. September 1991 eine/n

#### Berater/in für Genossenschaftswesen

für ihre Mitarbeit in einer Selbsthilfeorganisation (Valley Selfhelp Promotion Society, VSP) im Gwembetal in Zambia. VSP ist eine lokale Entwicklungs-genossenschaft und dem Gwembe Süd Entwicklungsprojekt assoziiert, in dem die Gossner Mission gemeinsam mit der Regierung der Republik Zambia am Karibasee integrierte, ländliche Entwicklung betreibt.

Erwartet wird ein/e Mitarbeiter/in mit kaufmännischem und sozialplanerischem Hintergrund sowie Erfahrung mit Genossenschaftsaufbau in Entwicklungsländern. Kenntnis von Entwicklung ländlicher Projekte ist erwünscht, Fähigkeit zu konzeptionellem Denken und kreativer Teamarbeit wird vorausgesetzt.

- Aufgaben sind:
- Beratung und Begleitung des VSP-Koordinators und des Exekutivkomitees in allen konzeptionellen und methodischen Fragen,
  - Beratung des Management einschließlich Finanzplanung und -abwicklung,
  - Mitarbeit in der Entwicklung und Evaluierung von Selbsthilfe- und Einkommen schaffenden Aktivitäten.

Vergütung erfolgt nach BAT entsprechend der Qualifikation und Berufserfahrung; Vertragsgestaltung in Anlehnung an die Regelungen von Dienste in Übersee (EhG).

Anfragen und Bewerbungen an:  
Gossner Mission, Pfr. W. Damm, Handjerystr. 19-20, 1000 Berlin 41  
Tel.: 030/850004-31

Berlin, den 11.01.1991

(Wilhelm Damm)



6th February, 1990

The Chairman,  
Box 8,  
SINAZEZE.

ACTING COORDINATOR'S REPORT TO VSP EXCO MEETING OF 6/2/90

1. In the month of January 1990 VSP delivered five hundred bags of white maize to its rural depots starting from Chiyabi to Kafumbila, that we had bought from SPCMU depot of Mahunga/Siamuleya.
2. On 26th January last month, I was given twenty thousand kwacha for orders at VSP shop. I complained to the advisor to give me more money but he declined to my demand, a sign of not paying attention to other peoples opinions. I had to go with that little I was given and managed to spend it reasonably and not forgetting the overhead costs 30% increament on each item as our little profit, after fixing prices at the shop.

On 30th January 1990 I prepared a pay sheet for VSP staff after I was informed that Gossner Mission workers had been paid their arrears and new rates of pay inclusive. Thereafter I handed over the paysheet to VSP advisor to fill in the new figures of the new rates in line with GM staff.

When the pay sheet was returned, it was discovered that no new rates were added to the normal pay, the staff decided to reject acceptance of the January pay 1990 without any increament at all why this discrimination?

I had nothing to do but to hand back the pay to the advisor we would accept it after satisfying our demands and clear explanation on following government given pay rise rates.

- (a) 250.00 increament per worker per month
- (b) 750.00 housing allowance married rate
- (c) 500.00 housing allowance single
- (d) 1,400.00 Div. I night allowance
- (e) 1,200.00 Div. II night allowance
- (f) 1,000.00 Div. III night allowance
- (g) 50.00 cycle /bicycle allowance per month

Verbal wrangle management vis VSP Advisor over the following issues:

- (a) all along it has been the duty of the advisor to book for transport collecting members of VSP exco since he has the unquestionable access to team vehicles, but on 5th February 1990 he had forgotten to book the transport in advance and when he found that it was too late to book for poolcars he used the big trucks to bring exco members.

- (b) -thereafter he had to shift the blame to me, accusing me of messing up things for the mistake that he had made.
- (c) -he has got a tendency of blaming the acting coordinator VSP whenever things go bad. And I also dislike to be made a scape goat for other peoples mistakes.
- (d) the VSP shop is often talked about as the responsibility of the manager by the advisor, and the manager finds it difficult to run the shop verbally when I am only given less money when going for orders of the shop. K20,000.00 is too little to go for orders. He is too rigid to release cash for the shop.

#### Sewing Programme

- (a) -if nothing will be done to revamp sewing department it will be grinding to a stand still and die natural death in the same manner the former Gwembe South Builders collapsed and forgotten up to now.
- (b) Materials are never bought in bales to contain the situation of high demand of uniforms in schools and other ordinary items of clothing. Only pieces of materials are bought which are not sufficient to keep sewing programme going.
- (c) -instead of concentrating on society work the time is spent on buying materials for Mkandabbwe women's club which is being organized within the camp which makes small blankets for children at the rate of K250.00n each.
- (d) -tailors are just idling for lack of various materials in the department. Therefore a lot of materials in factories which could be bought if funds were not rigidly controlled by advisor. The best way that should be applied in order to have a workable procedure at VSP in readiness to revamping the sewing programme and the shop is by withdrawing the cash from the advisor and hand to the VSP management under the control of the forthcoming VSP Coordinator. So that the management can plan properly while knowing how much is in their coffers, since now it is said that the shop has got not enough money. But I wonder, because at the closing of 1989 books there was considerable good amount of money that had been generated for the whole year of 1989 this is the same money that could be used to buy more stock like blankets, items of clothes that are not allowed by VSP Advisor to be bought at the moment.  
Something should be done to see to it that materials in the sewing programme are bought in bulk and not in pieces like what the case is now, there is a tight rigid control in releasing good funds for shop orders regularly.

#### Threatening to go back home to W.Germany

Having discussed the problems and failures in maintaining the VSP shop at length with the VSP Advisor he commented that due to the problems that he was facing he would rather go back home. In reply I had said that, that was his choice, he had a green light to go back home if he felt so, I had no objections on his decision.

3/cont....d



Therefore the VSP staff and its management is earnestly appealing to the good office of exco to quickly find ways and means to remove the present problems and hardships of the workers. In order to save the society from collapsing like others in the past, then we have to change for the better.

Three principles: which I have been given to follow are as follows:-

- (a) no money to be kept in coordinators office
- (b) petty cash should come from the advisor
- (c) fuel cash should come from the advisor

I did not follow those principles daily because it was tiresome to keep on climbing the uphill to advisor's office. In the end I found that, the system of three principles was colonial and unfair to an oldman like Mr. Kapokola to keep trotting asking for some money to pay casual workers etc daily, when it was required, instead of giving him an imprest hold where he could get it easily when needed than going <sup>up and</sup> down.

These are a few administrative issues I wanted to bring to the attention of exco members. Anyway at the moment things are improving for the better particularly in new salary award though there are some still major observations on the award of ~~new~~ salaries to VSP staff.

The observations that need urgent action are on following items.

1. The differences in pay structure are either too wide too narrow or no difference at all.
2. I observed that a tradesman who is having his certificate either of driving or storekeeping or carpentry should get more money than a non tradesman.
3. The difference between the officers should be fair and square.
4. If salaries become same with juniors automatically indiscipline is created because the juniors will say we are the same after all we get same salary.
5. Lastly the discovery of under payment of assistant coordinator was noted, for 11/2 years by 31.00 not being paid.

We are looking forward for the change in our day today running of the society since there is no end to the wants of man.

May the Lord richly bless us all.

L. Kapokola  
Acting Coordinator VSP



# VALLEY SELFHELP PROMOTION

P.O.Box 8,  
Sinazeze.

To  
Gossner Mission  
through  
EXCO - GSDP



February 1st, 1990

Dear colleagues,

on behalf of the VSP-Executive Committee, today I like to request a salary grant for the VSP-Coordinator.

In order to qualify the VSP-management, the EXCO has chosen a very qualified person, offering him a salary of K2.500,- per month.

VSP is kindly asking Gossner Mission to assist VSP by paying 80% of his salary this year. In future the percentage should be reduced by 20% each year.

We believe, that after 4 years, VSP will be able to finance that position fully.

For your information, please find enclosed the anual financial statement for 1989.

We thank you for your assistance,

Yours in development

For VSP-Chairman  
M. Schumacher-Just  
VSP-Advisor

DH 28.02.90 : O.K.

cc: Gossner Mission, Headoffice Berlin

Discussed and approved by  
GSDP Exco on 6/2/90

U. Frij



GM 2. Kts

# Gossner Mission



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Gossner Mission Team  
Gwembe South Development  
Project  
P.O. Box 4  
Sinazeze



Liaison Office  
P.O. Box 50162  
Tel: 01/261580  
Fax: 01/261580



Naluyanda Integrated  
Project  
P.O. Box 50162  
LUSAKA



MUZIYO HAMMERMILL OPENING

11 th May 1996

The honourable Chief Sinazongwe  
The honourable M. P. and Deputy Minister of Labour and Social Security  
Mr. P. S. Madyenkuku  
The Council Secretary  
The Provincial Agriculture Officer  
Ladies and Gentlemen

It gives me very great pleasure to be at Muziyo today for the Hammermill Opening and it is an honour to me to take part in this very historical event.

Let me start with a story: There was a mother who has given birth to a child. She takes care of it over years. The child grows. Body, spirit, mind and intelligence developed gradually and the child got involved in more and more activities. There will come a time when this child becomes an adult with an own personality, with it's own mind. It will happen that this child is ready to go it's own way, to choose it's own way of life, be independent, start his or her own family. There will be a time when the mother will understand that she has to relinquish control over the child.

This is exactly what is happening now to VSP. VSP has been existing for 16 years as an independent body under the umbrella of GSDP.

Several advisors have been sent by Gossner Mission during this period. The last advisor's contract has just expired, unfortunately at a critical time for the Society.

You heard about the tragic accident of our Benz truck which was even causing the death of one loader.

Mr. Benson Mwala has taken over as Manager of VSP on March 1st this year. He is still in the probation period but I can already now observe that he is very dedicated and systematic in his work approach. VSP will come up and strengthen again I am very sure of that. The new management has already shown there is power and progress. We have all the hope that under his guidance VSP will succeed without Gossner Mission support. Still VSP is not completely independent. It still relies on the infrastructure of GSDP, mainly office and housing.

Since my very first days in the valley from 16th October 1995 on up to now I have been involved into several meetings and activities under VSP. When I still was in Berlin at headquarters preparing myself for Zambia getting in touch with several reports about Project Components I was very much impressed by the important work VSP is doing in an

.2...



area extending from Chiyabi to Kafwambila serving the community in various activities.

Unfortunately just about that time the previous manager was suspended and later dismissed.

VSP is one of the most important components. VSP provides transport for goods and people for the community. VSP is supportive of Gender Programmes and I have been informed about gender issues among women and the VSP Society. Two women have been trained to operate Muziyo hammermill. Work for all women in this area will be made easier in future, because there is no need for pounding the maize by hand any more.

Today's official opening of the Muziyo Hammermill is a clear sign of life of the VSP Society. This is hammermill number 7 (after Munyati, Chiyabi, Sikaneka, Dengeza, Siameja and Kafwambila), but at the same time the very first Hammermill Opening in independence - a very historic day! VSP has shown that with regular service and proper maintenance the mills can work for many years. But, costs have to be calculated economically in order to survive. There is no way of underpricing the booking fees. The fees should include the calculated bill of repairs in relationship to the expected years of life, even a part for replacement with a new hammermill after five to six years. The unexpected expenditures should be included just to keep a small profit on a savings account just in case there is an unexpected breakdown. Therefore there must be no underpricing because there is no subsidies from Gossner Mission or anywhere else.

Therefore, I was told that VSP will submit checked monthly financial statements in order to show income and expenses.

I am an ex officio member of the VSP-ExCo and have accompanied the Society in many meetings since October, my arrival and I know that VSP provides essential services to the people of the valley (and now in the hills here in Muziyo). They have to survive after cutting off formal ties with Gossner Mission.

They need moral and eventually other support from the politicians, from the Government institutions. I wish to emphasise this point that your support will not benefit GSDP or Gossner Mission but it will benefit VSP and the MUZIYO Community sitted here, it will benefit the community in the entire Sinazongwe District and it will improve peoples lives more and more by the various activities of the VSP Society.

  
Helga Lieby  
Gossner Mission/GSDP Chairperson

VSP = VALLEY SELF-HELP PROMOTION SOCIETY  
GSDP = GWEMBE SOUTH DEVELOPMENT PROJECT

VALLEY SELF HELP PROMOTION SOCIETY (VSP)

REPORT ON FINANCIAL STATEMENT AND RECORDS FOR YEAR ENDED 1992

A. INTRODUCTION - VSP is one of the projects which falls under the Gwembe Valley South Development Project (GSDP). Although it is being funded through grants and donations by GSDP, it does to a large extent generate its own funds through trading activities and transport hire. It is noted however that in the second half of the year, more concentration was placed on transport hire to the Program for Prevention of Manultrition (PPM) where a substantial income was made. The net surplus was K1,293,023.00 for the year under review.

B. COMMENTS AND RECOMMENDATIONS ON ACCOUNTING SYSTEM

The mistakes revealed during the course of the audit were similar to the ones revealed in the 1991 accounts audit. It is therefore important that this report is read in conjunction with the 1991 report and ensure that all the errors detected are corrected. As in the 1991 accounts, we could not again place reliance on the records as there were a lot of mistakes and in order to do the final accounts we had to rewrite the bank and cash columns and balance the ledgers month by month, although there appeared to be some significant improvement in the second half of the year. Some mistakes were discussed during audit with management and correction made but we still wish to comment as below for future guidance of management and record purposes.

1. CASH AND BANK - The petty cash book and ledgers are still not in agreement. The bank and cash balance columns are not completed. There is still confusion in the recording of cheque transactions in the register. The petty cash book in certain months still reflects an overdrawn position, which should not be the case. Certain cheque transactions are not recorded in the bank columns. An amount of K40,000 was recorded in the cash a/c as loss in July, 15th 1992 without proper authorisation by the executive committee. This has been removed and will be written off after authorisation. It is recommended that the accounts clerk be responsible for writing cheques for payment and bank deposits although custody of the cheque book and bank deposit book should remain with the manager.

2. OTHER LEDGERS - Errors of mispost and transposition of figures were still apparent. A few examples are given below:-

(a) 15th January - purchases of stationery recorded as K15,000 in cash book but taken as K1500 in stationery column.

(b) 5th May - M/M sale taken as K7000 in cash book but recorded as K70,000 in mealie meal column.

(c) June 26th, return of imprest K217,000 not recorded in cash in column etc. K160,000 for purchases of m/m records as 16,000.00

(d) Loans obtained from Gossner recorded as grants and vice versa which made reconciliation difficult. Loans or grants should be clearly indicated and recorded as such in the ledgers.



3. ACCOUNTABLE IMPREST - Although an accountable imprest system was introduced there appears to be unnecessary duplication of imprest returned in the cash book. The modus operandi of an imprest system is as follows in the cashbook/ledger:

(a) when imprest is given out - credit cash a/c and debit imprest a/c with full amount given.

(b) when imprest is retired - credit the full amount in the money in column and debit respective expenses a/c. If the whole amount was spent, this should balance out but if change remains, the change should be debited to cash a/c. All imprest given out should be recorded at the back of the ledger for ease of follow up.

4 (a). GOODS RECEIVED NOTES (GRN) - We were not able to verify purchases records with GRN notes due to non-cooperation of the stores officer. Despite our repeated requests to have these important documents to be provided for audit purposes, all we received were promises from the stores officer who does not seem to realise the importance of his job. It is extremely important to have these records in order to be in a position to verify as to whether all goods purchased were actually taken to the shops for sale and promptly entered in the goods received registers. In the absence of GRNs, we can only assume that all purchases were taken to the shops for sale without proof.

X 4(b). MOTOR VEHICLES - It will be noted that motor vehicles have not been included in the fixed assets. This is due to the fact that we were informed that all vehicles belong to Gossner and that they are on loan to VSP. It is therefore recommended for future audit that motor vehicles should be revalued and reflected in the balance sheet.

#### C. OTHER COMMENTS - RECOMMENDATIONS

The cash balance difference that was carried forward from 1991 has not been written off as yet and there was a difference of K221,136.00 as at 31st December 1992. According to our computations, the cash balance should have been K680,178.00 whereas the actual was cash on hand was K459,042. This difference together with the provision of K150,000.00 for the lost goods will be written off on approval by the executive committee.

As mentioned in our 1991 accounts report there is need for further training in book-keeping by the accounts clerk and supervising officials. Close supervision and regular checks are absolutely necessary in order to ensure reliability of records and prompt correction of mistakes.

We would also recommend that an interim audit at half year should precede final audit so that errors are eliminated in good time. Future audits should be done soon after financial year end.

  
D.J. NTHALA  
AUDITOR

X nicht ganz eindeutig, ob DAF gehörte VSP (siehe Vertrag v. 30.6.91 - Verkauf 3/93)  
IFA's gehörten Gossner, der Verkaufserlös ging jedoch an VSP



VALLEYS SELF HELP PROMOTIONS SOCIETY

FIVE YEAR

WORKPLAN - 1995 - 2000

EINGEGANGEN

20. Feb. 1996

Erl.....

PLANNED ACTIVITY	OFFICER/S RESPONSIBLE	REQUIREMENTS	COMPLETION MONTH/S	REMARKS
1. Filling station at Sinazeze	Manager	Contact BP, Zambia Ltd engine pump, diesel, petrol lubricants, labour and repairs of tanks plus attendant, poles, iron sheets.	October, 1995	Funds from IPA sales/ plot budget from GSDP to be revolving. To continue thereafter
2. Construction of office block at Sinazeze plot	Manager	Drawings plan, pockets of cement, iron sheets, brick- layers, Architect, door frames, panes window frames, casual workers, bricks	November, 1995 December	Funds from IPA sales/ revolving funds from filling station/GSDP Budget
3. Construction of garage and warehouse at Sinazeze plot	Manager	Building plan, cement, iron sheets, brick- layers, Architect, door frames, window frames, casual workers, bricks.	August, 1995	Garage for vehicle parking as well and warehouse with different compartments for various trading activities
888 4. Stabilize trading at depots in the District.	Stores Officer	Groceries, hardware, farming implements seeds, maize/mealie- meal.	Throughout the year except for farming implements that must start by September, each year.	Refer to previous supplies to areas for concrete data. Contact committees for actual requirements to avoid wastage. To continue yearly thereafter.

PLANNED ACTIVITY	OFFICER/S RESPONSIBLE	REQUIREMENTS	COMPLETION MONTH/S	REMARKS
5. Administer revolving funds from PAM	ACCOUNTS CLERK	Maize, seeds/ grain bags, farming implements, cotton, sunflower, sorghum, groundnuts.	Throughout the year except for seeds by September each year	To store them to prevent produce drainage of the district and to find market for those that are not needed in the district. Each year
6. Society internal consultancy	Exco/management	consultancy guidelines consult with receiving communities consult with staff.	January, 1996	To check the stabilization of the aims especially economic viability and set concrete recommendations
7. Lease sewing machines	Manager	Advertise this/ contact women's clubs, and contact schools in the area	Throughout each year	The Society may engage tailors to meet the requirements of the Society in case of orders made to it.
8. Acquire management vehicle	Manager	K10,000,000 for a good second hand 1 tonne vannette	February, 1996	To be purchased with money from trading activity on DAF Leyland sales & funds.
9. Restructure the Exco set up	Exco, Management, AGM	Representatives resident in areas being represented	March, 1996	Explain to the electorate at AGM of the essence of a resident representative
10. Separate activities Bank account	Manager	Sustain activities operations	December, 1995	This would help control expenditure. Enhance commitment to activities generation of income
11. Build a mill Account savings	Field Education Officer	First year 50 for unforeseen circumstances. For second year of at least 2 handmills	Yearly	Each of existing mill must contribute towards this fund. To increase each following year.

PLANNED ACTIVITY	OFFICER/S	REQUIREMENTS	COMPLETION MONTH/S	REMARKS
12. Build up transport account savings	Transport Manager	25% first year for replacement/unforeseen circumstances	Yearly	Supervise closely the truck's proper use to reduce expenditure on maintenance/breakdowns. Increase each following year.
13. Management training	Manager	Send accounts Clerk for a two year course in AAT starting June, 1994	1994	To help control finance and ease work of Auditor.
14. Management training	Manager	Managerial staff as per available relevant courses to sustain management	Yearly	Check on the weakness of management to scrutinize training needs
15. Management job delegation	Manager	Terms of reference/ job description	December, 1995	To clearly spelt out the roles of management to avoid irregularities
16. Activities Handover to communities	Field Education Officer	Administration/ management Education to committees	December, 1987	Committee to understand concept of monitoring and costing and sustainability



**Protokoll der gemeinsamen Sitzung des Solidaritäts- und Zambiaausschusses am 24.11.1995, im LKA in Hannover**

Anwesend: Haas, Knauss, Luig, Markmann, Mehlig, Richter, Smidt;  
Geschäftsstelle: Damm, Schulze, Strittmatter;  
als Gast: Armin Kreiter, Buleya Malima Irrigation Scheme

Der Vorsitzende, Wolfgang Mehlig, eröffnet die Sitzung mit dem Glaubensbekenntnis von Dietrich Bonhoeffer, 1942.

1. Diskussion auf der Grundlage der Berichte von Aloisia Strittmatter und Wilhelm Damm.

1.1 Es wird nochmals hervorgehoben, daß die nun beendete lange Vakanz in der Chairperson-Stelle dem Gesamtprojekt und auch dem Ansehen der Gossner Mission in Zambia geschadet hat. Speziell VSP war davon betroffen, und die Frauenarbeit hat an Schwung eingebüßt.- Auf der Grundlage der neuen Arbeitsplatzbeschreibung ist die neue Chairperson jetzt angestellt als Leiterin mit der letzten Verantwortung für das Projekt.

1.2 Der Ausschuß wird auch mündlich über die Situation von VSP informiert. Mit dem Vertragsende von Karl Waldschütz zum 31.03.1996 ist die Zusammenarbeit zwischen der Gossner Mission und VSP abgeschlossen. Das soll auch schriftlich dokumentiert werden.

1.3 Der Vertrag mit der zambischen Regierung wird erneut infrage gestellt. Diese Zusammenarbeit begünstigt den "Versorgungsansatz" und drängt den Selbsthilfiansatz zurück. Es wird gefragt, in wie weit auch die jetzt anlaufenden ASIP-Projekte (Agriculture Sector Investment Program) die Selbstverantwortung und Eigeninitiative der Bevölkerung überflüssig macht.- GSDP muß dagegen in der täglichen Arbeit versuchen, die Selbsthilfebereitschaft weiterhin zu fördern. Außerdem braucht die Gossner Mission für die abschließende Phase im GSDP die zambische Regierung als Mitträger. Deshalb kommt der Ausschuß erneut zu dem Schluß, den Vertrag um weitere 5 Jahre verlängern zu lassen. Es ist an der Zeit vorzuplanen, in welcher Form die Gossner Mission nach dem Jahr 2000 im Gwembetal präsent sein will.

1.4 Die Aktionspläne der einzelnen Projektkomponenten von 1994 werden jetzt überarbeitet. Danach soll eine Zusammenfassung vorgelegt werden, in der die einzelnen Programmentwicklungen aufgezeigt und koordiniert werden. Ulrich Luig bietet hierfür seine Mitarbeit an.- Zur Orientierung und ggf. Koordinierung der Projektaktivitäten in der Endphase schlägt der Zambiareferent einen GSDP-workshop für 1996 oder 1997 vor.

2. Bericht von Armin Kreiter

Im Rückblick auf seine fast dreijährige Beratertätigkeit in Buleya Malima beschreibt Armin Kreiter die Fortschritte und Schwächen des Systems.

2.1 Grundsätzlich ist es lebensfähig und sind die Bauern zu organisieren, wenn an der Pumpstation Wasser vorhanden ist. Seit Anfang 1995 liegt durch den Ausfall des Regens das System trocken und die Aktivitäten erlahmen.

2.2 Mit Beginn des nächsten Jahres werden IFAD-Mittel (International Fund for Agricultural Development; 4-Jahresprogramm) zur Verfügung stehen zur Rehabilitation, d.h. zum Bau einer neuen Pumpstation am Minimum-Seewasserspiegel, einer 1,2 km langen Rohrleitung, zur Verbesserung von Kanälen usw. - Technisch ist nach Armins Einschätzung die Rehabilitierung möglich und sinnvoll.

2.3 Probleme liegen im überforderten Management, in der Organisierung der Bauern und ihrem Verwaltungsrat, und auch in der Fremdfinanzierung der Rehabilitierung. Die Aussicht auf eine verbesserte Wasserbevorratung kann hier Bewegung bringen.

2.4 Die Vermarktung der Früchte kann als relativ gut und gesichert gelten, sowohl durch den projekteigenen Transport als auch durch selbstabholende Kunden. Außer den selbsterwirtschafteten Rücklagen bei der Gossner Mission für den Lastwagen sind keine Sicherheiten für den zukünftigen Transport vorhanden. Hierfür sollten Fremdmittel erhältlich sein, um die sich die Verwaltung selbst kümmern muß.

2.5 Der Ausschuß diskutiert kontrovers die Frage, welche Verantwortung die Gossner Mission jetzt hat, und welchen Anteil daran, wenn das Bewässerungssystem technisch und finanziell machbar ist.- Dem Vorschlag, ab 1996 für drei Jahre eine qualifizierte zambische Fachperson durch das GSDP für die Beratung zur Verfügung zu stellen, wird schließlich zugestimmt. Dazu gehört ein Motorrad durch das GSDP.- Die Geschäftsstelle stimmt diesen Schritt mit allen Beteiligten ab und macht dabei die damit verbundenen Probleme deutlich. Eine qualifizierte Auswahl nach angemessenen Beraterkriterien, werden der PAO in Choma und Mitarbeiter des GSDP einschl. Armin Kreiter vornehmen.

### 3. Naluyanda Integrated Project

Wilhelm Damm gibt ergänzende Informationen zu seinem Bericht über das NIP. Derzeit wird das Projekt evaluiert durch Edna Maluma, S. Munsanda und Bazak Lungu. Sie werden ihren Bericht in Kürze vorlegen. Es wird vorgeschlagen, einigen Vertretern des NIP zur Anregung für die Projektarbeit Exkursionen zu ermöglichen, z.B. zum Matava-Projekt oder zur Fambidzanai-Farm in Zimbabwe.

4. Friederike Schulze erläutert anhand ihres vorliegenden Berichtes nochmals die einzelnen Stationen des Besuches in Zimbabwe.

### 5. Verschiedenes

5.1 Menno Smidt berichtet über den Stand der Verhandlungen mit der Hannoverschen Landeskirche über die Besetzung der Stelle in Lusaka mit Hilfe des Projektes "50 zusätzliche Pastoren". Mit einer Vorentscheidung ist in diesen Wochen zu rechnen. Kandidaten müssen möglichst direkt angesprochen werden.

5.2 Dem Zambiareferat liegt eine Wirtschaftlichkeitsstudie für das Liaison Office in Lusaka vor. Der Konzeptionsausschuß wird darüber beraten. Danach sollte ein Nutzungskonzept des compound entwickelt werden.

5.3 Es wird nochmals darauf hingewiesen, daß Edna Maluma und Karl Waldschütz für ihren außerordentlichen schweren Dienst der vergangenen 15 Monate eine besondere Anerkennung erhalten sollten.

5.4 Der vom Finanzplanungsausschuß und vom Kuratorium gewünschte vierteljährliche Kontenstand liegt auch für das Zambiareferat (bis 31.10.1995) vor. Aus Zeitmangel wird er nicht mehr beraten. Er liegt diesem Protokoll zur Kenntnisnahme bei.

6. Die nächste Sitzung soll am Freitag, dem 15.03.1996 um 11.30 wieder im Landeskirchenamt Hannover, Rote Reihe 6, stattfinden.

Für das Protokoll: Wilhelm Damm

Berlin, den 5. Dezember 1995/Zam12.ptk

*W. Damm*

## VALLEY SELF HELP PROMOTION SOCIETY (VSP)

### 1995 - 2000 WORKPLAN

#### 1. INTRODUCTION

The Society is one of the components of the Gwembe South Development Project (GSDP) to which Gossner Mission of Germany and Zambia's Ministry of Agriculture, food and Fisheries are partners. Current operations do not align with the Society's title so that there is need to have a clearly laid out direction. This need has been repeatedly recommended by both the Society's evaluations and the GSDP's let alone by the former GSDP Chairman in his handing over notes. Presently, the main sources of income are from transport hire and hammermills. Furthermore, it is a lawfully registered Society with a 12 part time member Executive Committee that meets quarterly to follow up management issues and makes policies. Gossner Mission seconds an Advisor on contract though the present one may be the last upon his expiry of contract on 31st March, 1996. In view of this the period between now and March, 1996 is very vital that the Society not only improves its operations but also stabilizes them especially those areas on which advice is most needed at the moment. The Society has to move to Sinazese to be clearly independent of GSDP whose premises it uses at the moment.

#### 2. PRESENTLY

- (a) Have acquired plot for office block in Sinazese.
- (b) Have engaged a Building Foreman on contract.
- (c) Have 5 hammermills for eventual handover to communities.
- (d) Have engaged a Field Education Officer.
- (e) The Advisor's contract extended to March, 1996.
- (f) Have 1 lorry that must be replaced later.
- (g) Have 20 satellite depots.
- (h) Have engaged a Stores Officer.
- (i) Supports oil mills with sunflower.
- (j) Supplies basic commodities and school uniforms.
- (k) Makes available seeds, and farming implements.
- (l) Have 1 shop for hardware outlet.
- (m) Staff: Manager, Accounts Clerk, Stores Officer, Building Foreman, 2 drivers, 1 lorryman, shop keeper, 2 watchmen, 5 hammermill operators, Office Orderly and 2 tailors.
- (n) Have applied for putting up a filling station.
- (o) Accounts Clerk on training until 1995.
- (p) No reserve funds for replacement of vehicles and machinery.
- (q) Have no management vehicle.

#### 3. WORKPLAN

##### SHORT TERM

- (i) Set up a filling station at the plot before November, 1995.
- (ii) Construct and complete office block, two staff flats and warehouse by December, 1995.
- (iii) Construct and complete garage and conference hall by December, 1996.
- (iv) Stabilize trading activities in the depots.
- (v) Administer the revolving fund for the purchase of farmer's produce.
- (vi) Evaluate the Society in 1995.
- (vii) Lease the sewing machines to interested parties.
- (viii) Acquire a management vehicle before the end of the Advisor's contract in order to be independent of GSDP subsidised transport.
- (ix) Restructure the Executive Committee set up for proper area representation.



(x) Set up a separate bank account for the future replacement of the vehicles, motorbikes and hammermills.

(b) LONG TERM

- (i) Build up savings for emerge use, replacement of transport, and hammermills.
- (ii) Restriction of separate financial resources and expenditure.
- (iii) Training management in financial planning.
- (iv) Creation of a management set up with clearly separated activity responsibility.
- (v) Develop communities in managing VSP activities at village level with a view to sustainability of their own operations.

4. NEW GSDP CHAIRMAN

In view of the period of contrast for the present advisor and the remaining tasks to achieve independence of GSDP, it is important that support is rendered the Society by the GSDP chairman. Therefore,, he/she must have a wide rural experience in institution building. He/she must be patient and tolerant to be able to work with people of different attitudes of development. Furthermore, he/she must have wide experience in planning, policy making and in administration.

SUPPLEMENTARY PAPER TO THE FIVE YEAR WORKPLAN FOR THE VALLEY SELF HELP  
PROMOTION SOCIETY (VSP) 1995 - 2000

1. The dissolution and or privatisation of VSP can only be justified with the clarification of the questions: (a) why was VSP formed? (b) For whom was VSP formed? and (c) Are its services no longer required by the community?
2. Privatisation would not secure continuity of services which VSP is rendering to the community and the present time due to maintenance costs involved.
3. Therefore, the Society should remain what it is except that management need restructuring in which the treasurer must be heavily involved in budgeting and monthly preparation of balance sheets.
4. Each major activity should be allocated to the responsibility of one committee member to be checking on the earnings and expenses from time to time. Furthermore, each activity must have a bank account. Reports to committee meetings shall be given in conjunction with management reflecting the true picture of the component's performance. The committee shall advise on ways to improve on the operations where necessary. No allowances shall be paid to committee members given responsibilities except for meals. Mobility arrangements must be made for them to succeed.
5. The main activities shall contribute to the salaries of management, etc as proposed by management but still subject to approval of the committee before implementation. However, no increments shall be effected until success has been achieved during the trick period and support for self help programmes shall be suspended.
6. The Society has not moved away from self help ventures as usually local labour is involved in communal work without payment. For example, in putting up grinding mills shelters and during sand and bricks deliveries to schools.
7. The Society is one non-governmental organisation through which donors may channel their aid when they do not want government involvement.
8. The Society shall carry out consultancy on its economic viability.
9. The Society shall seek agentship in items that are needed most in the area but rarely found.
10. The conducive working atmosphere in the Society shall be created in co-operation with management to avoid a feel of interference.

/evs... Requirements: Mainly Training is needed!!!

## 6. VALLEY SELF HELP PROMOTION SOCIETY (VSP) 1994

### 6.1 INTRODUCTION

VSP is a non - profit making organisation formed out of the joint work of Gossner Mission and the Government of the Republic of Zambia in the Gwembe South Development Project. It is a non - profit making registered Society that serves the community of Sinazongwe District from Chiyabi to Kafwambila. The about 200 annual members elected an Executive Committee whose duty is to :

- a. make the policies of the Society and
- b. follow up management issues.

For continuity, the elections are carried out in such a way that the three year term for each leaves some of the Executive Committee members one more year.

### 6.2 OBJECTIVES

To promote policies and programmes which benefit and serve the social, cultural and economic development of the people of the Southern part of the Gwembe Valley and their environment, especially those programmes which encourage self-reliance and self-sufficiency.

### 6.3 STAFF POSITION

VSP recruited two more staff in order to pay attention to some major communal Society operations namely communal project education and store keeping. The staff comprised Manager, Accounts Clerk, Field Education Officer, Stores Officer, Building Foreman, Shop Keeper, 2 tailors, 6 Grinding mill operators, 2 Drivers, Officer orderly, Lorry mate, Typist and 2 Watchmen. On the other hand, the Advisor's contract which was due to expire in November, was extended till 31st March, 1996. He is the last Advisor to be seconded to the Society by Gossner Mission. It is hoped, by engaging a Field Education Officer, a man who had been an Executive Committee member for many years, that the communal participation and sense of developmental responsibility will be instilled in the minds of



people especially that the Society may soon be independent of the Gwembe South Development Project (GSDP). Furthermore, the employment of a dynamic young man straight from College will, hopefully, improve record keeping and ease work of accountability and auditing. In view of the move from the present offices to Sinazeze a Building Foreman was engaged for putting up an office block.

#### 6.4 TRAINING

With the opening up of 2 more hammermills for Kafwambila and Dengeza, 4 people were trained locally as operators, two for each so that one is for relief. For the first time, one was a lady. Furthermore, the Stores Officer attended an accounting seminar sponsored by Programme Against Malnutrition (PAM) in Lusaka. On the other hand, to improve on financial planning the Society sent its Accounts Clerk for an eighteen month course in AAT at Zambia Insurance Business College, in Lusaka in June. She completes in 1995. A few places had been visited by the Field Education Officer for on job training of both depot agents and area committees.

#### 6.5 ANNUAL GENERAL MEETING

The year's meeting was held on 28th May, 1994. It was attended by the area Member of Parliament as Guest of Honour, and Senior Chief Mweemba amongst others. At this meeting, of the ten executive committee positions seven were due for election. The results are : Five were re-elected while two were voted out. Due to the insufficient coverage of area representation, it was decided that the Executive Committee be increased by two. These were chosen the same day for a period of one year so that they educate their areas of representation roles.

#### 6.6 ACTIVITIES

##### a. Trading of Basic Commodities

With the drought effects still at hand the Society continued to make available maize since the number of hammermills shot up

in the district. 108 tonnes of white maize were bought using the revolving fund realised from the sales of yellow maize left over from the 1992/3 drought relief programme. On the other hand, 58 x 90 kg bags yellow maize and 665 x 90 kg white maize were bought using the Society's own funds. The market for this maize concentrated on Siameja and Kafwambila in the far south of the district.

The other areas were mostly served by some traders from the plateau.

b. Seeds programme

The following varieties of seeds were bought : 0.82 tonnes of MM 603, 1.25 tonnes MMV 400, 0.44 tonnes CG 4141, 0.75 tonnes Record sunflower and 0.25 tonnes Kuyuma (sorghum). All the CG 4141 were self. The Zam-seed licence had been renewed. Plough spares, bolts and wheels were bought and some vegetable seeds were purchased. The cost prices did not change as they were usually a by-pack.

c. Second Hand Clothes

Some donors continued to sent clothes to the Society for sale. During the year only K126,500.- was realized from the sales.

d. Transport

Due to persistent breakdowns of the DAF Leyland which cost the Society a lot of money a resolution was made to have it sold. It was sold in September to Standard Sales of Choma at K18.0m. This money is to be used to buy a 5 ton truck to revamp trading and management sustainability. Quatations have already been obtained for the new truck. The Benz started serving Programme to Prevent Malnutrition (PPM) in September. The rates were increased only once. They were increased from K315 - K375.- per kilometre to K390 - K450 per kilometre.

e. Sinazeze Shop

A total of K406,800.- was realized from the sales of gum poles as against an expenditure of K350,235.- some were not sold.



f. Tailoring Section

The group continued work on uniforms and other wears including overalls but did not operate profitably. An income of K54,150.- was realized against an expenditure of K112,000.-

g. Grinding mills

Two more hammermills were bought from the GSDP grant which were set up at Dengeza and replaced the Siameja one respectively. Also, another one was got from the German Embassy grant and it was set up at Kafwambila. This brought the total number of hammermills to six. Also, another shelter was built at Sikaneka for the hammermill due to cracks on the present building which will be used as a shop. Committees were chosen for the hammermills. The area Member of parliament attended the official opening of the Kafwambila hammermill.

h. Oxcarts

None of them was in use due to breakdowns. However, one was taken to Muziyo from Sinazongwe for use by the community there to ferry water.

Tours

No tour was conducted during the year due to lack of funds

j. Construction of toilets and shelters

Shelters were put up at Chiyabi, Munyati and Sikaneka for protection from the sun and rains while awaiting grinding. The Chiyabi one was not thatched. However, the Munyati one was, though not completed due to lack of grass and the Sikaneka one was, as the committee used money realised from rentals paid by maize dealers. Toilets were put up at Munyati but at Chiyabi work did not progress although cement was taken. On the other hand, at Sikaneka the community again put up their own.



k. Budget

At the close of the year the Society had K8,224,927.- at the Bank, K263,307.- cash at hand and items worth K989,500.- were in stock. All in all there was a total income and expenditure of K74,286,467.- and K71,658,552.- respectively.

6.7 PROJECTS

6.7 (1) oil mills

The Society bought 117 x 50 kgs of sunflower. 50 and 40 bags were sold to Siabaswi and Sinanjola Women's Clubs respectively. Siabaswi oil mill did not settle their outstanding which the operator admitted to have misused. Production of cooking oil at the camp continued.

6.8. CONSTRAINTS

6.8 (1) personnel

Whilst working relations were picking up for a conducive atmosphere conflicts between some staff and some EXCO left much to be desired. This has to get over if activities are to be sustained.

6.8. (2) Transport

The replacement for the sold truck could not be done making it difficult to revamp trading and assure a management vehicle when the present Advisor goes in 1996.

6.8 (3) Self Help Activities

The Society did not assist any group due to lack of funds as second hand clothes donations continued to dwindle. The committee had to suspend aid programme until the financial position is improved.

6.9 PLAN OF ACTION 1995

In 1995 the above mentioned project and activities will have to be continued and or completed. VSP will :

- a. renovate Siapaka Store
- b. open up filling station at Sinazeze

- c. Put up an office block at Sinazeze
- d. Continue with management training
- e. Ensure cooking oil production at camp, Siabaswi and Sinanjola oil mills.
- f. Restructure the tailoring section
- g. Draw up conditions of service for staff
- h. Improve book keeping and financial control
- i. Acquire a small truck
- j. Acquire hammermills for Muziyo and Siawaza
- k. Set aside money for truck replacement
- l. Improve supply of hardware
- m. Organise seminars for depot agents, grinding mill operators staff and management.
- n. Look for increased financial sources for communal self help
- o. Audit 1994 books and hold Annual General Meeting before mid year.

NB : The Gossner Mission continued to support VSP with salary subsidy, training, secondment of an Advisor together with a vehicle, and purchase of a motorbike, VSP managed to run her activities on a cost covering basis. However, VSP will still need support from Gossner Mission for training and construction of an office block and with the presence of an Advisor to improve relationship for conducive development working atmosphere.

Prepared and compiled by :

Richard Makala  
MANAGER - VSP

:gmh

VALLEY SELF HELP PROMOTION SOCIETY CHAIRMAN'S REPORT TO  
THE 1994 ANNUAL GENERAL MEETING HELD AT NYANGA PRIMARY  
SCHOOL ON 28TH MAY, 1994

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LADIES AND GENTLEMEN, I WISH TO WELCOME YOU ALL TO THIS YEAR'S GENERAL MEETING WHICH TAKES PLACE FOR THE FIRST TIME IN THE HEART OF THE VALLEY! THIS IS A REFLECTION THAT THE SOCIETY'S DEVELOPMENTAL CONCERN IS NOT URBAN CENTRED BUT IS OF THE RURAL MASSES WHOSE DEPENDANCE ON URGAN AREAS SHOULD BE DRASTICALLY REDUCED AS TIME GOES BY, ON THE OTHER HAND, YOU WILL RECALL THAT LAST YEAR'S MEETING TOOK PLACE ONLY LAST AUGUST AND ONE WOULD EXPECT THAT THIS YEAR'S SHOULD HAVE TAKEN PLACE IN DECEMBER OR AUGUST. I MUST EXPLAIN THAT IT WAS NOT PROPER, GOING BY THE CONSTITUTION, TO HOLD ANNUAL MEETINGS IN DECEMBER AT WHICH THE AUDIT REPORTS FOR TWO YEARS BEFORE AND THE DEVELOPMENTAL ACTIVITIES REPORTS FOR THE CURRENT YEAR WERE GIVEN. THE CONSTITUTION STIPULATES THAT THE CURRENT YEAR'S FINANCIAL BOOKS MUST BE AUDITED WITHIN THE FIRST QUARTER OF THE FOLLOWING YEAR AND AN ANNUAL GENERAL MEETING HELD. THIS IS WHAT WE ARE STRIVING TO ACHIEVE IN THE NEAR FUTURE LET ALONE NEXT YEAR.

MY FELLOW COUNTRY MEN, LET ME APPEAL TO YOU TO FULLY SUPPORT THE SOCIETY IN ITS EFFORTS TO DEVELOP OUR LAND WHICH HAS SUFFERED ECONOMIC HARDSHIPS FOR SOME TIME NOW! THE SOCIETY, YOUR LOCAL ORGANISATION, HAS GOT THE SUPPORT AND RECOGNITION OF THE GOVERNMENT THROUGH ITS REGISTRATION AND THE PRESENCE AT THIS MEETING OF THE HONOURABLE AREA MEMBER OF PARLIAMENT AND THE DISTRICT COUNCIL OFFICIALS WHO HAVE SHOWN US THAT THIS IS ONE OF THEIR MANY RESPONSIBILITIES. YOU MIGHT BE WONDERING AS TO WHERE I AM HEADING. I AM SIMPLY SAYING BE A MEMBER OF THE SOCIETY FROM THE START OF EACH YEAR NOT JUST FOR THE ANNUAL GENERAL MEETING. THE TREND OF RENEWING OR APPLYING FOR MEMBERSHIP A FEW DAYS BEFORE OR ON THE DAY OF ANNUAL GENERAL MEETING SHOULD SEIZE AS IT IS NOT A HEALTHY SIGN OF COMMITMENT AND APPRECIATION FOR WHAT IS BEING DONE FOR YOUR LIVELIHOOD.



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THIS KIND OF ATTITUDE STILL ENCOURAGES DEPENDANCE SINCE YOU ARE AWAITING THE SOCIETY TO CALL FOR THE ANNUAL GENERAL MEETING WHICH MAY BE LIKENED TO A BANQUET. ALL IN ALL I REPEAT THAT EVERYBODY HERE SHOULD ALREADY RENEW FOR NEXT YEAR SO THAT A RECORD IS KEPT OF HOW MANY PEOPLE BELONG TO THE SOCIETY EVEN WHEN THERE IS NO MEETING. ORGANISATIONS WERE ASKED TO BE MEMBERS BUT NONE HAS COME FORWARD.

LADIES AND GENTLEMEN, THERE IS NO DOUBT THAT WHEN EVER PARENTALHOOD IS THE SUBJECT THERE ARE TWO PERSONS IN MIND VIZ-A-VIZ MALE AND FEMALE AND THAT FROM INFANCY TO ADULTHOOD FEMALES ARE INVOLVED MORE IN TAKING CARE OF NOT ONLY THE CHILDREN BUT ALSO THE HUSBANDS EVEN AMIDST HARDSHIPS THAT ARE INTORELABLE SINCE THROUGH LOVE AND JOINT EFFORTS THEY MIGHT HAVE BEEN PREVENTED. IN OTHER WORDS, GONE ARE DAYS WHEN WOMEN EXISTENCE MEANT A KITCHEN. SHE IS A HUMAN BEING WHO HAS THE ABILITY TO LEAD OTHERS, AND TO DO ANY TYPE OF WORK MEANT FOR HUMAN BEINGS. IT IS FOR THIS REASON THAT THE SOCIETY ENCOURAGED MORE WOMEN PARTICIPATION NOT IN LABOUR BUT ALSO IN MEETING. THEREFORE, SOME AREA COMMITTEES HAVE WOMEN AND RECENTLY A WOMAN HAMMERMILL OPERATOR FOR DENGEZA WAS TRAINED. I AM APPEALING TO WOMEN NOT TO SHY AWAY STANDING FOR ELECTION TO THE COMMITTEE OF THE SOCIETY AFTER ALL AS THEY ARE THE ELECORATES THEY SHOULD ALSO BE CANDIDATES. ON THE OTHER HAND, COMMUNITIES WERE ENCOURAGED TO BE FULLY INVOLVED IN THE DEVELOPMENTAL ACTIVITIES FOR THEIR AREAS ESPECIALLY THE PROVISION OF FREE LABOUR WHEN EQUIPMENT OR MACHINE HAS BEEN DONATED. THIS UNDERSTANDING HAS A LONG WAY TO BE REALISED BY SOME PEOPLE BUT IT CAN AND MUST BE GOT OVER IF ASSISTANCE IS TO BE CONTINUED BY DONORS.

IT SHOULD BE REALIZED THAT THE AIM OF THE SOCIETY IS TO HAVE AN EVENTUAL HANDOVER OF ITS ACTIVITIES TO THE COMMUNITIES AND A THING CAN BE HANDED OVER TO A COMMUNITY FROM WHICH FULL UTILIZATION CAN BE MADE TO THE BENEFIT OF THE COMMUNITY.

SO, I AM APPEALING TO AREA COMMITTEES TO PULL UP THEIR SOCKS IN READINESS FOR THE EVENTUAL TAKE OVER OF THE OPERATIONS WHOSE BLAME WILL NO LONGER BE ON VSP MANAGEMENT BUT THEMSELVES. THE SOCIETY CAN BE GIVEN GUIDANCE AND ROOM FOR OTHER IDEAS. IT IS NOT RIGID.

LADIES AND GENTLEMEN, AT THE TIME OF THE ANNUAL GENERAL MEETING THE DROUGHT RELIEF PROGRAMME HAD JUST ENDED ALTHOUGH THE YELLOW MAIZE WAS STILL AVAILABLE PROMPTING PROGRAMME AGAINST MALNUTRITION (PAM) TO INVITE APPLICATIONS FOR A REQUIRED NUMBER OF BAGS OF MAIZE FOR ANY AREA IN ZAMBIA. THE SOCIETY MADE AN APPLICATION FOR 6,500 x 50KG YELLOW MAIZE AND THIS WAS APPROVED FOR SALE. THE MONEY REALISED FROM THE SALES OF THIS MAIZE MADE UP A REVOLVING FUND USED FOR BUYING FARMER PRODUCE NAMELY WHITE MAIZE AND SUNFLOWER FOR REDISTRIBUTION TO THE AREA. FURTHERMORE, FARMING IMPLEMENTS WERE BOUGHT FROM THE SAME. TO THIS EFFECT 994 x 90KG BAGS OF WHITE MAIZE, 129 x 50KG OF SUNFLOWER, 40 SHARES, AND 20 WHEELS WERE BOUGHT. WHITE MAIZE WAS BOUGHT FROM ZCF, CUSA CHOMA, SINAZEZE SPCMU DEPOT AND SIMWATACHELA, KALOMO.

*to the Revd's Fund*  
FURTHERMORE, PAM DONATED 2 TONNES MMV 400, 2 TONNES MM 502 AND 2 TONNES SORGHUM WHICH HAD BEEN APPLIED FOR BY THE SOCIETY. DESPITE THIS HOSPITALITY THE DEMAND FOR THE SEEDS WAS VERY LOW AND SLOW ALLEGEDLY DUE TO UNCERTAINTY OF STABLE RAINFALL. WE WERE LUCKY TO HAVE GOT MMV 400, A RECOMMENDED VARIETY FOR THIS AREA! FROM EXPERIENCE IT SHOULD BE LEARNT THAT IT IS ESSENTIAL FOR EARLY PLANTING TO TAKE PLACE MEANING THAT SEEDS SHOULD BE BOUGHT LONG BEFORE THE RAINS. FROM THE SLOW PACE AT WHICH MAIZE IS SELLING IT IS CLEAR THAT SOME PEOPLE HAD GOOD HARVEST. KEEP IT UP.

THE SOCIETY KNOWS THAT NSHIMA IS ZAMBIA'S STAPLE FOOD. THIS IS A PRODUCT OF MAIZE THAT HAS BEEN TURNED INTO POWDER, A PROCESS CARRIED OUT BY HAMMERMILLS OR POUNDING.

THEREFORE, THE SOCIETY CONTINUED TO LOOK FOR HAMMERMILLS TO EASE THE WORK OF WOMEN IN THE DISTRICT. TWO WERE OBTAINED IN DECEMBER - ONE IS SET ASIDE FOR DENCEZA WHERE A ~~SHEDDER~~ <sup>hammermill</sup> IS EXPECTED TO START WORK ON 8TH JUNE, 1994. THE OTHER IS SET ASIDE FOR MUZIYO THOUGH THE PACE AT WHICH WORK IS GOING ON IS VERY SLOW DUE TO SOME PROBLEMS WHICH HAS SINCE BEEN RESOLVED THROUGH MEETINGS WITH THE COMMUNITY THERE. THE SOCIETY HAS HAMMERMILLS AT CHIYABI, MUNYATI, SINANEKA, AND SIAMEJA. THE FEES IS K250 PER TIN. IT IS HOPED TO GET MORE HAMMERMILLS THIS YEAR.

THE SOCIETY REALISED THAT THE INCREASED NUMBER OF HAMMERMILLS WOULD REQUIRE DIESEL AND LUBRICANTS. THEREFORE, APPROACHES WERE MADE TO BP WHO HAVE SO FAR VISITED THE AREA TO SEE THE POSITIONING OF A FILLING STATION. THEY HAVE RECOMMENDED THAT OVERHEAD TANKS BE USED DUE TO LACK OF ELECTRICITY IN SINAZEZE. THE CONTRACT WILL BE SIGNED AS SOON AS IT IS READY.

HARVESTING AND TAKING MAIZE TO HAMMERMILLS REQUIRE TRANSPORT FOR CERTAIN QUANTITIES AND DISTANCES. THE SOCIETY HAS FOUR OXCARTS: SINAZONGWE, SIKANNEKA, SIAMEJA AND KAFWAMBILA. I MUST REGISTER MY DISPLEASURE WITH THE WAY THESE HAVE BEEN MANAGED. SOME AREAS DID NOT REFLECT CARE FOR THE USE HENCE BREAKDOWNS THROUGHOUT AND NO REVENUE EVEN WHEN THERE ARE SIGNS OF ITS BEING USED. THIS IS YET ANOTHER SAD AFFAIR WHERE NO APPRECIATION OF SERVICES IS SHOWN. IN FUTURE, THEY MAY VE WITHDRAWN.

LADIES AND GENTLEMEN, WHILST THE SOCIETY CONTINUED TO SUPPORT THE OIL MILLS WITH THE PROVISION OF SUNFLOWER THERE WAS VERY LITTLE CHANGE IN THE PERFORMANCE OF SIABASWI OIL MILL ~~GROUP~~. IN THE ADOPTION OF SUNFLOWER THERE WAS AN EASY SCAPEGOAT FOR LACK OF PROGRESS. THE SOCIETY JOINTLY WORKED WITH THE FEMALE EXTENSION PROGRAMME TO TRY AND GET THE WOMEN COME UP IN FULL SWING SINCE THE SOCIETY MADE A PLEDGE

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OF PROVISION FOR 240 x 50KG BAGS OUT OF SUNFLOWER. TODATE 40 BAGS HAVE BEEN DELIVERED BUT IT IS ALMOST A NON-STARTER. ON THE OTHER HAND, SINANJOLA OIL MILL CLUB ARE DOING VERY WELL. THEY EVEN REQUESTED FOR 60 x 50KG BAGS OF SUNFLOWER AT THE SAME TIME AND HAVE ALREADY STARTED PAYING FOR IT. THE SIABASWI OIL MILL SHOULD SUSTAIN THEIR OPERATIONS IN THE SAME WAY. DEPENDANCE SYNDROM SHOULD BE AN OLD STORY ESPECIALLY WITH THE CURRENT STRUCTURE ADJUSTMENT PROGRAMME. SINANJOLA OIL MILL, I SAY TO YOU, KEEP IT UP AS LIFE DEPENDS ON ONE'S EFFORTS. SIABASWI STILL HAVE TO SETTLE THE K40,500 OUTSTANDING ON SUNFLOWER.

LADIES AND GENTLEMEN, ELABORATING FURTHER ON DEPENDANCE I MUST SAY THAT WHILE YOU MAY ASK FOR ASSISTANCE FROM OTHERS NOBODY WOULD BE HAPPY WITH BEGGERS FOREVER ESPECIALLY WHEN THEY TEND TO EXPLOIT THE EARLIER HOSPITALITY. EXPLOITATION ARISES FROM LACK OF FULL UTILIZATION OF THE AID RATHER THE AIM IS TO FINISH CONSUMING THE HELP AND ASK FOR MORE. THE SOCIETY GOT PLEDGES FROM GSDP FOR THE OFFICE CONSTRUCTION IN SINAZEZE AND GOSSNER MISSION DONATED THE TWO IFA'S USED DURING PPM FOR THE SAME EXERCISE. THIS IS AN ANNOUNCEMENT THAT THE SOCIETY MUST BE INDEPENDENT OF THESE ORGANISATIONS IN ITS OPERATION. THERE IS NO REASON WHY THE SOCIETY SHOULD LOOK FORWARD TO ALWAYS RECEIVING ASSISTANCE EVIN WHEN IT IS CLEAR THAT THE SUPPORT HAS TO BE PHASED OUT AT ONE TIME OR THE OTHER. IT IS VERY PLEASING THAT THE HONOURABLE CHIEF SINAZONGWE OFFICIALLY ALLOCATED A PLOT TO THE SOCIETY. HE MUST BE SINCERELY THANKED FOR THIS. WORK HAS ALREADY STARTED ON THE PLOT <sup>opposite council rest house</sup> WITH THE ENGAGEMENT OF A BUILDING FOREMAN IN MARCH, 1994.

THE ASSIGNMENT AHEAD OF US IS COSTLY AND REQUIRES A LOT OF GUIDANCE AND SUPPORT FROM DONORS. HENCE THE SOCIETY APPLIED FOR THE RENEWAL OF THE PRESENT ADVISOR'S CONTRACT WHICH WAS DUE TO EXPIRE IN <sup>OCTOBER</sup> ~~DECEMBER~~ THIS YEAR.

I HOPE A POSITIVE RESPONSE IS RECEIVED, FURTHERMORE, THIS CALLED FOR THE REVAMPTION OF THE SOCIETY'S TRADING ACTIVITIES.

IT IS CLEAR THAT TRANSPORT HAS BEEN THE MAJOR SOURCE OF INCOME AND OF LATE THE HAMMERMILLS HAVE ALMOST TAKEN OVER IN THAT BOOKINGS FOR TRANSPORT ARE RARE.. TO REVAMP TRADE A STORES OFFICER WAS ENGAGED IN FEBRUARY, 1994 FOR THE PROPER COUNTERCHECK AND MAINTENANCE OF STORES RECORDS AND COORDINATION WITH DEPOTS. THE LELAND HAD BEEN ON BREAKDOWN SINCE AUGUST LAST YEAR AND ONLY GOT REPAIRED THIS YEAR IN FEBRUARY, IT HAD A DIFF PROBLEM. IT COST THE SOCIETY <sup>more than K5.00</sup> ~~K3.8m~~ FOR THE DIFF, ~~K1.35m FOR THE PROPELLER SHAFT AND K163,120 FOR~~ SERVICING. YOU CAN IMAGINE THE SOURCES OF THESE FUNDS WHEN THE TRUCK HAS BEEN OFF THE ROAD FOR SUCH A LONG TIME. PLANS ARE UNDERWAY TO HAVE IT SOLD FOR REPLACEMENT BEFORE MORE EXPENSES ARE INCURRED ON IT. IT IS CLEAR THAT THE FINANCIAL POSITION OF THE SOCIETY DRASTICALLY AFFECTED TRADING ACTIVITIES TO DEPOTS. ~~ONLY 80 GUN POLES HAVE BEEN BOUGHT.~~

AN INTEREST ACHIEVEMENT IS THAT THE SOCIETY MANAGED TO HAND-OVER SIKANeka CLINIC TO THE MINISTRY OF HEALTH ON 19TH NOVEMBER, 1993. THIS WAS AFTER A VERY LONG STRUGGLE.

~~FURTHERMORE~~, EFFORTS CONTINUED TO BE MADE TOWARDS IMPROVING THE TAILORING SECTION. HERE, I MUST SAY THAT THE FINANCIAL PROBLEM WAS AGGREGATED BY THE UNFULFILLED PURCHASE OF SPECIALLY ORDERED UNIFORMS BY A SCHOOL. HOWEVER, PROPER ARRANGEMENTS WILL HAVE TO BE WORKED OUT WELL FOR SUCH FUTURE AGREEMENTS.

THE SOCIETY HAS ALREADY DISTRIBUTED CEMENT TO CHIYABI AND MUNYATI FOR TOILETS CONSTRUCTION WHILST A MEETING OF THE COMMUNITY WAS HELD AT SIKANeka ON THE SAME BY THE AREA REPRESENTATIVE. I AM SURE YOU KNOW THAT EACH COMMITTEE

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MEMBER NOW REPRESENTS A GIVEN AREA. ON THE OTHER HAND, SHELTERS FOR USE DURING THE RAINY AND HOT SEASONS WERE PUT AT CHIYABI, MUNYATI AND WILL BE ROOFED NOW THAT THERE IS GRASS.

ALSO, I MUST EXPLAIN THAT WHEN YOU ELECT PEOPLE TO THE COMMITTEE THEY ARE YOUR REPRESENTATIVES WHO MUST PRESENT AT THE MEETINGS OTHERWISE THEY ARE NOT REPRESENTING YOU. THE CONSTITUTION SAYS 3 CONSECUTIVE ABSENCE WITHOUT REASON DISQUALIFIES THAT MEMBER AND THE AREA SHOULD CHOOSE ANOTHER ONE. EVEN WHEN ONE HAS EXCUSES THERE IS NEED TO BE CAREFUL WITH THESE. TODAY ELECT A COMMITTED MAN OR WOMAN FOR YOU.

FINALLY, I HOPE THAT YOU WILL CONTRIBUTE CONSTRUCTIVELY FOR THE SUCCESS OF THIS SOCIETY AND WISH TO RECOMMEND THAT THE SIZE OF THE COMMITTEE BE REVIEWED.

THANK YOU.



MANAGEMENT REPORT TO THE VSP COMMITTEE MEETING ON 11th MAY, 1994

1. ZAMBIA NATIONAL BUILDING SOCIETY ACCOUNT

Management lodged in the notice of closure of the account. The application matures on 16th May, 1994. The amount on the book is K1,469.00.

2. ZAMBIA NATIONAL COMMERCIAL BANK ACCOUNT - CHOMA

Following receipt of statement of Account from the Choma Branch a follow up was made. It was found out that the Society had an account with the Branch and was opened on 2nd October, 1984. Furthermore the copy of the Society Registration certificate number ORS/102/48/23 done on 27th January, 1991 was attached. The account has K8,373.33 and the signatories were Mr David Syankusule; Chairman Chief Imazongwe; Secretary Mr H. Siachingili; Treasurer; Mr Joseph Chavula and vice secretary, Van Vliet.

3. INSURANCE

The Insurance of the Executive Committee members was renewed on 21st April, 1994 for this year. The new members were included through a letter written to Choma Branch Manager of ZSIC on the advice of a steward. The premium is K4,520.00.

4. CUSA

CUSA settled the outstanding transport bill of K586,500:- but have not settled the claims on interest and costs involved in chasing up the bill. Even so, the Advisor and the Manager had gone there in March, 1994, but their payment voucher was backdated to 1st February, 1994. Recently, a letter dated 28th March, 1994 was received requesting the Society to send a copy of the agreement entitling us to make such a claim. Though a reply was written on 13th April, 1994 there is no response from CUSA to date.

5. IFA SALES

At last there have been found a promising customer for the two trucks who has offered 9000 DM for each to be paid at the end of May, 1994 as long as they are in a running condition. Both Ifa's have been repaired by S/sgt Maxwell Mbale of Zambia National Service, Makeni in Lusaka who had worked with the Society during PPM. The IFA which was here was taken to Lusaka on 11th May, 1994 after being worked on by the same mechanic.

6. DAF SALE

Going by the number of breakdowns and high costs of repairs involved, management saw it fit to have this truck sold too. The diff cost it K318M, K1.0m for the propeller shaft which got destroyed en route to Choma for fitness and K350,000 for the replacement to have it repaired in Choma. It cost the Society K163,120 for service at the Chinese garage. A prospecting customer has been in Chisekesi for K2010m though not promising since there are new 7 tonnes trucks going for K18.0m in Lusaka.

Effects are being made to get a concise price for a second hand one. It is hoped that the money so raised will enable the Society get a replacement hopefully a second hand Benz. It will be good if it were bought before another major breakdown occurs.

7. SAVINGS IN GERMANY

Due to the high outstandings, the 12,500 DM reserved in Germany for the lorry replacement, had to be requested back. However, when the request reached Berlin it was found that 5,000DM had already been withdrawn by Gossner Mission for the payment of Benz tyres prefinanced by the same. It was hoped that the Society would settle its outstandings and start afresh without debts since this was just a drop in the ocean in view of the outstandings.

8. NEW VEHICLES INSURANCE

Management is recommending that in future German vehicle insurance be effected only for the first year and thereafter it should be done in Zambia. It is cumbersome to scout for equivalent amounts especially when there is no compensation in the absence of an accident. The Society is incurring costly major breakdowns.

9. LINTCO

An arrangement has been signed between Lintco and the Society for the transportation of cotton this season. The offer is K180 per tonne per kilometre for distances over 50km. Currently the highest tannage charge for the Society is K150:-

10 GRADING REFUND

Despite the number of letters written to Logistic Planning Unit in Lusaka for a refund for the unfulfilled grading of Anchindu-Siameja Road in 1991, there has been no response; K80,000 is involved and was meant for the purchase of diesel for a grader.

11 SIABASWI OIL MILL

A meeting was held on 25th March, 1994 at which it was resolved that the Society this year will make available 240 x 50 kg bags of sunflower. Thereafter the club should sustain its operations like Sinanjola's club. They agreed on the introduction of membership fees as one way of raising funds apart from just booking fee. The Female Extension Animator was present. To date 49 x 50 kg of sunflower have been delivered but work has not resumed. On the other hand, Sinanjola oil mill requested 60 x 50 kg bags which were also delivered and the club will pay for the transport.

12. ZAMBIA NATIONAL COMMERCIAL BANK ACCOUNT - MAAMBA

This was opened on 30th March, 1994.

13 DENGEZA

The Building Foreman went to camp and organize work. He went with a bricklayer. The ownership of the building was followed up on 4th April, 1994 at Siamuyala. Mr Ephaso Shaka is the former owner and he sold it to VSP.

The Claimant in Dengeza had failed to buy the whole building. It was then that he managed to buy the roofing sheets only.

14 REVOLVING FUND

An Auditor had come from Lusaka and expressed satisfaction in that this was one of the few places where some records existed.

15 B.P.

Management will make a follow up this week. The Sales Representative had promised to send a technician to examine the overhead tanks. Also, had said that the metre reading equipment can be found for the same.

16 PLOT

Clearing was completed and now concrete blocks have to be made from Sinazongwe where there is water. Three points of water were spotted on the plot. The building plans were redrawn and will be taken to Choma for stencilling.

17 ROAD ACCIDENT

The Benz was involved in a road accident near the bump from Batoka as it tried to avoid hitting into the cattle that were being taken to Choma. In the process one man was injured and later died in Choma Hospital. The case is with the police in Maamba.

18 DRIVERS' ASSESSMENT

Both drivers went to Lusaka on 8th May, 1994 for an assessment test at I.T.C. sponsored by GSDP. If they qualify, a one week course will be arranged by the centre.

19 LORRYMATE

The lorrymate, Costain Siantibule, who has not reported for work since 23rd February, 1994, failed to exculpate himself when a letter was written to him to the effect. Last week he approached the Manager complaining of lack of reference from the Society and retention of his wife's document. Furthermore, he said that he would love to be present at the Exco meeting where he would like to learn of what benefits he will get.

20 GRINDING MILLS

The two hammermills bought last year and allocated to Dengeza and Muziyo are still lying in the storeroom. Work is in progress at Dengeza in conjunction with the community. However, there is no progress at Muziyo as a result of allegedly need for paid labour. On the other hand, the grinding mill at Kafwambila was withdrawn. Therefore, as Kafwambila has the potential for income generation, it must be included to the list of order of preference thus Kafwambila, Siawaza, Sinakoba and Sinazongwe. The Siawaza community wrote a letter of request stating that a site has already been chosen and cleared and sand hauled for brick making. It is hoped that 3 more hammermills may be obtained so that looking at the participation reluctance of Muziyo community the time of acquisition of the hammermills may coincide with the getting over of the Muziyo problem in which case one would be taken there.



VALLEY SELF HELP PROMOTION SOCIETY CHAIRMAN'S REPORT TO REVEREND DAMM AT A MEETING TO BE HELD ON 26TH NOVEMBER, 1993

REVEREND DAMM I WISH TO WELCOME YOU BACK TO ZAMBIA AND SINAZEZE IN PARTICULAR. SINCE THE LIVINGSTONE PLANNING WORKSHOP, I TAKE IT YOU NEED TO LEARN OF WHAT HAS TAKEN PLACE. WE HAVE TRIED HARD TO ACQUIRE A PLOT FOR PUTTING UP OFFICES IN SINAZEZE. WHILST THE VILLAGE/HEADMAN GAVE US A PIECE OF LAND, THIS HAS NOT BEEN VERY FRUITFUL SINCE THE COUNCIL AND THE CHIEF ARE RELUCTANT IN RELEASING THAT PLOT. EFFORTS ARE STILL BEING MADE TO GET THE PLOT BUILDING PLANS TO ACCOMPANY THE PLOT APPLICATION ENDORSED BY THE CHIEF. SIR, AN ADVERT HAS ALREADY BEEN MADE FOR THE POSITION OF BUILDING FOREMAN THOUGH NO SELECTION HAS BEEN MADE YET. ON THE OTHER HAND, IN VIEW OF THE VAST WORK AHEAD OF US, THE MANAGEMENT HELD A PLANNING WORKSHOP FOR TWO DAYS IN MAAMBA IN JUNE THIS YEAR TO TRY AND GET THE WORK PLANNED FOR IMPLEMENTED AGAINST TIME. FURTHERMORE, THE DELAY IN PLOT RELEASE HAS ADVERSELY AFFECTED OUR APPLICATION TO BP FOR A FILLING STATION IN THAT BP CAN ONLY SEND THEIR EQUIPMENT UPON RECEIPT OF A LETTER ASSURING THEM OF THE SOCIETY'S PLOT.

SIR, ALL OUR ACTIVITIES DEPEND ON FINANCE WHICH IS ONE VERY IMPORTANT AREA THAT WE NEED TO BE INDEPENDENT. I MUST SAY THAT OF LATE OUR BOOK KEEPING SYSTEM HAS IMPROVED GREATLY WITH THE HELP OF MR. NTHALA, THE AUDITOR FROM LUSAKA AND WE HAD THE 1991 AND 1992 BOOKS AUDITED BY HIM SO THAT A GOOD ANNUAL GENERAL MEETING WAS HELD IN AUGUST THIS YEAR. WE ARE CONTINUING WITH THIS SPIRIT AND AT THE END OF THE YEAR STOCK TAKING WILL BE CARRIED OUT BY A PERSON INDEPENDENT OF THE SOCIETY. ALSO, THE EXECUTIVE COMMITTEE MEMBERS HAVE BEEN GIVEN PLACES OF RESPONSIBILITY FOR EASY FOLLOW UP IN DEPOTS.

SIR, YOU WILL HAVE HEARD A LOT ABOUT SIKANENKA CLINIC WHICH THE SOCIETY HAD SPONSORED. I AM VERY HAPPY TO SAY THAT AT LAST THE MINISTRY OF HEALTH ACCEPTED THE BUILDING ON 19TH NOVEMBER, 1993 AND SIGNED A CERTIFICATE TO THE EFFECT.

CURRENTLY, THE REGISTRATION OF SOCIETY REQUIREMENTS AND ACQUISITION OF TRADING, ZAMSEED AND ROADS LICENCES FOR LORRIES ARE MET WHEN DUE.

THE SOCIETY HAS CONTINUED TO SHOW CONCERN OF THE LIVES OF PEOPLE IN THE VALLEY THEREBY MAKING AN APPLICATION FOR SEED AND YELLOW MAIZE TO PAM. THIS WAS GRANTED AND THE MONEY REALIZED FROM THIS HAS FORMED A REVOLVING FUND ACCOUNT. FROM THIS FUND SOME WHITE MAIZE AND SOME SUNFLOWER HAVE ALREADY BEEN BOUGHT FROM FARMERS.

FURTHERMORE, THE SOCIETY HAS GRINDING MILLS AND SHELTERS FOR WHICH IT IS TRAINING THE LOCALS TO PREPARE TO TAKE OVER MANAGEMENT AT A LATER STAGE. THE ADMINISTRATION OF PAM SPONSORED SHELTERS WILL ALSO BE ASSISTED BY THE SOCIETY WHICH ON THE OTHER HAND WORKS IN COLLABORATION WITH THE NGO'S DEVELOPMENT COMMITTEE OF THE AREA.

HOWEVER, CURRENTLY THERE IS INSUFFICIENT TRANSPORT DUE TO THE BREAKDOWN OF THE DAF LEYLAND WHICH HAS A PROBLEM WITH THE DIFE. WHEN WE HAVE GOT THE SPARE PART IT MIGHT BE BETTER TO SELL IT IN WHICH CASE WE MIGHT COME FOR ASSISTANCE FROM YOU. ON THE OTHER HAND, THERE IS A CHANGE IN OUR MANAGEMENT SINCE OUR TRADING OFFICER WAS DISMISSED DUE TO SOME <sup>RA</sup>IRREGULARITIES IN FINANCIAL HANDLING.

AT THE MOMENT ONE LADY. MS KANYAMA IS TAKING CARE OF RECORD KEEPING. THERE WILL, AS WE GO ON, BE RESTRUCTURING OF MANAGEMENT SET UP, DEPOT SYSTEM AND ACQUISITION OF MANAGEMENT TRANSPORT.

TO WIND IT ALL UP, WHILST WE CONTINUE TO CONSOLIDATE OUR FINANCIAL POSITION, I MUST SAY THAT THE RELATIONS BETWEEN THE ADVISOR AND THE MANAGER HAVE GREATLY IMPROVED OF LATE. AT THIS POINT IN TIME IT IS HIGH TIME WE LOOKED BACK IN MY REPORT TO YOU FOR MORE DETAILS ON ITEMS REPORTED.

THANK YOU.



MANAGEMENT REPORT TO VSP EXCO MEETING ON 9TH NOVEMBER, 1993

1. PLOT

Mr. Kalaula produced the drawings that are required to accompany the plot application. However, Chief Sinazongwe a VSP Trustee refused to sign them. This has delayed the move. BP needs a letter confirming the availability of land for the Society before sending any of their equipment.

2. SEWING MACHINES

9 Sewing machines were sent for the society early this year by a christian organisation to which Sofia Müller belongs but they have not yet been received, Sofia wrote a letter informing the society of this donation.

3. TRAINING

The manager attended a workshop on Finance for Non-finance Managers in Lusaka from 12th to 16th September, 1993.

4. AUDITING

The auditor came for a half year auditing. He will be coming back in December, so that our books will have to be closed by 20th December, 1993. Also he wrote a letter advising that the K184,000 stolen from Kafwambila and the K221,136 shortfall in the audited books be written off.

5. EXCO AREA ALLOCATION

1. Mr. Petrol Simababa - Kafwambila and Siampondo
2. Mr. Kenneth Syakalambwa - Nyanga and Siameja
3. Mr. Richard Siawaza - Muuka and Dengeza
4. Mr. Vickson Siankondo - Kanchindu and Sinakoba
5. Mr. Hezekiah Siachingili - Maamba
6. Mr. Grey K. Madyenkuku - Sinazongwe, Muzio, and Sikaneka
7. Mr. Bobby Kamanya - Sinanjola and Munyati
8. Mr. Canaan A. Sibanda - Syanyuka and Chiyabi
9. Mr. Syazokola M. N'gandu - Sinazeze
10. Mr. Joseph Malyango - Sikaneka and Sinazongwe

6. NEW REPORT

It is expected to set up depots at Syanyuka and Siawaza.

7. SIKALONGO SECONDARY SCHOOL

The Society hired out its Benz to the school to ferry sand, stones and bricks for a project sponsored by E.Z.E., the donar of the Benz.

8. E.Z.E

Having sent a report on the operations of the Benz to E.Z.E. our files and accounts with them were closed. Had the funds not been exhausted, they were going to reimburse the cost of springs.

9. DAF LEYLAND

The truck has been on breakdown for the past 3 months. An order for the spare part was made but up to now there has been no progress.

10. SEEDS

4 tonnes of seeds are expected from Lusaka. 2 tonnes MMV 400 and 2 tonnes sorghum. They will be distributed as soon as they arrive.

11. REVOLUING FUND

This is the amount of money realized from the sales of yellow maize granted to the society by PAM. The yellow maize is in a bad condition at the moment so the society intends to start buying white maize using the available fund.



12. SIKANEKA CLINIC

The ong awaited handover ceremony finally takes place on the 19th November, 1993 at 0900 hours. The number of Exco members to be present needs to be looked into. The two Chiefs, the council Chairman and DES District Health Inspector, the councillor and three people from Livingstone are expected to attend. The Sikaneka community are being organised to make the function a success.

13. PPM

Upon the completion of the programme some people got an allowance for having been actively involved. However, some VSP workers who were very active did not get anything at all. It is for this matter that VSP Management feels something should be done for them as well since PPM is no more.

14. KAFWAMBILA

The Kafwambila area representation was resolved on 8th October, 1993 at a meeting held there. A new man, Mr. Petrol Simababa was unanimously elected. The shelter was officially opened and an order for the shelves was made with Sikankuli carpenters.

15. REVEREND DAMM

He will visit the project from 20th November, 1993 and hopes to meet the VSP Exco on 26th November, 1993.

16. SIAMEJA

There will be a meeting with the community to choose another grinding mill operator on 24th November, 1993. They discussed Mr. Kapulazi. A letter has to be written suggesting that they should consider even women for this job.

17. EXCO TOUR

It is proposed to take place from 15th to 17th November, 1993. It is to Siavonga via Magoye Research Station. A discussion with Lake Kariba Waterways will be held.

18. IFA

Customers are there but the mechanic has not shown up to attend to them. However, efforts are being made to get him.

A car had been sent to get him only to be told he was out of Lusaka yet he had been told that morning.

R. MAKALA  
MANAGER.

09/11/93

mk

VALLEY SELF HELP PROMOTION SOCIETY  
CHAIRMAN'S ANNUAL REPORT PRESENTED TO THE  
ANNUAL GENERAL MEETING OF THE SOCIETY  
HELD INSIDE NKANDABBWE TRINITY CHURCH ON  
7TH AUGUST, 1993

Ladies and gentlemen, first and foremost, I wish to welcome you to the Annual General Meeting which should have taken place last year. I must sincerely apologize for the failure of the meeting last year due to the absence of the Auditor to explain his report to the Executive Committee prior to AGM. This absence forced us to have the 1991 books reaudited by another Auditor from Lusaka. Legal proceedings to the effect are underway. I am sure that you all worked hard on your fields last season and have enough crops reserved for eventualities as God blessed us with heavy rains.

Ladies and gentlemen, the failure of the meeting last year seems to have been awaiting a great change in the status of the District. When you look at the 'high table' you will notice the presence of the Sinazongwe District Council Chairman who is also guest of honour. This is a clear testimony that the government recognizes our work-you and I in the area. Therefore, it is of paramount importance that we wholeheartedly support developmental activities in the area especially those that encourage self-reliance as it is a well known fact that dependance has a limited time and creates an atmosphere of lack of freedom. I am not saying that you are not behind VSP activities since wherever the society operates from it requires labour which you provide. Let me take this opportunity to remind you of the meaning of membership. This starts from January to December of each year. However, it has been found out that you only apply for or renew membership a few months before AGM. Does this reflect support? Certainly not. To begin 1994 well I will expect that you renew for next year before the end of the year. The fees have been raised from K30 and K20 new member and renewal respectively to K500 and K300 respectively.



Ladies and gentlemen, I am proud to inform you that VSP which is a child of Gwembe South Development Project (GSDP) is heading towards being independent of GSDP. GSDP has allocated some money for the construction of offices in Sinazeze to start. Also, Gossner Mission has given the two IFA trucks used during PPM to VSP for sale to raise funds for the same. Also very pleasing is the concern shown by village headman Siapaka by allocating a plot to the society for offices. I must thank him most for this move.

Ladies and gentlemen, you may be aware that in the midst of the drought there was more effort required of the Society to reduce starvation in the area. The Society managed to meet this objective by coordinating well the area Programme to Prevent Malnutrition. The Society administered the distribution of the maize to all distribution points of the Sinazongwe Sub-Boma.

Ladies and gentlemen, when talking about good rains after this nasty experience, the immediate question is on the availability of seeds for planting. In her efforts to ensure that seeds are available to all, the society obtained a Seeds Seller Licence which means that the Society can get seeds at a wholesale price. So far the varieties MMV 502, 601, 603, and 604 of maize have been brought in quantities of 200kg each. Additionally, 500kg of MMV 603 were bought since this was selling quickly. Also, 2kg okra, 1kg Chormoulrier, 1kg Onion, 2kg Cabbage and half kg Watermelon were bought for those interested in vegetables growing. Furthermore, 550kg of Sunflower in 25kg packs was bought. Coincidentally PPM got sunflower, sorghum and pearl millet and maize seed SR 215 maize seeds sunflower were for sell.

Ladies and gentlemen, the Society is aware of the financial difficulties that some families may have. As a result, some bags of maize seeds are repacked into two kilogrammes to make them affordable.

Ladies and gentlemen, maize is edible not only when green but also when dry otherwise we would not be talking about harvesting.



Even so we do not always eat grains but they must be turned to mealie-meal for Nshima. Therefore, the need for hammermills. The Society maintained the two grinding mills at Munyati and Siameja. Looking at the distances and transportation on human heads of our wives, the society scouted for more hammer mills. We obtained two grinding mills: one is at Chiyabi and the other went to Sikaneka. The Area PPM came to the aid of the community by paying you for work through Food for Work Programme. The hammer mills are a loan to VSP by the Germany Development Service. All in all, to try and make the area self sufficient in mealie-meal, the society obtained two Miller Licence for Munyati and Siameja grinding mills. We would have been buying maize at wholesale prices from ZCF but for the drought which brought in yellow maize this was not possible for there is no locally produced maize. We are charging K150.00 per tin. Three more hammermills may be obtained. Two from GSDP grants.

Ladies and gentlemen, nshima tastes better with relish to which cooking oil has been added. Cooking oil improves the flavour of the relish. As a result, the society continued to render support to the Siabaswi and Sinanjola oil mills. Also the Society started operating an oil press in the camp producing 5 bottles per day. The clear oil cost K400 per bottle whilst the dark oil cost K350 per bottle. 508 x 50kg of sunflower were bought from Kalomo, 200 x 50kg bags from SPCMU and 308 from Simwatachela, 10 x 50kg bags from Sikaneka and 7 x 50kg bags from Siamuleya. These were sold at K1,300 to oil club members on credit and K1,200 to those paying cash. Siabaswi has not settled the outstanding of K40,350 for this delivery. Buying of sunflower at K3,500 per bag from farmers has already started and the purchase price per bottle of oil at the camp is now K1,000.

Ladies and gentlemen, at the start of last year the society had continued with her provision of basic needs to the community. The basic needs commonly known are maize and mealie-meal.

A total of 1,580 x 90kg bags of mealie-meal were bought from Choma and Monze's Consani Milling Companies. On the other hand 548 x 90kg of maize were bought from ZCF Monze. The prices ranged from K1,750 - K1,900 the mealie-meal prices ranged from K450 - K800. However for this year after PPM the society is looking for funds to purchase maize for selling at cost covering prices with the increased number of hammermills. For sure white mealie-meal may be difficult to afford from milling companies.

Ladies and gentlemen, to encourage good performance of the society, Gossner Mission set aside money for management training and on job training so that the Manager and Trading Officer were sent to Kitwe and Lusaka respectively for training. Furthermore, last year Gossner Mission invited the Chairman, Treasurer and Book-keeper to Germany. A lot was learnt on this visit which I hope will be of benefit to the society such as requesting financial or second hand clothes for funds to be used for self help activities assistance.

Ladies and gentlemen, the lorries VSP is using and the hammer-mills need fuel to run. You know that the society is based in Sinazeze where there is no filling station and you know that the society must supply diesel to the grinding mills and that with the coming in of PPM the society drastically reduced trips to the plateau where fuel may be obtained. Therefore, the need to set up a filling station in Sinazeze. This idea is still in process at a slow pace because of lack of electricity. The request for electrification of Sinazeze and Nkandabbwe to EZE in Germany was turned down on the grounds that electrification is a government infrastructure and therefore, a responsibility of the government. We hope this will be looked into. However, BP have shown willingness for the society to use overhead tanks since hand pumps are also not available. Contacts with Caltex and Agip will be made.

Ladies and gentlemen, on self help activities you will agree with me that the society's major role in the up bringing of the Sikaneka Clinic meant that there should be a road and indeed water.



The society has for sometimes struggled to hand the clinic to the Ministry of Health but to no avail. The only part that has been handed over to the Boma is the water pump. The EEC granted K540,000 for the rehabilitation of the Sikaneka road and the exercise was carried out by the society and completed. The letter of completion of the exercise was written to the Boma but it has received no reply. The clinic has been renovated and hopefully the Ministry will take over it. The Ministry of Health is not paying anything towards the use of the clinic.

Ladies and gentlemen, it is not only you who are interested in the progress being aimed at by the society but the donors also. The society got 2 motorbikes from Gossner Mission and a Benz donated by EZE. These are meant to help the society since she is on her way to independence of GSDP. We will try to properly use these donations.

The two IFA Trucks were bought by Gossner Mission for the PPM progress. Presently, the DAF has had a number of breakdowns as a result of the centre bearing, propeller shaft and diff. The Benz had problems with springs which cost us over K900,000 in prefinanced by GSDP.

Ladies and gentlemen, needless to say there is need for cooperation on the society's part from your side in order that services continue to be rendered adequately. I know that some places may not have been served as many times as other places where the society has depots. Take for instance Siameja. A robbery took place in November, 1990. The community, at a meeting in February, 1992, promised to look into the matter since there was no way a person from elsewhere could have stolen without collaboration with a resident. Up to now nothing has been heard from Siameja. On the other hand Kafwambial had a robbery in February 1991 and at a meeting held to look into the matter they promised to send a report and this was done a week later. You can compare for yourselves.



- 6 -

Ladies and gentlemen, at this point in time I must say that the society is now registered. All it means is that it is now a legal person who can sue or be sued to court for irregularities. Once more I thank you all for coming. I hope that you will contribute constructively to the success of this forum.

'I thank you'

Valley Self Help Promotion Society,  
P.O. Box 8,  
SINAZEZE

9th April, 1994

To VSP Drivers

Dear Drivers

SOCIETY TRANSPORT

This serves to remind you of what you already know of an organisation driver. It is unquestionable that

- (i) the vehicles are not personal-to-holder and therefore should not be used to run personal errands.
- (ii) beer drinking on duty especially by nature of your job is strictly forbidden.
- (iii) packing, unless otherwise, outside bars, bottle stores or any liquor premises is associated with beer drinking.
- (iv) hiring is from camp to destination and back to camp. Plateau bookings, unless otherwise, should end at camp and not Sinazeze and then camp.
- (v) driving under alcoholic influence may result in an accident that will cause harm to lives of people or destroy property on board.
- (vi) customers will view you disciplined and duty conscious when you refuse to drink beer even when they offer it to you when on duty.
- (vii) customers will blame most accidents on drunkenness however little beer had been taken.
- (viii) management is seen to be weak when undesirable acts are undertaken frequently.
- (ix) a driver is on duty whenever behind the wheels.
- (x) a driver should be conscious of the unexpected short comings on the road.

Having mentioned the foregoing points you are being reminded that in order for not only your good reputation but also the Society's to be maintained and appreciated, there is need to avoid any actions that may tarnish the image of the Society through you in which case consequences are obvious.

I trust and hope that you will abide by this utmost good faith reminder whether or not you were at one time a victim of circumstances.

Yours sincerely,

R. Makala  
Manager

RM/evs...



MANAGEMENT REPORT TO VSP EXECUTIVE COMMITTEE MEETING ON  
20th OCTOBER, 1992

1. Registration of the Society  
The society was finally registered on 1st September, 1992. Reports on finance and activities of the society to be submitted annually.
2. Seeds  
The society obtained a seed seller's licence at the cost of K500,- for the duration 29th September, 1992 to 29th September, 1993. It is of class (C) retail.
3. Oil Production  
The production rate of cooking oil in the camp has increased from 2 bottles to 5 bottles per day. The clear oil cost K350 per bottle whilst the oil with some dark particles cost K300,-. The pressers receive K50 each per bottle. Construction of a temporary shelter has started in view of the on coming rainy season.
4. Auditing of Books  
The Auditor from CUSA Kalomo was contacted and he finally came on Tuesday, 15th October, 1992 to start the work. He had not been able to come earlier on due to other commitments.
5. Filling Station  
Several follow ups have been made but the latest information is that the Inspector had come and recommended that the overhead tanks near oil mill be used since there are no hand pumps.
6. Training  
The Trading Officer attended two courses organized by Village Industry Service in Lusaka. The courses were on 24th to 29th August, 1992 and 5th to 8th October, 1992.
7. Germany Tour  
The chairman has prepared a report on the Tour.
8. Sewing Programme  
Green materials were bought from National Home Stores in Mambumba and Sinazongwe. J.R. Textiles in Livingstone were contacted but did not have cotton material.
9. Sunflower  
Bought some from Kalomo, Siamuleya and Sikaneka.
10. Planting Seeds  
Bought 200kg MMV 502, 200kg MMV 601, 200kg MMV 603, 200kg MMV 604, 2kg rape, 2kg okra, 1kg choumollier, 1kg onion, 2kg cabbage and  $\frac{1}{2}$  watermelon.
11. Trading  
Mealie-meal 1580 x 25kg, 548 x 90kg maize, 170 x 50kg cement, roofing sheets 82, and 140 gumpoles.
12. Boat Engine  
Lakar fish Ltd got it for testing. However, it does not meet the required compression due to finished oil rings.
13. Relief Programme  
VSP Administered the distribution of the PPM relief maize. The society is almost the sole transporter.



14. Fares <sup>mt</sup>  
These will change with effect from November, 1992. The price for tyres has gone up from K86,000 to K129,000,-
15. Seminar  
Held a seminar for depot agents on 22nd September, 1992. Record Keeping and accountability were the major topics. SSVI and PPM took part in the seminar.
16. Chiyabi Grinding Mill  
The shelter is almost completed. The mill started operating on 16th September, 1992. The Food for Work programme has given a hand.
17. Sikaneka Grinding Mill  
Another grinding mill has been obtained from GDS on a loan basis. The Sikaneka community has already made bricks for the shelter under PPM Food for work.
18. Sikaneka Road  
This was handed over to the council through a letter which has not been replied to.
19. Sikaneka Clinic  
Items required for the renovation will be bought so that by the end of this year it is handed to the Ministry of Health.
20. Salaries  
The staff salaries were increased in two stages to reach the presented rates.
21. Mercedes Benz  
EZE granted the society the sum of 80,000DM and the agreement has been signed.
22. Miller's Licences  
Munyati and Siameja grinding mills had licences obtained.
23. Motorbike  
Got a motorbike for the Trading Officer from GSDP it is a donation.
24. Ifa Trucks  
Two Ifas have arrived and will be administered by VSP.
25. Plot  
Moves have been made. Village headman Siapaka has been contacted.

R. Makala  
Manager

20th October, 1992

/es..

1. Mealie-meal

The society only managed to order five loads of mealie-meal from Choma Milling Company of which some loads were at K400:- per bag and others at K450:- per bag wholesale price. These were sold at Munyati, Sinazeze and Maaze and some were sold en route in Kafwambwa and from Siameja to Maaze. A total of K880,712 was earned from the sales. Cosani Milling Company in Monze promised to supply mealie-meal to VSP weekly on arrangement with them. So far one load of 200 bags have been bought from them at K530:- each in place of maize when ZCF turned down a letter from Sinazongwe District Council as it was addressed to the Co-operative.

2. Maize

The Society searched for maize in Co-operative Depots, ZCF and Batsuku in order to have some purchased for local distribution before the expensive imported maize arrives. Enquiries were made from ZCF in Monze and a letter from the Council was required in order to have business with them. The letter has been obtained. On the other hand, the local Co-operative Union depot in Sinazeze agreed to sell some to the Society at K1,550. It is hoped to get as many bags of maize as possible at the current low prices to serve the area. Enquiries were also made from some farmers in Kalomo but none had any except the co-operative depot.

3. Sunflower

Gossiner Mission granted K50,000:- for the purchase of sunflower for the two oil mills. This should be a revolving fund meaning that this money should not be declared otherwise the trend to use it once and for all may be effected. The idea is to keep the machines working through out the year by VSP purchasing sunflower for the Oil Mills using the revolving fund and selling it at cost covering price.

4. Sikaneka Clinic

Renovation work on the clinic buildings has started so that the clinic is handed over to the Ministry of Health as soon as possible. The expenditure towards the renovation will be deducted from the amount budgeted for local assistance by VSP.

5. Sikaneka Road

The Society intends to hand over the Sikaneka Road to the Council. The meeting of the Road Committee leading to this occasion will be held on 15th May, 1992.

6. Sikaneka Depot

The loss of 10(ten) bags of maize at Sikaneka left much to be desired of the performance of the agent. As a result, a meeting will be held on 15th May, 1992 to choose another agent and to explain the need for care of communal services. The 10 bags were allegedly soaked and yet this could have been avoided if the agent had been at the depot four hours daily as per agreement when there is some item for sale.

7. Relief Programme

The Society was approached by people from Zambia Agribusiness and Management Support Project over the relief programme on 8th April.



They were scouting for Relief agents, especially those with own transport who would buy maize at subsidized price and resell it to the area and distribute free maize to the selected areas. On the other hand, they were looking for grinding mills at which maize could be ground, packed and sold to the community. Discussions have been held with the Ministry of Agriculture department of Relief Programme in Lusaka.

8. Siameja Theft

Although, at the meeting of 14th February, 1992 it was resolved that the community sends a report of their efforts to get the culprit, the Siameja community only sent a letter requesting mealie-meal and a building for the council to sell mealie-meal from. A letter expressing dismay was written to the chairman of the Siameja Consumers Co-operative Project.

9. Kafwambila Theft

After so many attempts to have the Police act on the issue, it was on 8th April, 1992 resolved that the Police would report of their findings to the Society on 20th April, 1992. This was after expressing disappointment at the seemingly police reluctance in dealing with the case despite the clues. Last week, the Manager was told by one of the policemen that somebody had written a letter to Sinazongwe Police despising the performance of Maamba Police in particular that officer. The letter was unsigned and the Manager was asked to go there this week.

10. Muzio Road Funds

The new Muzio Road Committee approached VSP over the K140,000:- which had been paid for cement and transport. However, after consulting EEC, VSP was advised to use the money for a communal service as it had been written off by EEC. The money is not to be given to Muzio.

11. Ad Hoc Committee Meeting

The committee met on 24th April, 1992. Nevertheless, no recommendations were arrived at due to misconception of the minutes of the two previous meetings at which corrections were made and some remarks made of some aspects of the report of the Evaluating Team. The Secretary was not present. A request to have the minutes rewritten and some recommendations extracted from the minutes was left.

12. Training

The Manager attended a course on BASIC PROJECT MANAGEMENT in Mindlenzi Management Foundation from 17th - 29th February, 1992. An assessment of his performance has already been received. A report on the course is still underway by the Manager. Also, the Advisor attended a course in Tonga language in Lusaka for three weeks.

13. Animal Power Technology Project (APTP)

Two people from Senegal and the APTP Co-ordinator in Lusaka visited Siasimuna Oxdriven grinding mill on 7th April, 1992. A questionnaire on the project was completed and sent to the APTP Co-ordinator. A number of women were present and they expressed dissatisfaction at its performance since only three tins are worked on daily leaving the others pending for days. It was arranged that Christopher, the buyer, starts paying to VSP K3,200:- per month for the machine.



14 Oil Mill Research

Two people from Lusaka visited Sinanjola Oil Mill to familiarise themselves with its operations and they also visited the Siasimuna oxdriven grinding mill to check whether it could be useful for grinding sunflower. They visited the ~~two~~ projects on 18th March 1992.

15 Munyati Grinding Mill

The mill almost lost customers with the opening of the World Vision grinding mill who were charging K50:- as opposed to VSP's K60:-. VSP reduced the charge too to K50:- and held talks with World Vision to avoid such competition in future. However, the number of customers has reduced due to non-availability of maize at the time.

16 Title Deeds

Chief Sinazongwe was approached on 16th April, 1992 but he said he would not endorse granting title deeds since Sinazeze is yet to be a township which would require demarcations. Until then he would not endorse in case some buildings may be brought down due to demarcations. He was not so sure of the depots in traditional land. He however, said he would be ready to see the VSP buildings and give advice as long as arrangements to pick him up are made.

17 Chiyabi Depot

At a meeting held on 28th April, 1992 the Headmaster was chosen as agent. The first delivery of maize will be made this week.

18 Shell B.P.

A Technician was sent from Choma on 15th March, 1992 to inspect the Filling Station. However, since then, apart from the promise that the Marketing Manager (South) would visit VSP to discuss the conditions, nothing has happened. A letter has been written to the Marketing Manager.

19 Grading of Kanchindu - Siameja Road

The Land Use in Choma was approached to find out when they would grade the road since payment of K80,000:- was made in April, 1991. They promised to send grader as soon as they are repaired. Mr Morris is on leave. The issue is being followed up.

20 Building Society A/C

The Society advised that the Committee decision be reflected in the minutes not only in Management Report.

21 Sikaneka Clinic Water Pump

This was formally handed over to the Sinazongwe District Council on 6th March, 1992. Present were the District Executive Secretary, the Development Secretary, the VSP Vice Chairman, the GSDP Chairman and the VSP Manager. A letter thanking the Council on the success of the occasion has been written though no reply has come.

22 Boat Engine

Though the engine was advertised in March, no customer has come forward.

23 Salaries

The chart has been prepared for distribution to the committee.

24 Minutes

Minutes of the meeting that were on 12th February, 1992 read from the stencils are now run.

25 Window panes

The society assisted the Sinazongwe Education Office to purchase window panes.

26 VSP Community Assistance

The Kanchindu congregation and Munyati Primary School were assisted with their requests of coal delivery and loads of sand respectively as was done by EXCO.

27 Oil Press

The <sup>oil</sup> press has been started at the VSP offices with the office orderly in charge.

28 Tailoring Section

The future of this section is to be decided whether to sell the machines or rent the machines and provide materials for sale to the tailors. It is hoped work would be taken seriously.

29 Word Food Programme

A meeting on the prevention of malnutrition was called for in Maamba but it did not take place. However, another one may be convened soon.

30 Reverend Damm

Reverend Damm visited the camp and had an appointment with VSP on 25th February, 1992 in the afternoon. Fruitful discussions took place. In the attendance were the VSP Chairman, VSP Vice Chairman and VSP Management.

<sup>Staff</sup>  
31 Planning Workshop

The society will hold a Planning Workshop in Livingstone from 5th-8th June 1992.

32 Lorry

VSP might obtain a lorry through the Germany Embassy.

33 Registration of the society

A letter requesting a constitution was received from the Ministry of Home Affairs for the procession. It was taken by hand by the Advisor.

34 Second Hand Clothes

The prices were hiked by 100 per cent since some boxes had not been exempted from customs duty resulting in the society paying over K3,000:- for some. There is a box for EXCO.

R. Makala

Manager

4th May, 1992



1. Kafwambila Robbery.

The agent was robbed of K184,000 at gun point in Kafwambila on 4th February, 1992. K149,600 was for recently delivered Mealie-meal and K34,400 was for some seeds and some Meali-meal from another delivery. This robbery brings to a halt VSP business for some time. meetings are necessary in these areas.

2. Lorry Breakdowns

On 31st January, 1991 on having delivered meali-meal to Kafwambila, the brokedown at Siameja in which a fan and a radiators were damaged. The radiator was repaired and the fan was replaced at K7,400 and K26,500 respectively. This adds to the loss since the mealie-meal delivered had the money realized from it stolen.

3. Building Society VSP Funds

The sum of K1,467.76 which was with the Building Society in Chama can be withdrawn as long as the closure of the account is reflected in the minutes. Mr. Siabbalo and Mr. Siankondo can sign the withdraw slip.

4. Sinazongwe District Council Fiasco

The problem our correspondence between the District Council and VSP was resolved on 30th December, 1991. The letter from either Party were torn on 10th January, 1992.

5. Training

The Manager will be attending a course in Kitwe at Mindolo Ecumenical Foundation for two weeks starting on 17th February, 1992.

6. Sikaneka Clinic and Water Pump

Arrangements for the handover of the clinic to the Ministry of Health have to be made at the earliest possible time this year. The water pump is to be handed over to the Council and a letter has already been written to the effect. Due to breakdown in communication the Council had come forward to have this function on 14th January, 1992

7. Salaries

The kwacha was devaluated by 118% over 1991. Therefore, it is felt that the workers' salaries for January 1991 be taken and 118% added to them. on the other hand it is felt that the sitting allowance be increased from K300 to K500. In addition, the position of Book Keeper and Trading Officer be given a responsibility allowance of K500 and K400 respectively. Above all, 10% annual increment be awarded on merit when the Society has performed well.

8. Tailoring Section

Plans to reorganize the tailoring section are underway. Things are not moving well due to inappropriate supervision.

9. Bank Loans

The banks are only giving loans for agriculture purpose only. On the other hand only short term (6 months) loan with an interest of 46% may be granted on proof that it is in accordance with the constitution or the Executive Committee's approval. Furthermore, there is a provision for leasing. 80% of the vehicle cost price must be paid over 36 months and 72% interest has to be paid on the balance. When the cost price has been settled, the car is ~~not~~ still not the property of the borrower. If it becomes the borrower's car then 10% of the cost price must be paid again.

10. Rev. Damm's Visit

Rev. Damm arrives in Zambia on 14th February while he is expected in Nkandabbwe Camp from 23rd February- 1st March, 1992.

11. Future Plans

- a. complete the construction of the Sinanjola Oil Mill Kitchen.
- b. renovate the VSP shop at Siapaka.
- c. improve the performance of the Tailoring Section.
- d. conduct interproject visit.



- f. continue advising the Oil Mills Club.
- g. set up or sell the hydraulic oil press, sell about engine and the oxdriven grinding mill.
- h. draw up conditions of service ~~ef~~ for employees.
- i. obtain motor bike driving licences for the Manager and the Trading Officer.
- j. prepare to make a vailable farming imprements to farmers.
- k. produce a budget of expend iture, improve financial control and Book keeping.
- l. handover Sikaneka Clinic and its water pump to the Ministry of Health and the Sinazongwe District Council respectively.
- m. start preparations to move VSp offices to Sinazeze.
- n. send Manager and the Trading Officer for training.
- o. set aside funds for the replacements of the lorry and acquiring a vannette for management and private customers.
- p. set up a depot at Sikaneka.
- q. organise the local community for the electrification of Sinazeze and Nkandabbwe.
- r. look into recruitment of a project/Education Officer.
- s. conduct on-job-training for employees and depot agents.
- t. improve seed programm in co-ordination with the new District Agricultural Officer.
- u. recruit a secretary.
- v. improve the depot system in order to increase the turnover of hardware, maize, meali-meal and seeds.
- w. conduct a planing seminar to discuss the structure of VSP in readiness for the Annual General Meeting.
- x. Audit books.

Prepared and compiled by

R. Makala.  
VSP Manager

# 1991 ANNUAL REPORT

## VALLEY SELF HELP PROMOTION SOCIETY

### Introduction

VSP is a non-profit making organization formed out of the joint work of Gossner Mission and the Government of the Republic of Zambia in the Gwembe South Development Project. It is a non-governmental registered society that serves the community of Sinazongwe District from Chiyabi to Kafwambila. The about 500 annual members elect an Executive Committee whose duty is to i) make the policies of the society and ii) follow up management issues. For continuity, the elections are carried out in such a way that at least the three year term for each is overlapping among the Executive Committee members. Plans are underway to reorganize the society into a trust in which organizations membership will be more ideal than individual membership.

The society holds a general meeting annually and the 1991 Annual General Meeting was held at Kanchindu UCZ, in Senior Chief Mweemba's area, on the 9th November at which the Auditor's Report was approved.

### Objectives

VSP is a non-profit making society which promotes policies and programmes which benefit and serve the social, cultural and or economic development of the people of the Gwembe Valley and their environment, especially those programmes which encourage self-reliance and self-sufficiency.

### Staff Position

VSP increased the number of employees from 11 to 12. There is a Manager, a Trading Officer, a Book Keeper, an Office Orderly, a watchman, a Shop Keeper, a Driver, a Lorryman, three Tailors and a grinding mill Operator. On the other hand, the contract of Mr Manfred Schumacher, the VSP Adviser seconded to VSP by Gossner Mission expired in November. His place was taken by Mr Karl Waldschütz who is also seconded to VSP by Gossner Mission for a three year contract. He acts as Adviser to both the Executive Committee and Management.

### Training

In 1991 there was training outside the Sinazongwe District for the Siameja and Sikaneka grinding mill operators. They attended a course on Hammermill Maintenance in Lusaka. On the other hand, on the job training for the Munyati Grinding Mill operator was conducted at Nkandabbwe Camp Workshop. A seminar was conducted for the Siameja Community Project. The VSP's forefront appearance in oil mills management was reduced to make the committees for the clubs run their own affairs with occasional help of VSP management. On the job training continued in management, shop and tailoring sections.

## A C T I V I T I E S

### a) Trading of Basic Commodities

VSP has the following depots for this service: Chiyabi, Munyati, Sinazeze, Sikaneka, Maaze, Muuka, Dengeza, Nyanga, Siameja and Kafwambila. The depots are run by agents who are chosen by the community the depot serves and are paid from the sales revenue. 108 tonnes of maize and 30 tonnes of mealie-meal bought from the plateau were sold throughout the VSP depots, VSP shop and VSP offices. Trading concentrated on maize.

Eingegangen

06. März 1992

Erledigt:.....



b) Seed Programme

VSP distributed vegetable seeds and in addition 6 tonnes of both MMV 400 and MMV 504, 200 kg Sunflower, and 1,250 kg Sorghum both WSV 387 and MSH 375 were bought from ZAMSEED and distributed to all VSP depots. Though a ZAMSEED licence has been applied for not much has taken place to date. Two ZAMSEED officers came to inspect the storage premises. The demand for MSH 375 was very poor but hopefully the situation will improve with proper co-ordination over the seed requirements with the new District Agricultural Officer.

c) Second Hand Clothes

The donations of clothes in question continued to dwindle owing to the increased postal charges. Only 12 boxes were received during the year compared to 13 last year. However, this is in line with VSP's policy of self reliance. The Tailoring Section was set up to this effect.

d) Transport

The old 1113 Mercedes Benz lorry AAB 5548, which was a Gossner Mission grant, was sold. A new one, Leyland DAF AAK 3613 was purchased with the money generated from the sale and a subsidy from Gossner Mission in April. This lorry was formally presented to VSP on 26th June, 1991. The lorry hire service served a lot of private customers as well as some projects in the area. Owing to the ever increasing running costs, the booking fee rose from K36 to K65 per kilometre over the year. The Gossner Mission ordered VSP another motor bike for the Trading Officer. The Society has started putting money aside in a separate Transport Account for future replacement of the lorry.

e) VSP Shop

The Sinazeze shop concentrated on selling hardware namely gumpoles, cement and roofing sheets both iron and asbestos. The selling of seeds and sewing programme products was also done. The shop underwent some reorganization and a new shop keeper was employed. Having been reorganized, the shop picked up in its performance.

f) Tailoring Section

The tailoring group continued production of school uniforms, cotton blankets, mattresses and some ladies', gents' and children's wear. The production of cotton cushions was also carried out. However, due to increased stocks of some products, the group was advised to produce items on request. Diversification of products is also considered to meet the needs of customers.

g) Agricultural Shows

The society took part in the Siameja and Sinazeze Agricultural Shows where apart from sales of uniforms, the local cooking oil and the oxdriven grinding mill were exhibited. In Sinazeze VSP won the third price.

h) Munyati Grinding Mill

A grinding mill was set up at Munyati as a VSP's income generating activity. It started working in November and now it is fully occupied with up to 30 bookings a day. The mill is on hire purchase from the German Volunteer Service at K108,000 to be paid in four quarterly instalments of K13,500. The first instalment has already been paid.

i)

Oxdriven Grinding Mill

The project was set up at Siansimuna Village on a trial basis and was officially opened on 26th June, 1991. It was later felt that it should be sold to a person who had donkeys as the corridor disease had got rid of the oxen in the area.



j) Oxcarts

The Society has four oxcarts for hire at Sinazongwe, Sikaneka, Siameja and Kafwambila. They are a provision for local transport.

k) Evaluation of VSP

The Society was evaluated for the first time since its inception. The Evaluation Team came from the Village Industry Service and were paid for by the Gossner Mission. The findings confirmed the work of VSP to be in line with her aims and objectives in general and some useful recommendations for future activities were made. The corrected version is still being worked out.

l) Tours

The society's Executive Committee went on an Educational Tour to Lusaka Agricultural Show and Naluyanda Project, another project sponsored by Gossner Mission in Lusaka. Also, the staff took part in a tour of Maamba Mine organized by Gwembe South Development Project. On the other hand, the society was visited by Naluyanda Project Committee.

P R O J E C T S

1) Sikaneka Road

Work on the road was completed and a Certificate of Completion was issued by EEC. VSP was the supervising agent. Initially, EEC had granted K500,000 for the rehabilitation of the road. However, an additional K40,000 was granted on request to complete the exercise.

2) Sikaneka clinic

The Ministry of Health continued to show reluctance in taking over the clinic from the society. They have been asked to put in writing the repair work they expect done on the clinic building but no response has come yet. The clinic water pump has to be handed over to the council early next year.

3) Siameja Community Project

The project has a shop, grinding mill, maize storeroom and an oxcart which will remain property of VSP until the local community is capable to run the project. The VSP management is trying hard to teach the Project Committee how to run the project so that it may be officially opened in one or two years time under the local community. Items worth K23,409 which were ordered for the shop from Choma in November were stolen. Also seeds worth K1,840 were stolen on the same day. The theft took place in Siameja and the case is with Maamba Police.

4) Oil Mills

There are two oil mills run by women clubs at Sinanjola and Siabaswi through a committee chosen by respective clubs although VSP assists with organization. The oil mills use sunflower for which women have to pay. The supply of sunflower was carried out by VSP but in 1991 the requests for it from VSP declined since the women either bought directly from farmers or used their own grown sunflower. Only 87 bags of sunflower for the two oil mills were bought during the year compared to 950 bags in 1990 and the cooking oil was on high demand.

## C O N S T R A I N T S

### 1) Personnel

There was an improvement in Staff's realizing their roles although a problem still existed in some areas of VSP operations. There is need to set up conditions of service for the depot agents since in some cases losses are not cared for. Continuing the on-job-training of personnel is ideal in the realization of dedicated service to the community. *what else?*

### 2) Transport

The roads in Sinazongwe District remained in a very poor condition. VSP paid K40,000 to Land Use in Choma towards the grading of Kanchindu to Siameja Road in her determination to serve the area. The maintenance of roads is supposed to be the responsibility of the council. On the other hand, the lorry running costs went up regularly. This resulted in the booking fee rising from K36 - K65 per kilometre over the year. This made the hiring of the lorry by private customers difficult. In order to meet customers' needs for minor transport requirements and to make management more mobile, an additional smaller pick up vehicle would be of great help.

### 3) Self Help Activities

Despite VSP's stand that aid is provided where there is local participation, there is still misunderstanding of the meaning of self help activities that are supported by VSP. Expectations are tilted towards viewing VSP as a donor agency that should always put in more assistance than the recipients' efforts. In other words, services should be free or unconditional at the expense of VSP. There is need to inform the public of VSP's ideas and limitations. This has to be done through meetings of VSP members by management and the Executive Committee. The evaluation report recommends employment of a Project Education Officer.

## P L A N O F   A C T I O N   F O R   1 9 9 2

In 1992 the above mentioned projects and activities will have to be continued and completed.

VSP will :

- a) complete the construction of the Sinanjola Oil Mill kitchen.
- b) renovate the VSP shop at Siapaka.
- c) improve the performance of the Tailoring Section.
- d) conduct interproject visits.
- e) construct toilets at Siameja clinic and Munyati VSP depot.
- f) continue advising oil mills clubs.
- g) draw up conditions of service for employees.
- h) set up or sell the hydraulic oil press, sell a boat engine and the oxdriven grinding mill.
- i) obtain motor bike driving licences for the Manager and the Trading Officer.
- j) prepare to make available farming implements to farmers.
- k) produce a budget of expenditure, improve financial control and book keeping.
- l) hand over Sikaneka clinic and its water pump to the Ministry of Health and the Sinazongwe District Council respectively.
- m) start preparations to move the VSP offices to Sinazeze.
- n) send the Manager and Trading Officer for training.



- o) set aside funds for the replacement of lorry and acquiring a vanette for management and private customers.
- p) set up a depot at Sikaneka.
- q) organise the local community for the electrification of Sinazeze and Nkandabbwe.
- r) look into the recruitment of a Project Education Officer.
- s) conduct on-job-training for employees and depot agents.
- t) improve seed programme in co-ordination with the new District Agricultural Officer.
- u) recruit a Secretary.
- v) improve the depot system in order to increase the turnover of hardware, maize, mealie-meal and seeds.
- w) conduct a planning seminar to discuss the structure of VSP in readiness for the Annual General Meeting.

NB. The Gossner Mission continued to support VSP with funds for salary subsidy, replacement of the lorry, training, financing the evaluation, purchase of a motor bike, rehabilitation of Sikaneka Road and the secondment of an Advisor together with a vehicle. VSP managed to run her activities on cost covering and even making a profit of K965,692.50, part of which is set aside for the replacement of the lorry. However, VSP will still need support from Gossner Mission for training and the construction of an office block in Sinazeze to accompany her struggle for independence.

Prepared and compiled by

R. Makala  
VSP Manager



## Abschlußbericht

über meine Tätigkeit als Mitarbeiter der Gossner Mission  
im Gwembe South Development Project, Zambia 12/88 - 1/92

### Von Hoffnungen und Erwartungen

Nach zwölf Jahren Auslands- und Inlandsmitarbeit in einer staatlichen Entwicklungshilfeorganisation (DED) entschloß ich mich 1988 für eine dreijährige Mitarbeit bei einer "kleinen" kirchlichen Einrichtung, der Gossner Mission (GM). Ich kannte das Projekt flüchtig aus zwei Projektbesuchen in 1976 und 1982. Zambia war mir als Land nicht unbekannt. Leben und Arbeiten in einem ländlichen Projekt war mir fremd. Genau dies war der Reiz für mich und meine Familie, uns auf die Arbeit im Gwembetal einzulassen. Das Leben in dörflicher Umgebung bot mir die Hoffnung, in einer afrikanischen Kultur dicht am täglichen Leben der Menschen Anteil zu nehmen, zu lernen, zu beobachten und durch meine Arbeit hier und da Impulse zu geben, Ideen zu produzieren, Angefangenes weiter zu machen, Kollegen anzuleiten und zu unterstützen, Ideen in die Praxis umzusetzen. Wohl in der Erwartung, daß die Menschen nach Veränderungen in ihrem täglichen Überlebenskampf verlangen und daß sie natürlich beteiligt sind, sich physisch und materiell am Aufbau von Neuerungen im dörflichen Leben zu beteiligen.

Im Resümee der vergangenen drei Jahre kann ich sagen: Viele Hoffnungen haben sich erfüllt. Einige Erwartungen waren zu hoch gesteckt. Manche Annahmen haben sich als falsch erwiesen. Einige Erfahrungen werden sich erst nach einiger Zeit beurteilen lassen.

Meine Arbeit als Berater bei VSP habe ich in meinen Jahresberichten 1989 und 1990 sowie in meinen Handingovernotes umfassend beschrieben.

Ich will mich deshalb an dieser Stelle auf eine Beschreibung einiger Hoffnungen, Erwartungen und Erfahrungen beschränken. Wohl in der Hoffnung, daß das Geschriebene anregen mag, existierende Praxis im Gossner Missions-Umfeld zu überdenken.

### Gossner Mission und Erwartungen an die Programmarbeit

Es war m.E. überfällig und deshalb richtig, das Projekt zu strukturieren und auf ausgewählte Bereiche zu konzentrieren. Leider ist dieser Versuch nach dem 1. Schritt (ihn in einem Strukturpapier zu beschreiben) steckengeblieben.

Zwei wichtige Komponenten, Frauenarbeit und Landwirtschaftsförderung und Wasserbewirtschaftung, sind seit mehr als einem Jahr nicht oder noch nicht mit entsprechendem Personal besetzt worden.

Vorschläge der Projektmitarbeiter im Tal wurden von der Geschäftsstelle verworfen. So hofft Berlin weiter auf eine zambische Beraterin für das Frauenprogramm. Schade, hier hat die GM eine Chance vertan, in einem wichtigen Programm Kontinuität und damit Professionalität und Glaubwürdigkeit zu gewährleisten.

Das gleiche trifft im Prinzip auf den Landwirtschaftsbereich zu. Landwirtschaftsförderung und Erosionsschutz sind die elementaren Bereiche, die über das Projekt zu unterstützen wären. Mir scheint, die Wege, die Berlin eingeschlagen hat, Vorarbeiten für die personelle Besetzung der Beraterstelle zu treffen, sind nicht die geeigneten. Was Not tut, ist die schnelle Suche nach einem/er qualifizierten Kandidaten entsprechend der bereits vorhandenen Aufgabenbeschreibung.

Argumente von finanzieller Unsicherheit und Überbelastung sind sicherlich bedeutend.

Aber warum dann nicht z.B. auf den DED oder DÜ zugehen und beide oder mindestens eine der beiden beschriebenen Stellen über andere Personaldienste besetzen zu lassen.

Das Beispiel von W. Diete und dem japanischen Entwicklungshelfer zeigt, daß es der Position von GM in der Zusammenarbeit in GSDP keinen Abbruch tut.

Die Hoffnung, durch die Straffung der Programme die Arbeit von GSDP auf das für Gossner leistbare zu reduzieren, hat sich als Fehlanzeige erwiesen. Durch den Wechsel der GM-Vertretung im Projekt und der Arbeitsweise der Projektleitung hat Expansion und Gossner-Fixierung wieder Einzug gehalten.

Statt ernsthaftem und kontinuierlichem Bemühen, vorhandene Programme zu verselbstständigen und sie in ihrem Bemühen zu unterstützen (was ein zugegeben sehr beschwerlicher Weg ist), werden sie verstärkt in das m.E. schon eh viel zu überbewertete GSDP-Dach eingebunden.

Buleya Malima, VSP, Nkandabwe und SSVI müssen ihren eigenen Weg gehen (lernen). Die momentane Strategie: GSDP schafft die personellen und finanziellen Voraussetzungen für eine irgendwann spätere Eigenständigkeit, halte ich für falsch. Die Lernerfahrungen auf diesem Weg sind mindestens genauso wichtig wie eine Geldspritze. Die Verantwortlichen in den Programmen müssen lernen zu planen, Entscheidungen zu treffen und auch mit Krisen umzugehen.

Ein für meine Begriffe künstlich aufgepustetes GSDP-Gebilde mit unnötiger starker GRZ-Einbindung halte ich für überflüssig. Es absorbiert m.E. viel zuviel Energie vom Projektleiter und GSDP-Coordinator.

Mein Vorschlag: Verlagert Verantwortlichkeiten in die Programme und fördert ernsthaft die Eigenständigkeit von B/M, VSP und SSVI.

Ein erster Schritt auf diesem Wege wäre aber für die GM die Frage: Will Gossner dies überhaupt?

### Von der Second-hand-Ökonomie und darüber hinaus

Ausgehend von der Annahme, daß VSP mittelfristig als eigenständige Organisation Entwicklungsimpulse geben und Kleinstprojekte auf Dorfebene implementieren soll, habe ich den Schwerpunkt meiner Arbeit auf die Einführung von Wirtschaftlichkeit und das Zurückdrängen einer weitverbreiteten "Nehmerhaltung" zugunsten von eigenen Produktionsanstrengungen gelegt. Mein Motto ist: Nothing for Nothing! Dies ist ein mühsamer Weg, der m.E. aber unbedingt als Lernprozeß verstanden und weitergeführt werden muß. Ich denke, auch auf dem Feld der Öffentlichkeitsarbeit in Deutschland. Warum nicht werben um Mittel zur Förderung der Produktion, statt unnötigerweise Mittel für den Versand von abgetragener Kleidung aufbringen?

Zwei Beispiele, die in diese Richtung weisen: Für die Postgebühren eines 10 Kg-Pakets abgetragener Kleidung könnten Spender ange-regt werden, eine von VSP produzierte wunderschöne Baumwollsteppdecke zu kaufen und in Deutschland im Rahmen von positiver Öffentlichkeitsarbeit einbringen. Oder: Für die gleichen Postgebühren könnte über SSVI monatlich der Unterhalt für einen Lehrling in der Schreinerei, Lederwerkstatt oder Schneiderei finanziert werden. Hypothetisch könnten damit 20-30 Ausbildungsplätze jährlich eingerichtet werden.

Resümee meiner Aussage: Laßt uns Strukturen aufdecken, wo ernsthafte Entwicklungsarbeit vom sicherlich zu schätzenden Bemühen, helfen zu wollen, im Ergebnis unterlaufen wird. An diesen Fragen hätte ich gerne noch ein wenig weiter gearbeitet. Vielleicht ergibt es sich ja, dies von Deutschland aus zu tun!?

### Gossner und das Personalproblem

Die richtig motivierte Person, mit der richtigen Qualifikation, zum richtigen Zeitpunkt zum Projekteinsatz zu bringen ist bekanntermaßen ein schwieriges Unterfangen in der Entwicklungszusammenarbeit.

Meine Erwartung, daß die GM sich dabei als erfahrener, kleiner und bekannter unabhängiger Träger leichter tut als andere, hat sich zerschlagen.

Enttäuschung und Kopfschütteln sind meine Reaktion.

Ohne Ausnahme hat sich die GM bei allen Personalentscheidungen der letzten Jahre hervorgetan durch:

Große Lücken in der Wiederbesetzung einer Stelle; Minauszögern von Neubesetzungen; Fehlentscheidung bei der Auswahl des GM-Vertreters im Projekt (Der abgesagte Kandidat vor F. Bredt); Ausschlagen von Rat und Empfehlungen aus dem Team; Verschleppen von Entscheidungen bezüglich der Funktionsfähigkeit des Lusaka-Büros; kleingeistige Argumentation bei Vertragsfragen; Unbeweglichkeit im Auswahlprozeß; unklare Einstufungskriterien und Vertragsbedingungen.

Folge dieses "Personalmanagements nach dem Zufallsprinzips"



sind Frust und Verunsicherung sowie unnötige Reibungsverluste zwischen Team und Geschäftsstelle.

Für die GM kommt m.E. noch ein weitergehendes Element hinzu, das ich "Gossner Ruf" oder "Gossner Identität" bezeichne. Steht Gossner im Ruf, Jeden/e zu nennen?

Hat Gossner denn keine Freunde(eskreise) in Deutschland, über die engagierte und professionelle Leute für die Arbeit langfristig gewonnen werden können? Und eine Geschäftsstelle, die Personalplanung betreibt?

Aber da wären wir wieder am Anfang: Frustrierte Auslandsmitarbeiter sind nun mal keine "Werbeträger" als Rückkehrer in Deutschland.

### Zum Schluß

An dieser Stelle möchte ich herausstellen, daß ich gerne mit der GM für VSP gearbeitet habe. Trotz mancher Beschwerlichkeit und Frustrationen waren die vergangenen drei Jahre eine sehr anregende und bereichernde Zeit, die ich nicht missen möchte.

Ich bedanke mich bei allen Kolleginnen und Kollegen im Team und in der Geschäftsstelle für die unterstützende Zusammenarbeit. Sie hat mich reicher an Erfahrungen gemacht. Im besonderen möchte ich Winni Diete und Gisela, meiner Frau, danken. Die vielen abendlichen Treffen unter heißem Wellblech haben viel dazu beigetragen, einen kühlen Kopf zu bewahren und Kraft zu sammeln.

Ich danke dem Zambia-Ausschuß und der Geschäftsstelle, daß sie eine angemessene Überlappungszeit mit Karl Waldschütz ermöglicht haben. Sicherlich wird sich dies positiv auf die Arbeit auswirken.

Es hat mir Spaß gemacht, mit Karl zusammenzuarbeiten und ihm meine Arbeit vorzustellen.  
Es bleibt die Hoffnung, daß einiges mit den Freunden von VSP weitergeführt wird.

Berlin, den 7.2.92

### Nachtrag

Die verehrten Leser dieses Berichtes bitte ich, den Abschlußbericht von U. Luig vom Frühjahr 1991 in Erinnerung zu rufen. Seine Vorschläge zur:

- Projektbegleitung/Monitoring
- Aufgabenverteilung Geschäftsstelle-
- Zambia-Ausschuß
- Projektstrukturierung

beinhalten m.E. wichtige Anregungen zur weiteren Projektarbeit.

Verteiler:

Direktor, GM

Vorsitzender, GM Zambiaausschuß

Zambia-Referent, GM

Chairman, GM / Team

Projektcoordinator, Nalyanda-Projekt

Handingover notes and some recommendations from the  
outgoing VSP-Advisor

Eingegangen

27. Dez. 1991

Erledigt:.....

1. Introduction
2. Management and administration
3. Finances
4. Income generating activities
5. Executive Committee
6. Projects
  - a. Siameja Community Project
  - b. Munyati Grindingmill
  - c. Sinanjola and Siabaswi oilmills
  - d. Siasimuna Donkey-mill
  - e. VSP-oilpress
  - f. VSP sales depots
  - g. Sinazeze shop
7. Second hand clothes
8. Future developments
  - a. Boat transport
  - b. New projects
  - c. Training
9. VSP as a nongovernmental, independent society
10. Personal remarks

1. Introduction

VSP has been existing for 11 years as an independent body under the umbrella of GSDP. Gossner Mission has always shown a particular interest in the well-being of the society. Several advisors have been sent by the Mission. Since December 1988 I have worked as a fulltime VSP advisor holding a GM contract. According to my job description I had to advise the EXCO and the management in all affairs. Furthermore training opportunities for the staff and the members were to be established.

The following handing-over notes show the fields of VSP's activities and the work left to my successor. Some recommendations for further consideration in some particular fields are mentioned.

## 2. Management and administration

An adequate bookkeeping system has been established over the years. The manager as the overall responsible person in charge has an instrument to control the finances. Week points are the irregular financial control by the manager and the financial planning through the management. More emphasis has to be put on "business minding" in all sectors of VSP-operations.

The advisor should continue assisting the preparation of the monthly financial statement. The treasurer has to be provided more regularly with monthly financial data.

Price calculations and renewing of prices have to be done by the trading officer under the supervision of the advisor and the manager.

The opening of a separate transport account has to be followed up. Fortunately GM has agreed to accumulating DM-funds in Germany in exchange for kwachas paid by VSP into the GM-project account/Choma. This will ensure DM funds for replacing the lorry. The long discussed conditions of service for the VSP-employees should be put in written. A start has already been made by the manager.

## 3. Finances

VSP is basically running on a revenue budget. The sources of income for 1990 were:

1. trading (59%)
2. transport hire (21%)
3. project grants (18%)
4. second hand (0,1%)
5. tailoring (1%)
6. others (0,9%)

The tailoring section shows little economic stability. Close supervision of that section is still very much needed.

Project investments (grindingmills, oxcart etc.) were only implemented when donor funds were received from or through GM. This system made it possible to plan the operations even under the existing economic situation in Zambia.

Costs for additional projects (Siameja-road-repair, Sinazongwe School etc.) were covered from VSP current income.

Nevertheless an expenditure budget for operational costs is needed in order to improve the monitoring of financial operations.

## 4. Income generating activities

Beside the mentioned income generating activities, VSP has opened up a grinding mill at Munyati on November 1st, 1991. The grinding mill at Siameja may be seen as an additional income for the Siameja project. Right now it is just covering the running costs. Even in future, no major income can be expected. Nevertheless it serves the community tremendously and is a step ahead in Community development.



#### Transport

The manager and the advisor have to monitor the operations of the lorry very closely. Regular inspections by both of them should be carried out. The calculation of the KM-rate has to be monitored very carefully. Any increase of prices has to be considered. For transporting mealie meal at least to Sinazeze, I recommend to introduce the charging per bag. Because of the high risk through the condition of the road, it doesn't weigh the risk with the business. Therefore VSP should only drive beyond Siabaswi, when own business through the sales of M/M or maize can be made. The agreement over the use and replacement of the lorry between GM and VSP is signed and ready for implementation.

#### Buildingmaterial

The sales of buildingmaterial seems a very lucrative one. Efforts were made to purchase the material directly from the producers in Lusaka. Combined trips to buy material are very economic and profitable. Haulage of M/M and maize for VSP should be given first priority for the transport.

#### Tailoring group

The three tailors need continuous supervision in calculation, pricing and finishing(control). I see need for further management training for the tailoring supervisor or to look for a more dynamic and qualified person altogether. The newly employed sales lady should do the selling of the products. First contacts have been made with Tonga Crafts Project in Choma in order to sell chitenge blankets through their shop. The market is promising. The quality control has to ensure, that only first class quality is sent to Choma. The working moral and the professional approach has to be strengthened, otherwise the tailors will not be able to generate substantial income for the society.

#### Munyati grinding mill

The grinding mill was opened on November 1st, 1991. It seems to be doing very well. The community appreciate the project very much. Continuous checking of cost-benefit is very important. If the depot in conjunction with the grinding mill is developing I would extend the depot into a permanent shop for agric. implements, M/M and maize. The agent should be employed on an income basis.

#### Other activities

New income generating projects should be shelved till the existing ones are well established.

#### 5. Executive Committee

The EXCO is the policy making body of the society. I recommend from my experience that management matters should be brought in as little as possible. The treasurer must play a more

active role in order to be in the picture about financial operations. The management has to provide him monthly with details. From experience it would be very helpfull, if the treasurer would work together with the auditor to feed him with required informations. The treasurer has to present the report to the AGM. This should be also expected from him at each EXCO-sitting.

The existing EXCO is a serious working group, which has brought VSP on to the way of development. Im concerned about some members who have missed meetings quite often and who seem to be not so much involved in VSP. The EXCO may think about rules to encourage members to attend meetings regularly (incl. the church delegates). I recommend for the next AGM-EXCO elections, to ensure that some representatives of project committees (like Siameja or the oilmills) are standing for elections. I believe, that the projects and their communities respectively should be represented. Double representation of one village/area should be avoided. The composition of the existing EXCO is that, out of 10 members 6 are teachers by profession. I believe that a balanced composition of the EXCO will stimulate the work of the EXCO on the long run.

## 6. Projects

### A. Siameja Community Project

The project in Siameja experiences a number of difficulties. To overcome them, it needs a long breath as well as combined efforts. The project committee needs further supervision and assistance in order to learn how to run the project.

A system of sharing profit among the members may be developed in order to motivate the members (discount at the grinding-mill or a membership discount in the shop). The theft in the shop last week may makes it necessary to close down the shop altogether. The CUSA-District-Manager, Mr. Vickson Siankondo, should continue to teach cooperative knowledge.

The GSDP-Womensprogramme may come in with a women's club. Women play a key role in development particularly in Siameja, where men tend to drinking beer a lot.

The project has started to support the construction of a pit latrine for the clinic. It was agreed, that VSP will send a bricklayer as soon as the community has provided sand and labour. This game is going on since more than one year.

Considering the crucial health situation (permanent existence of dysentery) it may be necessary to make a joint effort with the primary health care of the Catholics from Maamba. The shopkeeper (if he stays after the theft) should go for an on-the-job-training early next year.

It could also be considered whether the shop should be supplied fully through Maaze Coop, since it has its own transport and buys its own commodities from Monze or Choma. The grindingmill should provide supplementary income for the project.

### B. Munyati grindingmill

See under income generating activities page 2.

#### C. Oilmills at Sinanjola and Siabaswi

In the last two years, VSP has given management support to both women's clubs who operate the oilmills.

At Sinanjola it was agreed between VSP and the project committee, that VSP will pull out gradually from the day-to-day management. A separate account has to be opened for the project. The treasurer and the VSP trading officer will produce a monthly financial statement. The trading officer and the VSP-advisor will monitor the activities and will be ready to give further advice if necessary. VSP should continue supplying sunflower seeds in order to encourage women and men in the area to grow their own sunflower. VSP should stop selling sunflower for oilpressing.

#### D. Siasimuna donkey maize-mill

The mill has been operating since June 1991. Through out the time, it has been learned, that because of the co ridor disease, most of the ox sen in the village have died.

It turned out, that the two donkeys of Mr. Simulise are the only animals who can pull the machine.

I suggest, that the machine is sold to Mr. Christopher Simulise. He should run the project as a private enterprise. That would encourage him to utilize the machine constantly and economically and would provide the community with regular grinding facilities (see project proposal).

VSP should sell the machine for the purchase price of K25,000.- on a loan basis over a period of 20 months with a starting payment of K5,000.-. VSP has to make arrangements to pay for the machine+supplier, APTP, as soon as possible. +to the

#### E. Hydraulic oilpress

This oilpress bought from TDAU/UNZA is still not being used. The plan to sell it to a private entrepreneur has failed.

I suggest, that VSP installs the press at Sinazeze shop and operates it on its own. Sunflower seeds are still in stock and some young man should be hired on a production base to press the oil. The system of filtering the oil is known. In this way the mill could be utilised and the supply of cooking oil around Sinazeze and Nkandabwe could be ensured.

#### F. Sales depots

VSP sells mealie meal and maize through the following depots: Sinazeze shop, Dengeza, Siameja, Kafwambila, Munyati.

Periodically also through Maaze Coop. shop, Muuka school and Nyanga school. Plans have been made, to open a permanent depot at Sikaneka. A site at Sikaneka has already been given by the community. This project should be drawn up and implemented in early 1992.

In meetings between the VSP management and the community, it was also agreed to have one or two hand grinding mills next to the depot to be hired out to users.

Plans to establish a diesel-driven grinding mill have been withdrawn. It will not be fully utilized due to a limited availability of maize. In the meantime, the existing shelter (walltent) at the clinic should be used and a grindingmill added.

At Dengeza, the depot should be put with a concrete floor in order to avoid losses through rats and water.



#### G. Sinazeze shop

In April 1991 the shop was reorganised. The selling of commodities was stopped and hardware/building material has been offered since then. Maize and mealie meal as well as seeds are also available. The tailoring group is based at the shop and also using it as a showroom for their products. Maize is sold from the container next to the shop.

In December 1991 a saleslady has been employed being in charge of all sales activities. She will work under close supervision of the trading officer. In order to provide more room for storing,

?

#### 7. Second hand clothes

The declining number of boxes should be sold to the villages and the GSDP staff groups according to the established system. The prices have to be increased with the next sorting of clothes. The distribution list should be binding. *future policy?*

#### 8. Future developments

##### a. Lake Kariba transport

Discussions with Lake Kariba Waterways, Siavonga, were held. LKW is interested to get new shareholders, at least permanent customers for lake transport. VSP should keep in touch with LKW and offer a partnership in whatever way to establish a regular boat service from Sinazongwe to Kafwambila. VSP might set up storage facilities in Sinazongwe and Kafwambila for maize and mealie meal to be delivered by the VSP-lorry from Choma to Sinazongwe regularly.

##### b. New staff

All running projects need further supervision and monitoring, as well as further on-the-job-training for the project staff. I fully agree with the recommendation of the evaluation (7,6) to recruit a project education officer.

##### c. New projects

At least for 1992 VSP should not take up new projects. The existing ones need to be established and looked after and a period of stabilizing the structures should be given. After the VSP educational tour to Naluyanda-project, Lusaka in October, 1991, the idea of organising a pre-school (on selfhelp-basis) at Sinazeze has developed. Plans for financing and implementing it could be worked out in 1992. VSP has applied for electricity which might come next year. Arrangements for financing it have to be made as soon as possible.

##### d. Training

In 1992, it was agreed within GSDP, the VSP manager should go on a 4-8-weeks managing training course. I recommend that subjects like financial planning, financial control and cost calculation should be part of the potential training course. The trading officer should take part in a training course for accounting at the Cooperative College, Lusaka. Funds for both further trainings can be requested from GM. First contacts to Mindolo Ecumenical Foundation and Zimco-Training Institute have been made.

## 9. VSP as a nongovernmental, independent society

During my work at VSP it was my intention to strengthen VSP's financial and organisational independence from GSDP and GM being the major donor organisation.

Some first efforts have been made and show that it is possible, if willingness and a vision are there.

I see a big task for the EXCO and the management of VSP to make further plans to reach the state of full independence:

### 1. politically

VSP-EXCO has to decide whether it will remain a society under GSDP or whether it wants to follow the maybe more difficult, but more perspective way of independence of the society.

I also appeal to Gossner Mission to support every effort made to delink VSP from GSDP. Why not supporting VSP one day directly, if need arises?

### 2. Financially

Every activity of VSP has to be planned and implemented under the economical view and the possibility of economic viability. First steps in transport management have already been made.

### 3. Structurally

The EXCO has to find ways to strengthen the structure of the society. The setting up of a cooperative or a LTD may be considered. Particularly for the income generating activities. This privat-set-up could then support the social-activities of the society.

Overall it has to be ensured that the profits have to be kept in the society and that they have not withdrawn by individuals. On the other hand, some interested individuals should get more involved in the business. And why not sharing part of the profit? Concerning the membership I could think of reducing the number of individual members and putting more emphasis to group membership. For instance every project of VSP with their local project committees should become members. The membership fee should be considerably increased.

Within the next 3 years VSP should be separated from GSDP. GM has to realise and to support VSP as their independent "junior partner" in Gwembe Valley.

### 4. Organisational

VSP should make plans to delink from GSDP-facilities. A plan has to be worked out to gradually build offices and storerooms at Sinazeze. Surplus should be invested in building of staffhouses and office premises.

## 10. Personal remarks

While working for VSP in the past 3 years, I have <sup>got</sup> involved in development activities which I hope to serve the people of Sinazongwe District in one way or another. I enjoyed very much to work with the communities. It has given me great opportunities to learn about the cultural and social way of living in the Valley. I like to express my sincere thanks to the Executive Committee of VSP for their cooperation and fruitful discussions. Their advice gave me the guidance needed for my work.

The management and the staff of VSP have made it possible for VSP to continue on its way to become a responsible society in the district.

I like to take the opportunity to express my deep thanks to all members of staff for their commitment towards the work in VSP.

I thanke everybody for their patience and their unlimited cooperation I always experienced during my work.

I remain a friend of VSP, of its ideas as well as of all the people who are involved in realising the society's aims.

*Angenehm sachbezogen!*

Nkandabwe Dezember 10, 1991

Copy:

Chairman VSP ✓  
EXCO VSP ✓  
Chairman GM ✓  
GSDP-Coordinator ✓  
GM, Berlin  
VSP Manager ✓  
VSP Advisor ✓



Today is Sunday 7th April, 1991 and this <sup>interview</sup> is done by H. J. Sch. and Ba Gray Madyenkuku, the former secretary of Gwembe South Development Project and also an old friend of Gossner Mission, who has worked for Gossner Mission for the whole time the Gossner Mission <sup>has been</sup> was working in Gwembe South. Now coming to my first question-

Q. 1) Mr. Madyenkuku or Ba Gray like a lot of people know you by name: Gossner Mission is working in the Valley for 21 years. for how long have you worked with the mission and for the project?

A. I have worked with the mission in the Gwembe South Development Project for 17 years as project secretary, but nevertheless I am continuing with them because I am also involved in Valley Selfhelp Promotion Society as Vice Chairman.

Q. The project has gone through some ups and downs. Do you remember some highlights of your work? And also some hardships the project has gone through?

A. Yes of course, eeh the highlights when we started at Siatwiinda were that when we had a very good production of rice, the farmers were very happy of course, <sup>but</sup> we had difficulties in getting rid of the vegetable produce since we didn't have a proper market. However, a very bad hardship came to take place when the lake receded and pumping station at Siatwiinda was very far off the area. And so we had a very hard time. We tried to dig a canal which was almost a kilometer or so, but we could not succeed.

Q. The project has supported various programmes. Some have got on their own <sup>feet</sup> ~~feet~~, some have failed. Some are continuing. We will come to that later. Which are the fields from your point of view the mission should concentrate on?

A. Well! Apart from the programmes which the mission has already outlined, like the Valley Selfhelp Promotion Society, the Water Programme, the Female Programme, the Village Industry, and the other one Church Work, and sixth being Small Scale Irrigation. Now on these one should think of adding the co-operative movement. I say so because already

now under the mission help, there is Maaze Co-operative and ~~VSP the mission~~ is also now trying to form up a co-operative at Siameja. Now if the co-operative movement is to be carried out properly I think it should be one of the programmes the mission <sup>should</sup> continue on.

Q. Now after reviewing and <sup>streamlining</sup> ~~winning~~ the projects ~~which we~~ will concentrate on the previously mentioned six programmes. Do you think these are the right <sup>fields</sup> ~~fields~~ the project and the mission should work for the next 10 years?

A. Yes of course, provided the mission sticks to the programme in such a way that officers as they change do not come with their new ideas, But continue from where the former officer has left the programme. It is the changing of the officers' attitude which makes it difficult to carry on the programmes as expected.

Q. ~~Now~~ the project has ~~gone through~~ has seen a number of Gossner Mission Advisors, How did you get on with them in the time you were full time involved in the project? And what role do you see for them today?

A. In the first place I was puzzled the way the advisors worked. I say puzzled because it seemed it lacked the co-operative state spirit, the teamship. Each one had to do the way he felt like. There was no special guide line by the mission that each of these advisors should follow. So much that in the end one ~~would find~~ that when these particular officers leaves, the other one who comes to take over from him has also his own ideas, and this to me was difficult. So I would like that, when the Gossner Mission continues now, the mission itself from Berlin should have a set up of what the officers should do.

Q. To avoid this difficult situation that every advisor is doing <sup>his</sup> ~~their~~ own work and to <sup>following</sup> ~~fulfilling~~ <sup>his</sup> ~~their~~ own ideas, What would you like to advise the mission how to choose and prepare the expatriate staff?

A. In the first place I would like that the mission if possible try to get <sup>d</sup> ~~elderly~~ men who are not worried of getting back to Germany for their own future security, and for the security or their children's education.



I say so because the elderly men would like to remain on the scheme or project for more than two terms of employment, ~~while~~ <sup>whereas</sup> ~~as~~ the young ones are quickly thinking of going home so that they don't lose their security there. And when these can't be found, of course you have to take even the young men who are willing to come, but it would be up to the mission to give them definite advice as to how they want them to ~~work~~ work.

So that even if they left so soon, still the person who comes to take over from them will continue from where they left whatever programmes they were working on.

Q. Now I have another question Ba Gray, you are known as a very active man in the Gwembe Valley and you have always fought for <sup>your</sup> fellow people in Gwembe Valley to improve their living standards. Do you say the living standard in the valley has improved? and has the project played a part in that improvement?

A. Yes, of course, for the last ~~tw~~ twenty years the lives of people in the Gwembe Valley have tremendously improved. And this is of course, because of many activities that have taken place ~~into~~ the Gwembe Valley due to the opening of the Batoka/Maamba tarred road. Now coming to the influence of the Gossner Service Team, or Gwembe South Development Project, for sure there are certain parts where this project has played <sup>a role</sup> and have ~~shown them-~~ <sup>her-</sup> ~~self~~ <sup>as</sup>. I would not waste time to say to recommend that the Gwembe South Development Project have done a lot of influence to the development of the area. For instance if you come now to <sup>the</sup> Gwembe <sup>Valley</sup> immediately you come to the Gossner Service Camp. Along the road, you find a lot of garden produce being sold on the road which was not the case twenty years ago and this is because the project has provided the necessary seed, so much that even people who are not involved in direct irrigation have gone into bucket gardening, getting the seed from the project supply. So the project has done a lot of work.

Q. Now do you also see some reasons that hinder the development in the valley?

A. Yes of course, as development in the valley should depend on agriculture mostly. We are hindered by lack of ~~x~~ rains periodically,

4/...



and at the same time, by lack of proper marketing and transportation of crops that are meant to bring quick returns, like the garden produce, vegetables, tomatoes, and other things like that; Of course we have no problems with the marketing of cotton, and other rainfed crops. But these become a failure when you have no enough rain in the season.

Q. This is a difficulty faced by ~~wather~~<sup>weather</sup>. You once told me that you are also thinking of how to fight the ignorance of the people. And that time you told me that this is ~~really~~<sup>really</sup> the enemy of development. What do you mean with that?

A. I see, eeh. what I meant there was that when people don't know new ideas, of development, it takes them time to understand to remove their way of thinking from the traditional way of it - and therefore, through this period, the advisor must be very patient until he makes sure the target group understands what he says. Ignorance is a problem I tell you.

Q. Ba Gray you are still very much involved in the development work in the valley. You are engaged in the co-operative movement, and of course - you are still with VSP. You are actually the Vice chairman. What role do you see for VSP in terms of development in Gwembe Valley?

A. VSP has a big role to play. If only she can have enough money to help those people who come forward for help, as it is said - Selfhelp Promotion Society. Now eeh we are putting our hands mostly on communities who come forward for help on certain projects like schools, if a P.T.A. applies for help on ~~suppllies~~<sup>supplies</sup> of cement or delivery of sand or whatever material they may be in need of, we have to do that. ~~Even~~<sup>Even</sup> on the water programme we assist the water officer by providing him with transport of what heavy materials he may want to the site. Now the most <sup>urgent</sup> thing I would like <sup>to be</sup> done is the continuation of the office bearers of the committee, now where you have the office bearers changing every now and then you have a big problem, because the new <sup>set</sup> ~~suit~~ that comes in have there own different ideas and very often it is not easy for them to make a follow up of what is really involved, and what is expected to be done.

5/....

So, if VSP is to be useful as it is expected of, it must have a steady programme which are money generating and it must have a steady committee which is to base its mind and ideas on certain points of services to the community.

Q. Can VSP sometime in the future stay on her on feet? What has to be done <sup>to</sup> achieve this goal?

A. That's <sup>it</sup> we expect VSP must be on its feet now; what is to be done as I already mentioned, is to consolidate the committee and at the same time to consolidate the management, to have management who understand what <sup>is</sup> they expected of them, and people who are mindful of projects or programmes that are creating funds in order that with these funds we can be able to do the <sup>implementation</sup> servicing of the required services to the people.

Q. Ba Madyenkuku you are the father of many children, I dont know how many you have, and how many you are educating, maybe you can give us a number?

A. Eeh! sure the number of my children are 34 but unfortunately I have lost 4. They passed away after they have <sup>been</sup> educated and worked in various fields in the country.

Q. Do you have a motto or guideline for your personal education of your children? In order to make your children play an active role in development work for their own community?

A. Yes of course, this is what I have tried and Iam trying to talk to them that they must be good citizens. So much that those of them who are now working, eeh! some are teachers, some <sup>have</sup> are jobs with public services and well one of them is now throwing himself into politics so much that at the moment he is chairman of MMD, <sup>(Movement for Multiparty Democracy)</sup> Provincial, in the Southern Province.

Q. So they really will step in your footsteps as to play ~~inxxen~~ an activie part in development work. Thats what you want to do them. Well Ba Gray I thank you very much for these answers and the time you spent with me, and I wish you the continued strength you need to carry on with the work you are doing. And I thank you very much for your opinion, and views, <sup>advice</sup> you gave through the interview. Iam sure people in Germany who will read this interview will appreciate and it



and get the idea about the experience of the project and the future. Thank you very much, and ~~Maybe~~ you have another advice or another message<sup>to</sup> sent to the readers of the Gossner Mission pamphlet.

A. Well! the message I have to the readers of this pamphlet is that I should thank them.

First of all for all the effort and for the love they have for the African people particularly for Zambia. And in particular the Gwembe Valley. Thank you very much for all the help you have rendered, and I hope you are going to continue this way. As for this visit Mr. Schumacher, Eeh! it is a pleasure for me to be visited by people who are trying to find out ways and means of developing the people of Gwembe Valley. It is by so doing that the future of our people ~~it~~ can be led to prosperious<sup>ty</sup>. I thank you very much. So there is nothing to worry about my time, it is my duty that as long as I live I have to do my service to my fellow country men.

THANK YOU.



Lusaka. 17.04.1991

TO: GOSSNER MISSION  
ATT: Rev. W. Damm

TELEFAX THROUGH GTZ

Eingegangen

17. April 1991

Erledigt: .....

Dear Wilhelm,

Sorry it was not possible to speak with you on the phone, our phone is one way traffic only, I can receive but not ring out properly. Manfred arrived 30 min. ago with your questions answered. He was unable to do it earlier due to lack of time (meetings and malaria). I hope it reaches you in time. The Fam. Bredt has arrived and Frieder will be coming to discuss things in the evening. The UCZ car is expected in Lusaka next week.

The local charges for the car are K145.000,=, I have to sell the old car first. I will inform you about it later.  
Greetings to all

*Maja*

Projekt: Community Service Centre, Siameja (siehe auch mein Projektproposal vom März 1990)

Frage 1: Das Projekt soll dazu beitragen, unregelmäßige Nahrungsmittellieferungen zu minimieren. Es soll darüberhinaus die landwirtschaftliche Produktion stimulieren und die Dorfbewölkerung motivieren und in die Lage versetzen, eigenverantwortlich (über eine Kooperative) die dörfliche Versorgung zu verbessern.

Frage 2:

1. Einrichtung eines Dorfladens für Grund-Versorgungsgüter, incl. Verkauf von Mealie Meal.
2. Einrichtung einer Meismühle mit Malaglager
3. Verbesserung des lokalen Transports durch Ochsenwagenverleih
4. Aufbau einer Kooperative (besser: Dorfvereins), der dieses Projekt langfristig tragen soll
5. Trainingsprogramm für Operator, Verkäufer und Koopmitglieder

Frage 3: Die Bevölkerung war von Anfang an in die Planung mit einbezogen. Die Projektidee ist Resultat eines großen Planungsseminars von GSDP im Frühjahr 1989 in Siameja. (Übrigens das einzige Ergebnis des Planungsseminars) Die (Vor-)Kooperative hat z.Zt. 42 Mitglieder. Im Februar d.J. fand die erste Jahresversammlung mit anschließendem Fortbildungsseminar statt. (Durchgeführt von Mr. V. Siankondo)

Frage 4: Der gewählte Vorstand der Coop. ist verantwortlich für die Geschäfte. Theoretisch, praktisch ist natürlich das VSP-Management stark gefordert. (Z.B. mußten wir gerade den Shopkeeper entlassen, nachdem er über K10.000,- zur Seite geschafft hatte, weil der Vorstand sich nicht traute, diese Entscheidung zu fällen. Witchkraft und eine befürchtete "soziale Unordnung" im Dorf waren die vermuteten Gründe.

Frage 5: Regelmäßige Einkaufsmöglichkeit von Gütern des täglichen Bedarfs im Dorf spart lange Einkaufsreisen (nach Mdamba 70km entfernt) Für Dörfer wie Kafambila, Siampondo erleichtert ein M/M/Maisdepot in Siameja die Versorgung noch drastischer. Und macht damit das Leben auch billiger (ein Esel mit Treiber kostet für die Strecke Kafambila-Mdamba etwa das Doppelte eines Sackes M/M.) Der finanzielle Einsatz eines Coop.-Mitgliedes beträgt

K110,- (etwa DM3,50) Natürlich wird von allen Mitgliedern und darüber hinaus von der ganzen Community Selbsthilfeleistung gefordert (Hilfe beim Bau vor allen Dingen), die aber nur mit größten Mühen eingefordert wurde.

Frage 6: Das Projekt soll helfen, die Nahrungsmittelversorgung langfristig zu verbessern. Indirekt trägt es natürlich zur Bildung bei. (Zum ersten mal in ihrem Leben lernen Leute Verantwortung für Gemeinschaftsaufgaben zu übernehmen; Mitglieder des Vorstandes lernen in einem Verein zu arbeiten.

Die Verbesserung der Gesundheitslage ist ein zu großes Ding für das kleine Pflänzchen Projekt. Siameja war am stärksten und ist es wohl immer noch von der Durchfallerpedemie heimgesucht. Gründe: 4-5000 Menschen ohne Toilette, Kein funktionierender Brunnen, keine Motivation die existierende Diesel-Wasserpumpe in Gang zu bringen etc. Das Projekt hat jetzt Ziegel bereitgestellt, und die Vorstandsmitglieder haben das Graben einer Pitlatrine an der Dorfclinik übernommen. Ein kleiner, aber vielleicht ein motivierender Schritt.

Frage 7: Die Frauen sind immer die Profitierenden und gleichzeitig die Leidtragenden in solchen elementaren Projektansätzen. Sie profitieren von der Maismühle, die ihnen große Arbeit abnimmt. Sie profitieren vom Dorfladen, der ihnen z.B. das Salz und die Schulhefte ins Dorf liefert. Die Frauen sind nur marginal an der Projektplanung beteiligt. Von den 42 Coop-Mitgliedern sind nur 3 Frauen. Auf meinen sanften Druck hin wurde davon 1 Frau in den Vorstand gewählt. Realistischer Weise verbessert der jetzige Projektansatz die Lage der Frauen nur indirekt und in kleinstem Umfang. Siameja wäre m.E. ein gutes Beispiel für einen Community Development-Ansatz, in dem das GSDP-Frauenprogramm eine besondere Rolle spielen könnte. (Wenn es denn jemals zu einer Entscheidung darüber kommen sollte)

Ich hoffe, die knappe Beantwortung der Fragen ermöglicht den darüber Nachdenkenden ein grobes Bild vom Projekt in Siameja. Es ist ein mühsamer Weg, den wir in Siameja eingeschlagen haben. Er wird noch lange von VSP gezeichnet und geführt werden müssen. Trotzdem denke ich, es lohnt sich, wenn wir den Anspruch nicht aufgeben wollen, besonders die Vergessenen im Gwembe Tal ein Stück auf dem Weg ins nächste Jahrtausend zu begleiten.

Beste Größe und Erfolg bei den Beratungen

Harold Hummer

Eingegangen

10. April 1991

Erledigt: .....

Arbeitsbericht 1990

1. VSP als sozialer Dienstleistungsverein im Gwembe Tal

VSP existiert seit zehn Jahren als eingetragener Verein im Gwembe Tal. Ihre Zielsetzung hat sich seit Gründung wenig geändert. Die Aufgaben wechselten; ihre Arbeitsweise habe ich in den vergangenen zwei Jahren versucht zu verändern.

Die Aufgaben:

VSP soll Programme fördern, die sozial, kulturell und wirtschaftlich den Menschen im Gwembe Tal dienen. Besondere Bedeutung wird dabei den Aktivitäten gegeben, die die Selbsthilfe fördern, Menschen zur Selbsthilfe anregen und zur Selbstständigkeit der Projekte beitragen.

Die Planung von Projekten der Selbsthilfeförderung und die Durchführung und Übernahme von Dienstleistungen bedarf finanzieller Mittel und qualifizierten Personals; VSP soll sie bereitstellen.

Von Selbsthilfe reden und im eigenen Verein wenig dafür tun, kann nicht lange gutgehen. Aus diesem Grunde haben wir uns im vergangenen Jahr besonders darum bemüht, die einkommenschaffenden Aktivitäten des Vereins auf wirtschaftlich solidere Beine zu stellen. Vom bescheidenen Erfolg profitierten eine Reihe von Projekte. Noch nie hat VSP soviel Eigenmittel erwirtschaftet und zur Unterstützung von Kleinstprojekten bereitgestellt, wie 1990.

Wichtigstes pädagogisches Ziel dabei ist es, den VSP-Beschäftigten, dem Vorstand und auch den Mitgliedern Prinzipien der Wirtschaftlichkeit und der Kostenkalkulation zu vermitteln. Die weitverbreitete und ausgeprägte Haltung: daß sowieso alles aus Spendengeldern stammt, (deshalb) nichts kostet und daher auch keine Wertschätzung erfahren braucht, paßt nicht mehr in Denkweisen einer eigenständigen Organisation und läuft geradezu unserem Selbsthilfeansatz völlig konträr. Ein Umdenkungs/Lernprozeß, der besonders im GM/GSDP-Projektumfeld nicht leicht zu erreichen ist, wo Vieles bisher nichts gekostet hat und Manches immer noch ohne Gegenleistung abgegeben wird.

Im März 1990 hat VSP einen neuen Koordinator angestellt, als dessen Counterpart ich arbeite. Im November 1. J. erfolgte die Anstellung eines Tradingofficers. Damit wurden die personellen Voraussetzungen wesentlich verbessert, um einen einigermaßen reibungslosen Arbeitsablauf innerhalb VSP zu gewährleisten.



## 2. Arbeitsplan und Erreichtes in 1990

### a) Organisatorische und finanzielle Unterstützung für Ölmühlen

VSP kaufte und verkaufte 1990 ca 700 Sack Sonnenblumenkerne zur Kochölproduktion. Meine Aufgabe bestand in der Beratung der Frauenclubs, die Ölmühlen wirtschaftlich zu nutzen. In Siabaswi war an dieser Aufgabe auch W. Diete beteiligt. Renovierungs- und umbaumaßnahmen u.a. Bau von Toiletten wurden durchgeführt. Es hat sich gezeigt, daß die Frauenclubs in hohem Maße auf die Bereitstellung von Sonnenblumenkernen angewiesen sind. Leider wurden sie über die Jahre nicht motiviert, selbst Sonnenblumen anzubauen, um preiswertes Rohmaterial für die Ölproduktion zu haben. Für 1991 haben wir ein kleines Kreditsystem für die Frauen eingerichtet, damit sie auf Kredit Saatgut über VSP kaufen können. Es scheint, Einsicht und Bedarf sind vorhanden. Die Einführung eines Buchungssystems und die Unterstützung der Ölmühlen mit einem Operator, der von den Mühlen selbst bezahlt wird, hat sich bewährt.

### b) Aufbau des Community Projects in Siameja

Fünf Komponenten sind im Projekt enthalten:  
Eine Maismühle, ein Dorfladen, ein Maislager, ein Ochsenwagenverleih und der Aufbau eines Dorfvereins (auch Cooperative genannt), der diese Aktivitäten langfristig tragen soll. VSP stellte finanzielle Mittel zur Verfügung. Die Planung, Implementierung und die begleitende Beratungsarbeit für den Dorfverein wurden vom VSP-Coordinator und mir übernommen. Bei der Beratungsarbeit zur Gründung einer Vorkooperative hat uns V. Siankondo, Manager der Maaze Coop. unterstützt. 1990 wurde das Projekt zehn Mal von mir besucht. Fazit: Ein wichtiges Projekt; aber nur mit großem Aufwand und langem Atem von Nkandabwe aus zu steuern.

### c) Sikaneka Clinic

Vordergründig durch bauliche Mängel und mangelhafte Ausstattung begründet, hat das Gesundheitsministerium die formale Übernahme der Klinik bisher abgelehnt.

Die Ausstattung wurde von VSP im vergangenen Jahr nachgebessert. Bauliche Mängel wurden beseitigt. Neue sind allerdings hinzu gekommen. Das Ministerium zeigt nach wie vor kein Interesse an einer Übernahme. VSP zahlt den Diesel für die Wasserpumpe. Beschafft habe ich ihn. Ein typischer Fall von zambischer Problemlösung: Abwarten, solange kein direkter Leidensdruck vorhanden ist. Wir werden jetzt noch einmal einen Versuch unternehmen, die Klinik dem Gesundheitsministerium zu übergeben.

### d) Sikaneka Road

Die von U. Luig beantragten EG-Mittel zum Ausbau der Straße wurden im vergangenen Jahr genehmigt. K500.000,- stehen zur Verfügung. Dazu müssen K300.000,- lokale Eigenleistung aufgebracht werden. Im Oktober habe ich mich bereiterklärt, die Koordination für das Projekt zu übernehmen. Herr Ncite leitet die Baumaßnahmen vor Ort. Diverse Dorfversammlungen wurden abgehalten um eine von der EG geforderte Eigenbeteiligung der Community zu erreichen. Ein Projektkomitee mit Beteiligung der Dorfvertreter, des Distriktabgeordneten und des VSP-Managements wurde ins Leben gerufen. Eigenbeteiligung der Dorfbewohner war und ist schwierig zu erreichen. Seit November 1990 wurden Arbeiter angestellt, um die Arbeiten einigermaßen im Zeitplan durchzuführen. VSP und GM stellen dazu Eigenmittel bereit. Das Projekt soll im April 1991 abgeschlossen sein und dann hoffentlich den sieben Dörfern einen besseren Zugang zum Markt ermöglichen.

e) VSP-Verkaufsdepot Munyati/Sinanjola

Für diesen wichtigen Standort wurde ein festes Gebäude errichtet. Es wird hier Mealie Meal und Saatgut verkauft. In einer Dorfversammlung wurde ein neuer Verkäufer ausgewählt, nachdem finanzielle Unregelmäßigkeiten beim Vorgänger aufgedeckt worden waren. Für 1991 plant VSP an diesem Standort die Errichtung einer Maismühle.

f) Rehabilitierung von VSP-Wohnhäusern

VSP besitzt zwei Wohnhäuser in Sinazeze. Beide Häuser wurden im vergangenen Jahr von Grund auf renoviert und erweitert. Toiletten und Küchen wurden errichtet. Im Camp wurde eine neue Toilette für den VSP-Wohntrakt gebaut.

Bauherr: VSP  
Materialbeschaffung: Schumacher-Just  
Planung: "  
Bauaufsicht: "  
Baudurchführung: Lokale Handwerker  
Finanzierung: VSP

g) Reorganisation

Die Anstellung von R. Makala als VSP-Koordinator hat sich ausgesprochen positiv auf die Arbeit ausgewirkt. Geregelter Aufgabenverteilung innerhalb der Mitarbeiter, sachgerechte Verwendung der Mittel und ein kontrollierter Geschäftsbetrieb werden von ihm mitgetragen und auch umgesetzt. Darüberhinaus ist er in der Planung Implimentierung von Projekten hineingewachsen. Seinen schweren Motorradunfall hat er Gott sei Dank ohne bleibenden Schaden überstanden.

Zwei Schneider wurden in 1990 pensioniert. Aus Kostengründen wurden diese Stellen nicht wiederbesetzt. Eine zeitweilig als Verkäuferin eingesetzte Schneiderin wurde zur Oberschneiderin ernannt. Herr Kapokola wurde vom stellv. Koordinator und Transportmanager zum Shopmanager und Verkäufer zurückgestuft. Aufgrund seines eigenwilligen Interesses und seiner mangelnden Lernfähigkeit ist er nach wie vor eher eine Belastung für VSP als eine große Unterstützung. Mit ihm gebe ich dem Laden in Sinazeze keine Zukunft. Versuche der Coordinators und mir, ein "on the Job-training" für die prinzipiellsten kaufmännischen Handhabungen mit ihm durchzuführen, bezeichne ich als gescheitert. Leider hält der Vorstand, aus welchen Gründen auch immer, nach wie vor an ihm fest.

h) Saatguthandel

Nach Schließung des GSDP/GM Saatgutprogramms wurde vereinbart, daß VSP den Ankauf, Transport, das Umpacken in kleinere Mengen und den Vertrieb von Saatgut übernimmt. Neben einer organisatorischen und wirtschaftlichen Straffung des Programms entsprach diese Entscheidung auch der früheren Beraterin und Initiatorin des Saatgutprogramms U. Wittern. (siehe Abschlußbericht). M.E. eine sachgerechte Entscheidung, die längst überfällig war. In 1990 hat VSP 11 to. Maissaat und 1 to. Sorghum in Gwembe South verkauft. Damit konnte der Bedarf seitens der Bauern gedeckt werden. VSP hat einen Tradingofficer eingestellt, (der ehem. Ölmühlenoperator von Sinanjola) der das 3-monatige Saatgutprogramm abwickelte. Er wird jetzt den Handel mit Maismehl und teilweise auch das Managen des Lastwagens übernehmen. Eine zuverlässige Unterstützung des Coordinators, der Buchhalterin



und des Advisors, der das Saatgutprogramm in dieser Saison im wesentlichen steuerte.

### 3. Zusammenfassung und Einschätzung

VSP hat sich im Jahre 1990 deutlich als Verein konsolidiert. Der Service für Transport und Nahrungsmittelverkauf für die Dörfer läuft wesentlich zuverlässiger und geordneter. Der Verein kann sich wirtschaftlich selbst tragen. Zuschüsse für einzelne Projekte werden weiterhin notwendig sein. Der Lastwagen läuft kostendeckend. Aufgrund von unwirtschaftlichen Transportdienstleistungen, die m.E. auch weiterhin von VSP übernommen werden sollten, (z.B. Beliefern von Kawambila mit Mealie Meal trotz schlechter Straßenverhältnisse und großem Breakdownrisiko) muß die Neuanschaffung eines LKWs von Gossner Mission finanziell unterstützt werden.

Trotz alledem plädiere ich für eine noch größere Eigenanstrengung von VSP den LKW wirtschaftlicher einzusetzen. D.h. z.B. auch, Rücklagen für eine Neuanschaffung zu bilden. Den FOREX-Anteil sehe ich von keiner anderen als von GM-seite aufgebracht. Bei Übergabe des neuen LKW sollte die Mission die Eigenanstrengungen deutlich einfordern.

VSP wird m.E. noch mindestens 4, eher 7-10 Jahre einen ausländischen Berater brauchen. Zu vielschichtig sind die Aufgaben und damit auch die Interessen in VSP, als daß sie vom ehrenamtlichen Vorstand und dem kleinen VSP-Management bewältigt bzw. kanalisiert werden können.

Solange die Gossner Mission ein Programm "Selbsthilfeförderung und soziale Dienstleistungen" im GSDP unterstützt, solange sehe ich auch eine wichtige Aufgabe für VSP als Durchführungsorganisation für dieses Programm.

Bei der Unterstützung von Projekten von VSP sollte von vorneherein die Notwendigkeit des eigenständigen Weiterlaufens in eigener Verantwortung der betroffenen Gruppen beachtet werden. Auch wenn dies für viele Projekte auf Dorfebene ein langfristiges Ziel bleibt.

Mein<sup>en</sup> Ansatz, sowohl im Verein als auch im sozialen Umfeld die "Subventionsmentalität" und "Hilfeerwartung" zurückzudrängen zugunsten von Eigenanstrengung und Wirtschaftlichkeitsüberlegungen habe ich auch 1990 verfolgt. Dank relativ geringen Spenden von abgetragener Kleidung und relativ regeltem Verkauf von Altkleidern, (Anteil von Second Hand 1990 an Gesamteinnahmen = 0,5%) wurde dieses Bemühen zumindestens von dieser Seite nicht gravierend unterlaufen.

Es bleibt noch viel zu tun.

Nkandabwe, den 20.2.1991

Manfred Schumacher-Just, Berater bei VSP



Eingegangen

18. Juli 1990

Erledigt:.....

PROJECT PROPOSAL

FOR A

COMMUNITY-SERVICE-CENTRE AT SIAMEJA

- GRINDING MILL
- SHOP
- OXCARD-HIRE-SERVICE
- COOPERATIVE

Prepared by  
VSP Advisor  
M. Schumacher-Just  
March, 1990

## Project proposal for a Community-Service Centre at Siameja

### 1. Introduction

Siameja, the biggest village in Sen. Chief Mweemba area, can be considered a regional centre, from which 5 more villages can be served. Within a radius of 5 to 45 km Siawasa, Kafwambila and Siampondo in the South, Nyanga and Dengeza in the North of Siameja can be reached in a one-day-tour.

The main road from Siawasa to Siameja is, at least in the dry season, in a fairly good condition. Siameja can be reached by a 5.5 t lorry during 8 to 9 months a year.

In 1989 a fact-finding and planning workshop was held by GSDP at Siameja. At this workshop, VSP introduced the idea of a so called Community-Service Centre at Siameja.

To propose the set up of such a type of project is a result of basically the following experiences:

1. VSP is serving the area through 6 depots with mealie meal throughout the year, because the area is not selfsufficient in food production. the grade of selfsufficiency reaches about 30-50 %. In the past 8 years the area was heavily affected by draught. In 1989 an extreme rainy season made the delivery of any goods to the area very difficult, for more than 3 months even impossible.
2. Privat traders are not serving the area at all because of the extremely bad road conditions. Local transport facilities are not available. Food and commodity supply is done under extreme conditions; Mealie meal has to be carried by women over long distances.
3. A high demand for agriculture implements in the whole area is obvious. Stimulation of food production and regular supply of basic commodities are requested in order to make life in that remote area more easy and attractive.

*How will this activity create more activities and naturally new demands  
and how can new demands be met?*

### 2. Objectives

The project should assist to overcome the problem of unregular food supply. It should stimulate agriculture production through regular supply of agric. implements, local transport and grinding facilities. The project should involve the local community at planning and implementation level.

### 3. Project idea

1. Establishing a commodity shop for basic household goods. The VSP-depot will be integrated into the shop.
2. Establishing a grinding mill incl. a maize depot of 300-400 bags
3. Establishing a local transport system through an oxcart hire service to farmers in Siameja area. *How to be motivated?*
4. Establishing a awareness and training programme in cooperation with CUSA and the Department of Coop. and Social Services.



#### 4. Organisation and Management

Considering the lack of any structures for running a shop and a grindingmill, it is necessary to create a local organisation. Arrangements with the CUSA-district-officer have been made in order to establish a multipurpose cooperative. This body will in the long run be the owner of the project and be responsible for running the shop, the grindingmill and the oxcart. Management assistance will be provided for the first two years by the VSP-management and the CUSA-district officer. A shopkeeper and a grindingmill operator will be employed parttime by the local community/Cooperative. They are answerable to the cooperative board and the VSP-management. For the time being VSP will be responsible for delivering and selling maize to the grindingmill and to the local community. The Cooperative/shop will sell the grinded maize and other commodities, that will be delivered by VSP.

#### 5. Requirements

##### a. Finances

VSP will buy and deliver the grindingmill and the oxcart. Furthermore VSP will contribute the cement, the roofingmaterial, and the paid labour for constructing the shelter for the grindingmill. The oxcart and the grindingmill will be owned by VSP until the Siameja Cooperative will be fully established and will be able to take over full responsibility. *Any planning done? (see No. 6.)*

##### b. Building

For the maize store and the shop the already existing building, built and owned by the Siameja community, will be utilized. A shelter for the grindingmill has to be constructed.

##### c. Labour

Bricks for the shelter will be made by members of the cooperative. A bricklayer will be hired by VSP. Additional casual labour for the constructionwork will be provided by the members.

##### d. Supervision

The VSP-management is responsible for the implementation of the project in close cooperation with the Siameja cooperative board.

##### e. Training

VSP and CUSA are carrying out a trainingprogramme for the members of the cooperative as well for the shopkeeper and the operator of the grindingmill.

##### f. Constraints

The project will be highly dependent on VSP-transport *! ?!*

#### 6. Duration of Project

Considering the complexity of the project and the lack of experience in Siameja in running such a project, it may take 5-7 years until the cooperativeboard will be able to manage the project independantly. Supervision and training should be provided for a period of 7-10 years.



## Budget Estimation

### A Investment

#### 1. Capital Cost

1 Grinding mill	K 32.000,-	
1 Koloska 2nd. hand engine	K 35.000,-	
1 Frame	K 15.000,-	
1 Pully and van	K 5.000,-	
Diesel storage	K 3.000,-	
1 Oxcart (GM)	K 20.000,-	
Spares	K 5.000,-	K115.000,-

#### 2. Building

Renovation of Shop	K 3.000,-	
" of Storeroom	K 2.000,-	
Construction of shelter for grinding mill		
Cement 25 x K200,-	K 5.000,-	
Roofing sheets 9 x K900,-	K 8.100,-	
Poles	K 900,-	
1 Door	K 1.500,-	
1 Window	K 2.000,-	K 16.500,-

#### 3. Labour

Instalation of grainding mill	K 3.000,-	
Construction 10 x K150,-	K 2.500,-	
nightallow.	K 500,-	
Renovation of roof	K 1.500,-	
Local labour contribution	K 5.000,-	K 12.500,-

#### 4. Transport

5 loads of sand (local)	K 1.500,-	
Supervision/Training (VSP)	K 1.500,-	K 3.000,-

### B Re-current cost

Salary shopkeeper 12 x K400,-	K 4.800,-	
Salary operator 12 x K400,-	K 4.800,-	
Revolving fund for shop (VSP)	K 10.000,-	
Annual overhead cost (VSP)	K 5.000,-	K 24.600,-
Total cost		K171.000,-
		=====

### Financing

VSP Projectfunds	K125.500,-
Local contribution	K 21.100,-
Donor (GM funds for oxcart)	K 25.000,-
	K171.000,-
	=====

MANAGEMENT REPORT TO VSP EXECUTIVE  
COMMITTEE MEETING ON 26TH NOV. 1990

1. SEED PROGRAMME

4 tons of maize and 1 ton of sorghum were bought from Zambezi in Lusaka while 4.5 tons of maize were bought from a private farmer near Menze. These are being distributed to VSP groups. The mission provided K20,000.00 for the renovation of a storeroom at the camp and this work has been completed.

*No distrib. in Linabanga area*

2. OX DRIVEN GRINDING MILLS

The project officer from GTZ visited us and a site for the said grinding mill was chosen at Mr. Madyenkuku's farm on a trial basis. The building of a shelter will start soon and the installation of the mill will be at the end of January, 1991.

3. REGIONAL MEETINGS

These were a failure due to non attendance except at Mkandabbwe where fifteen members were present.

4. PREPARATION FOR AGM

The VSP exco members were requested to conduct meetings in their areas to select three out of every ten members to represent their area at AGM. Booking at Malima Farmers Training Centre has already been done.

5. TRANSPORT

There is an outstanding bill of over K100,000. The coordinator is already writing reminders to the debtors.

6. MEALIE-MEAL

VSP has resumed the purchasing and distribution of mealie-meal to depots but supplies at the Choma Milling seems to be a problem. This resulted in our truck staying over night in Choma in some cases.

7. MAIZE

A number of bags were bought directly from the farmers at K300.00 each and were distributed to the depots. However, this exercise stopped when the farmers would no longer supply VSP with maize. It is expensive to buy it from the cooperative society.

2/...



8. PURCHASE OF SUNFLOWER

There is no sunflower in the Chama District so we were given a green light to negotiate with the General Manager in (Chama) Gwembe. Currently, the oilmills are not working to the full capacity due to lack of sunflower.

9. TRADING OFFICER

Although the person to fill the position was chosen on 1st November, 1990, there is no response from him to confirm whether he is taking up the position. *Ken's not answering*

10. RETIRED TAILORS

One of the retired tailors went to Sinasengwe Bema to complain over the benefits which allegedly were not given on retirement. The VSP chairman, advisor and coordinator were summoned to the Bema.

11. SIKANEKA ROAD

The work on the road has started. Due to poor response from the local community some people have been employed to do the work. The efforts to get a bull dozer and a grader have achieved very little so far.

12. SIKANEKA PROJECT

The official opening awaits a reply from the Gwembe District Council to inform us when the Honourable HCC would officiate. This might be done in conjunction with the opening of the Small Scale Industry Carpenter Shop at Sinasengwe.

13. MEMBERSHIP CARDS

These were given to exec members for selling. We will know how many have been sold when they present the list of their area members.

14. MISSION GRANT

The Gossner Mission has approved VSP's financial request including that of lorry replacement for which DM 60,000 will be sent aside. *2nd July*

15. FINANCIAL REPORT

See appendix A.

R. Makala

CO-ORDINATOR



Eingegangen

21. Sep. 1990

Erledigt: .....

VSP-Management report for Period June to August 1990  
prepared for VSP-Exco on September 4, 1990 by M. Schumacher-Just,  
Advisor

### 1. Personnel and Organisation

- The period was overshadowed by the tragic motorbike accident of the coordinator on 22.7.90. Meanwhile he was dismissed from hospital and his rehabilitation is satisfying. The advisor was on home leave from 26.6.-22.7.
- At August 2nd, the chairman, the Secretary, the Treasurer, the GSDP-Coordinator and the Advisor sat together for a meeting on the VSP-salary structure following the latest increase of Mealie Meal and the Government salary increase (the Secretary and the GSDP-Coordinator could not be present however)

It was resolved to submit some suggestions to the regular Exco as follows:

- a. to increase the basic salaries by 50%
- b. the Coordinators salary by 40%
- c. to double the housing allowance up to K300,.
- d. to cancel the submitted allowances for the Shopmanager because of no special duties outside the Sinazeze area anymore.
- e. to equalise the bookkeepers salary with Shopmanagers.
- f. to terminate the contract with the tailoring supervisor and Mrs. Siankuku one of the tailors, because of the crucial financial situation within VSP-and specially within the tailoring section. The contracts will be terminated to August, 31st.
- g. the shopkeeper, Mrs. E. Chifumba will take over as the tailors' supervisor.
- h. Mr. Kapokela will take office at Sinazeze to be responsible for the sale and the management of the shop including the management of the tailoring section.
- i. Mr. Fogga will also be based at Sinazeze to assist in selling cleaning and building at Sinazeze site.

We believe that this decisions can help to maximise VSP-services and to overcame the crucial financial situation.

The VSP-driver, Mr. P. Munsaka stopped working on August 3rd. He joined Choma Grage without giving us any notice. The Chairman was informed by the management and a letter of termination of his employment was written by the advisor. In the meantime, the GM-driver, Mr. J. Simayumbula is driving the VSP-lorry.

The bookkeeper applied for accommodation at the camp.

The GSDP-Coordinator provided a house till further notice.

### 2. Transport

The transport is managed by the VSP-Coordinator, while now by the Advisor however, with the assistance of the GM-transport officer. Several broken springs and other repairs have delayed the transport programme. The lorry is nearly 100% busy with maize haulage. The transport rate was increased to K25,- per km with effect from August, 1990.

VSP-Management report for Period June to August 1990  
prepared for VSP-Exco on September 4, 1990 by M. Schumacher-Jant  
Advisor

1. Personnel and Organization  
The period was overshadowed by the tragic motorcycle accident of the coordinator on 22.7.90. Meanwhile he was dismissed from hospital and his rehabilitation is satisfying. The advisor was on leave from 20.8. - 22.7. At August end, the chairman, the secretary, the treasurer, the GSDP-coordinator and the Advisor sat together for a meeting on the VSP-salary structure following the latest increase of Meike Meel and the Government salary increase (the Secretary and the GSDP-coordinator could not be present however)

It was resolved to submit some suggestions to the regular Exco as follows:

- a. to increase the basic salaries by 50%
- b. the Coordinator salary by 40%
- c. to double the housing allowance up to K300.
- d. to cancel the submitted allowance for the Shopmanager because of no special duties outside the business area

anyway  
e. to equalize the bookkeeper's salary with Shopmanager's  
f. to terminate the contract with the tailoring supervisor and Mrs. Siankuku one of the tailors, because of the unusual financial situation within VSP and specially within the tailoring section. The contracts will be terminated to August 31st.  
g. the shopkeeper, Mrs. B. Chikumba will take over as the tailors' supervisor.

h. Mr. Kanyamba will take office as General Manager to be responsible for the sale and the management of the shop including the management of the tailoring section.  
i. Mr. Boges will also be based at Singaza to assist in selling clothing and building at Singaza site.

We believe that this decision can help to maximise VSP-services and to overcome the unusual financial situation.

The VSP-driver, Mr. S. Munnaka stopped working on August 8th. He told GSDP without giving any notice. The Chairman was informed by the management and a letter of termination of his employment was written by the advisor. In the meantime, the GM-driver, Mr. J. Simyambala is driving the VSP-lorry.  
The bookkeeper applied for recommendation at the camp. The GSDP-coordinator provided a house till further notice.

2. Transport  
The transport is managed by the VSP-coordinator, while now by the Advisor however, with the assistance of the GM-transport officer. Several broken springs and other repairs have delayed the transport programme. The lorry is nearly 100% busy with maize haulage. The transport rate was increased to K25. - per ton with effect from August 1, 1990.



### 3. Projects under work

The implementation of the Community Project at Siameja is about to be finished. The grinding mill was installed and is in operation. A maize storage was build and a new full-wheel driven oxcart was bought from UNZA and will be exchanged with the tyredriven one at Siameja. The whole building was rebuild, plastered and painted from in and outside. Several meetings organized by the Advisor and the Coordinator and the Treasurer took place in order to advise and form the Siameja Cooperative Executive. The operator for the grain-grindingmill was trained for 2 weeks at Sinazeze and Nkandabbwe workshop.

-The two oilmills at Sinanjola and Siabaswi are doing fine. The oil production exceeds the local demand. Sinazeze and Siameja shops are being supplied. Sunflower buying has been started at Sinazeze and Sinajola. Renovation works at both oilmills are going on. Sikaneka clinic was visited and diesel was supplied. New cracks were discovered. Now it has to be discussed by experts, whether a complete reconstruction will have to be carried out.

Sikaneka Road programme has been prepared. A bank account for the project was opened in Choma and K300,000.- were received from EEC. Preparations for purchase of cement are under way. A workplan has been prepared and submitted to the EEC. Work will start by mid of September.

At Sinazeze shop an office for the shopmanager is under construction.

### 4. Future Projects

14 tons of seeds have been ordered from ZAMSEED at Lusaka. and repacking will start at the beginning of October. It was agreed that GM takes over the salary of a trading officer who will handle the trading of seeds, maize and m/m. VSP will have to find and employ such an officer.

The Advisor negotiated with a German donor agency (Agro Action) and the German Volunteer Service about a grinding mill. It was promised that one machine will be donated to VSP.

Gossner Mission donated about K133,000.- for the oxcart programme. One more cart will be bought for the hire service.

From TDAU/UNZA an oil expeller was bought. It can be handled by a small group of 2 to 3 people and can produce about 10 l of oil per day. A set up has to be discussed within VSP.

### 5. Trading

On July 30th, VSP has started buying maize from farmers at Batoka, Siabunkululu, Siamuloya and Sikalonge. So far about 1000 bags were hauled and supplied to VSP depots.



3/

We will carry on with the maize supply and the Sinazeze and Siameja maize store will be built.

6. Financial Statement (see attached)

Manfred Schumacher  
Advisor

Mscm,....--

APPENDIX A

VSE MANAGEMENT REPORT

FINANCIAL STATEMENT FOR PERIOD 1.6. - 31.8.90

1) Loss and Profit Account

M/m maize	354,069.95	257,733.50
Oil mills	51,702.30	39,790.00
Second hand	1,686.00	-
Transport	136,142.00	57,917.15
Sinazeze hall	233,467.25	172,722.65
Sewing programme	4,869.90	15,510.00
Membership	1,950.00	-
Seedprogramme	3,305.00	29,105.50
Loan from staff	2,466.00	-
Grant GM (DM 1.750,-)	68,275.83	-
Building	-	2,000.00
Others Expens.	-	7,078.00
Loan repay	-	63,750.00
Wages	-	28,696.30
Projects	-	69,515.50 (Ochsenwagen, 1 Ölprese)
Management	-	1,178.75
	K857.933.23	K744,997.35

Surplus- K112,935.88

2) Outstandings

Depots M/m	K260,000.00	
Second hand	2,114.00	
Transport	42,893.90	
Sewing programme	10,230.00	
Loans to staff	2,900.00	
Seed programme	8,874.00	
Other debts GSDP w/shop	2,000.00	Total outstanding: K328,911.90

3) In stock

Sinazeze hall	79,314.58	
Sunflower Seeds	47,000.00	Total stock: K126,314.58

4) Liabilities

to GM loan	100,000.00	
to Transport hire	58,835.00	
GM prefinancing	82,153.23	* Total liabilities: K240,988.23

5) Assets

Cash on hand	28,612.59	
Bank balance	95,866.14	
Post office	-	
Oilmill Cusa account	17,957.50	Total Assets: K142,436.23

PREPARED BY:

M. Schumacher Just, Advisor

mscm.....

\* Zins & gezahlt am 5.9.90

0 50.000,- werden bis 30.9. zurückgezahlt.

50.000,- im Oktober



# Valley Selfhelp Promotion Society

## Annual Report 1989

### Introduction

VSP is a non-profit organisation, grown out of the combined work of Gossner Mission and GRZ in the Gwembe South Development Project. VSP is a nongovernmental registered society.

The about 500 members of VSP select an Executive Committee. Its task is to follow up management matters and it is responsible for the overall policy making of the society. The last Annual General Meeting took place in December 1989.

The work of VSP is divided into three sections:

1. The income generating programme which includes the Sinazeze shop, the tailoring group, the transport hire service and the sale of second hand clothes.
2. The service programme which provides maize and mealie meal to the communities in Gwembe South.
3. Through its income generating activities and its service programme, VSP is in the position to carry out community based projects to encourage the social and economic development with the people on village level such as two oilmills at Siabaswi and Sinanjola, Sikaneka clinic, Siameja community shop and Muniati/Sinanjola sales depot.

### Staffposition

The position of the VSP-Coordinator has been vacant since August 1989. A new Coordinator was chosen by the end of 1989 and will start working in March 1990. The Assistant Coordinator has been holding the position as Acting Coordinator. The VSP-Bookkeeper has been on maternity leave since Dec. 1st. A bookkeeper with a temporary contract has been employed for 3 months. Beside the 3 management posts VSP has 9 members of staff. One expatriate staffmember, seconded by Gossner Mission to VSP acts as VSP-Advisor to the management and to the Executive Committee.

### Training

In 1989 no external training programme was carried out. Due to the reorganisation within VSP, training on the job was done by the Advisor for the Business Manager, the bookkeeper and the Shopkeeper. For the chosen Shopkeeper for Siameja, VSP organised a two-week on the job training at Maaze-Cooperative shop and at VSP-shop. This programmes will continue in 1990.

### Activities

#### 1. Income Generation

In 1989 the Sinazeze Shop was completely renovated. The range of commodities offered was widened. Especially building materials (gumpoles, roofingsheets, cement) and agricultural implements (ploughs, ploughspares, chains and axes) were sold. VSP being one of the seedprogramme agents, was able to sell about 4to. of seeds through the VSP-shop and the depots.

The tailoring group was shifted to the Sinazeze shop in order to improve the working conditions and to introduce the business to public.

About 300 schooluniforms were made. Due to lack of uniform material, the tailoring section started producing children's wear and blankets from locally grown cotton.



By selling second hand clothes, which are donated by church groups in West Germany, VSP raised some money for VSP. About 5.5 % of the VSP-income was generated through second hand clothes. In 1989 a substantial drop in the number of boxes sent was noticed due to the 100 % increase of postal charges for parcels from Germany.

The VSP-transport hire service served a lot of private farmers and shopkeepers as well as projects in the area. Due to increasing costs for fuel and repairs the booking charge had to be lifted from K5,- at the beginning of the year to K11,- in August 1989. Nevertheless VSP-transport is widely known as the cheapest and most reliable transport in the area.

## 2. Service programme

VSP has served the community in Gwembe South through sales of 9660 25Kg bags of mealie meal at our depots ranging from Kafambila to Chiyabi. In cooperation with the Governor's office, a special programme was carried out by VSP to provide 1000 bags (90kg) of maize specially to Kafambila and Siameja area. The maize was purchased and sold through VSP. A local Kapenta fishing company assisted with boat transport to Kafambila.

## 3. Projects

In October 1989 a long ongoing project was officially opened by the **HOW**. MCC. The Sikaneka Clinic is now ready for handing over to the Ministry of Health. The Siameja Community project with a commodity shop, a grinding mill with a storage and an oxcart hire service has been started. An oxcart was bought by VSP and placed at Siameja in order to assist farmers with local transport. At Munyati/Sinanjola a permanent sales depot was constructed. VSP took over the management of the sunflower oilmills at Siabaswi and Sinanjola. Together with the local women's clubs a new system of management was introduced in order to maximise the utilisation of the machines and to increase the cooking oil production. Furthermore VSP assisted Sinazeze, Nkandabwe and Munyati primary schools with transport and Siampondo school with reroofing of a classblock.

## Constraints

### 1. Personal

Due to the long absence of a Coordinator and the substantial increase in activities, the Advisor had to take over a number of day to day management duties. The planning and implementation of projects was therefore delayed. An improvement is expected after the Coordinator's post will be filled.

### 2. Transport

The transport costs have gone up tremendously especially because of a high number of break downs of the lorry caused by careless driving as well as by the extremely bad road conditions. The VSP-management depends on the Advisor's car and the lorry. A request for a motorbike to Gossner Mission was already agreed upon. The motorbike was promised for 1990.

### 3. Selfhelp activities

It has been realised that people in Gwembe South find it difficult to believe in selfhelp activities. Therefore most of the projects had to be implemented by VSP and paid labour. VSP is faced with a high expectation of service being offered to the people who are not realising that VSP can only assist local activities with limited funds. In future VSP will put more efforts into informing the public about its ideas and limits.

Future plans

In 1990 the above mentioned projects and activities will be finished and stabilised. The Siameja project will be implemented. More effort will be put into the production of clothes and cotton blankets. A project proposal to extend the tailoring section by introducing cotton weaving will be discussed on VSP and GSDP level. It is planned to run local workshops at village level to introduce the VSP policy and to make people aware of selfhelp and selfsufficiency.

Nkandabwe, January 1990

M. Schumacher-Just  
VSP-Advisor



VSP-FINANCIAL STATEMENT 1989

Income and Expenditure Account for the year ended 31st Dec. 1989

Income

Sinazeze shop	K 94,990.20	
Second hand	K 70,151.50	
Sewing Programme	K 27,278.10	
Sales Seeds	K 35,212.00	
Transport hire	K162,641.70	
Sales of mealie meal	K850,204.25	
Hardware	K 74,451.60	
Other Income	K 1,622.75	
Grant GM/Salary	K 2,880.00	
Loan received	K 86,927.80	
Rent/Sinazeze house	K 400.00	
Sales of Boats	K132,742.00	
Sales of pipes	K 12,150.00	<u>1.551,651.90</u>

Expenditure

Sinazeze shop	K 65,217.56	
Second hand	K 537.15	
Sewing Programme	K 19,584.90	
Seeds	K 18,991.00	
Loan repay/priv.1.	K144,303.92	
Transport booking	K 59,097.76	
Mealie meal/maize	K789,370.97	
Hardware	K100,522.00	
Other expenditure	K 12,962.60	
Transport/Fuel	K159,281.94	
Wages/ZNPF	K 66,004.19	
Stationery	K 10,779.68	
Projects	K 60,327.70	
Exco/AGM	K 17,504.10	
Building/Maintenance	K 4,933.00	
Lodger fee	K 1,510.00	
Purchase of maize	K 83,000.00	<u>1.613,928.47</u>

Net loss for the year: 62,276.57



Bank and Cash Balances:

Cash on hand	31.12.89	K 6,739.65	
Bank balance	31.12.89	<u>K 75,687.15</u>	K82,426.80
Cash on hand	1.1.89	K 6,441.00	
Bank balance	1.1.89	<u>K 50,314.01</u>	K56,755.01
Balance	31.12.89		K25,671.79

Stocktaking 31.12.89

Commodities Sinazeze shop	K 33,880.75	
Hardware	K 38,150.00	
Maize	<u>K125,000.00</u>	K197,030.75

Current Assets

Depots	K41,500.00	
Second hand	K 9,174.00	
Transport	K38,081.40	
Sewing programme	K 9,470.00	
Loans to staff	<u>K 4,240.00</u>	K102,465.40

Total		K 325,167.94
./. Liabilities to Seedprogramme		K 49,225.00
./. Liabilities transport GM		K <u>20,375.67</u>
./. Net loss 1989		K 62,276.57
./. Accumulated Surplus including the income from sales of boats of K132,742.00 and pipes of K12,150.00		<u>K 193,290.70</u>

Nkandabbwe, 25.1.90

M. Schumacher-Just  
VSP ADVISOR

Zwölf Monate mit "Gossina" im Gwembetal

- Ein interner Arbeitsbericht -

Eingegangen

06. März 1990

Erledigt:.....

## 1. Atmosphärisches und erste Gehversuche

Eigentlich hatten wir es ganz gut angetroffen in Nkandabwe. Die Unterkunft war nach einigen Anlaufproblemen vorhanden. Gossner M. hatte ein Einsehen mit unserer Hausausstattung und spendierte zwei Matratzen. Die Kolleginnen und Kollegen, sofern wir sie überhaupt zu Gesicht bekamen, gaben sich Mühe, unsere Tongabegrüßungen zu erwidern und uns mehr oder weniger geschickt zu verstehen zu geben, was sie denn nach unserer Abreise alles von uns kaufen möchten. Inzwischen sind wir "ausgetestet": Wir verkaufen nicht's vor Vertragsende! Und so waren die ersten Monate verflogen mit gegenseitigem Abtasten, Kennenlernen und Grenzenabstecken. Bei VSP meiner eigentlichen Arbeitsstelle, wurde meine Ankunft mit offensichtlicher Spannung und auch mit Ängsten zur Kenntnis genommen. Der Koordinator und sein Stellvertreter hatten sichtlich Sorge, daß mit meiner Ankunft gewisse Regelmäßigkeiten in das Finanzgebahren von VSP einkehren und damit ihre einträglichen Eigengeschäfte, Vergünstigungen, Annehmlichkeiten wie kostenlose Heimfahrten mit dem VSP-Laster etc. ein Ende haben würden. Und in der Tat hat es mich 3 Monate gekostet, einige Löcher im Finanzsystem zu schließen und einige Grundprinzipien von geordneter Buchhaltung einzuführen.

Zumindest theoretisch, denn in der Umsetzung erlebe ich heute noch hin und wieder Umgangsformen mit VSP-Geld, daß mir der Hut hochgeht. Inzwischen sehe ich es als eine meiner Aufgaben an, bei meinen VSP-KollegenInnen ein gewisses Verständnis für finanzielle Zusammenhänge und dem entsprechenden Umgang mit Geld in der Praxis zu vermitteln. Ich fürchte, ein Projekt, das in meiner Vertragszeit nicht zum Abschluß kommen wird. Zurück zu meiner Einarbeitung bei VSP.

Bei meinen Gossner, wie auch bei zambischen Kollegen begegnete mir in der Anfangsphase immer ein gewisser Ausdruck <sup>von</sup> Mitleid, des Bedauerns und auch von Freude, nämlich darüber, daß man sich mit (nur) seinen eigenen Problemen zu befassen braucht und nichts mit dem VSP-Sumpf zu tun hat.

In der Tat, in den ersten Monaten wußte ich nicht so recht, von welchen Keimen und Wachsen von Selbstverantwortung die Rede war und wie groß denn meine Aktivitäten sein müssen oder dürfen, von denen Dieter Hecker in seinem Weihnachtsgruß 88/89 sprach.

Vor allen Dingen war mir und ist mir z.T. bis Heute manchmal schleierhaft, welche Pflanze denn eigentlich mit VSP von Gossner gesät wurde und vor allen Dingen, wie es sein kann, daß so viele Leute sich als Gärtner und Pfleger und gleichzeitig als Ausrupfer und Zertrampler an VSP zu schaffen machen.

## 2. Meine Arbeit als Berater bei VSP

Die Stelle des Advisors war 9 Monate vakant gewesen. So hatten sich Regelungen eingeschlichen, die die Arbeit fast zum Stillstand hatten kommen lassen, die aber dem damaligen Koordinator und den stellv. Koordinator sehr zum persönlichen Vorteil verholfen hatten. Ganz offensichtlich war der neue VSP-Lastwagen übermäßig beansprucht und mißbraucht worden. Eine geordnete finanzielle Abrechnung hatte es nicht gegeben. Die gesamte VSP-Buchführung war ohne Übertreibung ein Chaos. Schulden in Höhe von K80.000,- hatten sich durch unbedachte Vorfinanzierungen durch die Mission angesammelt. Eine Arbeitsvoraussetzung, <sup>um</sup> die mich verständlicher Weise niemand beneidet hat.

Die ersten drei Monate verbrachte ich mit dem Aufarbeiten und durchforsten der Finanzen und dem Kennenlernen der "Projekte".



Besonders die Klinik in Sikaneka schien mir reif für eine Übergabe an das Gesundheitsministerium. Daß die Eröffnung der Klinik schließlich erst im Oktober stattfand und die Übernahme durch das Ministerium immer noch nicht erfolgt ist, liegt an den tausend kleinen baulichen Mängeln und den Beanstandungen durch das Ministerium, um die ich mich zu kümmern hatte und noch immer habe. Hinzu kommt, daß die 7 km lange Zufahrtsstraße in der Regenzeit nicht passierbar ist. Das Gebäude ist im wahrsten Sinne des Wortes auf Sand gesetzt. Dies verursacht Risse im Mauerwerk, die von der Bauaufsicht mit Recht beanstandet werden, die allerdings leider immer gerade dann neu in Erscheinung treten, wenn der Inspektor auftaucht.

Im Juni letzten Jahres konnte ich dem VSP-Vorstand einige Minuten abringen, um über meinen Programmvorschlag für die nächsten 6 Monate zu beraten. In kürze haben wir uns dabei folgendes vorgenommen:

1. den Bau einer Maismühle und eines Maislagers in Siameja
2. die Einrichtung eines Ochsenwagenverleihs an Bauern in Siameja und Kafwambila
3. die Erweiterung des Ladens in Sinazeze um Verkauf von Baumaterialien und landwirtschaftlichen Geräten
4. den Ausbau der Schneiderei in Sinazeze
5. die Eröffnung eines Verkaufdepots in Munyati
6. die Managementberatung für die Ölmühlen in Siabaswi und Sinanjola.

Viele Dorfversammlungen, Gespräche, Beschaffungen, Transporte, Absprachen und Beratungen waren meine Aufgabe in den vergangenen Monaten und werden es sicherlich auch in diesem Jahr sein.

Der VSP-Koordinator hat im Juli l.J. seinen Dienst quittiert. Gerade noch rechtzeitig, bevor er vom Executive Committee und sicherlich auch mit meiner Unterstützung wegen Unfähigkeit und Mißwirtschaft entlassen worden wäre. Seit dem versucht sich der stellvertretende Koordinator in dieser Aufgabe. Leider nur mit sehr geringem Erfolg. Dieser Schuh ist sichtlich zu groß für ihn. Das EXCO hat ihn deshalb auch nicht zum Vorstellungsgespräch eingeladen.

Zum 1.3.d.J. haben wir einen Koordinator ausgewählt und eingestellt. Er ist ausgebildeter Lehrer, hat aber in den letzten Jahren in der Erwachsenenbildung gearbeitet und bringt auch einige Erfahrungen aus der Arbeit mit Selbsthilfegruppen mit.

Alle Hoffnungen sind jetzt auf ihn gerichtet, daß er in der Lage ist, die Geschäfte mit Übersicht zu führen und die Projekte mit Beharrlichkeit weiterzuführen. Ich verbinde mit ihm die Hoffnung, daß ich mich langsam wieder aus dem Tagesgeschäft zurückziehen kann, um in der Projektumsetzung- und -betreuung stärker mitarbeiten und mich mehr in die praktische Beratung und Ausbildung der Buchhalterin und der DEPOT-Agents kümmern zu können.

### 3. Meine Arbeit als "Führunternehmer"

Dieser Job hat zwei Seiten. Zum einen fahre ich ein eigenes Fahrzeug, das für VSP wichtigen und billigen Transport bedeutet. So chauffiere ich die Vorstandsmitglieder zu ihren Sitzungen, erledige Bankgeschäfte, besuche die Depots und Projekte, hole Pakete mit abgetragenen Kleidungsstücken von der Post ab und bin darüberhinaus nützlich mit meinem Gefährt für viele Leute auf vielen kleinen und großen Wegen. (Ich nenne es BIQUÖV: Billiges, quasi öffentliches Verkehrsmittel) Dies ist zuweilen lästig und ermüdend, ist aber als Teil meiner Rolle als Fahrzeugbesitzer akzeptiert.

Nach Abreise des GM-Transportofficers (Volker Wendschuh) übernahm ich das Management des GM-Lasters. Eine Aufgabe, die z.T. ein Viertel bis ein Drittel meiner Arbeitszeit beanspruchte. (Die beiden Poolcars wurden von U, Luigi gemanaget) Inhaltlich kann ich dazu sagen, daß der Mission-LKW einen wichtigen Transportfaktor im Tal ausmacht. Die GSDP-Projekte haben ihn allerdings nur zu ca. 20 % in Anspruch genommen.



Von Anfang an war ich der Meinung, daß der Transport von einem zambischen Transportofficer gemanagt werden sollt. (U.A. halte ich es für eine Geldverschwendung, wenn ein vergleichsweise teurer Ausländer ein Lastwagen verwaltet, der zu 80 % privaten Geschäftsleuten und/oder der staatlichen Baumwollgesellschaft(LINDCO), der District Union oder Districtverwaltung zugute kommt. Nach einigen internen Verzögerungen wurde schließlich zum 1.12.89 ein Assistant Transportofficer eingestellt. M.E. ein vielversprechender Versuch, einem jungen Zambianer berufliche Erfahrung und ein regelmäßiges Einkommen zukommen zu lassen.

Für mich ist es eine spürbare Erleichterung in der Bewältigung von tausendundeines Alltagskleinigkeiten, die jeden Tag notwendig sind um den LKW am Laufen zu halten. (Auf der letzten Teamsitzung am 18.1.90 wurde übrigens empfohlen, den LKW zu verkaufen. Eine Ersatzbeschaffung ist nicht vorgesehen.)

Meine Tage als "Furhunternehmer" sind also, zumindestens was den LKW angeht gezählt.

#### 4. Meine Arbeit als "Hausmeister"

Dagegen werden, fürchte ich, die kleinen aber durchaus wichtigen Tätigkeiten als Camp-und Baumeister nicht abreißen. Im letzten Jahr waren es besonders das inzwischen zum GM-Gästehaus umgewandelte Staffhouse und der Museumsstoreroom, um deren bauliche Vollendung ich mich gekümmert habe und noch kümmern. Mal abgesehen vom Organisieren von Renovierungsarbeiten an VSP-Büros, VSP-Häusern, VSP-Laden und VSP-Projekten, um die ich mich sozusagen hauptamtlich kümmere, fühle ich mich oft wie ein "Generalunternehmer" der mit unbefristetem Vertrag einen Baukomplex erhalten soll. Die Arbeit scheint jedenfalls kein Ende zu nehmen. Allein das Verwalten und das Ausgeben der Schlüssel und erst recht das Einsammeln der Selbigen beansprucht soviel Aufwand, daß damit ein Parttime-Hausmeister locker beschäftigt werden könnte.

#### 5. Hopes and Expectations

Meine Erwartungen haben sich z.T. erfüllt, z.T. wurden sie enttäuscht. Ich genieße das selbstständige Arbeiten und das Beteiligtsein an elementarer Aufbauarbeit mit den Menschen in den Dörfern. (Ölmühlen, Sikaneka-Klinik, Siameja-Dorfentwicklungsprojekt, Depots) Es macht Spaß, mit Kollegen hin und wieder gemeinsame Projekte zu planen und durchzuführen. (small scale industrie, Kafwambila Roadprogramme, workshop)

Es ist ermutigend zu sehen, daß einige Vorstandsmitglieder Selbsthilfeförderung nicht nur als Selbstförderung verstehen, sondern wirklich Interesse an Entwicklungsarbeit im Tal zeigen. Meine Erwartungen an eine Zusammenarbeit mit Regierungsstellen incl. des GSDP-Partners, sind enttäuscht oder besser der Ernüchterung gewichen. Meine Erwartung ist auf dem Nullpunkt angekommen. Ich habe gelernt, daß in einem wirtschaftlich und damit zusammenhängend auch sozial desolatem Land insbesondere die Beamtenschaft (unsere Kollegen sind alles Beamte) sich des Staates bedienen, um das Überleben zu sichern. Erschüttert hat mich, besonders die Arroganz der "Staatsdiener", mit der sie Forderungen stellen (An den Staat und die Mission) und mit welcher geringen inneren und praktischen Beteiligung sie die Arbeit verrichten.

Hoffnungen habe ich, daß sich in einzelnen Dörfern und Projekten Menschen finden, die Bedürfnisse artikulieren können und nicht darauf warten, daß Hilfe von außen kommt.

Ich hoffe, daß ich genug Geduld und Toleranz gegenüber den Männern im Tal aufbringen kann. In dem Maße, wie meine Achtung vor den Frauen in der Tongagesellschaft steigt, steigt sie gegenüber den Männern.

Ich glaube, daß gerade in der Förderung der Frauen im Gwembetal der Schlüssel für dörfliche Entwicklung in allen Bereichen liegt. Für die Gossner Mission liegt hier eindeutig eine Aufgabe, die in der Vergangenheit entweder ganz vernachlässigt wurde, oder eher nach dem Zufallsprinzip angegangen wurde. Eine Programmdiskussion ist überfällig. (Der Zufall will es, daß ich gerade wo ich diese Zeilen schreibe, vom Medicalassistent der Sinazeze Clinic unterbrochen werde, der nach Unterstützung für ein Choleraaufklärungsseminar fragt. Leider im besoffenen Zustand; und es ist 8.30 am Morgen)

#### 6. Wie es bei VSP weitergeht

Die Erwartungen an VSP von Seiten der Menschen in den Dörfern wie auch von Seiten der Districtverwaltung sind nicht selten eine Nummer zu groß, gemessen an der personellen und organisatorischen Leistungsfähigkeit der Organisation. Dies ist zum Einen die Folge von der unmittelbaren Nähe zur Mission (im Zweifelsfall steht VSP für die Gossner Mission und umgekehrt). Zum Anderen ist es einfach der Umstand, daß VSP<sup>als</sup> die einzige Einrichtung mit einem eigenen LKW in den letzten Winkeln des Tales auftaucht, um Mealie Meal zu liefern und damit alleine schon ein kleines Wunder verrichtet. Tatsache ist auch, daß nach Übernahme der beiden Ölmühlen plötzlich wieder Öl produziert wird. Jedenfalls wesentlich mehr als vor der Organisationsübernahme. Mit VSP wird ebenfalls die Verteilung und der Verkauf des Saatgutes in Verbindung gebracht. (Wie sich jetzt erst langsam rausstellt, haben wir in dieser Saison etwa 80 % des Seedprogrammes abgewickelt.) Im Grunde natürlich wichtige Aktivitäten, die allerdings in der jetzigen Form mit der vorhandenen Ausstattung nicht langfristig getragen werden können. Hier bedarf es einer konzeptionellen Diskussion sowohl innerhalb GSDP's wie auch der G. Mission.

VSP wird in den nächsten 8-10 Jahren nicht ohne finanzielle und strukturelle Unterstützung auskommen können. Als mittelfristiges Ziel sehe ich eine Beendigung der personellen Hilfe durch einen GM-Advisor nach 5 Jahren. (Beendigung meines Vertrages und eine Nachfolgebesetzung)

Die laufenden finanziellen Verpflichtungen wird VSP aus eigenen Mitteln und mit Hilfe von Managementunterstützung durch einen Advisor erwirtschaften können. Ersatzinvestitionen wie z.B. die Anschaffung eines LKW oder den Bau von eigenen Büroräumen sind nicht ohne externe Hilfe möglich. Ein Engagement der GM für VSP sehe ich gerade in Anbetracht der ökonomischen politischen und sozialen Krise im Lande und insbesondere des desolaten Versorgungszustandes im Tal als eine notwendige und durchaus lohnende Aufgabe an. Das stärken von VSP als Organisation würde ich unter dem Stickwort "Sozialstrukturhilfe" betrachten. Es gibt im Tal so gut wie keine lokalen Organisationen oder Strukturen, die den Anforderungen des sozialen Wandels im Tal gewachsen wären und die Menschen beim "Überlebenskampf" unterstützen könnten. VSP kann dabei zumindestens einen kleinen Beitrag leisten, insbesondere als nicht-staatliche Organisation. Dies sind die größeren Linien, an denen sich VSP und auch die Gossner Mission ausrichten sollte.

Derweilen werde ich mich weiter darum kümmern, daß VSP auf diesem Weg überlebt. Ich werde mit Mr.K. streiten und ihn hoffentlich auch mal überzeugen, daß die Bareinnahmen direkt der Barkasse zuzuführen sind, und nicht für einige Tage in seinem eigenen Geschäft eingesetzt werden können. Ich werde mich weiterhin um das ordnungsgemäße Auspacken und Verteilen von abgetragenen Kleidungsstücken kümmern und viele, viele kleine aber notwendige Dinge tun, um das kleine Pflänzchen VSP mal zu einem ansehnlichen BAOBAB -Baum wachsen zu lassen.



Für meine Vertragszeit, (die nächsten 2 Jahre) sehe ich folgende grobe Linien, die ich verfolgen möchte.

Die produktiven Projekte (Ölmühlen, Maismühle, Schneiderwerkstatt) möchte ich soweit fördern, daß sie zwar als VSP-Einkommenschaffende Einrichtungen, existieren, jedoch langfristig auch auf eigenen Beinen stehen können. In Kooperation mit Small Scale Industries könnte ich mir noch ein VSP-Engagement in der Lederverarbeitung oder/und der Baumwollweberei vorstellen. Ich hoffe, daß ich mithelfen kann, die praktisch nicht vorhandene, aber emotional existierende Abhängigkeit von abgetragenen Kleidern aus der BRD zu reduzieren, zugunsten von mehr lokaler Produktion aus der VSP-Schneiderwerkstatt.

VSP wird sich weiterhin daran beteiligen, die Produktion von Nahrungsmitteln zu fördern. Dies geschieht z.B. durch den Verkauf von landwirtschaftlichen Geräten, Saatgut, der Einrichtung von Maismühlen und Ochsenwagenverleihs sowie der Bereitstellung von Transport (Lorry Hire). In welcher Form VSP in Zukunft seinen Transport organisieren sollte, mag ich z.Zt. noch nicht zu sagen. Tatsache ist es, daß ohne Lorry VSP höchstens halb soviel wert ist. Auf jeden Fall aber ohne ihn kaum existieren könnte (jedenfalls nicht in der jetzigen Form).

Mit dem neuen Koordinator fängt hoffentlich bei VSP auch eine neue Ära der Personalpolitik an. D.h. qualifizierte Leute notfalls auch von außerhalb des Tales einzustellen; auf jeden Fall aber fachliche Gesichtspunkte bei der Personaleinstellung zu berücksichtigen.

"Training on the job" wird nach wie vor mein Prinzip sein, die Mitarbeiterinnen und Mitarbeiter bei VSP für ihre Aufgaben zu qualifizieren.

## 7. Schlußbemerkung

Diese eher verkürzt wiedergegebenen Erfahrungen bedürfen der weiteren Reflexion und konzeptionellen Diskussion.

Drei Fragen tauchen schon jetzt sozusagen als roter Faden auf:

1. Welchen Stellenwert räumt GM der Förderung einer nichtregierungsabhängigen Organisation ein?
2. Wird VSP als lokale "Entwicklungsorganisation" eine Rolle als Partnerin für Gossner Mission spielen können oder wird VSP von GM als "Vehicle" für "Serviceleistungen" auf nichtstaatlichen Ebenen angesehen?
3. Wird sich das Prinzip der Leistung und Gegenleistung und der damit verbundenen ökonomischen Selbstständigkeit bei GM und VSP durchsetzen, oder wird die Vorstellung von "Services" weiterhin im Vordergrund stehen?

Nkandabwe, 20.1.90

M. Schumacher-Just



Valley Selfhelp Promotion  
c/o Mr. Schumacher-Just  
VSP-Advisor  
P.O.Box 8  
Sinazeze via Choma

Africa/Z a m b i a

February, 23, 1990

Dear Friends,

Thank you for your two letters of February 1, 1990 and the annual financial statement for 1989, which were received on February 14.

1. Gossner Mission congratulates VSP to have chosen a very qualified person for the post of the VSP-coordinator. We see this decision to be in line with the fresh and constructive endeavours, VSP is undertaking since some time to assist the people in the valley and help them to progressively head for a more self-reliant life than it was possible yet. Certainly, there will still be a long way to go before achievement of this target. We trust that all VSP members and her respective bodies will render all possible support to the new coordinator!

In appreciation of VSP's efforts and in order to assist her for an intermediate period, Gossner Mission has decided to grant your application for a degressive contribution to the Coordinator's salary at the conditions proposed in the application. On the basis of a salary of kw 2.500,-: 80 % contribution for the first year of contract progressive reduction of 20 % for each following year.

The monthly contributions shall be covered through the Gossner Mission project account.

2. Your reminder of having financed one motorbike for the VSP Coordinator has been accepted. This is to inform you that Gossner Mission agrees to finance the motorbike now at the same level motorbikes have been placed at GSDP's disposal previously. We suggest to have the motorbike purchased in Lusaka.

It is understood that the maintenance and insurance coverage come under VSP's responsibility.

Expecting that this answer will support your efforts and boost VSP's effectiveness -

Yours in hope,

*Wilhelm Damm*

Wilhelm Damm  
Secretary for Zambia

c.c. GSDP Executive Committee  
Gossner Mission Liaison Office, Lusaka


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# Assessment and Evaluation

*of the*

*Valley Self-Help Promotion Society VSP*

A report prepared for the Gwembe South Development Programme GSDP

A Programme supported by the Gossner Mission of Germany

26<sup>th</sup> to 28<sup>th</sup> of October 1998

Report written by  
Reinhard Fichtl-DED



*Why are you making a gift to me?  
I didn't do you any harm!*

*Chinese Proverb*

## **Summary**

A long time ago Gossener Mission developed various scenarios to get involved in the Gwembe Valley society in order to carry out an ambitious development programme for the Tonga people. Like very many development organisations working in Third World countries Gossener Mission is facing serious problems to develop also a scenario for the purpose of handing over responsibilities to local organisations or communities. The experiences with VSP can significantly contribute to developing better strategies for promoting self-administration and self-organisation of local communities.

VSP was formed 1980 as a non-profitmaking society within the framework of GSDP in order to promote policies and programmes which should benefit and serve the social, cultural and economic development of the people of the Gwembe Valley and their environment, especially those programmes which encourage self-reliance and self-sufficiency. Always heavily depending on Gossener Mission's financial support, VSP never managed to be seen by local people as an independent local organisation. For local people VSP is still part of the Gossener Mission and its collapse is understood as the collapse of the Mission.

VSP was never financially capable of supporting its activities. It never had a proper work plan, it never had a strong management and its executive committee's function and performance was always overshadowed by decisions made by the different advisors. It never managed to develop a realistic programme and never got needed support to develop a specific mission within a reasonable time perspective.

It has become evident that VSP has lost its operational capacity already 1996 and the present executive committee doesn't have any mandate to employ people or to carry out any programmes. It has also become very clear that VSP does not have any memberships and it is very doubtful if it had any members in the past. Due to outside influence notably due to the policies of its advisors VSP changed from a simple voluntary organisation in a ambitious business enterprise without the capacity to generate any significant income and is bankrupt since the end of 1995.

It has become evident that after 18 years of service VSP totally failed to implement any self-help approaches or such programmes in its project area. The communities are still suffering from VSP's spoon-feeding approach and not able to take over any of the remaining VSP projects. Gender policies were always absent and the empowerment of women neglected. It is very clear that this field was never touched by VSP or its advisors.

Finally, it must be stated that VSP – and with VSP the Gossener Mission – failed to promote and support policies and programmes within the project area which are aimed at empowering local communities in order to foster self-administration and self-organisation of people.

## Introduction

This study was commissioned by the *Gwembe South Development Programme GSDP*, on behalf of the Gossener Mission to evaluate the relevance of the *Valley Self Help Promotion Society VSP*, to describe present situation and to recommend further strategies.

The study was carried out over a period of 3 days only, which were spent in the project area. It is also a very critical review in order to provide a clear picture of VSP. The study is based on analysis of existing reports, visits to three project areas, interviews with management, executive committee members, and local communities, namely in *Muziyo*, *Dengeza* and *Syameja*, who are supposed to be the primary target groups of VSP.

Discussions were made with following people: Mr. Mulombwa (Assistant Project Manager GSDP), Mr. Vickson Syankondo (VSP), Mrs. Psiatwiko (VSP), Mr. Mwala (VSP – Manager), Mr. Grey Madyenkuku (Vice Chairman VSP), and the Planning Officer of Sinazongwe District. 23 people in Muziyo were invited to discuss VSP's programmes. The discussion started with 7 male representatives including the village headman of the community and the 16 women were called by the interviewer.

In Dengeza the situation was the same: We talked to six representatives of the village including the headman. Women were called by the interviewer.

## Overview of VSP

Below, is an attempt to sketch out the relevance of present VSP regarding its organisational set up and its mission to serve the social, cultural and economic development of the people of the Gwembe Valley and their environment, especially the programme which encourages self-reliance and self-sufficiency.

### **1. Problems and Status of VSP**

- **Organisational history**

Gossener Mission seconded development worker or adviser to VSP. The last report available is from 1991. Unfortunately the successor of Mr. Manfred Schumacher-Just didn't submit any report or recommendation. It seems there were not many efforts in the past to develop a clear concept for VSP or a vision statement for the future. The evaluation of *Village Industry Services* of August 1991 remained without any impact and without any consequences for the project and for the Gossener Mission and its advisors. Since there was not any monitoring & evaluation carried out by the responsible donor the different advisors implemented their own ideas and finally left a lot of frustration: *"Unfortunately there was always a new man with us with his own different ideas. These ideas brought always some breakdowns in activities. Now we are worn out."*

- **The organisation**

VSP is a registered society (since 1980) with its own organisational set up. It always depended heavily on Gossener Mission's financial support and changed from a purely charity organisation into a business enterprise, without making any profits. Unfortunately, due to lack of funds VSP was not in the position to hold Annual General Meetings since 1995 and has therefore lost its mandate as a local NGO since then.

In addition it seems that VSP has never had any registered membership and could not generate any income from membership fees. Practically it lost all its members since 1995 (if there were any) and the already existing executive committee carried out all tasks and duties without any mandate. In March 1996 the organisation came to a standstill because

there was no money or funding available. Since then management tried to survive from the small incomes from the respective hammermills.

Capacity training for VSP was never done. It always remained as a paternalistically structured organisation, heavily depending on Gossener Mission and relatively isolated within GSDP's framework, without much relation to the outside world.

- **Staffing of the organisation**

In the past VSP has been purely managed by the advisors although members of VSP always expressed their wish to have the advisors removed from managing VSP. The last advisor of VSP understood his role and position as the "biggest" employer of the Valley. Recommendations to reduce the role of advisors to advisory capacity and staff development only were never implemented.

Presently 9 staff members are employed to run five hammermills in very remote areas. It was not very clear who employed the five hammermill operators and the four people of administration. Since 1997 the organisation was not anymore able to provide salaries on a regular base. As a result hammermill operators were fired if the respective mill had a breakdown because there were no financial resources to repair or renew worn out mills. However, it has become evident that there was a gross misunderstanding by the staff who tended to see VSP more or less as a self-employment promotion programme and not as a self-help promotion society. The approach changed from self-help to help themselves.

- **Concept and Vision**

It was always a weakness of VSP not having developed a realistic plan of carrying out its programme in the Valley. The programme was always too complex and ambitious having had projects in the fields of transport, food distribution, sale of second-hand clothes, providing of building materials and agricultural implements, hammermill operation, sunflower oil projects, road maintenance, clinic and school rehabilitation. Its concept, vision and mission was solely built on the trust and believe that the Gossener Mission's financial support will not change for the future.

## **2. Business and financial viability of VSP**

- **Economy and business in the past**

In the past VSP had never had any business plans or strategies for sustainable business strategies. For example, it installed 1990 a hammermill in Siameja which is 109 km far away from VSP office to facilitate grinding of maize. Since there is not enough maize grown, VSP had to supply not only diesel but also maize in order to run the hammermill (!). In Sianjola and Maaze it did the same with sunflower oil mills: In order to generate income (?) and at the same time provide cooking oil to the people, VSP had also to deliver sunflower crushing seeds since only little sunflower is produced in the area.

Gossener Mission was already warned in 1991 by *Village Industry Service* that VSP is not capable of supporting its activities, but its advisors put more pressure on to VSP to be more business oriented without developing any business strategy. As a result VSP became more and more depending on its own lorry to generate some income and ended up by implementing a "lorry to mouth" strategy for the entire Valley.

- **Recommendations of the past**

Dr. Temba and S.M. Kayumba recommended in their evaluation of 1991 that VSP should sell all the hammermills, oil mills, Cooperative shops and ox-carts to the respective communities since these programme components are not profitable enough. Unfortunately



these recommendations remained without any consequences and most of these components are not anymore operational.

- Present business activities

Bankrupt since the end of 1995 VSP had considerable problems to maintain basic operations up to present days. Failure of the past like the absence of any business strategies led finally to a disastrous financial management:

1. Oil mills, ox-carts and co-operative shops are not anymore operational and the remaining 5 hammermills are partly worn out. There are no maintenance or replacement funds in place and all the money has gone.
2. VSP and its advisors totally failed to develop any business plan or strategy for the hammermills and the required organisational set up. There is no cash book or any other record existent or available and money is simply collected by the hammermill operator in the respective villages. He then takes the money home and after two weeks he is ordered to bring the money to VSP office in Sinazese. Since he has to travel considerable distances, sometimes more than 100 km, most of the money generated from hammermill operation has to be used again to cover transport & food expenses and the remaining amount is spent to buy some diesel.
3. Due to the immanent spoon-feeding approach of the project there was no assessment made how much maize is grown and how a sustainable hammermill management could be developed. Therefore it is very doubtful if there is any chance to keep the hammermills going. Some of them need considerable investments since they are totally worn out.
4. Due to the fact that there were never work plans with corresponding budgets in place, the former as well as the present management was not very much aware of present business situation. Financial records were never categorised according to income generated by the hammermills with corresponding expenditures for such activities: In September the hammermills generated an income of Kw 1.198.000 and the expenditures were calculated with Kw 920.000,-. In August the income of Kw 945.000,- corresponded with expenditures amounting to Kw 948.000,-. In June VSP made an income of Kw 400.000,- only and had expenditures of Kw 1.141.000,-. It was also not very clear why the incomes in June are the lowest of the year since May and June are the peak seasons for hammermills throughout the country after harvesting time in April.
5. The last calculation of October 1998 (from 1<sup>st</sup> of October to 23<sup>rd</sup> of October) indicates a considerable income of Kw 1.117.000,-. These figures raises doubts again why so little money was made in May and June.  
But VSP had also to spend Kw 268.000,- for Diesel supply to the respective hammermills which seems to be too much Diesel for these little operations.  
For transport and food & accommodation Kw 156.000,- were spent.  
But VSP managed to spend Kw 448.900,- for salaries which finally leads to the impression that VSP has changed to a self-employment promotion programme.  
Kw 203.000,- were spent for mechanical services.  
All in all Kw 1.075.900 were spent to keep the hammermills running.

### 3. Status of target groups

The people of the Gwembe Valley experience famine almost throughout the year. VSP was the only NGO serving the people during the recent droughts. Even nowadays there is a serious food shortage in the villages and women are continuously foraging wild fruit from the nearby forests: During the visiting programme e.g. in Dengeza most of the women were not around because they were collecting fruits of *Adansonia digitata* MUBUYU, *Diospyros kirkii* NKULLA, *Tamarindus indica* MUSIKA and *Maeru glauca* NSOZWE - a poisonous fruit which requires prolonged cooking in order to make it digestible. Main crops are *sorghum*, *millet*, *cow peas*, *groundnuts*, *maize*, *okra*, *pumpkin*, *wild cucumber*, *water melons* - all in small quantities due to the poor soils of the escarpment.

- Village organisation

The village communities are not well organized, independently if these are permanent settlements or people dislocated from the valley.

Of course there is always the traditional structure with the village headman. But otherwise there are no committees in place or only loosely organised farmer's groups.

For the running of the hammermill only the management of VSP is responsible – represented by the hammermill operator. People in the villages don't have any knowledge about hammermills, their operational status, their financial viability etc. They are also not participating in decision making as far as grinding prices etc. are concerned.

- Gender

Women are still not considered to take part in decision making on village level and do not have any access to hammermill management, although they are the prime target group for that. Although women are the pillars of subsistence farming, their role and contribution were not recognised or supported by VSP or others. Traditionally the people in the valley remain as an extremely patriarchal society where women are the main producers, providers and traditional managers of food production at the family household level but are left with no say on land or village matters.

- Networking

Vertically structured with a top-down approach VSP never managed to develop a horizontal network approach for its target groups in order to exchange ideas and to develop skills for self-administration and self-organisation of communities. The communities and their loosely connected groups of small-scale farmers or women groups remained isolated in their respective villages and didn't get any chance to develop their own way of organising village matters. Programmes which encourage self-reliance and self-sufficiency were never a policy of VSP and as a result the communities are totally unaware of taking over any responsibility.

- Civil society: Self-administration and self-organisation

It also became evident that VSP remained always in a position of being a client of Gossener Mission with granted financial resources but never managed a in-depth rooting in society. It has overseen the fact that encouraging the formation of groups and committees as well as implementing an internal democratic decision making structure was more vital for organisational sustainability of village groups. Therefore it is no wonder why VSP does not have any members in the villages and why it is purely seen as a service delivering agency.

## Concluding Remarks

VSP has no members anymore and does not have a mandate to operate as a local NGO. Since there is no funding available for any operations the future will be very bleak. In addition there are no project components that can presently be sustained either by VSP, GSDP or the respective communities. VSP will remain as part of the history of the Gwembe Valley and as a NGO which has had notable achievements in the past. It was first of all a simple voluntary organisation which has been changed into a complex and highly ambitious enterprise which later on declined due to shrinking budgets, considerable mismanagement, the current macro-economic situation in Zambia and the difficult physical and socio-economic environments in which VSP was operating.

A lot of constraints, obstacles and general problems were never touched or approached and are still prevalent within the communities:

- Lack of decision powers at all levels
- Male dominance in economic endeavours
- Male encroachment and male domination at all levels
- Policies implemented which were not sensitive to women's needs, e.g. agriculture
- Lack of skills from VSP agents to organise groups
- Ineffective communication
- Lack of involvement of the target groups in all stages of development
- Inadequate skills among rural women and inadequate
- Training facilities to improve women's skills

## Recommendations

Taking into account present situation so far and the need to beware what is still left by VSP it has to be recommended that:

- Dissolution

In the constitution of VSP § 17 clearly states following: *VSP may at any time be dissolved by a resolution passed at a meeting of VSP .... such property .... shall be given to some other institution or institution having objects similar to some or all of the objects of VSP.* Due to above mentioned reason it wouldn't be wise to re-integrate VSP in GSDP but it is recommended to dissolve the organisation in order to maintain remaining operations. The remaining assets should be handed over to GSDP which has similar objects as those ones of VSP.

The Executive Committee can call for a last meeting and formally hand over what is still in the possession of VSP (hamtermills and storage sheds including the wreckage of the truck). GSDP should not be the successor of the debts and assets but only act as a trustee.

Problems regarding terminal benefits of staff were beyond the scope of this evaluation and require legal assessments of parties involved.

- GSDP should act as a trustee and accept the role of being a facilitator for the process of handing over the hamtermills and storage sheds to the communities. Hopefully GSDP will also develop a civic education component and strategies including gender sensibility in order to avoid previous failures. The lessons learnt from VSP could contribute to developing empowerment strategies in order to safeguard GSDP operations:



1. Acting as a trustee GSDP can learn to develop a scenario for the purpose of handing over responsibilities to local organisations or communities which will also benefit the Gossner Mission as a stakeholder of the programme. Gossner Mission should assist in allocating funds for necessary training programmes for the communities in the field of business training and others (e.g. *One-Up Business Management Training, Training for Transformation* according to Paolo Freire) in order to provide basic business skills and empowerment programmes.
2. GSDP should develop strategies which in the long run will encourage the formation of groups and committees in order to deal with village matters. GSDP is also requested to develop a horizontal network approach which is aimed at exchanging ideas and experiences of similar groups and communities: GSDP has to put in place supportive structures for networking at different levels in order to make exchange visits amongst women groups possible. The networking and exchange of activities and experiences both on a local and regional level increases the motivation and ambition of groups (*if they can do it, why can't we*). It further generates stimulus for more efficient management, identification and confidence. The women experience the concept of *teach each other* and learn indigenous problem solving strategies.
3. GSDP should not again implement a gender policy by its own since all previous attempts have failed. But it should provide the necessary assistance to cooperate with local women rights organisations in order to empower local women groups. Therefore it would be better to invite existing women organisations in the Southern Province to render needed training services to these groups.

RECOMMENDATIONS OF VALLEY SELFHELP PROMOTION SOCIETY EVALUATION REPORT

- 7.1 VSP aims and objectives should be reviewed and made to be more specific to represent what VSP is actually doing at present. Objectives should be explicit enough to suggest that VSP is involved in income generation and the profits realised are used in assisting or promoting self help projects in Sinazongwe District.
- 7.2 VSP should maintain this system for it is a forum that provides an opportunity for maintenance of democratic participation of the members. VSP should however, make a concerted effort to include more women in this committee.
- 7.3 Now that VSP has a qualified manager, the Advisor should revert back to this role of advisor and trainer of management. He should however, monitor closely the performance of the new manager since he is new and he will need some help. He is recommended that the position of the Advisor be maintained for at least another three years to allow the manager catch up with the running of the Society. The monitoring and training by the Advisor will be done a sliding scale from close supervision during the first year to little supervision during the third year.
- 7.4 Since salaries are too low to be attractive enough to retain experienced staff, salaries of all workers should be increased by at least 100% with immediate effect.
- 7.5 VSP should seriously consider providing the manager with a vehicle preferably a four-wheel-drive and a motor bike for the trading officer. This however, should be done only when VSP is financially sound to afford these vehicles. The motor bike currently used by the manager could be handed over to the Trading officer.
- 7.6 VSP should recruit an additional member of staff to be responsible for project identification and appraisal. The same person should be responsible for conducting educational programmes among VSP members to educate them on how VSP operates.
- 7.7 VSP should continue with its projects and keep up the success story already established. Continued service however, will depend on whether VSP can afford to do so considering the ever rising costs of operation.
- 7.8 VSP should increase its profits from its income generating activities in order to make enough money to replace the present lorry. Also, VSP should diversify its income generating activities to those that would depend less on the lorry. These would include buying Kapenta Rigs and Banana Boats.  
VSP should reduce its expenditure on community development projects to a level it can afford without depleting all its income. Activities like supporting projects like the Sikaneka Clinic for such a long time when in actual fact the Ministry of Health should be doing so, needs to be stopped.
- 7.9 VSP should institute an accounting system that will itemize clearly all costs incurred to obtain a given income.

/evs...



12. Juli 1991

Erledigt: .....

## 1. Background Information

VSP is a non-profit making Organisation formed out of the joint work of Gossner Mission and GRZ in the Gwembe South Development Project (GSDP). Her office is located at Nkandabwe (Camp) 5 km before Sinazeze along Batoka-Maamba Road in Sinazongwe District. It is a non-governmental registered Society serving the community of Sinazongwe District in the Gwembe Valley. The about 500 VSP-members elect an Executive Committee whose task it is to make the policies of the society and to follow-up the activities of the management. Once a year, an annual general meeting takes place to review the performance of the society.

The objectives of VSP are:

- (a) To assist and promote local communities in planning and implementing self-supporting projects;
- (b) to assist local communities with agricultural inputs and implements as well as mealie meal and maize.
- (c) to assist in transport services through hiring out the lorry.

(Further detail information see VSP-annual report 1990.)

## 2. Aims of the evaluation

The evaluation of the operations of VSP in all facettes is expected to provide a proper basis for further planning. In particular 5 aspects should be looked into and be critically assessed:

1. The organisational and structural set-up of VSP .
2. The aims and objectives of the organisation.
3. The performance of the decision making bodies of VSP (especially of planning, implementation of projects and of institution building).
4. The effects of programme implementation.
5. Economic data of VSP , particularly of the incomming generating activities should be assessed.

## 3. Implementation of the evaluation

### a. References

The evaluation should consider the general environment of the area of operations of VSP in Gwembe South. The evaluation should also consider the experience, gained from other NGOs in the field of community development on village level in Zambia.

### b. Methods

The evaluation should mainly be based on interviews and assessment of the existing VSP-documents.

The interviews should be made with:

- participants in programmes of VSP
- members of Executive Committee
- Members of VSP
- local leaders from the different areas



- members of VSP
- local leaders from different project areas
- representatives of relevant GRZ offices and other NGOs
- staff and management of VSP
- CSDP- staff members

#### 4. Timetable

The evaluation should be carried out in July/August 1991.  
A working period of three weeks in the project area incl.  
studying of documents at VSP-offices is suggested.  
Writing the report shall take no longer than one week.

#### 5. Presentation of the evaluation report

The report shall consist of:

- a) A brief description of general experiences of similar organisations in the field of rural development in comparison with VSP.
- b) A detailed presentation of findings.
- c) A short summary of findings.
- d) Recommendations for further planning and implementation of programmes of VSP.
- e) Recommendations concerning the organisational set up of VSP.

Nkandabwe June 2nd, 1991

M. Schumacher-Just  
Advisor/VSP

Comments on TOR for a evaluation of VSP

- 1). The background information should need
  - a) indication of No. of people in Gwembe South
  - b) financial turn over in 1990
- 2). The aims of the evaluation should include the critical assessment of the promotion of project by the local community and the commercial activities of VSP and its effects on each of this activities.
- 3). The TOR should indicate what kind of professional background the evaluator will have to have.

I would think it should be an economist and a person with social scientific background, both should have experience in the work of rural development.



Eingegangen

11. Juli 1991

Erledigt: .....

# VILLAGE INDUSTRY SERVICE

PATRON: HIS EXCELLENCY THE PRESIDENT, DR K. D. KAUNDA

Telephone: LUSAKA 228653/4

Telegrams: V.I.S. LUSAKA

*In reply please quote:*

*Our ref. : No.....*

P.O. Box 35500  
Lusaka

VIS/101/1/4

24 June 1991

Mr Manfred Schumacher - Just  
Advisor  
Valley Self Help Promotion Society  
Gossner Service Team  
P.O. Box 4  
Sinazeze

Dear Sir,

## EVALUATION OF THE VALLEY SELF-HELP PROMOTION SOCIETY

Please find enclosed herewith four (4) copies of consultancy agreement prepared by Dr Joseph Temba for the evaluation of the Valley Self-help Promotion Society.

Dr Josheph Temba is a prominent researcher and consultant based at UNZA, School of Agricultural Sciences. He has been associated with VIS for sometime. He has also done consultancy work with such organizations as NORAD, and ZAMS just to mention a few. These organizations are involved in rural development activities just as VIS is. We are therefore confident that Dr Temba shall effectively conduct the evaluation of the valley Self-help Promotion Society.

We are attaching Mr Kayumba, VIS Provincial liaison Officer based in Livingstone to help out in the evaluation. Mr Kayumba comes from the Southern Province; consequently he is more than conversant with the Tonga Language commonly spoken in that Province.

2/.....



As you will note the consultancy will cost K229 000 and mode of disbursement will be as follows:-

a) On signing of contract

(i) To Dr Temba

- DSA	K 52 500	
- Transport money to and from Choma	K 2000	
- Report production	K 5000	
- Consultancy fee (50%)	<u>K 52 500</u>	<u>K 112 000</u>

(ii) To Mr Kayumba

- DSA	K 52 500	
- Transport money	<u>K 2000</u>	<u>K 54 500</u>

b) On submission of Find Report

(i) To Dr Temba

- Consultancy fees (50%)	<u>K 52 500</u>	<u>K 52 500</u>
--------------------------	-----------------	-----------------

(iii) VIS Administrative fee	<u>K 10 000</u>	<u>K 10 000</u>
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Total		<u><u>K229 000</u></u>
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The administrative fee is to compensate VIS for involvement of various personnel in this assignment. The administrative fee is levied at 5% of the total estimated cost of the assignment. This is an income-generation strategy aimed at contributing to VIS Self-Sustainability effort.

As for transport, it is assumed the two gentlemen will travel to Choma and will be picked up by your own transport from Choma to Sinazeze and then back to Choma after the initial three (3) weeks. It is further assumed that your organization will provide transport in the evaluation area should this be required.

We look forward to hearing from you soonest. You may wish to sign the four copies of the consultancy agreement immediately and send us two (2) signed copies or you may wish to discuss the consultancy agreement with us and the consultant before committing yourselves.

With kindest regards.

Yours faithfully,



Winston Mutale  
Project Director  
for/HONORARY CHAIRMAN  
VILLAGE INDUSTRY SERVICE

/adp

EVALUATION OF THE  
VALLEY SELF-HELP PROMOTION  
(VSP)  
SOCIETY

1.0 Introduction

The Valley Self-Help Promotion (VSP) is a non-profit-making Non Governmental Organization resulting from a joint cooperation between the Gossner Mission and the Government of Zambia in the Gwembe South Development Project (GSDP). VSP is a registered society serving communities in the Sinazongwe District. The Society has 500 members. An elected Executive is responsible for ensuring the smooth running of the Society.

The main objectives of VSP are:

- To assist local communities in planning and implementing self-help projects;
- To assist local communities in the promotion of self-help projects;
- To make agricultural inputs and implements, mealie meal, maize and other basic commodities available to the local communities;
- To provide local communities with transport-hire services;

VSP has the following management staff:

1. Project Coordinator
2. Book-keeper
3. Shop Manager
4. Tailor-1
5. Tailor-2
6. Trading Officer
7. Driver
8. Lorry Assistant
9. Office Orderly
10. Watchman
11. Advisor

## 2.0 VSP Activities

2.1 In its effort to promote the self-help spirit among its members VSP conducts special training programmes such as tailoring, hammermill operation and business management. VSP is actively engaged in a number activities to raise money. These are:

- |                                 |                   |
|---------------------------------|-------------------|
| 1. Trading of Basic Commodities | 2. Seed Programme |
| 3. Second Hand Clothes          | 4. Transport      |
| 5. Shop                         | 6. Tailoring      |

2.2 VSP supports a number of projects. These include the following:

- |                              |                  |
|------------------------------|------------------|
| 1. Sikaneka Clinic           | 2. Sikaneka Road |
| 3. Siameja Community Project | 4. Grinding Mill |
| 5. Oil Mills                 |                  |

2.3 Effort of VSP are being frustrated by a number of constraints. The main ones are the following:

1. There has always been a problem of lack of creativity among the workers (Management) resulting in delay of implementing some activities;
2. Due to bad roads and escalating transport costs VSP is finding difficult to cover the cost for repairs on the lorry;
3. There is a misunderstanding of the objectives of the Project by the members who have a high expectation for free services from VSP.

2.4 VSP is seeking for the assistance from an evaluation team to help identify areas of the Project needs improving in order to set a better basis for future activities. The evaluation team will be expected to come up with practical recommendations made with a full knowledge of the general environment in which VSP operates. The evaluation team should also review and compare VSP's experience with that of other Non-Governmental Organizations working in the field of community development at village level in Zambia.

## 3.0 Terms of Reference

3.1 The Evaluation Team will review the appropriateness of aims and objectives of VSP in view of the experience already gained by the Project.

3.2 With a clear understanding of VSP's objectives, the Evaluation Team shall review and assess the adequacy of the present organizational structure and staffing.

3.3 The Evaluation Team will (if necessary) recommend a restructuring and the needed number and qualifications of staff.



- 3.3 The Evaluation Team will review and assess the performance of decision making bodies of the Project (especially of planning, implementation of projects and of institution building)
- 3.4 The Evaluation Team will assess the impact the project has had so far and possible impacts the Project could have if implemented successfully.
- 3.5 The Evaluation Team will review financial records and recommend (if necessary) on how the present financial management could be improved.

#### Mode of Work

The Evaluation Team will have 2 members, the Team Leader (Dr. Joseph Temba), and one member of staff from VIS.

The work shall be carried out in close cooperation with the VIS Regional Office in Livingstone and appropriate authorities at Provincial and District level and VIS-HQ in Lusaka.

The work shall be carried out in July/August, 1991, for a period of 30 days (four weeks). A working period of three weeks in the project area including studying of documents at VSP-Offices. A draft copy of the report should be presented to VSP Office at the end of the 30 days of the evaluation period.

#### Budget

It is estimated that conducting the evaluation will cost about K229 000. Details of costings are shown in the table below. Cost items include transport for the Evaluation Team, food, accommodation, administrative cost to VIS and a honorarium for the Team Leader Dr. Joseph Temba.

#### Terms of Payment

VSP will pay Dr. Joseph Temba 50% of the total honorarium prior to commencement of field work and 50% to be paid upon submission of the final report.

TABLE 1. THE BUDGET

ITEM	ESTIMATED COST (K)
A.	
Transport <sup>1</sup> from and to Lusaka (to Choma)	2 000
Transport from and to Livingstone (to Choma)	2 000
Per Diem for Two at K2 500 each x 2 x 21 days	105 000
Sub-Total	<u>109 000</u>
B.	
Honorarium at K3 500 x 30 days (For Team Leader only)	105 000
Sub-Total	<u>105 000</u>
C.	
Administrative Fee to VIS	10 000
Sub-Total	<u>10 000</u>
D.	
Report Production and Secretarial Services	5 000
Sub-Total	<u>5 000</u>
TOTAL	<u>229 000</u>

VALLEY SELF-HELP PROMOTION  
SOCIETY  
SINAZONGWE DISTRICT  
ZAMBIA

---

OFFICIAL CONTRACT OF CONSULTANCY:

Title of Consultancy: Evaluation of the Valley Self-help Promotion Society

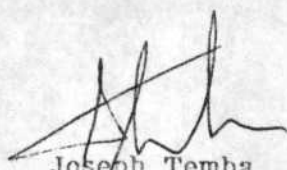
Terms of Reference: As stipulated in the official Terms of Reference

Undertaking: This is an undertaking between:  
  
Dr. Joseph Temba in his capacity as a Consultant and the VALLEY SELF-HELP PROMOTION SOCIETY to carry out the above mentioned consultancy in accordance with the stipulated Terms of Reference.

Terms of Contract: It is agreed to engage the above mentioned Consultant on the conditions specified in the Official Terms of Reference. This Contract becomes effective from the date it is signed by both parties.

In Agreement to the Terms and Conditions set fourth in this Contract the two parties make this a binding contract.

Signature

  
Joseph Temba  
Consultant

VSP Representative

Date Signed: 21-06-91

---

NB: Signed in Four Original Copies:

2 For VSP  
1 For the Consultant  
1 VIS-HQ-Lusaka



VALLEY SELF-HELP PROMOTION  
SOCIETY  
PROJECT EVALUATION

BY

VILLAGE INDUSTRY SERVICE  
LUSAKA

Report written by:

Joseph Temba PhD  
School of Agric, University of Zambia

and

S.M. Kayumba  
Village Industry Service  
Livingstone

November, 1991

Eingegangen

27. Dez. 1991

Erledigt:.....

## EXECUTIVE SUMMARY

1.0 This is a report of findings from an evaluation of Valley Self Help Promotion (VSP) Society. VSP is one of the six projects under Gwembe South Development Project (GSDP), a project funded by the Government of Zambia and the Gossner Mission of Berlin, Germany.

The evaluation was carried out to assess the impact VSP has had over the past 20 years of operation in the Sinazongwe District of the Southern Province of Zambia. The evaluation was also expected to provide suggestions on the kind of changes VSP needed to make in order to improve its efficiency.

The evaluation was carried out during the month of September, 1991. In order to assess the impact VSP has had on the communities sixteen of the 30 days were spent in the project area.

2.0 VSP operates in the Sinazongwe District which is in south part of the Gwembe Valley. The Gwembe Valley is generally characterized as belonging to the least developed areas of Zambia. Utilization of the existing production potential is low. Average food production does not meet nutritional

requirements of local population. As a result basic foods have to be brought in from surplus areas along the line of rail.

The climate is typically hot and dry. During the rainy season, the rainfall pattern is erratic imposing a permanent risk on crop production.

- 3.0 The area is occupied predominantly by the Valley Tonga. The Valley Tonga are mostly subsistence farmers, living in permanent or semi-permanent villages along the Zambezi River and its tributaries. The construction of the Kariba Dam forced over 50 000 people to resettle from the Zambezi plains to the poorer soils of the district. People resented and still resent being resettled. Valley Tongas have suffered more than just resettlement. The Zimbabwean war had a horrifying experience on these people. Again people feel resentful about the Government of Zambia for not protecting them against atrocities of the war. Even today, Valley Tongas are suspicious of any development programme in their area. In addition, they are suspicious of any stranger working in their area. It is against this hostile background that the successes or failures of VSP were evaluated.



#### 4.0 Aims and Objectives

During its transition from a voluntary, and charitable organization to a business enterprise, VSP has deviated some what from its original objectives. There is need to review VSP's aims and objectives so that they reflect a true picture of what is really happening. The most stricking change is the principle adopted by the Society and that is the policy of "nothing is for nothing".

5.0 VSP is one of the six projects under the GSDP. However, the Society has its own management and aims and objectives separate from those of GSDP. Apart from the Advisor who is seconded to the Society by the Gossner Mission, VSP is managed and controlled by Zambians.

There is need however, to strengthen the management so that it can withstand both social and physical demands from different members of VSP. So far, the Advisor has been instrumental in acting as a check to ensure integrity of VSP.

VSP is guided by an Executive Committee comprised of 10 elected members. Half of these come from Senior Chief Mweemba and the other five come from Chief Sinazongwe's area. The evaluation team found

this arrangement to be the most democratic way of representation. Also, the team felt that the manager VSP has just recruited was capable of running the society if given ample time to catch up. He however, needs a vehicle to make him more mobile. At the time this evaluation was conducted the Advisor was forced to fill in for the manager in distant project areas.

7.0 The evaluation team also revealed that salaries of staff were too low and should be increased by not less than 100%. In addition, VSP should formalize its contracts with all workers. It was assumed that increased salaries would increase efficiency and profitability. This increase should enable VSP to employ an additional member of staff for a new position of Project/Education Officer. This person will be responsible for project identification and extension work for VSP.

6.0 In spite of the hostile environment, VSP has had notable achievements. VSP is the only organization that is consistently delivering food and other essential commodities in the remote areas of the district. The VSP lorry provides the only reliable transport for food and people. VSP has installed a hammermill at Siameja to facilitate grinding of

maize within the area.

The Valley is devoid of all essential commodities. VSP has established a commodity shop at Sinazeze and Siameja to bring these commodities close to the people. The Oil mills at Sianjola and Siabaswi introduced through VSP provide cooking oil. The mills have also provided an opportunity to operators who are women groups, chance to generate income.

Although it is not the policy of VSP to get involved in infrastructural development, the Society has cooperated with EEC project and the District Council to re-construct the Sikaneka road. VSP has constructed a health centre at Sikaneka. The Society has continued to maintain the clinic and providing fuel for the engine for the borehole pump. The Society is still negotiating to have the clinic handed over to the Ministry of Health.

7.0 It was reported that VSP is currently 99% financially self supporting. However, this state of situation is heavily dependent on the availability of the 10-ton lorry. VSP has realized that if it is to continue operating it has to diversify into activities like kapenta fishing,



running a bus and a passenger and goods boat system.

8.0 VSP has over 500 registered members. However, few of those interviewed said that they did not see the benefit of belonging to VSP.

9.0 GSDP and the Gossner Mission have to encourage VSP and ensure that the Society becomes independent. Of the six projects under GSDP, VSP is an important member since it is a local registered organization, it is often preferred by donors. There is a tendency keep VSP under GSDP because of this relationship. However, for VSP to really become independent it should be encouraged to be independent from both GSDP and Gossner Mission.

At present, the Advisor has been assisting in maintaining standards of VSP and has provided checks and controls within the society. If VSP becomes independent of GSDP, the management of VSP should be strong enough to resist the social and financial demands from members of VSP especially the Executive Committee who are representatives of different constituencies of VSP. This will be necessary in order to maintain the integrity that

## ACKNOWLEDGEMENT

Conducting the work reported here was not easy. Not only was it expensive to do but also very demanding physically. The evaluation team would like to admit that the work could have been tougher and more complicated if it was not for the generous cooperation offered by the Gossner Mission and the Valley Self Help Promotion (VSP) Society. The team would like to express special thanks to Mr F. Bredt, Chairman of the Gossner Mission for availing to the team accommodation and transport. In addition, the team appreciates his constructive advice given during the evaluation.

Special thanks go to Mr Schumacher-Just VSP Advisor for being so sincere and open in discussing developments and problems of VSP. The time he spent with them at Mkandabwe Camp and in the field is greatly appreciated.

Mr. Makara, the VSP Manager, took a lot off his busy time in his office to spend days with the team at the Camp and in the field. His openness to discuss issues that affected the viability of VSP, his guidance and efforts to arrange meetings with different resource persons was a great contribution to the smooth running of this work. The team is grateful for his assistance.

There were too many people who contributed to this work. Attempting to thank all of them individually would not be easy. The list in the Annex showing names of individuals and organizations consulted is indicative of the number of contributors to this work. To all these the team would like to express their sincere gratitude.



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A1. TERMS OF REFERENCE FOR THE  
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## 1.0 INTRODUCTION

This is a report of findings from an evaluation of the Valley Self Help Promotion (VSP) Society. VSP is one of six projects under the Gwembe South Development Programme which in turn is a project funded and supported by the Gossner Mission and the Government of Zambia. VSP is a non-profit making society which promotes policies and programmes which benefit and serve social, cultural and/or economic development of the people of the Sinazongwe District. The Project's specific objective is to encourage self-reliance and self-sufficiency.

VSP was a brain-child of earlier efforts by the Gossner Mission of Germany and the Zambian Government to lessen the hardships faced by the displaced Valley Tongas. What started in 1970 as a charitable activity by the Gossner Service Team has now evolved into a complex business which demands re-organization in management, planning and financial management in order to attain its goals.

The objective of this evaluation was to assess the impact VSP has had over the past 20 years. It was expected of this study to provide suggestions on how VSP could be re-organized in order to improve its efficiency.

The cooperation from those involved in the management of VSP was very helpful in that more information was made available to the team than is presented in this report. However, the team made every effort to ensure that pertinent issues that would provide guidance to future developments of VSP were adequately addressed.



## 2.0 BACKGROUND INFORMATION ABOUT THE GWEMBE VALLEY

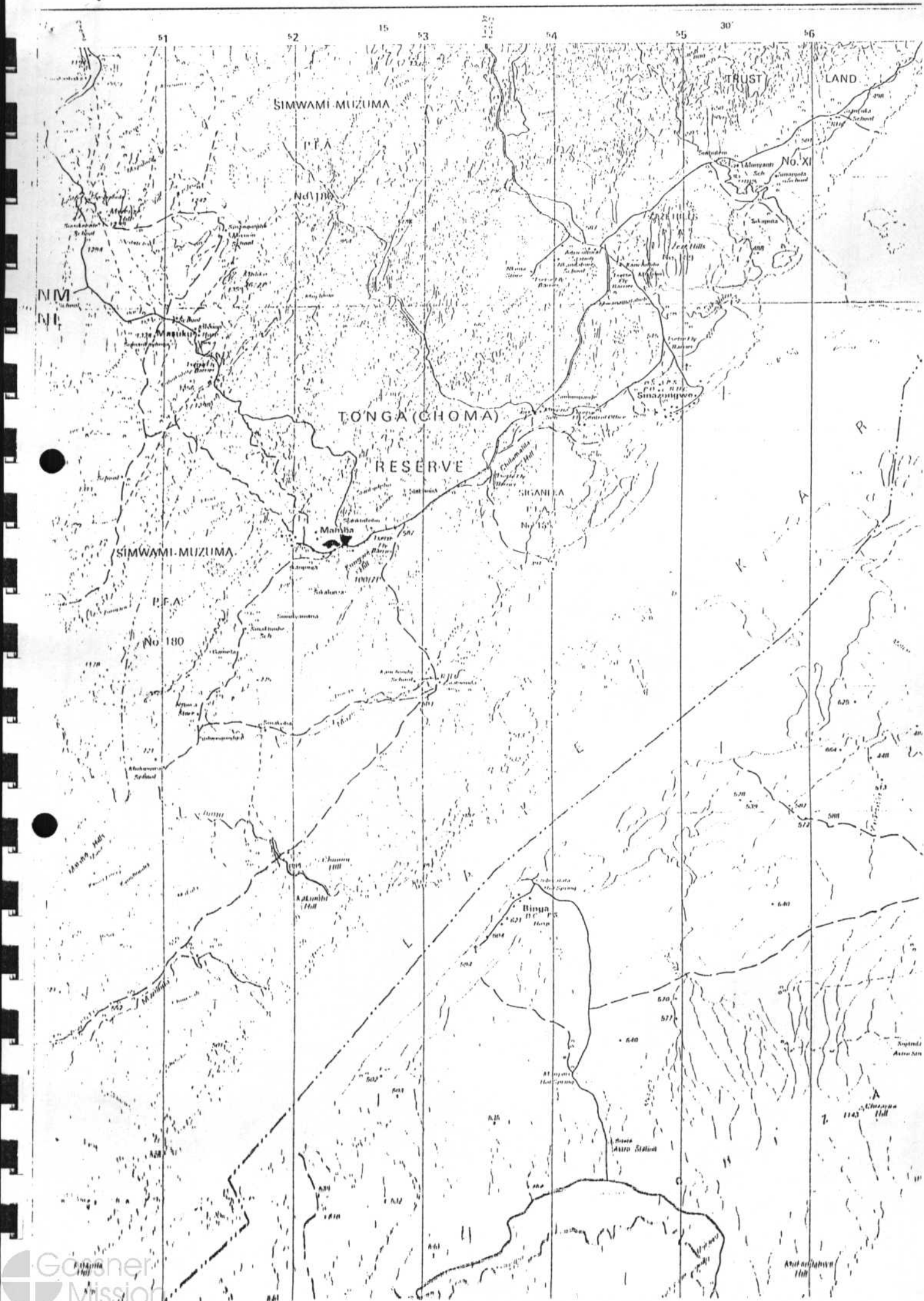
### 2.1 General

The Southern Province has four main types of topography and soils. These are: the Gwembe Valley the plateau, the escarpment and the Kafue flats. The project area of VSP, Siavonga District, lies within the southern part of the Gwembe Valley.

The Gwembe Valley is generally characterized as "... belonging to the least developed areas of Zambia... utilization of the existing production potential is low... average food production does not meet nutritional requirements of local population. As a result in most years, basic food requirements have to be imported (Mwengu, 1986).

The valley stretches over an area of approximately 12 000 km<sup>2</sup> with a width ranging from 20 to 50km and a length of 300 km. It is estimated that there are about 62 000 people in Sinazongwe, 46 000 in Siavonga and 36 000 in Gwembe Districts of whom 52% are female.

The climate in the valley is typically hot and dry. During the rainy season the rainfall pattern is erratic imposing a permanent risk on crop



production. Average annual rainfall is 904mm although this can drop to as low as 700mm. The mean maximum temperature is about 34°C while the minimum ranges between 14°C and 13°C.

It is estimated that some 40 000 ha in the Gwembe valley are suitable for semi-permanent cultivation. These are mostly sandy-clays found in the Lusitu, Buleya-Malima and Mpendele-Mutulunganga areas. Good agricultural soils are also found along the Kariba Lake shores and in river valleys. These are particularly important in the production of irrigated crops during the dry season.

The predominant vegetation in Sinazongwe District are the Mopani and Acacia trees. Due to high stocking rates and low rainfall much of the grass is over grazed by both cattle and goats. A large proportion of the forest is being destroyed quite extensively for fire wood especially for the increasing population of Maamba town.

## 2.6 Infrastructure and Topography

The Gwembe South Valley is topographically divided into the fertile low lands along the Kariba Lake, valleys of the tributaries of the Zambezi River and the ragged escarpment. The most prominent



infrastructural development in the Gwembe South is the tarmac running from Batoka to Maamba Collieries. The District Council maintains secondary roads branching off to Sinazongwe Siabaswi and Kanchindu. Other roads beyond these points are often not maintained and are impassable during the major part of the year. VSP has assisted in rehabilitating the road to Sikaneka.

It is not easy to find extensive farm land apart from the Buchi Farm which lies between Sinazeze and Sinazongwe due to the rocky nature of the area. The little fertile land available is grudgingly guarded by who ever gets there first. This has resulted in many households not owning sufficient land to produce enough food. The area has only a moderate potential for agricultural production and rainfed production is relatively risky due to unreliable rainfall.

The area of Sinazongwe District is occupied predominantly by the Valley Tonga. Traditionally, chiefs are the main authority and no grassroots development can be carried out without their outright approval. The local saying "Ba amba ba Mwamwi" (the chief has spoken) literally means

that once the chief has spoken, no one else is expected to speak otherwise.

The Valley Tonga were and still are mostly subsistence cultivators, living in permanent or semi-permanent villages along the Zambezi River and its tributaries. They supplement their diet by fishing and hunting. They keep mainly goats, cattle and some chickens.

The construction of the Kariba Dam had a tremendous impact on the people of the valley. People resented and still resent being resettled. People were afraid that the physical resources of the resettlement areas would be insufficient for their needs. They were afraid that soils in their new homes would be poor for crop production, water would be in short supply, and unknown diseases would kill their livestock. Unfortunately, it was reported that some of their fears have been proven true. The present resettlement areas have not been able to provide all the basic necessities required by the majority of the people in the valley and their livestock. Above all, they were not sure how they would cope in times of famine in unfamiliar areas. Generally, they resented being removed from the land of their ancestors. One

villager strongly rejected the idea of being moved from her present home and said she would rather get used to the suffering than move to another place.

The creation of the lake forced 57 000 people to resettle from the banks of the Zambezi River. Of these 34 000 had to be re-settled on the Zambian side while the remainder were resettled on the Zimbabwean side of the Kariba Lake. As a result families were split. Some members of the same family now live in Zimbabwe while others live in Zambia.

Promises of improved agriculture and living conditions were never fulfilled to the expectations of the people. As a consequence, Valley Tongas have quite a visible resentment against government programmes in general especially those that require of them to contribute to self help development projects. To them the Government already owes them a lot and therefore, they need not participate in resolving problems that were created in the first place by the Government.

This attitude by the local people in the valley makes work of development organisations working in the area very difficult. It becomes difficult for



organizations working among these people to be appreciated and welcome in spite of the good intentions. Valley Tongas have as a consequence developed into a people that feels that their problems are not their own making and therefore, someone else must come in and "clean-up-the-mess".

Valley Tongas have suffered more than just the resettlement hardships. The Zimbabwean war had a terrifying and destructive impact on the people. Again people feel resentful of the Government because they feel that they were never protected at all from the atrocities of the that war. Even today, some of them live each day in fear of some unknown tragedy that might befall them and because of this they are always suspicious of any stranger working in their area.

It would be wrong to conclude categorically that the construction of the Kariba Dam had nothing but negative effects only. The area has opened up to outside trade bringing into the area business that never existed there before. Now for the first time, some people have begun to look beyond village boundaries. There have been major agricultural developments in the area. These include such

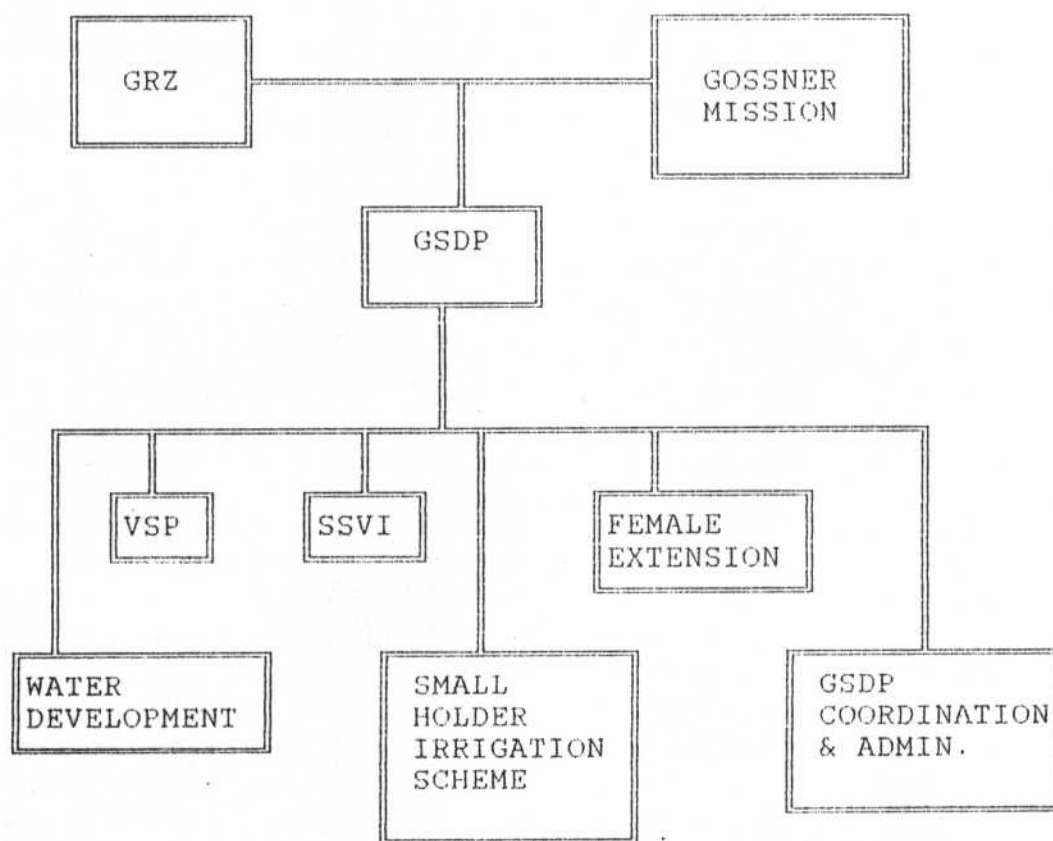
projects as the Buleya-Malima Irrigation Scheme. Another example is the Buchi Farm which is producing wheat and cotton on a 2000 ha farm. The farm provides employment to local communities. A number of roads have been constructed to open up business even further. In response to the problems in the Gwembe Valley the Government together with about 10 Non-Governmental Organizations are working in the Gwembe Valley to assist in making life for the resettled people bearable. Most recently Sinazongwe was made into a district of its own thus bringing management and development closer to the Gwembe South Valley.

The Gwembe South Development Project (GSDP) is one of those organizations working in the Gwembe Valley. The Gwembe South Development Project is a joint venture of the Gossner Mission, a protestant Mission society based in Berlin Germany. The arrangement was to have the Gossner Mission help the Zambian Government in resettling the valley Tonga. The project was to assist in providing solutions to social as well as economic problems faced by these people. GSDP worked with irrigation schemes. After these it was agreed to go into an integrated development approach to include projects such as increased staple food production under irrigation and dry land farming. However, water development was the major activity since the valley is prone to frequent droughts. The underlying aim of GSDP is in the establishment of projects and support institutions that would operate on a self sustaining basis even after GSDP is dissolved. GSDP has been supporting rural development activities in the Gwembe South since 1970 being guided by this principle.

In 1987, the valley was declared a famine stricken area. GSDP was requested to assist in the food



FIGURE 2. ORGANIZATION CHART OF THE GSDP



relief exercise. Even though this was not in the original plan, GSDP participated quite effectively.

In 1990, GSDP underwent some major re-organization which resulted in a reduction of activities from 18 to six. Table 1 shows the status of some of these activities.

As from the beginning of 1991 GSDP underwent major structural changes. Firstly, most of the funds for GSDP operations were provided by Gossner Mission. Secondly, GSDP implementation has been streamlined to concentrate on six projects namely:

1. Water Development
2. Valley Self Help Promotion Society
3. Female Extension
4. Small Scale Village Industries
5. Small Holder Irrigation Schemes
6. GSDP coordination and Administration

Before 1990, GSDP was involved in 18 activities. The reduction to the six activities mentioned above was partly because some of the development activities such as Buleya Malima, Mkandabbwe

Table 1. Status of GSDP Activities as at September, 1991.

ACTIVITY	STATUS
1. GSDP Coordination and Administration	Restructured and Continues
2. Buleya Malima Irrigation Scheme	Independent of GSDP
3. Valley Self Help Promotion Society	Under Evaluation
4. Water Development Programme	Continues
5. Female Extension Programme	Continues
6. Small Scale Village Industries Programme	Continues
7. Church Work	Continues
8. Kafwambila Road	Complete
9. Siatwinda Irrigation Scheme	Under P.A.O.
10. Mkandabbwe Irrigation Scheme	Independent
11. Credit Union	Discontinued
12. Maaze Constituency Cooperative	Independent
13. Tonga Crafts	Independent
14. Tonga Museum	Independent
15. Workshop	Independent
16. Seed Programme	Under VSP
17. Trading	Under VSP

Source: Schumacher-Just, 1991. Programme of Work for GSDP



Irrigation Schemes, and Tonga Crafts have demonstrated their ability to be self-supporting for some years now. Other projects such as the seed Programme have been incorporated into VSP thus reducing the bureaucracy and cost of operation. The Siatwinda Irrigation Scheme has been handed over to the Ministry of Agriculture (P.A.O, office-Choma) while the workshop is now operating as an independent project with its own revolving fund. The Tonga Crafts and Museum although occupying GSDP offices have been taken over by a Danish organization operating in Choma and are therefore independent of GSDP.

Certain GSDP projects such as the Sikaneka Road and rural workshops were supported by special funds which were provided by the EEC and the GVS respectively. GSDP will support however, other self-help activities if need arises. Also the Gossner Mission will continue to provide free ambulance transport to Maamba Clinic (Schumacher-Just, 1991). Sports and other social or cultural activities will be provided with transport at a reduced rate. These activities are Mission activities and should not be mixed up with those of GSDP.

According to the programme of work for GSDP 1991, the total planned project expenditures was budgeted at K9.2 million. This was broken as shown below.

Table 2. GSDP Projected Expenditures

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Estimated Expenditures for Implementing for Implementing Six Programmes <sup>1</sup>	K3.5 million
Estimate expenditures for Purchase of Vehicles and Project Equipment	K5.7 million

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Sources: Schumacher-Just, 1991

1 The six programmes are:

1. GSDP Project Coordination and  
Administration
2. Small Holder Irrigation Schemes
3. Water Development
4. Valley Self Help Promotion Society
5. Female Extension
6. Small Scale Village Industries.

The figures in the budget do not however, include;  
(a) overhead costs for expatriate staff and  
recurrent costs for GRZ staff attached to GSDP and

(b) special donor funds which will be provided to support additional undertakings of certain GSDP programmes. Such funds would include those from the Gossner Mission, EEC or GVS funds.

While GSDP has its own objectives and aims different from those of the Gossner Mission, many people have mixed up the objectives of these two organizations to mean the same. This has resulted in some misunderstandings among communities being served.

While the Gossner Mission may be willing to give donations and free ambulance service, the objective of GSDP on the other hand is to operate on a cost recovery basis and make some profit. For example, VSP which is one of the six projects under GSDP sets its prices for building materials to include the price of the item at source plus cost of transport at K43/km plus 20% margin). Because of this mix-up, there has been a gross misunderstanding by communities who tend to have a high expectation for free services.

Another factor that has contributed to this mix-up between activities of Gossner Mission and GSDP is that staff seconded by the Mission to GSDP have



been more visible than their Zambian counterparts from GRZ. For example, in Kafwambila one villager confessed that he did not know who the Zambian Manager for VSP was but he knew the Advisor to VSP whom he proudly described as "... an African" meaning although he was a whiteman he was close to the people.

The inscription on the VSP lorry "... owned by Gossner Mission" has also contributed to this confusion. People associated the activities of the lorry to be those of the Gossner Mission and not VSP *per se*.

Because of the above mentioned problem, it was equally difficult for the evaluation team to know when the interviewee was talking about one organization or the other. The confusion was not limited to villagers only but also to some members of GSDP as well. For example, when one looks at the GSDP Annual Report 1990, it is quite difficult to tell which activities are specific to GSDP and which ones are specific to the Mission.

Administratively, GSDP is being managed by a Chairman who is also Chairman of the Gossner Mission. He is assisted by an Administrative

Coordinator (GRZ).

Again this arrangement where a member of staff from the donor country becomes the overall chairman of a local organization is contradicting the objective of GSDP policy of "... institutional building". There is need to review this administrative arrangement and minimize the confusion that is being caused by this "strong" involvement of the Gossner Mission staff.

It is true that this arrangement has been necessitated by the past history when the Zambian staff were reported to have not performed well as expected. This however, should not be a permanent arrangement and the Mission make every attempt to ask the Government to provide qualified Zambian staff to run the project.

#### 4.0 THE VALLEY SELF HELP PROMOTION SOCIETY

The Valley Self Help Promotion (VSP) Society is one of the six projects under the GSDP. It was first established in 1972 as a Zambian Non-Governmental Organization to promote policies and programmes which benefit and serve the social, cultural and/or economic development of the people of the Gwembe Valley and their environment. VSP was established to promote especially those programmes which encourage self-reliance and self-sufficiency. The main objectives of VSP were:

1. To promote programmes and activities that will support people of the valley, economically, socially and culturally but these had to be projects that were self-help oriented.
2. To serve communities with social services where and whenever needed but services were not to be free.
3. To generate income to finance self-help projects.

It was registered as a society in 1980 and it has its own organizational set up separate from that of GSDP. However, VSP still operates within the framework of GSDP. It is an important member of



GSDP in that since it is a registered local NGO, and it is often a preferred recipient of funds by donor agencies. It acts therefore, as a channel for funds intended not only for VSP but also for other projects under the GSDP.

The first income generation activity for VSP was buying the Tonga Crafts. The project bought the Tonga Crafts and promoted their selling in urban areas. The purpose was to extend the market for these local products thus enabling local people to generate income from traditional products.

Tonga Crafts is no longer under VSP but has been handed over to Dutch Project in Choma. However, the Tonga continues to be housed within the GSDP building at Mkandabbwe, Sinazeze.

Today activities of VSP can be divided into two groups:

- (a) Income generation and
- (b) Self Help Community Projects

The table below shows these activities.

Table 3. Activities under Income Generating and Self  
Help Community Projects

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A. Income Generating Projects

1. Lorry (10 ton) Hire out
2. Trading
3. Commodity Shop at Sinazeze
4. Griding meal at Siameja
5. Membership fees

B Self Help Community Projects

1. Sikaneka Health Clinic
2. Sikaneka Road
3. Siyanjola in Oil Mill in form of  
management support
4. Siansimuna Donkey Griding Mill
5. Oxen Hiring Service
6. Sales Depots for mealie Meal and Maize at
  - (a) Kafwambila
  - (b) Siawaza
  - (c) Siameja
  - (d) Dengeza
  - (e) Maaze
  - (f) Sikaneka
  - (g) Sinazeze
  - (h) Muuka

Table 3. Continued...

- 
- 7. Kafwambila Road
  - 8. Ox-cart hire at
    - (b) Siameja
    - (c) Sinazongwe
    - (d) Sikaneka
  - 9. Siameja Community Service Center
    - (a) Ox-cart hire donated by GM
    - (b) Commodity Shop
    - (c) Hammermill owned by(VSP)
    - (d) Depot owned by (VSP) for 300-400 bag  
x 90kg
    - (e) Awareness and Training Programme  
in cooperation with (USA and  
Department of  
Co-operatives and Social Services and  
eventually to establish a  
multipurpose cooperative.
  - 11. Maaze Oil Mill Management support.
-



#### A. Income Generating Projects

VSP has evolved from a simple voluntary operation into a complex and highly ambitious business enterprise while at the same time it has maintained its stand to promote policies and programmes which benefit and serve the social, cultural and/or economic development of the people of Sinazongwe District.

VSP is a non-profit society. The organisation generates funds to support community development projects through donations, trading in essential commodities, making and selling of school uniforms, selling second-hand clothes, building materials, agricultural implements and inputs, and through hiring out of a 10-ton lorry. Money generated through these activities is spent on supporting the Society and some community based development projects such as clinics. VSP's policy of supporting community projects is guided by the principle that potential communities to be assisted should demonstrate their ability to contribute to the project in question on a self-help. Requests for assistance are channelled through Executive Committee member representing that particular community.

# 1. Lorry Hire Out

VSP owns and manages a 10-ton lorry which is used mainly to carry goods from the plateau supply centres to eight VSP depots. The lorry is also hired-out at kilometer charge of K43 which includes devaluation and depreciation. This charge is reviewed regularly in order to keep up with changes in fuel and vehicle maintenance costs. The road conditions in the valley are particularly hard on the vehicle and this increases maintenance cost and reduces the life of the vehicle. The lorry ferries maize and mealie meal from as far as Choma to areas like Kafwambila some 186 km apart. The frequency of these trips could be as much as four times a month. Other commodities that are moved by the lorry include, building materials, livestock, or groups of people going for meetings, sport or conferences. The VSP lorry is the only reliable transport in the valley that delivers maize and mealie meal to the most remote areas of the valley. At the time of the study a lorry from the contingency planning office of the Cabinet Office was seen in the area delivering mealie meal. However, villagers commented that that was not a common practice in the area because that exercise was associated with times of famine relief by the Government or some political reason.

Operating the lorry is expensive. However, income from trading is quite profitable to make the exercise

worthwhile for VSP.

At the end of 1990 for example, income from transport hire was reported to be K352 993.40 while expenses totalled K576 695.64. (VSP Financial Statement 1990). Although this looks like the lorry is not making a profit, it was revealed by the evaluation team that the lorry is not being accredited all its earnings. For example, when the price of mealie meal or maize is calculated, it includes the cost of transport but tis cost of transport should be deducted from the earnings from the sales of maize and mealie meal and be credited to the lorry account or vote. This is not being done at the moment. What is recorded as earnings by the lorry are direct hire-out by private individuals but does not include hire-out to VSP activities such as the mealie meal sales.

Although the vehicle was donated by the Gossner Mission it is managed and owned by VSP. It has a driver and a lorry-mate who are employees of VSP. However, in terms of hiring out, GSDP activities get priority.

VSP is aware that this is the last donated lorry the Society will get from the Gossner Mission. The



plan therefore, is to use the lorry as much as possible in order to make sufficient money to replace itself within the next three years. As a consequence, VSP is considering hiring out to companies like Lintco in order to meet the target.

## 2. Trading

VSP generates most of its income from trading in essential commodities such as maize and melie meal, making and selling of school uniforms and other tailoring products such as mattresses, selling of agricultural implements and seed, building materials and to a limited extent selling of second hand clothes at give away prices.

Of all these, selling of maize and mealie meal seemed to be the most profitable exercise. For example, in 1990, out of the K4.0 million income realized K2.4 million was contributed by sales of maize and mealie meal. This was seconded by the seed programme with K399 895.

The success of the trading activity of VSP depends totally on the availability of the lorry. In the event that the lorry becomes unavailable, VSP is as good as closed. The VSP management is aware of this and are doing everything to either acquire

another lorry before the one operating now breaks down. VSP is also trying to diversify into other activities that will not depend so much on the lorry. Some of the suggestions in this line included buying of Kapenta rigs, starting a bus service, and starting a boat transportation business.

There is a special arrangement at present between the Gossner Mission and VSP and this is that if a major repair job is needed on the lorry and VSP cannot afford to meet the cost, the Gossner Mission advances VSP the money which is recovered in small installments. Without this kind of assistance from the Mission it would be very expensive for VSP to keep the lorry running. 2

A Trading Officer is now responsible for coordinating and supervising the buying and distribution of commodities to depots. However, due to lack of transport he depends a lot on the driver to give him the feed back of what is happening at depots. For to do a better job he would need some form of transport.

It was obvious from the income generated in 1990 that VSP could in actual fact support its

operations and make some profit. About 83% of VSP income came from trading. This is commendable considering that grants to the society constituted less than 1% of the Society's income.

### 3. Commodity Shop at Sinazeze

VSP assists local communities with supplies of agricultural inputs and implements, school uniforms, building materials and essential goods. This is done through depots and the Sinazeze shop.

The shop at Sinazeze was put up to facilitate supply of a wide range of commodities which include Fitenges, Maize, cement, salt, roofing sheets, ploughs and plough spare parts, gum poles, maize shellers, seeds, gents, ladies and children wear. The shop used to sell consumer goods such as sweets, biscuits but decided to stop doing so because it was unprofitable considering the competition for these items with other private shops in the area.

Tailoring is done at this shop as well. One tailoring supervisor, who was also acting as a shop keeper, with two tailors are responsible for the production of school uniforms, mattresses, cushions for chairs, and other clothing products. For



example, in 1990, this team produced about 600 uniforms, a number of cotton blankets and a number of gents, ladies and children wear for the local market. In order to diversity in terms of products sewn, the tailoring section has introduced production of sports wear, overalls and cushions. These were thought to have a better market than school uniforms. The shop is under the management of the Trading Officer of VSP.

#### 4. Grinding Mill at Siameja

In addition to supplying mealie meal and maize to deficit areas, VSP installed a hammermill at Siameja in 1990. This provides a service to the biggest village in Senior Chief Mweemba area. In addition five more villages can be served by facilities at Siameja.

A maize store that can hold 300 to 400 by 90 kg bags at a time was put up at Siameja. This was in response to people's request which was made in June 1989 to have at least one hammermill in an area of more than 40 km radius which was devoid of maize processing facilities. The purpose for establishing the maize store and the hammermill was to provide sufficient food to the communities of Siameja, Kafwambila and Siampondo areas especially

during the rainy season when these areas are cut-off from surplus areas of the plateau. The hammermill was bought by and is operated by VSP. The society built the hammermill house. VSP provides diesel and oil for the mill.

#### 5.0 Membership Fees

VSP has a membership of about 500 in the Sinazongwe District. The purpose for VSP membership is not in any way related to whether one expects any dividends or special individual services but rather to have people who feel honoured to belong to an organization whose main objective is to promote self help projects in the area. The benefit is from recognition or acknowledgement of VSP activities in the communities.

New membership fee is K30.00. This comes with a VSP calendar. Old members pay K20. They also get a calendar. Income from membership fees was K7,435 in 1990. It was the smallest income generating activity of VSP.

## B. SELF HELP COMMUNITY PROJECTS

### 1. Sikaneka Health Clinic

In accordance with its stand that is to support programmes which are beneficial to and serve the social development of the people of Sinazongwe District, VSP supported the construction of the Sikaneka Rural Health Centre. This clinic provides health services to a population from over eight villages. The next nearest clinic for these communities is at Maamba which is another four hours of walking through rough terrain.

Other organizations contributed to the completion of the clinic. For example NORAD financed the water system to a total of K115487.61 (VSP, 1987. Annual Report). Assistance in construction and technical advice were provided by the Council Building Supervisor and water Department. In addition to constructing the clinic, VSP purchased a diesel engine and pump to put on the bore hole dug by the Council.

It was agreed right from the beginning that the Provincial Medical Officer would provide furnishings and staff as soon as the buildings and water systems were completed. It was also made



clear by VSP that the clinic belonged to the community and not VSP therefore, the Ministry of Health was required to make all necessary arrangements to facilitate the take over of operations and maintenance of the centre. However, by the time this evaluation was carried out, this transfer had not yet been effected by the Ministry. VSP continues to assist in repairing the buildings and supplying diesel for the water pump.

## 2.0 Sikaneka Road

The road conditions in the Sinazongwe District are particularly hard on vehicles, increasing maintenance costs and decreasing the life of vehicles. The general condition of roads is so bad that some out lying communities such as those in Siameja, Kafwambila and Siampondo, get cut off from food supplies coming from the plateau for over six months in a year.

VSP is the only reliable supplier of food to these areas. As a result the Society has an interest in ensuring that roads leading to these areas are maintained in a reasonable condition that would allow their lorry to travel with minimum problems.

This interest is expressed through VSP's willingness to participate in joint projects with other organizations in reconstruction of roads and bridges. For example, in 1990, the EEC under the Micro Projects Programme, allocated K500 000 for the reconstruction of Sikaneka road. A local road committee was formed and VSP was asked to supervise the work. This year, some K40,000 has been put aside by VSP to assist in the grading of the Siabaswi-Siameja Road.

### 3.0 Sianjola and Siabaswi Oil Mills Management Support

In 1985, Women groups at Sinanjola, Siabaswi and Kanchindu were assisted with Oil Mills donated through VSP. These are of the Kit Press type using sunflower as the oil seed. Since the machines legally belonged to VSP but were to be managed by women groups, the donor ICCO expressed concern on how the machines would be managed since the users did not have any management capability and were not a registered group.

VSP has instituted an operational system which seemed to be working quite smoothly. Local oil mill committees were formed with the assistance of

VSP management. An operator was employed for each machine and about 950 bags of sunflower were brought to the mills by VSP. The seed was sold to the women who processed the seed for oil.

The machines are used by self-organised working groups. These groups pay K200.00 per day as operational and maintenance cost of the machine. In addition VSP is encouraging women to grow their own sunflower. That way they will not depend on VSP to deliver to them sunflower seed.

#### 4.0 Siansimuna Donkey Grinding Mill

The Gwembe Valley like the rest of the Southern Province has been hit by livestock diseases such as foot and mouth and corridor diseases. As a result, many people have lost their oxen used to provide drought power. VSP is experimenting with acceptability patterns of the people to using donkeys instead of oxen. The project at Siansimuna is supposed to serve as a demonstration on how donkeys could be used for ploughing and driving a maize grinding mill.

The mill being used for demonstration was introduced through the GTZ Oxenization Programme. Similar



demonstrations of the machine can found in Chief Magodi area in the Eastern Province, Kasisi Lusaka Province and Mtowe in Chipata, Eastern Province.

The demonstration has had problems. The main problem has been that the control arm keeps breaking. It was assumed that probably the donkeys were too strong or the configuration of the machine did not match that of the yolk on donkeys since they were smaller than oxen.

#### 5.0 Oxen Hiring Service

In a situation where an individual or group does not own oxen, VSP provides an oxen hiring service. This provision is particularly important in years when large numbers of oxen die from diseases mentioned above. Oxen hiring service also compliments the ox-cart hiring service being provided by VSP in order to facilitate transportation in areas where motorized vehicles cannot go.

## 6.0 Sales Depots for Mealie Meal and Maize

Sales Depots are VSP's outlets for selling maize, mealie meal, seeds, building materials and agricultural implements. VSP operates eight depots scattered along the Sinanzogwe Districts.

These are found at:

1. Sinazeze
2. Kafwambila
3. Siawaza
4. Muuka
5. Dengeza
6. Siameja
7. Sikaneka
8. Siabaswi

The purpose of establishing these depots was to assist overcome the problem of unregular food supplies experienced each year by these areas. It is estimated that the level of self sufficiency in these areas can be as low as 30% due to drought and in some years due to extreme heavy rains. Deliveries of any goods to these areas is almost impossible during the rainy season.

VSP Depots act as food reserves during the dry season and more so during the rainy season. It

should be stressed once more that there is no other organization that is supplying food of similar quantities and over as wide an area as VSP is doing. This was confirmed by those interviewed in the area.

Some said people in the area wanted VSP to bring maize "...without joking". This translated in another way meant VSP should consider maize deliveries to these areas as a serious business. Others expressed their admiration with a tone of jealousy when they reported that "... VSP has been effective in other places but not in our area..... I have told them that people here need maize and mealie meal but ....". Others went as far as advising that "... VSP should have another lorry so that they can do more deliveries... People wait for VSP lorry since it is the only transport from here to Maamba and Sinazeze". When asked if there were other organizations delivering mealie meal to the area, the response was "although there is a council lorry (from Cabinet Office) that drops 40 bags of maize but it is very rare". These were some of testimonies of those who live in the area where VSP has depots.



## 7.0 Ox-Cart Hire Service

Roads in Sinazongwe District make it unattractive to private traders to use their vehicles deep into the valley. As a consequence local transport is to a large extent limited to bicycles. Food and commodity transportation is done under extreme conditions considering that the area is characterized by rough hilly and stony terrain. Mealie meal has to be carried by women over long distances. For example, people in Kafwambila carry their maize for milling to Siameja which is over 20 km away on their heads or over their shoulders.

In order to assist communities with affordable transport, VSP has allocated four ox-carts available for hire by local people. These ox-carts are located at Kafwambila, Siameja, Sinazongwe and Sikaneka. The ox-carts were bought by VSP.

## 8.0 Siameja Community Service Centre

Siameja is the biggest village in Senior Chief Mweemba area. It is generally considered a regional centre from which five more villages can be serviced. These include villages within a radius ranging from 5 to 45km which encompasses villages such as Siawaza, Kafwambila and Siampondo

in the South, Nyanga and Dengeza in the North.

Siameja's role as a centre is particularly important during the rainy season when the surrounding area is virtually cut off from supply of food and other essential commodities from the plateau. Siameja can be reached only by lorry during most of the year (8-9 months of the year). Private traders do not do much business in this area because of the bad roads.

In 1989, a workshop was held by GSDP at Siameja to investigate the opportunities of having the Siameja community to set up a Community Service Centre that would be managed by the community itself. The idea was introduced by VSP.

The objective was to assist overcome the problem of irregular food supplies especially during the months of food shortages. VSP also recognized the need to involve local people at both planning and implementation levels of the project.

The idea was to establish a commodity shop for basic household goods, a grinding mill, a depot for 300 to 400 bags of maize seed and local transport system through ox-cart hire service. VSP also proposed that the centre establishes an awareness

and training programme in close collaboration with CUSA and the Department of cooperatives and Social Services.

Realizing the lack of any management capabilities among members of the Siameja Community, VSP and CUSA offered to provide management assistance for the first two years after which the Siameja Community members were expected to take over the running of the Community Centre. To this effect, a Multipurpose Cooperative was formed in 1990 with the anticipation that this will eventually take over from VSP. At present, a shopkeeper and a grinding operator are employed on a part-time basis by the cooperative leaders and the VSP Management team.

The arrangement at present is that VSP will be responsible for delivering and selling maize to the community at a price that will enable the society recover not only its transport costs but also other costs associated with supplying maize to Siameja. The cooperative however, will be free to sell mealie meal produced by the hammermill.

In order to establish such a centre, it was estimated by VSP that the following actions will be



required

- VSP was to buy the hammermill
- VSP was to buy the ox-cart (donated by Gossner Mission)
- VSP was to contribute building materials i.e. cement roofing, and pay for construction labour
- The community would contribute the existing building and any labour required.

In this arrangement the main constraint was that the community would highly depend on VSP's transport. In addition, VSP was to contribute at least K125 500.00 towards the K171 000 total cost. The local community contributed K21 100.00 while the balance (K25000) was contributed by the Gossner Mission (see Project Proposal for a Community Service Centre at Siameja by VSP, 1990).

## 5.0 THE STUDY

This study was commissioned by the Gwembe South Development Programme (GSDP), on behalf of the Government of the Republic of Zambia and the Gossner Mission. The objective of the study was to evaluate the impact and relevance of the Valley Self-Help Promotion (VSP) Society and suggest strategies for improvement.

The study was carried out during the month of September, 1991 over a period of 30 days, 16 of which were spent in the project area. It was based on analysis of existing reports (see Bibliography in Annex), visits to projects areas and interviews with management staff of both VSP and GSDP. In addition, the evaluation team had interviews with the chairman of the executive committee in addition to discussion with five members of the 10 executive member committee.

In order to assess the impact that VSP has had on the community, interviews with community leaders such as village headmen, school teachers, and private traders were held. An attempt was made to

meet with the two chiefs of the area namely chief Sinazongwe and Mweemba but this did not take place.

Special interviews were held with Mr. Siabalo and Mr. Madyenkunku who have been involved with activities of VSP right from the beginning of the project. Mr. Siabalo was the first coordinator of of VSP. The list of individuals including such organizations as the World Vision who were visited is attached in the Annex.

Considering the diversity of VSP's activities, its complex inter relationships with related organizations and the wide expanse of the area being serviced by VSP, the evaluation team had to heavily depend on VSP staff for cooperation and guidance in order to carry out the evaluation in such a short time.

This was generously given and it was because of this that the team could accomplish the work reported in this report. This assistance is greatly appreciated.

In spite of the complexity of the assignment, the team has made every effort to analyse and evaluate the impact the Society has had on the people and



environment of the Sinazongwe District.

It is the hope of the evaluation team that the information presented in this report will provide both the management and sponsors of VSP ample information to assess whether VSP has had an impact on the people and also provide some guidelines as to which improvements are required immediately.

## 6.0 FINDINGS AND ANALYSIS

Looking at the History of VSP, it was clear that the Society has evolved from a simple, voluntary, charitable oriented organization to an ambitious, complex business enterprise. In addition, VSP has always operated in an environment that is characterized as hostile. The climate, infrastructure, traditions, lack of local leadership are all said to be anti-development.

To have a positive impact when operating in an area characterized by the above, takes more than just hard work. It was clear that VSP had to cross both traditional and management huddles to achieve what they have as success stories today. VSP has been operating as a business in the midst of communities that have been brought up to believe that any development project in the area should be the responsibility of the government.

If VSP had to operate as a business, it had to change the old belief among community members that days of free services were gone. This needed to be done tactfully in order to avoid negative repucations from the communities being served. Self-Help which is the guiding policy of VSP is not

strongly welcome among Valley Tongas. Introducing self help Programmes Valley Tongas therefore was like swimming against the current.

In spite of all these difficulties, VSP has had several achievements. Communities in Sinazongwe District have benefited from services provided by VSP even though little physical appreciation was visible or detected by the evaluation team. For example, the VSP Lorry provides the most reliable transport in the area. "People wait for the lorry (VSP) knowing that it will come some day..." reported one villager in Dengeza.

People in the Gwembe experience famine almost throughout every year. People in this area literally feed from the "Lorry". It is VSP that delivers mealie meal and maize to those areas on a continuous basis. There is no other organization that is consistently delivering food and other essential goods to these areas. One villager was sincere enough to state that "... without VSP, we would have been dead from starvation."

#### 6.1 Aims and Objectives of VSP

It was obvious that while VSP was going through the transition from a charitable voluntary organization



to a business oriented enterprise, the society had deviated from its original objectives to some extent that there is need to re-define its objectives to suit its present direction of activities. It is important to note that the original objective of VSP did not impose no restriction on sectors that could be financed by VSP. Also there was no indication as to the time span within which this assistance will be provided. In spite of previous attempts to reduce activities, the number of projects still remains excessive for the present management team to handle. The project still remains complex and ambitious. For example, the present objective statement which is "To promote and support policies and programmes which are beneficial to and serve the social, cultural and/or economic development of the people of the Sinazongwe Distric and their environment, especially those programmes which are geared to reinforce self reliance and self sufficiency may those programmes be carried out by the GSDP, by other Government projects, by authorities, agencies organizations, or individuals" imposes no restriction on which sectors could be supported. It is not surprising therefore, that some members of the community have misinterpretedted this to mean VSP would support any project. Also, while VSP

operates in a business manner, and the same time offers some assistance to needy communities this objective statement does not delineate what services could be subsidized or what must be paid for.

The evaluation team recommends that VSP's objective be more specific in scope and should read:

1. To promote and support policies and programmes within Sinazongwe District which are geared to encourage self-help projects on a sustainable basis after VSP's support is terminated".

Then this should be followed by another statement that will indicate or suggest that VSP can provide other services which are beneficial to the community but could be strictly for business for VSP. The second statement should therefore read:

2. To promote and support any other programmes that will benefit the people of the Sinazongwe District."

This distinction is particularly necessary because the approach VSP has adopted - nothing for nothing - is a new concept among the people of the valley who have been used to free-handouts from other

organizations operating in the same area. VSP has to make it clear to its members that the Society is different and will not be a charitable organization therefore its membership should be divorced from the beggining attitude which is common in the valley.

6.1.2 To be more effective the project should redefine its objective and coverage of types of project ideas it could support. The project should have a single overall development objective which could be attainable within a reasonable time perspective and should focus on a few difined programmes.

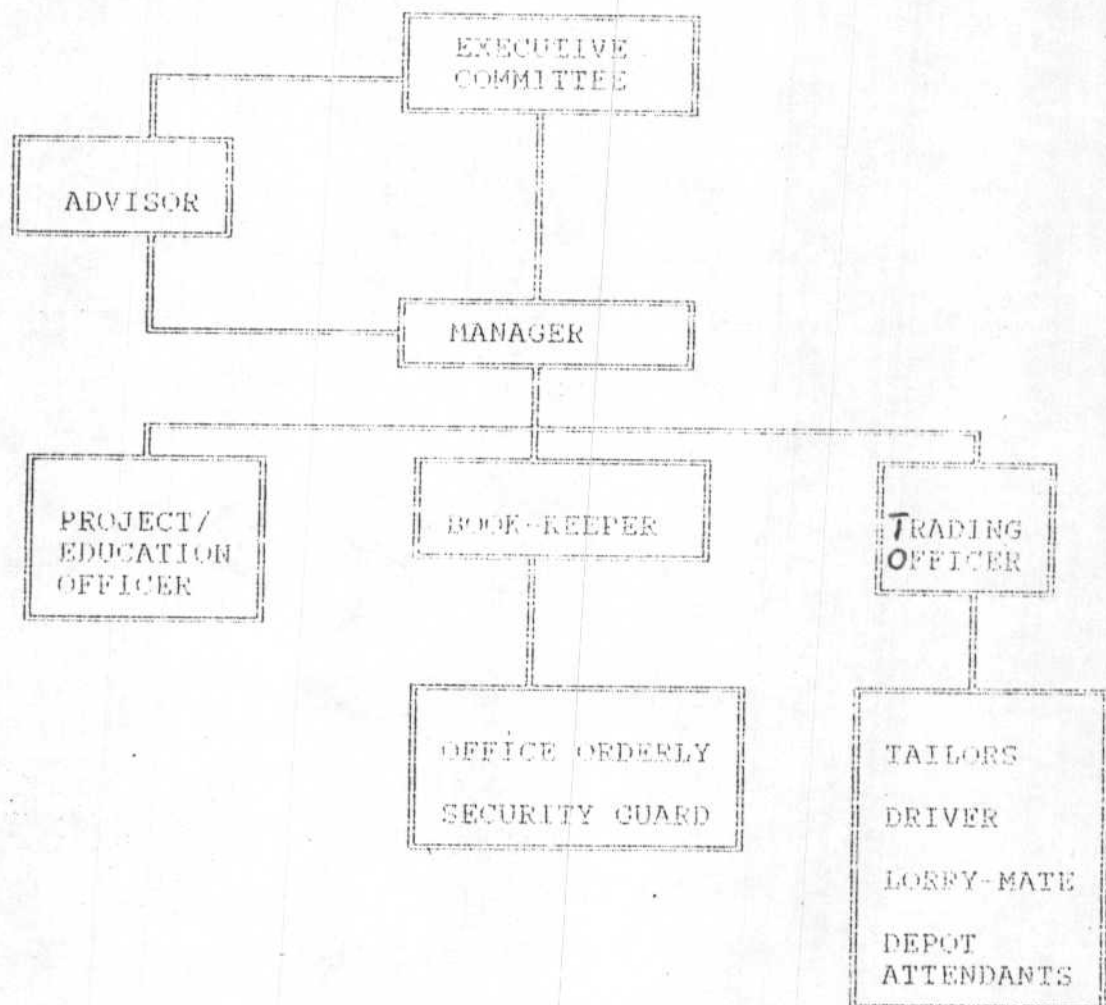
## 6.2 Coordination and Management

VSP is one of the six projects under the GSDP and as such it falls under the leadership of GSDP. However, the main objective of GSDP is institutional building implying that its responsibility is to build up Zambian independent organizations.

VSP is already developing towards this independence. The society is run by a Zambian Management Team which is responsible to an all



FIGURE 3. . PROPOSED ORGANIZATION  
CHART FOR VSF



Zambian Executive Committee. The only expatriate involved in VSP is the Advisor who is seconded to the Society by the Gossner Mission.

The old position of a Coordinator has now been changed to Manager. The society recruited a manager who has quite a good experience and shows potential to prove capable to manage the project. He has been in office for less than a year and he is still going through his "teething" experience. However, most of the people interviewed expressed confidence in him.

At the moment the manager uses a motor bike to do his work. This however, limits the extent of amount travel he can make considering that he is expected to visit the project areas as frequently as possible in order to get first hand information on the communities' expectations from VSP.

At present the Advisor, fills in for the manager when it comes to dealing with distant places like Siameja, Siawaza and Kafwambila. When chance allows the manager has been travelling with the Advisor. However, if VSP expects the manager to do his job right, he should be provided a more appropriate vehicle that will permit him to visit