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Aktenzeichen

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Titel

Gwembe South Development Project - GSDP, Verwaltung, allgemein

Band

Laufzeit

1990 - 1997

Enthält

chronologisch geordnete Verwaltungsunterlagen betr. GSDP mit Unterprojekten;
Zusammenarbeit Gossner Mission und Gossner Service Team (GST) mit örtlichen
Behörden in Zambia, u. a. Ministry of Agriculture, Food and Fisheries;
Stellenbeschreibungen, Mitarbe

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3/82 GSDP Verwaltung

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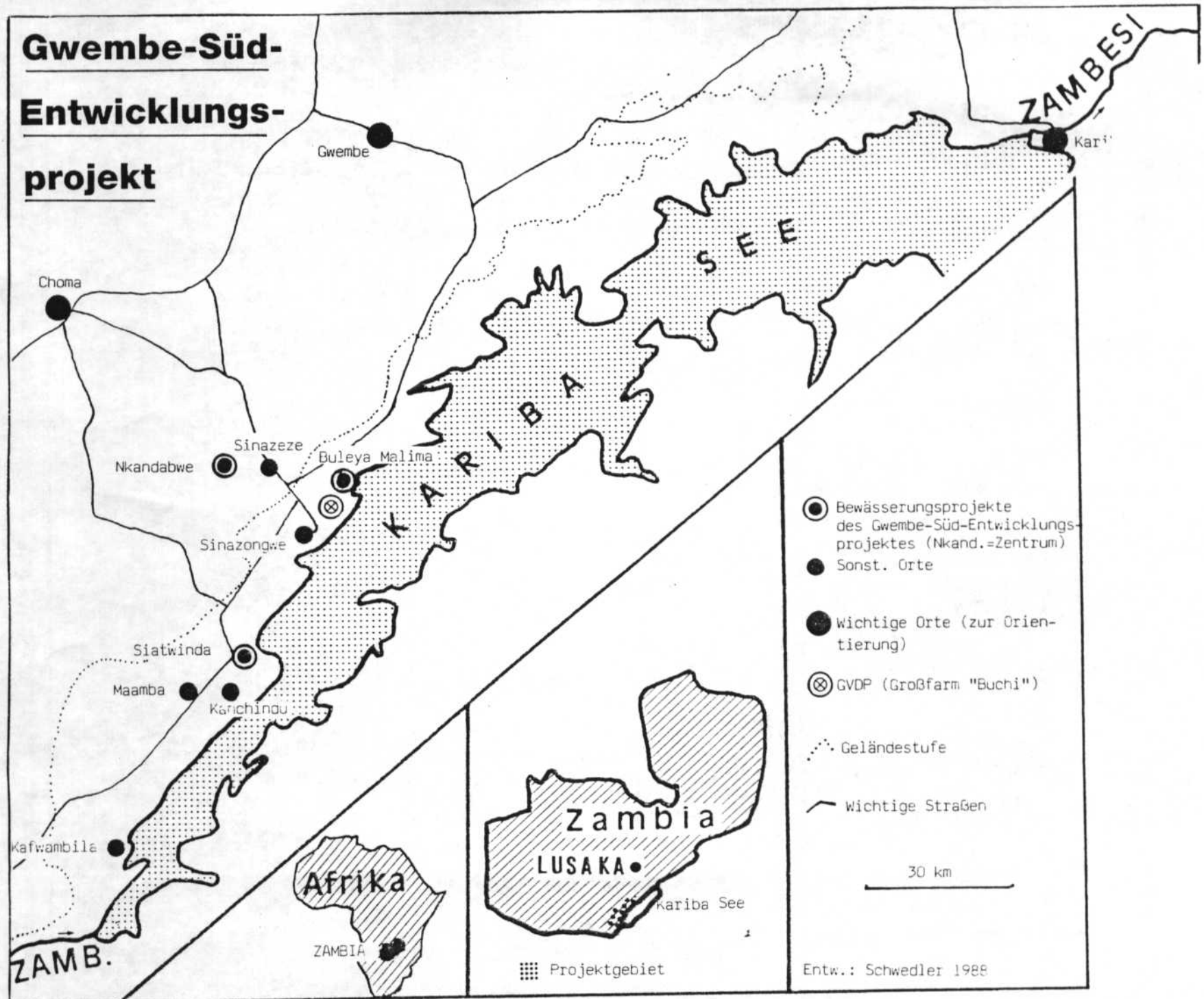
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Gwembe-Süd- Entwicklungs- projekt



Namen, Titel und Abkürzungen in der Zambia-Arbeit (Stand: 9/96)

In LUSAKA

Gossner Mission Liaison Office, Lusaka-Ibexhill:

Mr. Simon MANDONA, Guesthouse Attendant, "Majordomus"

Mr. Godfrey CHIBESHA, Driver

Mr. Moses PHIRI und Mr. Stephen NIOBVU, Gärtner

Mr. SIBANDA und Mr. Joshua BANDA, Wachmänner

Vertreter des Liaison Officers derzeit: JOACHIM FRANKE, ab 2/97

Liaison Officer: Pfr. HERMANN und HAUKE-MARIA RODTMANN.

UCZ - United Church of Zambia

Synod Bishop: Rev. Alexander SIATWIINDA

(stammt aus dem Gwembetal, war bis 12/95 Bishop der
Southern Presbytery mit Sitz in Choma; Freund der GM)

General Secretary: Rev. Benson CHONGO

CCZ - Christian Council of Zambia

General Secretary: Rev. Violet SAMPA-BREDT

(erste Theologin der UCZ, verh.m. Rolf-Frieder Bredt)

GRZ - Government of the Republic of Zambia:

Partner der GM in der Projektträgerschaft seit 1970; Agreement alle
5 Jahre; das jüngste ist in Arbeit, fällig seit 5/96

MAFF - Ministry for Agriculture, Food and Fisheries; darin zumeist
Planning Division Ansprechpartner der GM

MMD - Multiparty-Movement for Democracy, derzeit Regierungspartei
Frederic CHILUBA, Staatspräsident

UNIP - United National Independence Party

MP - Member of Parliament

Mr. Siacheye MADYENKUKU, Sinazongwe Area MP der MMD,

Deputy Minister (Staatssekretär) im Ministry of Tourism

GDS - German Development Service (DED)

Landesbeauftragter: Herr WENZEL; Hauptgeschäftsstelle: Berlin-Kladow

GTC - German Technical Cooperation (GTZ)

Landesbeauftragter: Herr von Mitzlaff u.a. Hauptgesch. stelle in Eschborn.

Botschaft der Bundesrepublik Deutschland:

Dr. P. Schmidt, Botschafter; Herr A. Zeitler, Stellv. und Ressort
Entwicklung

PAM - Program Against Malnutrition - landesweites Programm für Hungerhilfe
und Nahrungssicherung, getragen von den NGOs in Kooperation mit GRZ.

PPM - Program to Prevent Malnutrition.

In NALUYANDA

Gebiet in Chief MUNGULE's area 25 km nordwestlich von LUSAKA, nahe dem CHONGWE river

NIP - NALUYANDA Integrated Project, seit 1987 entstanden und entwickelt in Kooperation zwischen der GM Ost und dem CCZ.

Aktivitäten:

Training for agriculture and house construction (ausgelaufen 1991),
Clinic construction (einschließlich zweier staff houses, abgeschlossen 1995 und übergeben an das Ministry for Health,
Women's Club, Crop production,
Pre-school
Grinding mill
Shop
Football team.

Nach einer schweren Krise seit 1994 konsolidiert sich das Projekt in diesem Jahr wieder aus eigener Kraft. Verantwortung trägt jetzt ein

Interim Executive Committee:

Chairman: Mr. BALENI (Bauer, lay preacher der Anglican Church, früherer
Chairman des Building Committee und von 1992-94 des ExCo,
Members u.a. Rev. MHANGO, Mr. AMOS BANDA
Bookkeeper: Mr. SHAWA
Acting Coordinator: Mr. DANIEL BANDA.

Project Staff:

Mr. OSBORNE HAMAYATA, Agriculturist
Mrs. JENNY KAHYATA, Women's Club coordinator
Mr. PAUL MUNGALABA, Pre-school teacher
Mr. BENSON MULONGA, Grinding mill Attendant

Headmen - die div. Dorfvorsteher spielen in der NALUYANDA community eine nicht zu unterschätzende Rolle

"JAMAICA BILL" - Mr. BILL JACKSON, so "" genannt wegen seiner Herkunft, ehem. Lokführer bei der zambischen Eisenbahn, jetzt erfolgreicher Bauer am Rande des NALUYANDA - Gebietes; zusammen mit seiner Frau Initiator und Organisator von Selbsthilfemaßnahmen, bes. Brückenbau zur Verkürzung der Anbindung an LUSAKA.

In CHOMA

Bishop KAZOVU, UCZ Southern Presbytery, ist Rev. an der St. Andrew's Church

PAO - Provincial Agricultural Officer, Regierungsvertreter auf Provinzebene:
Mr. HAKAYOBE, gut mit dem GSDP vertraut.

Choma Museum: basiert zum guten Teil auf TONGA crafts, die im Gwembetal in Begleitung und Förderung durch GSDP/GM produziert und im NKANDABBWE CAMP gesammelt wurden und werden. Berater seit 1989 B. WITTKAMP und seine Frau GRACINA vom Holländischen Entwicklungsdienst.

Im GWEMBETAL

Untere Verwaltungsebene ist in 3 Distrikte aufgeteilt:
Gwembe North (mit SIAVONGA), Gwembe Central (mit GWEMBE) und
GWEMBE SOUTH District mit SINAZONGWE als Verwaltungszentrum.

"BOMA" - British Overseas Military Administration: das Kürzel
ist noch im Gebrauch zur Bezeichnung des Verwaltungszentrums.
Korrektur: Council.

CS - Concil Secretary: Mr. KAULU

DAO - District Agricultural Officer, Regierungsvertreter auf District-Ebene, zuständig für alle landw. Belange.

Chief SINAZONGWE, residiert unweit Sinazongwe; seine Chieftaincy erstreckt sich über den nörlichen Teil des Gwembe South,

Chief MWEEMBA, residiert in SIATWIINDA (am alten Bewässerungsprojekt),
zuständig für den ganzen südlichen Teil vom Gwembe South District.

- GSDP - Gwembe South Development Project, mit seinem Zentrum im NKANDABBWE CAMP; derzeit folgende Programme:
- GDP - Gender and Development Program (ehemals Female Extension Program = Frauen-Beratungsprogramm); Advisor: Mrs. EDNA MALUMA, mit GM unter Vertrag seit 2/93, verlängert bis 1/98. Animator: Mrs. LILLIAN HAMUSIYA, stationiert in KANCHINDU.
Awareness building, empowerment, extension, income generating activities for women.
- SSVI - Small Scale Village Industries - Handwerksförderung (kleiner, dörflicher Betriebe); Advisor: WINFRIED DIETE (von 4/89 - 3/98); Program Officer: Mr. B.MICHAEL PHIRI; carpentry, tannery, leather-work, bicycle repair, metal work, business management.
- SAP - Sustainable Agriculture Program - Programm für nachhaltige, angepaßte Landwirtschaft; Agricultural Coordinator: Mr. BAZAK Z. LUNGU, mit GM unter Vertrag seit 9/94, in KANCHINDU.
Counselling, education for village extension workers, agroforestry, soil and water conservation, adequate husbandry and crop cultivation.
- Water-and Sanitation Program, Mr. ALLAN SYABUNKULULU als Program Officer, Mr. CLIFF HAMWIINDE als Community Development Officer.
Construction and maintenance of wells, borehole drilling, social development in sanitation and health.- ROBERT SMITH, WATER AID.
- Rural Works and Dam Construction Program - Building Supervisor: Mr. WILSON NCITE. Roads maintenance and repairs, dams construction (Wasserrückhaltebecken-Anlage), camp maintenance.
- Administration: Mr. S.DAVISON MUNSANDA, Project Coordinator - Vertreter der GRZ im Projekt; Mrs. MONICA CHIIMBA, bookkeeper, Mr. SOLOMON SIADIBBI, bookkeeper; Ms. GRENDAAH MASOWE HATONTOLA, Typist HELGA LIEBY, "Chairperson", Vertreterin der GM im Projekt als Leiterin.
- Social Activities - Church work, emergency transports, social events.
- VSP - Valley Selfhelp Promotion Society, als Genossenschaft registriert, jetzt unabhängig von GM; letzter Berater KARL WALDSCHÜTZ (bis 4/96); Manager: Mr. BENSON MWALA; Bookkeeper: Mrs. PATRICIA SIATWIKO.
(Zahlreiche Mitarbeiter, zentral und in den im District verteilten Depots und Maismühlstationen; Verlagerung vom Nkandabbwe Camp nach SINAZEZE in Vorbereitung. Einflußreiche Personen im Executive Committee: Mr. SIACHINGILI, Vorsitzender; Mr. GREY MADYENKUKU ("BA GREY", Vater des MP, war lange selbst Mitarbeiter im GSDP, Bruder des Pfarrers i.R. "BA MARC" MADYENKUKU in KANCHINDU); Mr. VICKSON SIANKONDO).
- BMIS - Buleya Malima Irrigation Scheme, als Genossenschaft registriert, jetzt unabhängig von GM; letzter Berater ARMIN KREITER (bis 2/96). Scheme Manager: Mr. KINGSLEY MULEMWA. Das BMIS wird jetzt weiterbegleitet durch die Landwirtschaftsverwaltung in Choma, das PAO's Office.
- Trinity Church SINAZEZE - Kirchengemeinde der UCZ in Bereich NKANDABBWE / SINAZEZE; zuständig ist der Pastor aus SINAZONGWE am KARIBA-SEE, die Gemeinde ist sehr selbständig.
- "BUCHI" , d.h. "Honig", Name einer commercial farm auf 2000 ha zwischen SINAZEZE und SINAZONGWE, seit 1986, das Land war ohne Entschädigung enteignet worden; die Farm ist seit 1994 privatisiert.
- "SENIOR STAFF MEETING" - Versammlung der hauptamtlichen MitarbeiterInnen des GSDP, Entscheidungsgremium für die tägliche policy.

Das Gwembe-Süd-Entwicklungsprojekt (GSDP)

Entstehung und Ziel dieser Projektarbeit

Das Projekt im Gwembetal am Karibasee im südlichen Zambia wurde 1970 als gemeinsame Unternehmung der Regierung der Republik Zambia und der Gossner Mission, Berlin (damals Berlin West) begonnen. Ursprüngliches Ziel war der Start eines Versuchsprojektes für Bewässerungslandwirtschaft als eine Möglichkeit, landwirtschaftliche Produktion im Gwembetal zu verbessern und entwurzelten (d.h. in Folge des Karibastausees vertriebenen) Bevölkerungsgruppen eine neue Heimat und Lebensperspektive zu geben. Am Anfang war dies das Siatwinda-Bewässerungsprojekt, zu Beginn hauptsächlich finanziert von der zambischen Regierung, während die Gossner Mission die ausländischen Berater stellte.

In Folge des ganzheitlichen Ansatzes der Gossner Mission und als christliches Zeugnis wurde 1972 das GSDP als integriertes, ländliches Entwicklungsprojekt gegründet. Das Projekt wurde als ein Instrument zur Ermöglichung langfristiger Entwicklung im Gwembetal angesehen. Dabei sollten die natürlichen Ressourcen genutzt und die Bedürfnisse der lokalen Bevölkerung definiert und ernst genommen werden. In der mehr als 25jährigen Projekterfahrung hat es sich gezeigt, daß diese Ziele am besten erreicht werden können, wenn die Arbeits- und Aktionseinheiten vergleichsweise klein sind, keine Hochtechnologie eingeführt und kein kompliziertes Management beteiligt ist. Wir versuchen die direkt betroffenen nicht nur in der Durchführung sondern bereits in der Planungsphase einzubeziehen. Daß hier viele Fehler gemacht wurden, ist unbestritten, den auch in der Entwicklungsarbeit werden die Prioritäten heute anderes gesetzt als vor 25 Jahren.

Seit Beginn ist die Begleitung der Arbeit durch die Vereinigte Kirche von Zambia (UCZ) und die Kooperation mit ihr Bestandteil dieser Projektarbeit.

Wie anfangs erwähnt, basierte die Projektarbeit auf Bewässerungslandwirtschaft. Inzwischen hat sich hier herausgestellt, daß diese Art der Bewässerung technisch und finanziell zu aufwendig ist und von den Menschen wahrscheinlich nie in eigener Regie unterhalten und weitergeführt werden kann. Ein Bewässerungsprojekt gibt es noch, es ist inzwischen selbständig und läuft ganz gut, der Vorteil bei dem Nkandabbwe Projekt ist, daß das Wasser mittels Schwerkraft auf die Felder geleitet werden kann, also weder Kosten für Strom noch Diesel anfallen.

Damm- und Weiherbauprogramm

Seit ca. drei Jahren läuft das Damm- und Weiherbauprogramm, das sich die natürlichen Gegebenheiten zunutze macht. Hier müssen die Dorfbewohner von Anfang an die Initiative ergreifen, und so werden unter Mithilfe von Projektmitarbeitern Dämme gebaut, die das Regenwasser auffangen und speichern. Wenn diese Dämme gut gebaut sind, steht den Menschen und Tieren, auch bei weniger guten Regenzeiten, das ganze Jahr über Wasser zur Verfügung. Die Menschen sind verantwortlich für die Instandhaltung des Dammes als auch des Weihers, sie werden außerdem dahingehend geschult, daß Tiere nicht an den Stellen getränkt werden, an denen die Menschen ihr Trinkwasser entnehmen. Obwohl das Programm noch relativ neu ist, sind wir hier sehr zuversichtlich, im Laufe der Jahre die Dörfer, bei denen Brunnenbohrungen nicht möglich sind, ganzjährig mit Wasser zu versorgen.

Wasserprogramm

Das Wasserprogramm besteht schon seit einigen Jahren und versucht mittels Brunnenbohrungen, an Wasser heranzukommen. In manchen Gegenden gibt es hier keine Probleme, aber die geologischen Verhältnisse im Gwembetal haben gezeigt, daß der Einsatz dieser Technik doch seine Grenzen hat. Deswegen sind wir auch froh, daß diese Lücke von dem Damm- und Weiherbauprogramm geschlossen werden kann. Teil ddieser Projektkomponente ist auch ein Latrinenprogramm.

Nachhaltige Landwirtschaft

Obwohl noch relativ neu, ist dieses Programm schon sehr vielversprechend, denn es versucht mittels bestimmter Pflanzen und Pflanzmethoden der Bodenerosion Einhalt zu gebieten. In der Vergangenheit war es immer so, daß durch die starken Regenfälle guter Mutterboden weggeschwemmt wurde und die Bodenerosion sich rasend ausbreiten konnte. Indem die Samen in tiefe Löcher gesetzt werden und mittels Furchen konnte mit dieser Methode guter Mutterboden festgehalten werden. So berührt dieses Programm, wenn auch nicht unmittelbar, das Thema Wasser.

Frauenarbeit

Alle diese genannten Programme sind wiederum mit der Frauenarbeit ganz eng verbunden, da es aus der Tradition heraus die Frauen sind, die für das Wasser, das im Haushalt gebraucht wird, verantwortlich sind. Die Frauen sind in allen genannten Projektkomponenten vertreten und engagiert, da sie unmittelbaren Nutzen daraus ziehen können. In das Frauenprogramm hinein fällt noch die Gesundheits- und Hygienevorsorge, die nicht unabhängig vom Thema Wasser gesehen werden kann.

Berlin, den 26. Mai 1997/Wasser.txt

Eingegangen

11. Juli 1991

MOVEMENT FOR MULTI- PARTY DEMOCRACY (M.M.D.)

Erledigt: **MEMBER OF PARLIAMENT-SINAZONGWE CONSTITUENCY**
VOTE: SYACHEYE PHIRI MADYENKUKU

POLITICAL BACK GROUND

Syacheye Phiri Madyenkuku is a founder member of **M.M.D.** He was the first Secretary for the Choma Committee, he organised meetings of **M.M.D.** in sinazongwe Constituency, realising that the people of Sinazongwe also needed information on **M.M.D.** He became the first Provincial Secretary of the Southern Province **M.M.D.** Committee. He has been at the front-line in the opera of **M.M.D.** He was one of the **M.M.D.** leaders arrested with President Chiluba in November, 1990.



MP SYACHEYE PHIRI MADYENKUKU

Ba Grey 'o John

Syacheye Phiri Madyenkuku is now serving on the important National Committee on Lands and Natural Resources. He is a national leader in the party and a participant in policy making on various issues regarding land. Dam construction to provide water for cattle in dry areas, water by way of sinking bore holes are important matters which among other things the Lands National Committee deals with. You need these facilities in this constituency!

GENERAL BACKGROUND

Syacheye Phiri Madyenkuku is a former teacher and a qualified Insurance Officer. He holds a diploma in business management. As an Insurance Officer, he received many international awards for excellent performance including the Life Insurance Management and Research Association of America.

A Member of parliament must be a practical person. He must be able to understand the real problems of the people in the Constituency. The people need results and not academic and professional records that cannot be transformed into action. **Syacheye Phiri Madyenkuku** is a brave dynamic adaptable politician. In him Sinazongwe Constituency has a potential member of Parliament. He has no record of past connivance with a party that has failed to meet the challenge of our time. **THE HOUR HAS COME.**

VOTE SYACHEYE PHIRI MADYENKUKU,
MAN OF THE HOUR.

NUR ZUR INTERNEN DISKUSSIONÜberlegungen zur weiteren Arbeit der Gossner Mission in
Gwembe Süd / ZambiaI. Die gegenwärtige Situation

Im Zuge der Verhandlungen über die Verlängerung der Kooperationsvereinbarung zwischen dem Ministry of Agriculture und der Gossner Mission ist seitens des Ministeriums mündlich darauf hingewiesen worden, daß die Vereinbarung lediglich für weitere 3 Jahre verlängert werden wird. Dieser Zeitraum sollte von der Gossner Mission genutzt werden - so der Ministerialbeamte -, um das Projekt abzuschließen. Gründe für diese Haltung wurden nicht genannt. Es ist aber anzunehmen, daß die Regierung davon ausgeht, daß in dieser Zeit die von der Gossner Mission betreuten Bewässerungsprojekte übergeben werden können, was durchaus der gegenwärtigen Projektplanung entspricht. Dies bedeutet gleichzeitig, daß die übrigen Projektkomponenten des GSDP von der Regierung (d.h. auf Ministerialebene) entweder nicht wahrgenommen oder als von geringer Bedeutung angesehen werden. Auch in der Vergangenheit hat das Ministerium und die Provinzverwaltung (PAO) stets nur Interesse an den Bewässerungsprojekten gezeigt.

In der Projektplanung seitens der Gossner Mission werden die ~~xxxx~~ Bewässerungsprojekte ebenfalls als mittelfristig auslaufende Projekte gesehen. Statt dessen sollen Beratung der Bauern und Bäuerinnen im Regenfeldbau, Kleinstbewässerungsanlagen und Erosionsschutz im landwirtschaftlichen Bereich verstärkt bzw. neu aufgebaut werden. Gleichzeitig ist beabsichtigt, das Gesamtprojekt auf einige wichtige Programme zu beschränken, um die vorhandenen Kräfte zu konzentrieren und das Projekt insgesamt besser handhabbar zu machen. Der Prozess der Neuplanung des Projektes ist mit der Zusammenstellung der wichtigsten Strukturdaten des einzelnen GSDP Programme als Grundlage für eine umfassende Projektplanung bereits in Gang.

In dieser Situation ist eine Grundsatzentscheidung darüber, ob das Projekt langfristig (d.h. ab 1993) als Kooperationsprojekt mit der Regierung weitergeführt werden kann und soll, dringend erforderlich. Diese Entscheidung sollte seitens der Gossner Mission im Laufe dieses Jahres 1990 getroffen werden, um die verbleibende Zeit bis zum Auslaufen der Kooperationsvereinbarung im Jahre 1993 für eine Reorganisation des Projektes zu nutzen. Dabei ist vorausgesetzt, daß sich die Gossner Mission weiterhin und langfristig im Gwembe-Tal engagieren will.

2. Zur Bedeutung der Regierungsbeteiligung am GSDP

In den letzten Jahren ist die Struktur des Projektaufbaus und der Projektsteuerung verändert und verbessert worden, was zu einer insgesamt geordneteren Projektabwicklung geführt hat. Mit der Eliminierung von strukturell angelegten Konflikten (Rolle des Gossner-Teams, des Team Chairmans, des Projektkoordinators etc.) sind gleichzeitig die Probleme mit dem zambischen Regierungspartner deutlicher erkennbar geworden.

2.1. Projektziele, Projektpolitik

Bei Verhandlungen mit zambischen Regierungsstellen wie bei Diskussionen mit zambischen Mitarbeitern im Projekt werden immer wieder unterschiedliche bis gegensätzliche Auffassungen darüber deutlich, was Entwicklung bedeutet. Aus zambischer Sicht bedeutet Entwicklung, viel Geld in große, vorzeigbare Projekte zu stecken, während die

Gossner Mission lokale Initiativen mit möglichst geringem Aufwand an Geld und Material zu fördern versucht, um die eigenen Kräfte zu stärken und keine Abhängigkeiten zu schaffen. Dies bedeutet, daß das Projekt immer unter dem politischen Druck steht, aufwendige Vorzeigeprojekte anzugehen, die die personellen und finanziellen Ressourcen der Gossner Mission überfordern (z.B. Bewässerungsprojekte, Straßenbau, Elektrifizierung etc.), während die unspektakuläre Kleinarbeit in den Dörfern nur von geringem öffentlichen Interesse ist. Die Einbindung des Projektes in die politischen und administrativen Strukturen erzwingt daher einen ständigen Balanceakt, der diese unterschiedlichen und z.T. konfligierenden Zielvorstellungen in der Wage halten muß, Kräfte bindet und den Verfolg einer eindeutigen Projektpolitik erschwert bzw. verhindert.

2.2. Projektimplementierung

2.2.1. Regierungspersonal

Die Regierung unterstützt das Projekt durch die Entsendung von zambischem Personal, das aus Beamten und lokal rekrutierten Angestellten und Arbeitern besteht. Alle wichtigen Positionen sind von Beamten besetzt, die nicht aus dem Projektgebiet stammen. Regierungspersonal ist im Projekt auf die Bewässerungsprojekte, die Verwaltung und die Werkstatt konzentriert. Beamte sind darauf trainiert, Bestehendes zu verwalten und Arbeitsrichtlinien von übergeordneter Stelle zu erhalten. Dies bedeutet, daß die Aufgaben der Programmplanung und -weiterentwicklung sowie des Eingreifens bei unvorhergesehenen Schwierigkeiten (die eher die Regel sind) den wenigen Ausländern im Projekt zufallen oder die Effizienz des Programms minimal ist. Die GSNP Werkstatt ist unter der gegenwärtigen Leitung eine Ausnahme von dieser Regel.

Die Größe des Projektes und die zambische Tendenz, möglichst viele Leute in Lohn und Brot zu bringen, hat zugleich zu einer erheblichen Aufstockung des Personalbestandes geführt und die Anforderungen an die Verwaltung erhöht.

2.2.2. Finanzierung

Der weitaus größte Anteil der zambischen Projektfinanzierung sind Personalkosten (Löhne für lokal rekrutierte Arbeitskräfte, Tagelöhner für Beamte und Angestellte) und sonstigen Verwaltungskosten. Der größte Sachkostenanteil entfällt auf die Werkstatt. Der Beitrag der Regierungsfinanzierung nach dem Projektbudget zur Finanzierung der übrigen Programme ist minimal. Eine Analyse der Ausgabenübersicht der Projektmittel der Regierung müßte diese Einschätzung bestätigen.

Gleichzeitig führen das schwerfällige System der zambischen Finanzverwaltung und personelle Unzulänglichkeiten zu erheblichen Schwierigkeiten bei der Projektfinanzierung (z.B. rechtzeitige Verfügbarkeit der Mittel), bei der Erstattung von vorfinanzierten Ausgaben (verlegte Belege, Rechtmäßigkeit von Erstattungen etc.), und der Ausgabenplanung. Die Geschäftsgrundlage des Projektes (Kooperation Regierung - Gossner Mission) erzwingt jedoch die Existenz von zwei verschiedenen Systemen von Finanzierung und Finanzverwaltung, die nur schwer zu synchronisieren sind und daher zu ständigen Reibungsverlusten führen.

2.2.3. Projektkoordination/ Projektleitung

Im Zuge der Reorganisation des Projektes ist die Position des Projektkoordinators insofern gestärkt worden, als ihm zusätzlich zu seiner Aufgabe der Kontrolle der Regierungsverwaltung im Projekt die Funktion des Projektleiters übertragen wurde. Da von den übergeordneten Regierungsstellen kaum Vorgaben hinsichtlich Projektplanung und -durchführung gemacht werden, und selbst in kritischen

Situationen oft nur nach langem Drängen Unterstützung kommt (wenn überhaupt), ist der Projektkoordinator als Vertreter der Regierung im Projekt und als Projektleiter weitgehend sich selbst überlassen und damit schlicht überfordert. Da die Gossner Mission sowohl von der Geschäftsstelle als auch durch den Projektrepräsentanten (Chairman) direkten Einfluß auf Projektplanung und -abwicklung nimmt, ist dies faktisch eine permanente Infragestellung seiner Funktion als Projektleiter. Die Folge ist ein ständiger Eiertanz auf beiden Seiten, der sich nicht eben positiv auf die Effizienz der Projektleitung auswirkt.

2.2.48 Weitere Leistungen

Weitere Leistungen der zambischen Regierung sind die Befreiung von Importzöllen für eingeführte Waren (Fahrzeuge, Projektausstattung) sowie die Bereitstellung und Unterhaltung von Wohnhäusern für die ausländischen Mitarbeiter im Projekt.

2.3. Bewertung des Regierungsbeitrages zur Projektdurchführung

Insgesamt läßt sich sagen, daß der Beitrag der Regierung zur Projektdurchführung in den Bereichen Personal, Finanzierung, Verwaltung und Projektleitung quantitativ nicht unerheblich ist, qualitativ jedoch von untergeordneter Bedeutung ist. Zugleich sind im Bereich der Verwaltung erhebliche Reibungsverluste zu verzeichnen, die in der Schwerfälligkeit der zambischen Bürokratie, geringer Effizienz des zambischen Personals und der Größe des Projektes begründet sind.

Faktisch ruht die Hauptverantwortung und die Hauptarbeit für die Projektplanung, Koordination und Abwicklung auf den wenigen ausländischen Mitarbeitern im Projekt, d.h. auf der Gossner Mission.

3. Umriss einer künftigen Projektpolitik

3.1. Reorganisation des Projektes

Die Zusammenarbeit mit der zambischen Regierung sollte auch seitens der Gossner Mission mit dem Auslaufen des jetzt neu abgeschlossenen Kooperationsvertrages im Jahre 1993 als beendet angesehen werden. Auf der Basis dieser Grundsatzentscheidung sollten die Vorbereitungen für eine Reorganisation des Projektes rechtzeitig, d.h. möglichst noch in diesem Jahr, beginnen. Dazu sind Entscheidungen in folgenden Bereichen notwendig:

3.1.1. Der juristische Rahmen

Hier lassen sich mehrere Modelle denken: Niederlassung der Gossner Mission als zambische NRO (weniger empfehlenswert), Partnerschaft mit einer existierenden zambischen NRO (z.B. VSP - weniger empfehlenswert), Partnerschaft mit der UCZ. Eine juristische Anbindung des Projektes erscheint als die sachlich sinnvollste Lösung für eine Missionsgesellschaft. Dabei müßte jedoch sichergestellt werden, daß die Verantwortung für die Formulierung der Projektpolitik, sowie für Finanzierung und Projektabwicklung bei der Gossner Mission bleibt. Dies müßte in einer entsprechenden Vereinbarung geregelt werden.

3.1.2. Programmschwerpunkte

Bei der Definition der Programmschwerpunkte kann auf vorhandene Erfahrungen zurückgegriffen werden. Es sollte jedoch darauf geachtet werden, daß Projektgröße und Arbeitsanfall in einem Maße reduziert werden, daß das Projekt mit den vorhandenen Kräften zu bewältigen ist.

Als Programmschwerpunkte kommen in Betracht:

- Landwirtschaftliche Beratung im Regenfeldbau, bei Kleinstbewässerungsvorhaben, Erosionskontrolle
- Organisation des landwirtschaftlichen Input-supplies (Saatgut, Düngemittel, landwirtschaftliche Geräte und Ersatzteile)

- Handwerk- und Gewerbeförderung (Small Scale Industries, u.U. in Kooperation mit Tonga Crafts)
- Infrastruktur (Wasser, Straßenunterhaltung)
- Gesundheit (kurativ und präventiv, in Kooperation mit den vorhandenen Kliniken)
- Versorgung mit wichtigen Konsumgütern (VSP/Maaze)
- Kirche (Laienfortbildung, Gemeindeberatung)

3.1.3. Personalausstattung

Für jeden der definierten Programmschwerpunkte sollte ein ausländischer Vertragsinhaber und ein lokal rekrutierter Mitarbeiter zur Verfügung stehen. Ein von der Gossner Mission gestellter Projektleiter sollte für die Koordination und Aussenvertretung des Projektes zuständig sein. ~~Das Projekt ist ein~~

3.1.4. Regionale Begrenzung

Das Projektgebiet sollte regional weiter begrenzt werden. Aufgrund der Projektgeschichte legt sich eine Beschränkung auf den südlichen Teil des jetzigen Projektgebietes (Mweemba area) nahe. Das Projekt sollte dezentral operieren, d.h. jeder Mitarbeiter ist auf einem eigenen Außenposten stationiert. Auf diese Weise kann eine stärkere Basisnähe erreicht werden.

3.1.5. Projektorganisation

Das Projekt sollte unter einem Konsultativkomitee arbeiten, das aus Vertretern der Partnerorganisation, Gossner Mission Gremien und Geschäftsstelle und Projektmitarbeitern zusammengesetzt ist. Das Komitee sollte jährlich tagen und die jährliche Arbeitsplanung sowie wichtige Projektentscheidungen beraten und beschließen, für deren Durchführungskontrolle der Projektleiter verantwortlich ist. Regelmäßige Mitarbeiterbesprechungen sollen die Koordination der Projektabwicklung sicherstellen. Die Funktion des Lusaka-Büros als Schaltstelle zwischen Geschäftsstelle und Projekt würde entfallen und könnte auf logistische Unterstützung (Beschaffung, Gästehaus) beschränkt werden, falls weiterhin erforderlich.

3.1.6. Projektausstattung

Jede/r Projektmitarbeiter/in sollte über ein eigenes Fahrzeug, Wohn- und Arbeitsraum und ein eigenes Budget verfügen. Die Unterhaltung eines Camps und von Projektfahrzeugen (pool cars) würden entfallen. Der Verwaltungsanteil des Projektes könnte auf ein Minimum reduziert werden. Die verbleibenden Verwaltungsaufgaben für das Gesamtprojekt sollten dem Projektleiter übertragen werden.

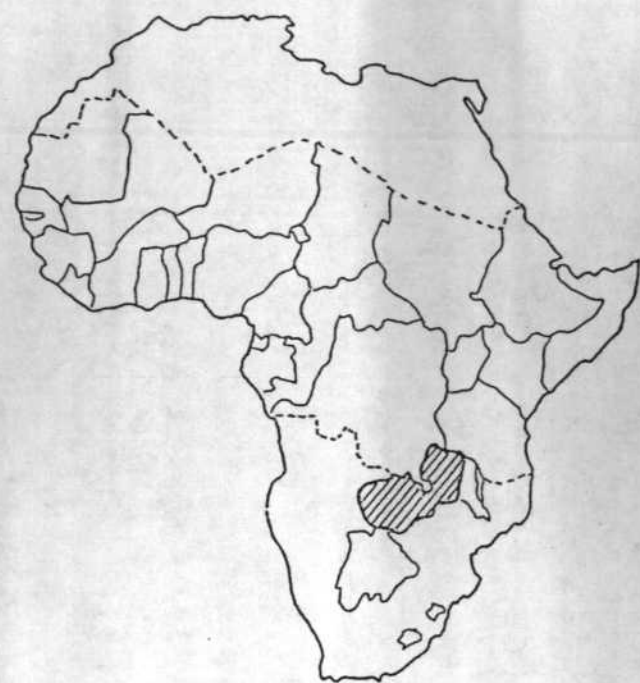
3.2. Arbeitsplanung 1990 - 1993

Aus den oben skizzierten Vorschlägen ergeben sich folgende Arbeitsschritte:

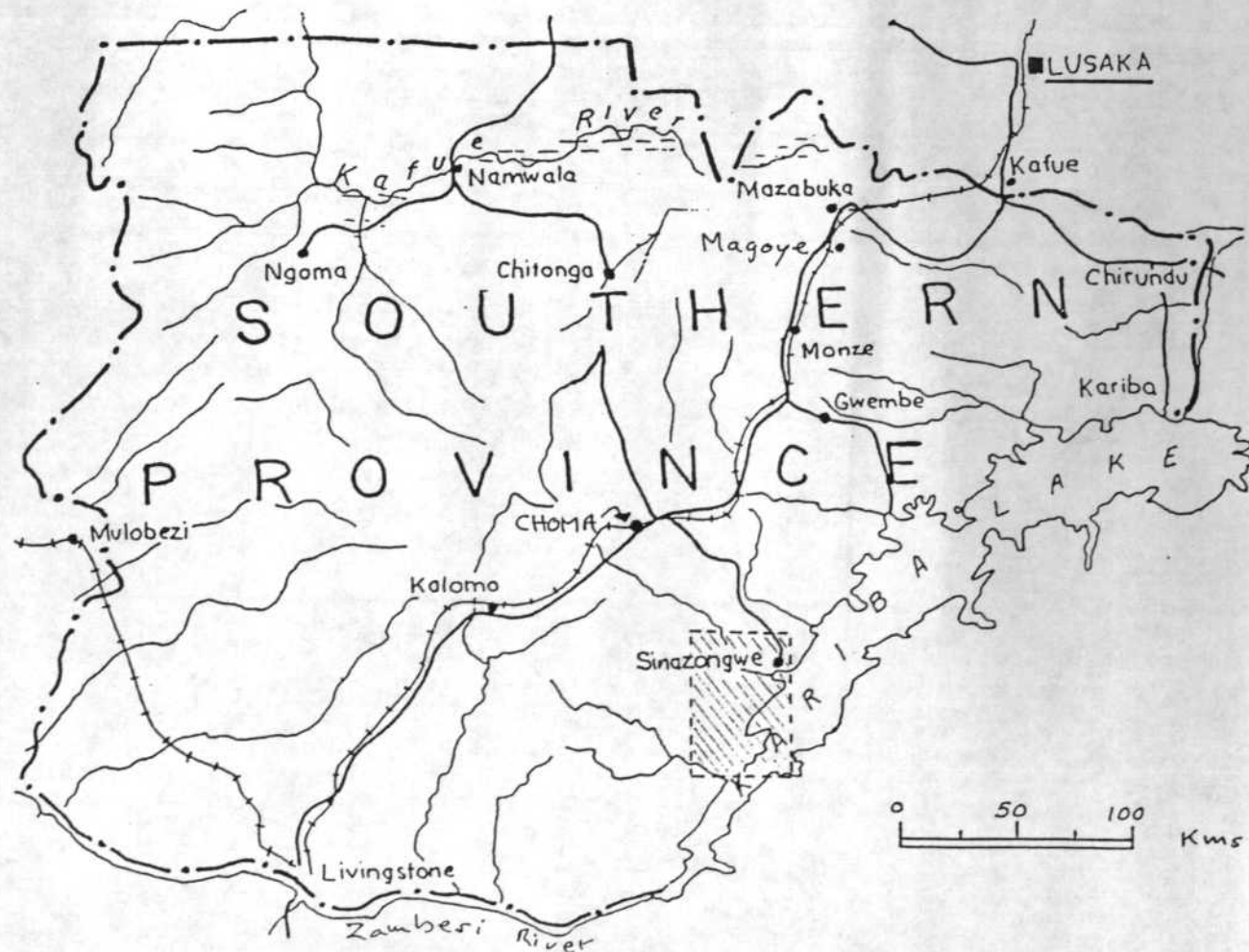
- Erarbeitung und Verabschiedung eines Rahmenplans für die Fortführung des Projektes nach 1993
- Aufnahme von Verhandlungen mit dem neuen Projektpartner
- Erstellung eines Finanzierungsplanes für die Übergangsphase
- Erstellung einer Personalplanung für die Übergangsphase sowie für die Fortführung der Arbeit nach 1993
- Übergabe oder Abschluß von GSDP Programmen, die nicht in den neuen Projektrahmen integriert werden sollen
- Sozialplan für nicht zu übernehmende lokale Mitarbeiter
- Aufbau der neuen Projekt-Infrastruktur (Häuser etc.)
- Formulierung von Programm- und Arbeitsplänen für die Projektdurchführung nach 1993

Good Luck!

Ulrich Luig, ~~März~~ April 1990



Map 1 ZAMBIA
Southern Province



Map 2 Gwembe Valley South: Sinazongwe & Mwemba Districts

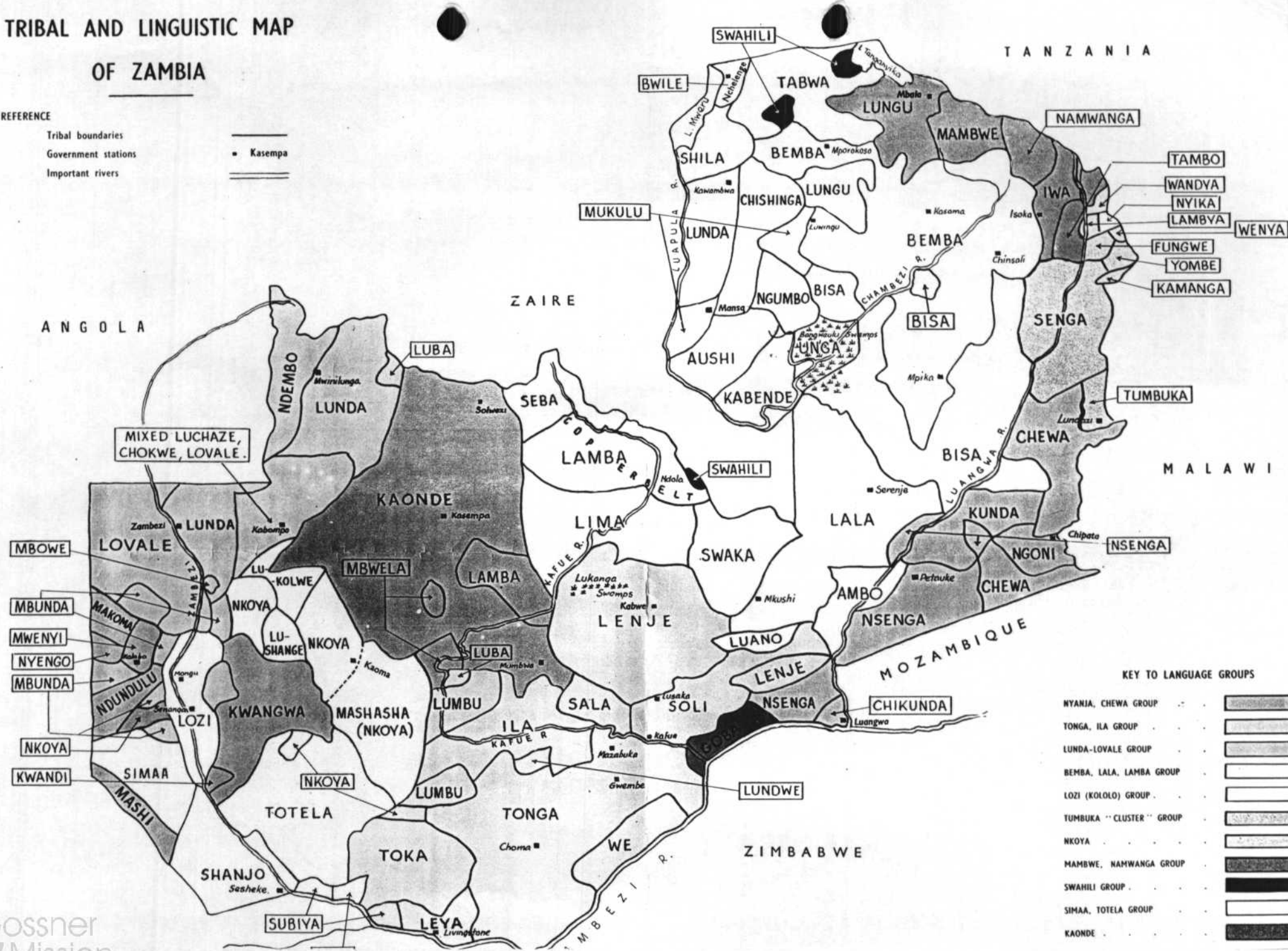


TRIBAL AND LINGUISTIC MAP OF ZAMBIA

REFERENCE

Tribal boundaries
Government stations
Important rivers

• Kasempa



Afrika im dritten Anlauf

Am 29. Mai 1833 stand Johannes Gossner auf Schleiermachers Kanzel in der Berliner Dreifaltigkeitskirche und hielt die Festpredigt zur Aussendung der ersten Berliner Missionare nach Afrika. Da gehörte er allerdings zum Komitee der Berliner Missionsgesellschaft, und darum hatte diese Aussendung noch nichts mit der Gossner Mission zu tun.

Deren erster Anlauf waren dann Gossners eigene Versuche, Gottes Mission in Afrika durch Sendboten zu fördern. 1846 ließ er sich von einem ehemaligen Basler Missionar überreden und sandte diesen zusammen mit drei Brüdern und einer Ehefrau an die Goldküste in Westafrika. Der eine starb sofort, das Ehepaar erkrankte *schwer* und kehrte zurück, einer verließ Gossner, und der letzte hielt die Einsamkeit nicht aus und war nach drei Jahren wieder daheim. Zwei Handwerker, die Gossner 1854 nach Südafrika sandte, ließen sich dort bald in der weißen Kapkolonie nieder und waren nie Missionare.

Der zweite Anlauf war dann Karl Plaths Versuch zu Bismarcks Zeiten, die Gossner Mission an der "Kolonialmission" zu beteiligen, also die "deutschen Heiden" in Übersee zu bekehren. Das Kuratorium lehnte das ab. Einer der Gründe dafür war die Befürchtung, die Indienarbeit der Gossner Mission würde darunter zu leiden haben. Erst

1914 gelang Plaths Nachfolger Kausch, vier Brüder in die deutsche Kolonie Kamerun zu entsenden. Sie legten dort die Station "Gossnerhöhe" an. Kaum begonnen, machte der Erste Weltkrieg diesem Versuch ein Ende.

Der dritte Anlauf ließ fast ebenso lange auf sich warten. Aber was lange währt... 1969 war die indische Gossnerkirche sechzig Jahre lang selbständig. Mit eigenen Kräften verkündete und verbreitete sie den Glauben, leitete und verwaltete sie sich und finanzierte sie ihre Grundfunktionen, das Gemeindeleben und das Schulwesen. Von der Gossner Mission in Berlin brauchte sie hinfort nur noch geringere finanzielle Hilfe, für einige größere Entwicklungsprojekte und für die Mission. Deutsche Mitarbeiter wurden von der indischen Regierung ~~über~~ ohnehin nicht mehr ins Land gelassen.

In jenen Jahren war nun mit dem Ende der Kolonialzeit auch das Ende der "Westmission" gekommen, also der Ausbreitung des Glaubens von Westeuropa in die Dritte Welt. "Partnerschaft in der Mission" (zwischen alten und jungen Kirchen) und "Mission in sechs Kontinenten" (also auch im alten, entchristlichten Europa) waren die Stichworte dieses neuen Missionsverständnisses in der Weltchristenheit.

Was sollte die Gossner Mission tun? In Indien war ihre Arbeit erfolgreich gewesen. Die "Tochter" war selbständig geworden. Die "Mutter" hatte

Kräfte frei. War sie überhaupt überflüssig geworden? Sollte sie sich auflösen?

Aber da war das Stichwort von der "Partnerschaft in der Mission". Sollte die Gossner Mission nicht gemeinsam mit der indischen Gossnerkirche sich im Nachbarland Nepal an der christlichen Mission beteiligen? Und da war der neue Arbeitszweig der "Industriemission" im Mainzer Arbeitszentrum. Könnten die dort gesammelten Erfahrungen nicht Kirchen in anderen Erdteilen zur Verfügung gestellt werden?

*Die G.M. in
Zambia*

Und so geschah es dann auch. Im Oktober 1968 beschloß das Kuratorium, daß die "Großstadt- und Industriemission" (UIM - Urban and Industrial Mission) ab 1970 den Schwerpunkt der Arbeit der Gossner Mission bilden sollte. In Kenia half ein von Mainz entsandter Mitarbeiter beim Aufbau eines Sozialzentrums in der Industriestadt Nakuru, in Indien beim Aufbau eines UIM-Ausbildungszentrums in Durgapur bei Calcutta.

Auch für Zambia, die 1964 unabhängig gewordene englische Kolonie, plante die Gossner Mission eine vergleichbare Arbeit. Der zambische Präsident Kaunda zeigte auf der Vollversammlung des Weltrates der Kirchen 1968 in Uppsala großes Interesse und lud die Gossner Mission nach Zambia ein. Er hatte gerade eine Rede über die Verantwortung der Christen in den reichen

Ländern für die verelendeten ehemaligen Kolonien gehalten. Verglichen mit anderen afrikanischen Ländern war Zambia stark industrialisiert, im "Kupfergürtel" konzentrierten sich die sozialen Probleme. So dachte auch die Gossner Mission zunächst, im Kupfergürtel Sozialarbeit aufzubauen oder zu führen.

Aber die Zeiten, als man in Europa bestimmte, was für die Afrikaner gut ist, waren vorbei. Dem Direktor der Gossner Mission, Dr. Christian Berg, wurde bei seinem Erkundungsbesuch im Herbst 1968 in Zambia klargemacht, daß das Land die Mitarbeit der Gossner Mission in einem der zurückgebliebenen ländlichen Gebiete brauche. Die Gossner Mission hat sich sofort auf diesen Wunsch eingestellt und von da an die beiden Projekte in Kenia und Zambia, in der Stadt und auf dem Land, als Ergänzung betrachtet. Zu einem Erfahrungsaustausch zwischen beiden ist es allerdings nicht gekommen. Während in Kenia die Arbeit nach einigen Jahren beendet war, entwickelte sich in Zambia langfristige, bis heute andauernde Aufgaben für die Gossner Mission.

← Worum ging es damals in Zambia?
Die Tongas im Gwembetal waren Anfang der 60er Jahre umgesiedelt worden, um dem künstlichen Kariba-Stausee Platz zu machen. In ihren neuen Dörfern litten sie Hunger, denn der Boden war schlecht. Versuche der Regierung, ihnen mit Fischfang oder Rinderzucht das Leben zu sichern, waren ebenfalls

an den natürlichen Bedingungen gescheitert. Die Regierung plante deshalb, die Tongas noch einmal umzusiedeln, diesmal ganz aus dem Gwembetal heraus in fruchtbarere Gegenden Zambias. Und so suchte die Gossner Mission in einem Aufruf vom 1. Advent 1968 Mitarbeiter für "eine größere Umsiedlungs-Aktion". Die Tongas sträubten sich heftig gegen diesen Plan. Aber fast alle "Experten" waren überzeugt, der Boden sei für Ackerbau zu schlecht und die Tongas seien für das Erlernen moderner Methoden wie etwa künstliche Bewässerung zu rückständig, aber die Gossner Mission dachte anders. Dies zu beweisen war keine leichte Aufgabe. Schnelle Erfolge konnte keiner erwarten. Deshalb kam auch nur eine Missionsgesellschaft dafür infrage. Denn Missionare hatten gelernt zu warten. Und sie sehen den Menschen, nicht den materiellen Gewinn.

Mit den zambischen Behörden wurde intensiv verhandelt, und man konnte - trotz magerer kontroverser Standpunkte - schließlich eine Einigung erzielen. Dabei ging es vor allem um folgende Grundsatzfragen:

1. Mission: In Zambia hatte das Wort einen negativen Klang, nach europäisch-amerikanischer Überlegenheit, nach abgeschlossenen Stationen, nach Nabelschau. Man einigte sich schließlich auf den Begriff "Dienst" statt "Mission": Gossner Service Team = Gossner-Dienstgruppe.

2. Entwicklung: Die herrschende Meinung war, Entwicklung sei die Übertragung moderner Methoden und Geräte aus Industrieländern in Entwicklungsländern, wobei Fachleute die Bevölkerung aufklären und im Gebrauch der Technik anlernen. Probleme wurden dabei vor allem auf den Gebieten der Wirtschaft, Gesundheit und Schulbildung gesehen. Entwicklung wurde von oben geplant und organisiert. Die Gossner Mission setzte dem die Idee einer "Entwicklung von unten" entgegen. Die Bevölkerung sollte ihre Entwicklungsziele und die Methoden zur Durchführung selbst bestimmen und organisieren. Die ausländischen Fachleute sollten sie dabei nur beraten und unterstützen. Diese Entwicklung sollte ganzheitlich sein, also alle Lebensbereiche umfassen, nicht nur die oben genannten, sondern auch das soziale Leben, die Kultur und die Religion. Eine nur technische Entwicklung wird dem Menschen nicht gerecht. Das "ganze Evangelium" sollte dem "ganzen Menschen" in Wort und Tat verkündigt werden.

3. Experten: Die Gossner Mission mußte es bei diesem Verständnis von Entwicklung ablehnen, daß deutsche Experten zambische "Counterparts" erhielten, Anlernlinge sozusagen. Vielmehr sollten zambische Mitarbeiter von Anfang an die Verantwortung für die Entwicklung im Gwembetal übernehmen. Leider ließ sich das in der Praxis dann doch nicht durchführen, weil es an entsprechenden zambischen Mit-

arbeitern fehlte.)

Der Gossner Mission war bei ihren Mitarbeitern menschliche Belastbarkeit und geistige Wendigkeit mindestens so wichtig wie berufliche Qualifikation. Denn ein Umdenken, ein Bewußtseinswandel bei den Tongas war für sie bedeutender als das Erzielen von technischen Erfolgen im Gwembetal. Die Tongas sollten neue Hoffnung schöpfen und ein neues Selbstbewußtsein gewinnen. Sie sollten selbst aktiv werden. Das Eingehen auf ihre Eigenart sollte an erster Stelle stehen.

4. Team: Die Entsendung eines Teams von Fachleuten aus verschiedenen Berufen betrachtete die Gossner Mission durchaus als ein Modell auch für andere Entwicklungsorganisationen oder Missionsgesellschaften. Dieser Ansatz gehört zum ganzheitlichen Verständnis von Entwicklung.

5. Zusammenarbeit mit anderen Organisationen: Auch das gehörte zum ganzheitlichen Denken. Wenn alle Lebensbereiche im Blick sind, kann nicht eine kleine Gruppe alles machen wollen. Zusammenarbeit in Zambia wie auch in der Bundesrepublik mit wissenschaftlichen und technischen Instituten, mit anderen sozialen und kirchlichen Organisationen, mit anderen Kirchen und mit der staatlichen Verwaltung gehörte zum Programm.

Mit der Ausreise der ersten vier Mitarbeiter des Gossner Service Teams Mitte Juni 1970 begann dann dieser neue Arbeitsbereich der Gossner Mission, mit vielen Höhen und Tiefen, der die Gossner Mission insgesamt sehr stark geprägt und finanziell wie personell beansprucht hat. Das Gwembetal wurde der neue Schwerpunkt der Arbeit der Gossner Mission. Nicht Urban Industrial Mission, wie 1968 beschlossen. Aber vielleicht ist jener Beschluß durch die nachfolgende Praxis gar nicht aufgehoben, sondern nur aufgeschoben worden?

Siegwart Kriebel

1 *Allgem.*
Wahl

2

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9

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LEITZ

1656 Trennblatt
zum Selbstausschneiden
von Registertasten

Nov. 98

LIST OF FORMER EXPatriate workers of the
GOSSNER MISSION

- | | |
|------------------------------------|---------------------------------|
| 1. Rev. Knibbe | Team leader. |
| 2. George Jankovic | Arch. Engr. Engin. |
| 3. Mr. Isaac Knisifoe | Agric. Advisor Syatsiende |
| 4. Mr. Diete | Building Advisor
G.S.B. |
| 5. Mrs. S. Knisifoe | U.S.P. Advisor, Liaison Officer |
| 6. Mrs. Brooks | Liaison officer Lusaka |
| 7. Frider Bredt | Agric Advisor Syatsiende |
| 8. Mrs. Jansen | Workshop Advisor |
| 9. Rev. Schenittle | Church & Team leader |
| 10. Peter Sauer | Agric Advisor Nkandabba |
| 11. Mrs. Peter Sauer | Social work |
| 12. Rev. Klaus Tien | Church work |
| 13. Rev. Van Vleet Veet | Advisor U.S.P. Church work |
| 14. Elizabeth Hasslach | Credit Union Promoter |
| 15. Eva. Englihart | Social Work advisor |
| 16. Mrs. Bahman | Agric advisor Syatsiende |
| 17. Peter Wend | Agric. Advisor Nkandabba |
| 18. Mr. M. Hell Heinelt | G.S.B. Advisor |
| 19. Doctor Iugo Wittern | Agric. Advisor Syatsiende |
| 20. Mrs. U. Wittern | Seed multiplication |
| 21. Mr. Hans Fuchs | Agric. Advisor Syatsiende |
| 22. Mrs. Ingrid Fuchs | Credit union Promoter |
| 23. Mr. B. Hossain | Agric. Advisor B/malima |
| 24. Mr. Ace Spring | Workshop Advisor |
| 25. Mr. Martin Fisher | Workshop Advisor Team Lead |
| 26. Mr. J. Brannan | Workshop Advisor |
| 27. Mrs. M.T.R. Brannan | U.S.P. Advisor |

GWEMBE SOUTH DEVELOPMENT PROJECT

AGENDA FOR SENIOR STAFF MEETING - 2nd NOVEMBER, 1998.

- 1.0 OPENING REMARKS AND PRAYER
- 2.0 READING, CORRECTIONS AND ADOPTION OF PREVIOUS MINUTES
- 3.0 MATTERS ARISING FROM PREVIOUS MINUTES
- 4.0 VSP EVALUATION
- 5.0 KALULI DEVELOPMENT FOUNDATION PAPER
- 6.0 PROGRAMME FOR GOSSNER MISSION DIRECTOR'S VISIT
- 7.0 BRIEFING ON THE VISIT TO MAFF
- 8.0 1999 BUDGET : *Best to send same amount than the year before ...*
- 9.0 ANY OTHER BUSINESS

Camp Water situation

Next meeting : 7 Dec 98

Present:

*Lange
Juselomfwa
Makumba
Rothmann
Monica Heja
Patricia Sistrup
Lilian Sistrup Hamusiga
Munga (Chilanga)
Sadiki
Loboy
Kraatz*

28, Rev. U. Huig	Chairman church work
29, Mr. J. P. Verweij	Agric. Advisor Syatsiönda
30, Mrs. M. Schumacher Just	U.S.P. Advisor
31, Mr. W. Diete	S.S.U.I. Advisor
32, Mrs. Kapeoria	Liaison office Lusaka
33, Mrs. G. Henlitz	Training officer
34, Mrs. G. G. B.	Liaison office Lusaka
35, Mr. R. Nembu	B/malima (Japan) IV
36, Mr. A. Kreiter	B/malima
37, Mr. K. Waldschuetz	U.S.P. Advisor
38, Mr. Kiyota	B/malima Advisor
39, Mr. Klaus Schaefer	Chairman I.R.D.P.
40, Mrs. Maria Schaefer	Sewing Programme U.S.P.
41, Mrs. Throthman	G.S.B. Advisor
42, Mrs. H. Lieby	Chair Pension

GSDP STAFF LIST

	NAME	POSITION	PAID BY
1]	BAZAK Z. LUNGU	ACTING CHAIRPERSON	SAP
2]	CLEMENT M. MULOMBWA	ASSISTANT MANAGER	CA
3]	SOLOMON SIADIBBI	ACCOUNTANT	GSDP
4]	CHILANGA MOONGA	DAM TECHNICIAN	SDWP
5]	MAKUMBA K. GEOFFREY	SSVI PROGRAMME OFFICER	GDS
6]	LILIAN HAMUSIYA	GENDER AMINATOR	GRZ
7]	MONICA S. CHIIMBA MEJA	TRANSPORT OFFICER	GRZ
8]	KILLIAN MULEYA	SAP EXTENSION OFFICER	GRZ
9]	ALLAN SYABUNKULULU	WATER PROGRAMME OFFICER	GRZ
10]	NELSON SIAMAWACHI	WELDER	GRZ
11]	HENRY SIMAZIKI	WELDER	GSDP
12]	JULUIS CHIFUMBA	ASSISTANT WELL DIGGER	GSDP
13]	BRICKS SILUWE	WELL DIGGER	GSDP
14]	SELINA MUDENDA	OFFICE ORDERLY	GSDP
15]	NAOMY SYANYANGU	RELIEF TYPIST	GSDP
16]	EDSON MAIYA	PUMP ATTENDANT	GSDP
17]	PETER MUNSAKA	DRIVER	GSDP
18]	MAYBIN MAPILI	DRIVER	GSDP
19]	MARON SIATONTOLA	DRIVER	GSDP
20]	SATURDAY SYAMOONGA	WATCHMAN	GSDP
21]	GIDEON MUZYOLE	WATCHMAN	GSDP
22]	SIKINI MAKWILI	WATCHMAN	GSDP
23]	SIMON SYANYANGU	WATCHMAN	SAP
24]	PETER SUNTWE	NURSERY WORKER	SAP
25]	MATHIAS SYABBWALO	GENERAL WORKER	GSDP
26]	STOMACH MUKUNI	GENERAL WORKER	GSDP

3 more CAW on SAP

GWEMBE SOUTH DEVELOPMENT PROJECT

MINUTES OF THE MEETING HELD ON 3rd NOVEMBER, 1998 AT 16:30hrs

PRESENT

REV. G. KRAATZ	-	GOSSNER MISSION DIRECTOR
MR. B.Z LUNGU	-	ACTING GSDP CHAIRPERSON
MR. C.M MULOMBWA	-	ASSISTANT MANAGER

AGENDA

- 1.0 PURPOSE OF THE MEETING;
- 2.0 RESTRUCTURING AND ROLE OF GOSSNER MISSION;
- 3.0 ASSESSMENT OF VSP
- 4.0 BENEFITS TO GRZ/GSDP STAFF;
- 5.0 SMALL SCALE VILLAGE INDUSTRIES PROGRAMME;
- 6.0 WATER SUPPLY AND SANITATION PROGRAMME AND MISSING FUNDS;
- 7.0 TRANSPORT;
- 8.0 SALARIES FOR NOVEMBER AND DECEMBER, 1998;
- 9.0 KILOMETRE ALLOCATION OF MRS LIEBY.

1.0 PURPOSE OF THE MEETING

To discuss in detail the future of the new organisation and resolve outstanding issues.

2.0 RESTRUCTURING AND ROLE OF GOSSNER MISSION BOARD MEMBERSHIP

It was resolved that the Government of Zambia, through the District Agricultural Co-ordinator, and Gossner Mission should be represented in KDF Board on Ex-officio membership basis. *derch
welche
Person?*

It was further resolved that all Board members should be identified with the communities they represented and that the communities should organise themselves and choose their own delegates to the Annual General Meetings. ✓

KDF was urged to encourage the communities to elect more women into the Board (at least 50%) and to conduct civic education programmes for the communities. ✓

The Director felt that the registration of the KDF had thrown the Government of Zambia and Gossner Mission a bit far from it. This was clearly seen because it meant the loss of Government staff and financial support from the

Government. Therefore requested management to seriously consider the registering into the "TRUST" (end name of the organisation) as per suggestion by the Permanent Secretary in the Ministry of Agriculture, Food and Fisheries.

He further urged management to go ahead with the planned workshop to be facilitated by FAKT and ZAMIM on the development of the Concept Paper and Project Document for the new organisation and consider other pertinent issues.

Finally it was resolved that the Board should start work after an orientation workshop for the Board members has been conducted.

The role of GM in the new organisation is defined as follows:

- ✓ a] Gossner Mission shall be Ex-officio Board Members;
- ✓ b] Not to own KDF as it owned GSDP but be a partner and influence decision making; ???
- ✓ c] To fund one project Gender and Development and KDF Administration; *can. JM* *Yohall JM 500,-7*
- ✓ d] Lobby for support from other co-operating partners;
- ✓ e] Play a linking role with sponsors in Germany with the communities in Zambia;
- ✓ f] Promote South-South partnership; and
- ✓ g] To define Christian profile for new organisation.

It was hoped that GM's role would be different to that of other partners. *we need women*

3.0 ASSESSMENT OF VSP

Following the Assessment of VSP, it was decided that:

- ✓ a] Hammermills be handed over to GSDP /KDF in trust;
- ✓ b] Gossner Mission to support the phasing out process and not the VSP management structure;
- ✓ c] GSDP/KDF to handle or facilitate the handover process;
- ✓ d] Communities to be trained in business basic financial management of hammermills business venture as an income generating activity for them.

4.0 BENEFITS TO GRZ/GSDP STAFF

The issue of social benefits was not considered in the past. Hence this financial burden now. However, the Director agreed that the affected staff should be paid and that a new start to build a fund for accrued/social benefits should be made. The benefits are as follows:

Auf was basieren diese Zahlen?

- a] Mr W. Nchite - 376x15months - $5,640 \times 1,225 / 3.144 = 2,197,519$
 - b] S. Syampongo - 308x15months - $4,620 \times 1,225 / 3.144 = 1,800,095$
 - c] A. Siabunkululu - 313x15mmmonths - $4,695 \times 1,225 / 3.144 = 1,829,317$
 - d] N. Simawachi - 318x15months - $4,700 \times 1,225 / 3.144 = 1,858,540$
 - e] M. Chiimba - 237x15months - $3,555 \times 1,225 / 3.144 = 1,385,138$
- Total amount to be paid out **9,070,609**
- Note that all the figures are in Zambian Kwacha.

These benefits will be paid in two instalments meaning a two year scheme will be applied.

5.0 SMALL SCALE VILLAGE INDUSTRIES PROGRAMME

The Director agreed that the vision of SSVI should be changed and the title to be Small scale Income Generating Activities. However, he said that there were no funds for the project activity but the matter would be pursued with GDS/DED to support this project activity.

6.0 WATER SUPPLY AND SANITATION PROGRAMME AND MISSING FUNDS

The Director was told that a proposal has been submitted to Christian-Aid for 50,000 British Pound Sterling, halted DFID funds and Management support. However, no immediate plans to source funds from Water-Aid.

The Ag Chairperson reported that the issue of missing funds (about K4,000,000) was reported to the Police. The basis for reporting is the Audit Report.

7.0 TRANSPORT *Was ist mit dem pool car?*

The Director was informed that in the past motor vehicles were given on staff loan basis rendering the GSDP to have no transport now. Hence management appealed for a revisit on this issue. The Director pledged to take up the matter.

8.0 NOVEMBER AND DECEMBER SALARIES

GSDP staff will not have salaries for November and December, 1998 because of paying kilometre Allowances. Therefore, a request was made for financing the same.

9.0 KILOMETRE ALLOWANCES FOR MRS HELGA LIEBY

Due to extension of the Contract of Employment for Mrs Lieby, the need to send funds for the same from October to December, 1998. The Director pledged to look into the issues of salaries and Kilometre claims.

Am 12.12.97 durch L.O. an Leiby

Minutes of the meeting held in Berlin to discuss the Gwembe South Development Project.

Ref: awap/gsdp-zam/berlin.doc

Location: Gossner Mission, Fennstraße 31, 12439 Berlin.
Date: Friday, 24th November, 1997.
Host: Ms Aloisia Strittmatter, Africa Desk, Gossner Mission.
Participants: Ms Monika Wucherpfennig, Project Officer, Brot für die Welt.
 Ms Gillian Peace, Programme Officer, Christian Aid.
 Mr Robert Mann, Agricultural Officer, Meth. Relief & Dev. Fund.
 Mr Martin Watson, Projects Co-ordinator, Meth. Relief & Dev. Fund.

EINGEGANGEN

17. NOV. 1997

Erl.....

1. Structural Review.

- 1.1. It was generally agreed that 2 consultants from FAKT (Association for Appropriate Technology) would be engaged through Brot für die Welt to assist GSDP in its structural review. FAKT would operate in Germany and Zambia from the end of November 1997 for six months. Terms of reference to be agreed by all parties. ✓

2. Insurance Cover.

- 2.1. The lorry currently in service at GSDP is to be insured in Germany for 1 more year at a cost of 2,000DM. The insurance, maintenance and other associated costs for the continued running of the lorry, are to be met by rental charges of the lorry to third parties.

3. Offices of GSDP.

- 3.1. The Sustainable Agricultural Programme (SAP) should not establish its own office. The costs associated with the establishment of such an office in Choma ^{and in Namibia} can't, at present, be justified.
- 3.2. The Liaison Office and the GSDP office should seek ways of establishing an effective communications system.
- 3.3. Questions were raised concerning the present condition, and use of, the solar panel system at GSDP. What is its current condition and for what is it used, are Ms Leiby's computer and the photocopier powered by the panel?
- 3.4. Questions were raised concerning progress on the establishment of a telephone connection to the GSDP office. Does the imminent arrival of the telephone connection have a bearing on the need to repair or replace the radio?

4. Budget.

- 4.1. It was requested that Ms Edna Maluma produce a budget plan which clearly shows how the Gender and Development (GAD) programme relates to other GSDP budget lines. It was noted that some components of GAD are to be funded from the budgets of the SAP and other GSDP budget lines.
- 4.2. The SAP budget is to be funded by Brot für die Welt and the Methodist Relief & Development Fund (MRDF). The MRDF has said it will meet the cost of training throughout the 3 years, 1998 to 2000, while Brot für die Welt said they would meet all the other main core funding costs over that same 3-year period up to an amount 300,000DM.
- 4.3. As with GAD, a clear budget plan of how the SAP relates to other GSDP budget lines was requested.

- 4.4. It was agreed that the GAD component of the SAP budget was to be paid directly to GAD at the beginning of the financial year.
- 4.5. Christian Aid (CA) funding of the Small Dams and Weirs Project (SDWP) and GSDP is influenced by funding from the Department for International Development (DfID). If DfID funding is available, then CA will be able to fund the SDWP and GSDP through its restructuring process. However, if funds are not forthcoming, it is hoped that CA will be able to fully support the SDWP only, with approximately £75,000.
- 4.6. Gossner Mission hopes to be able to support SSVI (?) and aspects of GAD which fall outside of those covered by Brot für die Welt and CA budgets.
- 4.7. A new salary proposal will be offered to Ms Edna Maluma and Mr Bazak Lungu by Brot für die Welt. The Liaison Office will be asked to provide information on tax rates, ZNPF and health insurance. The salaries of the typist and book-keeper of the SDWP and the SAP will need to be co-ordinated.

5. Liaison Office.

- 5.1. Gossner Mission have proposed that CA, Brot für die Welt and the MRDF each contribute 1,000DM to the running of the office. Before this can be agreed however, a clear job description relating to the role of Mrs Hauke-Maria Rodtmann in facilitating communications and other services with GSDP is required.

6. New Position.

Assistant Manager

- 6.1. CA is to propose the creation of a new post, whose function would be to assist Mrs Helga Leiby for a period of 1 year. In addition to acting as an administrative support to Mrs Leiby, the post would also include financial management, record keeping and transport management. The terms of reference are to be agreed by all parties after consultation with, and agreement from, Mrs Leiby.

*Administrative Support
Gossner*

*Helga
Leiby
Agreed*

7. GSDP Visits.

- 7.1. All parties present at the meeting agreed to co-ordinate visits. It is hoped that through this co-ordination, visits should occur every 2 - 3 months. A commitment to sharing information was also agreed.

These Minutes are to be distributed to all parties present. In addition, a copy should be sent to all those who are mentioned in the Minutes.

- Klare, weitere Kommunikation mit SAP/Lungu in Namibia praktisches ist.
- Telefonverabredungen

Nkandabbwe Camp
P.O. Box 4
Sinazongwe



Gossner
Mission

GSDP Salary Schedule

EINGEGANGEN

21. Juli 1997

Erl.....

01.	MUDERNA Selina -	94 551.20	Office Orderly/Guesthouse
02.	MAIYA Edson -	93 298.20	Water Pump Attendant
03.	SIADIBBA Solomon -	110 833.40	Accounts
04.	MAKWILI SIKIHI -	92 669.10	Security Camp
05.	MWZYOLE GIDIER -	92 669.10	Security Camp
06.	SYAMAYAHU NADOM -	92 669.10	Typist
07.	SIAMOMBA SATURDAY -	92 669.10	Security Camp
08.	SIMAZIKI HEARY -	93 680.90	Welder/Workshops
09.	MAPANI JAMES -	85 680.90	Plumber/Maintenance
10.	SYABRONALO MATIAS -	85 680.90	General Worker } Camp
11.	MUKUNI STOMACH -	85 680.90	General Worker } Maintenance
12.	PHIRI B. MUKHEAL -	134 326.20	T.O./SSVI
13.	HAMWIMBE CLIFF -	120 865.40	Community Motivator VWSS
14.	SILWE BRICKS -	95 551.20	VWSS Well blaster/digger
15.	CHIFUMBA SILIUS -	95 551.20	VWSS Ass. Pump repair
16.	SYAZINICWA SILOD -	100 836.	Bridelayer/RW Assistant
* covered by SDWP Budget CA since Jan. 97		<u>1 567 202.80</u>	

Stand: 14. July 1997

Eingang
30. Juni 97
Kc

GWEMBE SOUTH DEVELOPMENT PROJECT "GSDP"
(GWEMBE - SÜD - ENTWICKLUNGSPROJEKT)

P.O. BOX 4
SINAZONGWE
ZAMBIA

EINGEGANGEN

30. Juni 1997

Erl.....

Das GWEMBE - SÜD - ENTWICKLUNGSPROJEKT besteht derzeit aus sieben verschiedenen Programmen. Zwei von den früher neun Komponenten, die ich im Oktober 95 bei meinem Dienstantritt vorfand, haben sich zum Jahresanfang 1996 "verselbstständigt". Finanziell schon unabhängig - aber noch mit moralischer Unterstützung durch die Projektleitung - wurde Anfang März 1996 die Abnabelung für das Programm BEWÄSSERUNGS-LANDWIRTSCHAFT in Buleya Malima eingeleitet. Zu einem guten Management gehören Finanzplanung und Kostenkalkulation. Das Programm verfügt über ausgebildete Fachkräfte, mit deren Einsatz eine finanzielle Überlebenschance gegeben ist.

BMICS, BULEYA MULTI-PURPOSE IRRIGATION COOPERATIVE SOCIETY

Der Regen fällt im Süden von Sambia sehr unregelmässig. Bleibt die zu erwartende Regenmenge weit unter 800 mm Niederschlag pro Jahr, kann die Bevölkerung nur durch direkte Nahrungsmittelhilfe überleben. Durch Bewässerungslandwirtschaft wird die Versorgung der Bevölkerung mit Grundnahrungsmitteln wie Mais, Hirse, Gemüse, Südfrüchte deutlich verbessert sowie die Artenvielfalt des Gemüseanbaues gefördert. Es existieren mehrere Bewässerungsprogramme im Gwembetal, die sich in früheren Jahren bereits verselbstständigt haben. Verschiedene Farmer schlossen sich zusammen und gründeten Gesellschaften und/oder Genossenschaften. Falls kein Elektrizitätsanschluss vorhanden, leiten sie das Wasser vom nahen Kariba- oder einem anderen Stausee mittels Dieselpumpen, Rohren und Bewässerungskanälen auf ihre Felder. Der Unterhalt einer solchen Anlage ist nicht folgekostenfrei und wird durch eine Wassergebühr, die von den Farmern zu bezahlen ist und aus Einnahmen der verkauften Lebensmittel bestritten. Das Programm in Buleya Malima verfügt über einen eigenen Lkw, der auch zur Personenbeförderung zugelassen ist, und kann somit das Transportproblem eigenständig lösen.

Die BEWÄSSERUNGS-LANDWIRTSCHAFT betreibt seit Dezember 1990 auch eine Maismühle. Die umliegenden Farmer und Dorfbewohner können hier gegen eine Gebühr ihren Mais mahlen lassen. Diese Gelegenheit wird gern genutzt. Die Arbeit bringt folglich gute Einnahmen. Im Juli 1994, als sich die damals dreieinhalb Jahre alte Maismühle als zu klein erwiesen hatte, wurde auf Kreditbasis eine neue, sehr viel grössere angeschafft. Da Buleya Malima über ein ausreichendes Elektrizitätsnetz verfügt, kann die Mühle - mit Strom betrieben - wesentlich kostengünstiger arbeiten. (Diesel ist viel teurer und müsste aus der nächsten Stadt CHOMA besorgt werden; das sind jedesmal 160 km Entfernung hin und zurück.)

Dank der ausgezeichneten Einnahmen konnte der aufgenommene Kredit schon Ende Dezember 1994 voll zurückbezahlt werden an die Organisation, über die die Mühle erworben wurde. Die Hammermühle ist bis heute in gutem Zustand. Aus den bisherigen Einnahmen wurde im Juni 1997 ein weiterer kleiner Lastwagen gekauft. Gemüse und andere Farmprodukte aus der Bewässerungslandwirtschaft sowie aus Gärten mit besonders fruchtbarem Boden, die das Ufer des nahen Karibastausees säumen, können damit in die umliegenden Städte transportiert werden. Die Ladung zurück nach Buleya Malima soll hauptsächlich Maissäcke für die Mühle enthalten. Damit ist ganzjährige Auslastung und erfolgreiches Arbeiten der Mühle garantiert.

Ein weiteres Ziel, das die Gruppe im Auge behalten will, ist die Beförderung von Lebensmitteln und Produkten, die lokal geerntet und im Rahmen von kleinhandwerklicher Nahrungsmittelverarbeitung weiterverarbeitet oder haltbar gemacht worden sind. Geschäftsgründern ist damit eine Chance geboten, ihre Erzeugnisse zu vermarkten.

Das aus 40 Anteilen bestehende Gemeinschaftsunternehmen "Bewässerungslandwirtschafts-Maismühle Buleya Malima" fächert sich auf in 26 individuelle Aktionäre - Farmer des Bewässerungssystems sind Teilhaber -; für sich selbst behält die Bewässerungsgenossenschaft 14 Anteile. Die Maismühlenaktionäre wählen unter ihren Mitgliedern einen Ausschuss, der die tägliche Durchführung der Arbeit überwacht und für sie verantwortlich ist sowie Neuanschaffungen plant.

Die Bewässerungslandwirtschaft Buleya Malima -seit Ende 1995 eine eingetragene Mehrzweck-Genossenschaft mit dem Namen "Buleya Multi-Purpose Irrigation Cooperative Society"- erhält derzeit finanzielle Unterstützung vom Landwirtschaftsministerium der sambischen Regierung durch ASIP und IFAD.

GOSSNER MISSION UND GSDP, "GOSSINA"

Seit nunmehr 27 Jahren arbeitet die GOSSNER MISSION im Gwembetal. Grundlage ist ein Vertrag mit der sambischen Regierung, der im Dezember 1996 für weitere fünf Jahre verlängert wurde. Beide Partner haben sich grundsätzlich geeinigt, die gemeinsame Arbeit bis zum Jahr 2001 fortzusetzen. Diese Partnerschaft zwischen einer Regierung und einer europäischen Missionsgesellschaft ist ungewöhnlich, vielleicht sogar einmalig in Afrika.

Um die verschiedenen Aufgaben zu koordinieren, ist das GWEMBE-SÜD-ENTWICKLUNGS-PROJEKT gegründet worden. Gemeinsam mit einem von der Regierung beauftragten Beamten, einem Sambier, übt die Projektleiterin -sie ist Mitarbeiterin der Gossner Mission- die Leitung offiziell aus. Die Projektarbeit ist bewusst der Bezirksverwaltung unterstellt. Diese Partnerschaft zwischen Regierung und Mission hat sich zum Wohl der Menschen bis heute bewährt und ein beachtliches Vertrauenskapital bei der Bevölkerung erworben. "Gossina" ist ein Markenzeichen, das viele Spuren im Bezirk Sinazongwe hinterlassen hat. Weit über die Provinzgrenze hinaus wissen Menschen genau, wer oder was mit "Gossina" gemeint ist.

Gerade weil das so ist -und nicht zuletzt, um veraltete Strukturen aufzubereiten und in eine neue, effiziente Form zu bringen, mit der in Zukunft gutes und zügiges Arbeiten innerhalb aller Programme gewährleistet ist- wurde im März 1997 zu einem Workshop eingeladen. Gemeinsam mit der Leitung der Gossner Mission Berlin und einigen unserer Geldgeber- und Entwicklungshilfeorganisationen diskutierten wir zwei Tage lang über Stärken und Schwächen des heutigen "GSDP". Ergebnis: Strukturveränderungen sind umgehend einzuleiten. Die Geldgeber- und Entwicklungshilfeorganisationen haben vom Gelingen dieses Vorhabens ihre zukünftige Mitfinanzierung abhängig gemacht.

Das GSDP soll eine klare Leitungsstruktur erhalten. Ein Kuratorium an der Spitze, ein Direktor mit Verantwortung für den Gesamtbereich, ihm untergeordnet ein Geschäftsführer (zuständig für Finanzen, Buchhaltung und Beschaffung) und ranggleich einen für die Projekt-Komponenten zuständigen Programm-Koordinator. Vorbereitungszeit für diese Umstrukturierung bis September 1997.

Die Gossner Mission in Berlin gab ihre Zustimmung für die folgenreichen Strukturveränderungen des GSDP. Für uns sind viele Fragen offen: Gibt es einen potentiellen Trägerkreis? Wer könnte angesprochen werden? Wo sind finanziell unabhängige und/oder finanzkräftige, vertrauenswürdige Trägerkreise zu suchen? Was wird aus dem Vertrag mit der Regierung? Werden wir uns in eine Nicht-regierungsorganisation (NGO) umwandeln? Werden wir -wie bisher- die mit der sambischen Regierung gemeinsam begonnene Arbeit auch in Zukunft gemeinsam fortführen? Wie würde das unter der neuen Struktur aussehen? Wer kann uns sachkundig beraten? Sind ausreichend Finanzen für eine gute Unternehmensberatung vorhanden?

Mit heißen Köpfen wird diskutiert und eine Aufgabenverteilung vorgenommen. Wir verändern unsere Struktur gemeinsam -eine von unten gewachsene grossartige Herausforderung für alle Beteiligten- mit dem Ziel, Schwächen und Mängel innerhalb unserer Organisation GSDP zu beheben, damit wir Entwicklung durch unsere eigenen Unzulänglichkeiten nicht verhindern, sondern in Zukunft für die Menschen unserer Umgebung durchschaubar und erlebbar gestalten helfen.

DIE TONGA

Im Gwembetal, das durch den Zambezi -seine Wasser formen heute den mächtigen Karibastausee-Zambia von Zimbabwe trennt, leben die Tal-Tonga. Die Region galt viele Jahre als rückständig. Ihre Bewohner -in der Mehrheit eine Subsistenzgesellschaft- lebten isoliert für sich. Sie arbeiteten für den unmittelbaren Lebensunterhalt. Das änderte sich innerhalb der letzten Jahren. Der Bezirk Sinazongwe ist für viele Organisationen und Unternehmen attraktiv geworden. Der kleine Kapenta-Fisch aus dem Fischreichtum des Karibastausees ist in ganz Sambia auf den Märkten sehr begehrt. Neben Baumwolle-

zu schleppen. Ich sah Frauen bei der Feldarbeit, die -ohne ihre Arbeitsgänge zu unterbrechen- ihre Säuglinge stillten. Das Kleinste im Tuch quer über einer Schulter zur Brust gebunden, bearbeiteten die Hände bei gebeugtem Rücken gleichzeitig den Ackerboden.

Die Gossner Mission unterstützt diese Frauen innerhalb eines vielfältigen Angebotes durch ein spezielles FRAUENPROGRAMM. Seminare, Workshops und Trainingskurse werden angeboten für verschiedene Gruppen: Frauen, Männer, alleinerziehende Mütter und Väter, Eheleute gemeinsam, kirchliche MitarbeiterInnen, UCZ Schwesternschaft, LehrerInnen, Dorfleitungen, Ausschussmitglieder, SchülerInnen, Jugendliche (Geschlechter gemischt, nur Mädchen, nur Jungen), Kinder. Aktuelle Themen wie Geschlechter-Sensibilisierung, Bewusstseinsbildung, Rolle der Frau in Kirche und Gesellschaft, Stellung der Frau im Berufsleben, Zugang zu höheren Positionen im Beruf und Entscheidungen fällen ist dem Mann vorbehalten, Frauen in Leitungspositionen (Kirche und Gesellschaft) sind kaum zu finden, Gleichberechtigung zwischen Frau und Mann, Stärkung der gesellschaftlichen Stellung der Frau, mehr Gerechtigkeit und Selbstbestimmung, Analphabetentum und schlechtere Bildungschancen bis hin zur Unbildung der Frau, Viehhaltung, Mitgift und Aussteuer, Ehescheidung, Gewalt in der Ehe, Gewalt gegen Frauen, häusliche Gewalttätigkeiten, Vergewaltigungen, geschlechtliche Angriffe und ständige Belästigungen, Frauen haben weniger Freiheit und kaum Unterstützung, sie haben oft keinen Schulabschluss, Berufswahl und /oder frühe Heirat der Frau, fehlende sexuelle Aufklärung, Aids- und Gesundheitsvorsorge, erste Hilfe und häusliche Krankenpflege, Hygiene sowie gesunde Ernährung und bei Bedarf Säuglingspflege werden angeboten. Die Palette erhebt keinen Anspruch auf Vollständigkeit.

Frauen und Männer treffen sich und diskutieren über ihre Probleme. Dabei suchen sie nach praktikablen Lösungen. Oft ist die Möglichkeit des Sich-aussprechen-könnens und der Kontakt mit anderen allein schon hilfreich. Auseinandersetzungen mit dem traditionellen Rollenvergleich zwischen Frau und Mann geben Aufklärung über die Vergangenheit und tragen zur Bewusstseinsbildung in der Gegenwart bei. Zum besseren Verständnis ist es wichtig, Hintergründe zu erkennen und von verschiedenen Seiten zu beleuchten. Erst dann gelingt es, Dinge aufzuarbeiten und Veränderungen einzuleiten. Dies ist jedoch ein langer weiter Weg. Veränderungen müssen geduldig und Schritt für Schritt erarbeitet werden. Die traditionellen Anstandsregeln für Mädchen sowie Jungen geben dazu wertvolle Einblicke und erlauben Rückschlüsse in mancherlei Hinsicht.

Möglichkeiten zu einer sinnvollen Arbeitsteilung innerhalb der Familie zwischen Frau und Mann werden durchdacht, ausgearbeitet und auf ihre Durchführbarkeit hin überprüft. Der gegenseitige Austausch innerhalb einer Gruppe kann fruchtbare Anregungen geben zur Neubelebung einer misslungenen Kommunikation zwischen den Ehepartnern. Hilfe zur Selbsthilfe wird gemeinsam erarbeitet: alleinerziehende Frauen bauen ihre Häuser selbst und merken, sie sind stark genug, wenn sie sich zu einer Gruppe zusammenschliessen. Einkommensschaffende Kleinprojekte werden erörtert und Anregungen gegeben z.B. zur Geflügelzucht sowie zur Speiseölgewinnung. Aber auch Beratungen zur eigenen Geschäftsgründung sowie Kurse in betrieblichem Rechnungswesen (einfache Buch- und Kassenführung, Lagerhaltung usw.) werden angeboten. Das Frauenprogramm wird derzeit grösstenteils von der Gossner Mission finanziert unter geringer Mitbeteiligung der sambischen Regierung.

RW (SDWP), RURAL WORKS (SMALL DAMS AND WEIRS) PROGRAMME

Wasser ist Leben! Das Ringen um jeden Tropfen Wasser, um eine zuverlässige Wasserversorgung für Mensch und Tier ist in einem trockenen und heissen Gebiet wie dem Gwembetal besonders gross. Flüsse werden zur Regenzeit gestaut. Hierfür ist das LÄNDLICHE STRASSEN- UND DAMMBAU-PROGRAMM zuständig. Das ausgetrocknete Flussbett wird während der Trockenzeit (März bis ungefähr November) auf geeignete Stellen fachmännisch untersucht. Ein Damm hält dann, wenn er auf einem soliden felsigen Grund gebaut worden ist, auch unerwartet starken Wassermengen stand. Vermessungen und danach angefertigte Pläne geben die Stärke der Staumauer, die Wasserkraft des Rückstaus und die Überlaufhöhe bekannt. Das so aufgefangene Regenwasser kann günstigenfalls mehrere Dörfer versorgen, d. h. den täglichen Wasserbedarf im Haushalt einer jeden Familie abdecken und -bei entsprechender Vorrichtung von hygienisch einwandfreien Trögen- das Vieh tränken sowie zur Bewässerung von Gärten und Feldern beitragen.

Für den Trinkwassergebrauch kann unmittelbar hinter der Staumauer, sozusagen im Unterlauf des ausgetrockneten Flussbettes, erfolgreich ein Brunnen gebohrt werden. Ein Wasservorrat, der bis in den Oktober hinein ausreichen kann!

In einigen Dämmen und Wehren, die seit 1993 von einer Regenperiode zur anderen reichlich Wasser halten, befindet sich mittlerweile ein reichhaltiger Fischvorrat mit Artenvielfalt. Eine zusätzliche Nahrungsquelle wurde für die Dorfbewohner dadurch erschlossen. Fische sind ein Zeichen für "lebendiges" und gesundes Wasser. Dies ist für uns als Projekt äusserst wichtig. Da es sich bei allen Dämmen und Wehren um sogenannte "stehende Gewässer" handelt -zumindest während der oft 8 bis 9 Monate andauernden Trockenzeit-, birgt dies immer auch die Gefahr von Malaria in sich. Sumpf und unbewegtes Wasser sind ideale Brutstätten, und Fische ernähren sich ua. von dieser Brut. Die Bevölkerung wird darauf hingewiesen, wie man sich schützen kann und welche Prophylaxe angezeigt ist.

Damit diese Wasserstellen zu Fuss, ggf auch per Lastwagen erreichbar sind, ist es notwendig, einfache Erdstrassen durch den Busch zu ziehen. Die während der Trockenzeit einigermaßen passierbaren ausgetrockneten Flussbette sollten jetzt mit einer Betonschicht befestigt werden, ehe die nächste Regensaison beginnt. Dadurch würde ein reibungsloser Verkehr auch während heftiger Regenfälle garantiert. Wird hingegen nichts unternommen, ist die dort lebende Bevölkerung möglicherweise während mehreren Monaten von der Aussenwelt abgeschlossen. Für diese wichtige Arbeit suchen wir noch nach geeigneten Finanzierungsmöglichkeiten.

Die Instandhaltung solcher Erdstrassen ist ein anderes Thema. Auch dafür sind keine Finanzen gesichert. Eine Erdstrasse muss mindestens nach Beendigung der Regenzeit generalüberholt und begradigt werden. Die Maschinen hierfür sind teuer und ewig kaputt. Somit werden sambische Erdstrassen tagtäglich zur höchsten Herausforderung für das robusteste Fahrzeug.

Das Dammbauprogramm fiebert einer grösseren Finanzierung, einem Zweijahresplan (1998-1999) für 12 neue Dämme innerhalb des Bezirks Sinazongwe entgegen. Von unserer Geldgeberorganisation -das Programm wird derzeit voll von Christian Aid in England finanziert- sind wir ermuntert worden, uns hierfür zu bewerben. Es geht um die Finanzierung eines Pilotprojekts durch British Development Division In Central Africa (BDDCA), Abteilung für Internationale Entwicklung. Fast eine Viertelmillion englische Pfund sollen im Rahmen der Vorsorge (Dürrehilfe) durch die DfID Finanzierung zum Einsatz kommen. Die Realisierung ist davon abhängig, ob es uns gelingt, alle GSDP Programme im interdisziplinären Team zusammenwirken zu lassen und die hiesige Bezirksregierung mit einzubinden! Herausragendes Engagement hierbei wird von der Beraterin des Frauenprogrammes und vom Berater des Programmes für nachhaltige Landwirtschaft erwartet. Die Vorbedingung ist bereits erfüllt, das Anliegen wird von der Bezirksregierung gestützt.

Dieses ZIEL wollen wir erreichen:

- Die Dorfbewohner haben ihren eigenen Damm unter Einsatz ihrer eigenen Arbeitskraft gebaut und übernehmen nach der Fertigstellung die Verantwortung für regelmässige Inspektion und Aufsicht, um bei besonders unerwartet heftigen Regenfällen sofort einzugreifen und den Damm zu schützen. Ein Dammkomitee überwacht ggf. nachfolgende Reparaturen und hat dafür gesorgt, dass die nötigen Finanzen vorhanden sind. Frauen werden aktiv in das Geschehen mit einbezogen, erhalten Sitz und Stimme in den entsprechenden Komitees und beraten die Bauleitung, wenn es um Ort, Gestaltung und Ausstattung von sanitären Einrichtungen für den Haushaltsbedarf und um Viehtränken geht.
- GSDP stellt ausreichend Zement, zur Konstruktion benötigte Werkzeuge und notwendige Transportmöglichkeiten zur Verfügung, gibt fachlich qualifizierte Beratung, überwacht die Bauleitung und sorgt dafür, dass fähige Dorfbewohner eine qualifizierte Ausbildung im Maurerhandwerk erhalten und mit verschiedenen Methoden zur Aktivierung und Mobilisierung ihrer Gemeinde ausgestattet werden, damit die Dammbauarbeiten zügig vorangehen und zeitliche Verpflichtungen zur Fertigstellung eingehalten werden.
- PROGRAMM-ÜBERGREIFENDE ZUSAMMENARBEIT :

GDSP stellt fachliche Beratung durch das FRAUENPROGRAMM und führt Seminare in Geschlechter-Sensibilisierung für Dorfleiter und Dorfbewohner sowie den Mitgliedern der örtlichen Damm-Komitees durch. Das Frauenprogramm arbeitet dabei eng zusammen mit den für Aktivierung und Mobilisierung zuständigen Sozialarbeitern und hilft mit bei der Einholung von Basisinformationen.

- GSDP stellt fachliche Beratung durch das Programm NACHHALTIGE LANDWIRTSCHAFT ua. in Bodenbeschaffenheit und -erhaltung, Schutz des Dammes vor Versandung und Verschlammung, Uferaufforstung und Feuchtigkeitserhaltung sowie -speicherkapazität des Bodens (Erosionskontrolle), bei der Gestaltung von Gartenanlagen flussabwärts und bei der Suche nach einer geeigneten Wasserstelle als Viehtränke. Das Programm führt Seminare sowie Schulungen in Methoden zur Vorbeugung gegen und Bekämpfung von vorhandener Bodenerosion der Felder sowie Austausch- und Lehrfahrten für Dorfbewohner durch, um von gelungenen Gartenanlagen an etablierten Dämmen aus eigener Anschauung zu lernen.
- GSDP stellt fachliche Beratung durch das BRUNNENBAUPROGRAMM. Die wenigsten Dörfer verfügen über Toilettenanlagen. Eine einfache, preiswerte und hygienisch einwandfreie Lösung -auch in gesundheitlicher Hinsicht und im Blick auf die Gefahr einer Wasserverunreinigung- ist der Latrinenaufbau. Die Familien werden aktiviert, in Eigenleistung die Arbeit auszuführen. Sie werden dazu fachlich angeleitet und erhalten Zement sowie Werkzeug. Für den Brunnenbau flussabwärts wird gleichermassen verfahren. Durch den bei aufgestautem Wasser normalerweise stattfindenden Prozess der Versickerung in die Erdschichten, ist eine Brunnenbohrung flussabwärts mit Sicherheit erfolversprechend. Hierfür suchen wir derzeit intensiv nach einem Kostenträger.

GSDP verfügt mit seinen Programmen über langjährige Erfahrung und damit über ein Riesopotential, das nun voll ausgelastet zum Einsatz kommen soll. Seit einem Jahr arbeiten wir an dem Antrag, korrigieren, verbessern, verwerfen, gestalten neu. Nun scheint das Verfahren ausgereift. Das Dammbauprogramm soll eine neue Struktur erhalten: An der Spitze ein Damm Manager, der Projektleitung unterstellt. Ihm untergeordnet ein Wasseringenieur, der zur gegebenen Zeit den in Ruhestand tretenden Programmleiter, Herrn Wilson Ncite ablösen wird. Eine Vielzahl von Bewerbern haben auf die Ausschreibung bereits reagiert. Arbeitsplatzbeschreibungen sind im Entwurf fertiggestellt.

WVSS, VILLAGE WATER SUPPLY AND SANITATION

Ein BRUNNENBAUPROGRAMM, bis März 1997 von Water Aid, England und anteilig von der Gossner Mission finanziert sowie von der sambischen Regierung und gelegentlich auch von Methodist Relief and Development Fund, England finanziell unterstützt -derzeit auf der Suche nach einem geeigneten Kostenträger- trug in der Vergangenheit wesentlich zur Verbesserung der Trinkwasserversorgung in den Dörfern bei. Nach geglückter Bohrung werden einfache Handpumpen-Anlagen installiert, die eine geringe Wartung und vor allem wenig Folgekosten aufweisen. Unter den Dorfbewohnern werden fähige Personen ausgewählt, die -von GSDP ausgebildet- die Wartung der Handpumpen-Anlagen sowie einfache Reparaturausführungen übernehmen können.

Brunnen und Bohrlöcher können in Dürrezeiten austrocknen, da der Grundwasserspiegel dann kontinuierlich sinkt. Oft wird an vielen Stellen erst vergeblich gebohrt, ehe man auf Grundwasser stösst. Manchmal lässt sich erst in einer Tiefe von 60-80 m Grundwasser finden oder man stösst bei der Bohrung auf undurchdringliches Gestein, und die Bohrung war vergeblich.

Parallel zur Trinkwasserversorgung wird vom Brunnenbauprogramm sehr viel Gewicht auf Hygiene- und Gesundheitserziehung gelegt. Das Programm verfügt über einen speziell für die Gemeindeaktivierung und -mobilisierung ausgebildeten Sozialarbeiter, der gleichzeitig den Latrinenaufbau anleitet sowie Dorfbewohner, Schulen und Kliniken von der Notwendigkeit eigener Latrinenanlagen überzeugt. Standortberatungen sowie das Einzäunen einer Handpumpen-Anlage, mit Überlauf ausserhalb in ein Sammelbecken, das als Viehtränke dient, sind wichtige Bestandteile, damit das Trinkwasser nicht verunreinigt werden kann.

Das Programm war im vergangenen Jahr nicht besonders erfolgreich, daher wurden die Finanzmittel von Water Aid ein Jahr ausgesetzt. Unter dem Dach des neuen Damm Managements wäre es denkbar, dem Brunnenbauprogramm ein neues Gewicht zu verleihen, zumal die vielversprechende Expertenleitung dort einige Schwächen innerhalb der Programmleitung hier sicher auffangen könnte. Eine enge Zusammenarbeit der beiden "Wasser"-Programme wäre wünschenswert und denkbar sowie erfolversprechend, zumal die Ressourcen des Brunnenbauprogrammes in Richtung "Gesundheit und Hygiene" rund um die Dämme voll zum Einsatz und zur Entfaltung kämen.

Ein weiteres Fundament zu einer engen Zusammenarbeit beider Programme ist gelegt: Das im letzten Jahr durch das GSDP ins Leben gerufene Dammbau- und Dammschutzkomitee (DCCC) ist zum Sektor Unterausschuss des auf Bezirksebene angesiedelten D-WASHE nominiert. Dadurch hat das DCCC offiziellen Status erlangt und ist Mitglied im Bezirks-Entwicklungs-Koordinierungs-Komitee (DDCC), dessen Vorsitz der Bezirksrat von Sinazongwe führt. Diese offizielle Einbindung gilt als wichtige Voraussetzung für die Vergabe der DfID Finanzierung an das GSDP.

Das Brunnenbauprogramm verfügt über einen eigenen Lkw, eine Schenkung von MRDF, England. Da im Augenblick keine Finanzen verfügbar sind, können keine Aufträge entgegen genommen werden. Somit ist der Lkw bis auf weiteres geparkt. Das Fahrzeug ist ausschliesslich als Arbeitshilfe gedacht und daher nicht für die Personenbeförderung zugelassen.

VSP, VALLEY SELFHELP PROMOTION SOCIETY

Die GESELLSCHAFT ZUR FÖRDERUNG VON SELBSTHILFE - PROJEKTEN, abgekürzt VSP, ist eine wichtige Organisation für die Menschen im Gwembetal. Selbständigkeit und Eigenständigkeit werden durch sie unterstützt:

- Herstellung von Speiseöl in den Dörfern. Mittels Ölpresen werden lokal geerntete Sonnenblumenkerne verarbeitet.
- Angebot von Lkw-Transport mit Genehmigung zur Personenbeförderung.
- Schaffung von lokalen Arbeitsplätzen durch Bereitstellung (aus Spendenmitteln) und Unterhaltung (durch dafür ausgebildete Handwerker) von mit Dieselmotor betriebenen Hammermøhlen. Hier kann die lokale Maisernte gemahlen werden gegen eine geringe Gebühr. In der Preiskalkulation sind Folgekostenanteile sowie das Gehalt des Möllers enthalten.
- Transport und Verkauf von Saatgut usw. an die Farmer - auch in die entlegenen Dörfer.

Welch entscheidende Rolle Transport in Sinazeze und Umgebung bedeutet, kann nur der ermesen, der im Gwembetal gelebt hat: Strassen - ein Härtestest für jedes Fahrzeug. Die nächste Tankstelle musste 1996 schliessen, die übernächste befindet sich in 80 und nachfolgend in 120 km Entfernung. Einheimische wissen allerdings, wo zum stark erhöhten Preis im Hinterhof aus einem Kanister oder Fass aufgetankt werden kann. In Choma kostet ein Liter Diesel derzeit umgerechnet DM 1,38.

Es gibt zwar heute im Gwembetal eine ganze Reihe von privaten Fahrzeugen, die aber fast alle einen mehr oder weniger desolaten Zustand aufweisen. Nicht selten begegnet man am Strassenrand Autos mit einer, zwei und drei Reifenpannen gleichzeitig. Taxiunternehmen gibt es nach wie vor keine, und die wenigen öffentlichen Verkehrsmittel reichen nicht aus. Sie verkehren auch nicht nach einem verlässlichen Fahrplan, sodass relativ kurze Strecken oft eine Tagesreise beinhalten und leicht zum Abenteuer ausarten. Daher spielen alle Projektfahrzeuge sowie die Privatfahrzeuge der Gossner Mitarbeiter nach wie vor eine grosse Rolle. Jeder erwartet selbstverständlich, dass er -natürlich kostenfrei- eine Mitfahrgelegenheit erhält. Liegegebliebene Autos mit Achsenbrüchen sind ebenfalls keine Seltenheit, da sambische Besitzer dahin tendieren, ihre fahrbaren Untersätze total zu überfüllen. Für regelmässige Wartung ist meist kein Geld vorhanden.

Die "VSP"-Gesellschaft ist -nach verschiedenen finanziellen Tiefschlägen- gerade dabei, sich wirtschaftlich zu erholen. Gestärkt durch ein neues, funktionierendes Management, arbeitet sie seit Ende April 1996 mit der moralischen Unterstützung durch die Projektleitung daran, sich finanziell unabhängig zu halten und zu stabilisieren. Natürlich kann man kein eigenes Geschäft ohne Eigenkapital gründen. Deshalb musste hier noch einmal das GSDP durch die Gossner Mission mit einem Startkredit aushelfen, der in monatlichen Raten zurückzuzahlen ist. Gelingt VSP die terminliche Einhaltung der vereinbarten Rückzahlung nicht, so stehen die Haushaltsmittel des GSDP für die zweite Jahreshälfte auf dem Spiel. Konkret bedeutet das: alle GSDP-Mitarbeiter werden bis auf weiteres unbezahlt beurlaubt. Die Verwaltung arbeitet auf Sparflamme weiter, jedoch ohne Buchhalter, ohne Schreibkraft, ohne Wachmänner, ohne Reinigungsdienst für Büros und Gästehäuser und ohne Hausmeisterei, zuständig für die Trinkwasseranlage, den Sanitärbereich sowie für allgemein anfallende Reparaturen im Nkandabbwe

Camp. Sie sind Angestellte des GSDP und werden daher vom GSDP bezahlt. Daneben gibt es Regierungsbeamte, die ihr Gehalt von der sambischen Regierung aufs Gehaltskonto überwiesen bekommen und Mitarbeiter, die von der Gossner Mission bezahlt werden. Die Gehaltsauszahlung für die GSDP Mitarbeiter ist massgeblich von einem Finanzbudget abhängig, das die sambische Regierung miteinbezieht, da spätestens im August das Jahresbudget der Gossner Mission ausgeschöpft sein wird. Ich bete täglich darum, dass den von Seiten der Regierung bisher beigesteuerten K 2.000.000,00 (das sind umgerechnet ca. 2.650,- DM) noch weitere Gelder folgen. Dann könnte es uns vielleicht bei äusserster Wirtschaftlichkeit und mit Gottes Hilfe gelingen, die notwendigen Mitarbeitergehälter für 1997 aufzubringen.

Einen wesentlichen finanziellen Beitrag für VSP leisteten bisher auch Pakete mit gebrauchten Kleidungsstücken aus Deutschland. Sie wurden aussortiert, mit Preisen versehen und anschliessend vor allem in den entlegenen Dörfern zu Preisen verkauft, die für die Dorfbewohner erschwinglich sind. Da die sehr bescheidenen Verhältnisse dieser oft nur mit verschlissenen Lumpen bekleideten Menschen i.d.R. eine Fahrt in die entfernte Stadt kaum zulassen, bedeutete dies oft die einzige Möglichkeit, an Kleidungsstücke heranzukommen. Dieser Verkauf wird daher in der Vergangenheit wohl kaum die einheimische Industrie gefährdet haben. Mit dem Erlös aus solchen Einnahmen baute VSP sogar eine Klinik in früheren Jahren.

SAP, SUSTAINABLE AGRICULTURE PROGRAMME

Im Programm NACHHALTIGE LANDWIRTSCHAFT werden die Farmer beraten in Bodenerhaltung. Sie erfahren, wie mit der Fruchtfolge im Gemüseanbau und mit Pflanzenkrankheiten umzugehen ist. Durch Seminare, Besichtigungen, Lehrfahrten und durch Schulungen innerhalb verschiedener Workshops, die speziell für Farmer angeboten werden, erlernen sie den Umgang mit bisher unbekannten Pflanzensorten, wie sich bestimmte Pflanzen -innerhalb einer Mischkultur angebaut- gegenseitigen Schutz vor Schädlingen bieten und/oder hervorragende Düngung liefern können. Sie werden informiert über Bodenbeschaffenheit und darüber, was anzubauen ist, um die trockene Erde längere Zeit feucht zu halten. Nach der kontrollierten Aufzucht -inzwischen gibt es eine Reihe von Pflanz- und Baumschulen in verschiedenen Dörfern- werden die entsprechenden Baum-, und andere Pflanzensämlinge sowie das durch Teilung des Wurzelballens vermehrbare Vetivergras an die Farmer verteilt.

Vetivergras vernetzt sich schnell im Boden und kann daher Erderosionen korrigieren. Und das geschieht so: Wasser wird während der Regenzeit an erosionsgefährdeten Stellen durch das Errichten eines kleinen Erdwalls, in dem Vetivergras gepflanzt ist, aufgehalten. Der Erdwall, mit einer Lage Natursteine befestigt, verhindert nun durch die überstehenden Grasbüschel -die übrigens nicht blühen und sich daher planbar vermehren lassen- und die rasche Vernetzung des Wurzelballens ein Wegschwemmen der oberen fruchtbaren Bodenschicht. Regenwasser sickert am Grashalm entlang direkt in den Boden, der Untergrund bleibt durch den Wurzelballen feucht. Die Folge: satte Maispflanzen können reifen.

Da wir im Gwembetal auf eine sehr gute Regensaison zurückschauen mit 985 mm Niederschlag in Nkandabbwe, was ungewöhnlich ist für unsere so oft von Dürre heimgesuchte Gegend, konnten die Farmer in diesem Jahr eine ordentliche Ernte einfahren.

Alle Programmaktivitäten werden derzeit von den Farmern mit Interesse und Begeisterung angenommen. Die mühevollen Arbeit auf den Feldern brachte für sie schon nach der zweiten Regenperiode merkbare Resultate. Das hat überzeugt. Durch die Ausbildung von örtlich ansässigen Landwirten (CAWs), die der betreffenden Gemeinde auf ehrenamtlicher Basis mit ihrem Wissen zur Verfügung stehen, und von deren Anforderung guten Gebrauch gemacht wird, multipliziert sich die Arbeit unter den Farmern schnell. Das Programm gibt ausserdem Anleitung in der Konservierung von Viehfutter, speziell für Arbeits- und Zugtiere wie Ochsen, damit die Tiere auch während der langen Trockenzeit kräftig und arbeitsfähig bleiben.

Dieses Programm wird von Brot für die Welt, Deutschland finanziert unter Mithilfe von Methodist Relief and Development Fund, England. MRDF finanziert hauptsächlich Trainingskurse und gibt gelegentlich Zuschüsse bei der Anschaffung von geeigneten Transportmitteln. Das Programm verfügt über ein eigenes Arbeitsfahrzeug.

SSVI, SMALL SCALE VILLAGE INDUSTRIES

für den Export bestimmt- wurde von einer Grossfarm eine Zeitlang Weizen für die nationale Ernährung angebaut.

Im sehr einfachen Lebensstil der Tonga, die oft ihren Standort wechseln, ist eine Vorratshaltung bislang kaum enthalten. Man lebt von der Hand in den Mund. Tiere wie Ziegen und Rinder sind das einzige Kapital der Familien, mit denen im Bedarfsfall Arzt- und Krankenhauskosten auch heute noch bestritten werden.

Man möchte den Kindern eine Schulausbildung ermöglichen. Dazu muss Geld erwirtschaftet werden. Das ist nicht einfach, da die Lebensbedingungen im Gwembetal hart sind. So gehören noch immer Hunger, Krankheit und der tägliche Kampf ums Überleben zu den Grunderfahrungen, die die Tonga prägen und in ihren Entscheidungen bestimmen.

Die Grossfamilie, zu der Kinder, Eltern, Grosseltern, Tanten, Onkel, Cousins und Neffen gehören, ist daher nach wie vor das Zentrum des gesellschaftlichen Lebens. In ihr werden alle wesentlichen Entscheidungen getroffen, die für alle Familienmitglieder bindend sind. Sie sichert das Überleben der einzelnen Familienangehörigen und bildet das soziale Netz, in dem jeder seinen Platz findet. Man engagiert sich, wenn es der Familie nützt und hält sich zurück, wenn für die Familie keine unmittelbaren Vorteile erkennbar sind. Die Tonga sind dadurch individualistisch eingestellt und nur zögernd für Gemeinschaftsaktionen, die mehrere Familien umfassen, zu gewinnen. Die Vielehe ist noch üblich. Je mehr Frauen ein Mann hat, um so grösser ist sein Ansehen. Jede Frau bekommt eine eigene Hütte, in der sie mit den kleinen Kindern zusammenlebt. In der Pubertät erhalten die Kinder ihre eigene Hütte. Die strohgedeckten Rundhütten einer Grossfamilie bilden zusammen das sambische Dorf. In christlichen Ehen gibt es zwar nur eine Frau, dafür aber für den Mann eine Reihe von "Freundinnen", die reihum regelmässig "besucht" werden. Wird eine der "Freundinnen" schwanger, muss der Mann sie heiraten.

Eine traditionelle Tonga Hochzeit in ländlicher Umgebung findet meist nur im engsten Familienkreis und in aller Stille statt. Der Mann muss einen Brautpreis an die Brauteltern entrichten, der oft so hoch ist, dass er das Vermögen übersteigt. Da der Mann seine Frau gekauft hat, gehören ihm auch die Kinder. Die Frau darf sie versorgen und grossziehen.

Anders ist es hingegen bei einem Sterbefall. Die Grossfamilie wird informiert. Alle Angehörigen kommen von nah und fern angereist und nehmen an der traditionellen Beerdigungsfeier teil, die sich tagelang hinzieht und oft über eine Woche dauern kann. Während dieser Zeit sind Trauernde nicht an ihrem Arbeitsplatz zu finden. Nachbarn, Arbeitskollegen, Freunde und Bekannte kommen und halten mit den Angehörigen bei Tag und Nacht Totenwache. Die Leiche wird in ihrer Mitte aufgebahrt und bleibt dort bis zur Beisetzung. Auch nach der Grablegung wird die Trauerfeier zuhause fortgeführt. Lautes Klagen und Weinen geht über in mehrstimmigen Gesang und wird von den Frauen angestimmt. Beim Singen lässt sich Schmerz besser ertragen. Innere Kraft und Trost wird freigesetzt durch Gesang und Gebet im Wechsel. Trauerarbeit kann so gleichzeitig bewältigt werden.

Innerhalb der Tradition sind die Angehörigen des Verstorbenen dazu verpflichtet, für alle Trauergäste, Kondolenzbesucher mit eingeschlossen, während dieser Tage zu kochen und sie mit Mahlzeiten zu versorgen. Diese Aufgabe wird von den Frauen wahrgenommen. Es ist jedoch traditioneller Brauch, dass man als Gastgeschenk Lebensmittel mitbringt, da sonst die sehr teuren Beerdigungskosten ins Unermessliche steigen und Betroffene in hohe Verschuldungen treiben.

GAD, GENDER AND DEVELOPMENT PROGRAMME

Frauen haben in der sambischen Gesellschaft ein schweres Los. Auch die Tonga bilden darin keine Ausnahme. Die Frau ist dem dreifachen Druck als Erhalterin und Ernährerin der Familie sowie als einkommensschaffende Arbeitskraft ausgesetzt. Auf ihr liegt die Hauptverantwortung im Haushalt. Wasser muss oft von sehr weit her geschleppt und Brennholz zum Kochen muss gesammelt und zerkleinert werden. Die Frau ist die eigentliche Arbeitskraft auf den Feldern. Die Erziehung und Ernährung der Kinder, die Pflege der Kranken obliegt ihr neben den täglichen Routinearbeiten wie kochen, waschen usw. Kaum ein Mann findet sich bereit für diese körperlich schwere Arbeit. Meist trägt die Frau -in sehr seltenen Fällen auch der Mann- während allen vorgenannten Arbeitsgängen noch ihr jüngstes Baby in einem Tuch auf den Rücken gebunden. Gleichzeitig trägt sie, wenn sie unterwegs ist, Lasten in beiden Händen und auf dem Kopf. So ist sie in der Lage, bis zu 80 kg mehrere Kilometer weit

Das HANDWERKSFÖRDERUNGS-PROGRAMM wird von einem Entwicklungshelfer des Deutschen Entwicklungsdienstes (DED) schon seit etlichen Jahren beraten. Inzwischen gibt es einige Schreinereibetriebe im Gwembetal, die sich nahezu selbst finanzieren. Da die entsprechenden Örtlichkeiten noch nicht an das Elektrizitätsnetz angeschlossen sind, werden alle Möbel in solider Handarbeit und ohne Maschinen hergestellt. Eine Lehr-Gerberei, die nur mit natürlichen, aus Pflanzen gewonnenen Säuren und ohne chemische Zusätze arbeitet, sorgt für ausreichendes Rohmaterial für die Lederwerkstatt. Beide Werkstätten sind derzeit wegen Umstrukturierungsmassnahmen vorübergehend geschlossen und werden demnächst reaktiviert mit neuen Auszubildenden, die sich nach Abschluss ihrer Ausbildung zur eigenen Geschäftsgründung verpflichten. Dort wird gelehrt, wie man von Taschen bis hin zu Schuhen nahezu alles in Handarbeit herstellt, was man aus Leder machen kann.

Die Schmiede arbeitet mit 50% mangels Aufträge. Weitere 50% für den eigenen Lebensunterhalt muss der Schmied nebenbei aus seiner Farm erwirtschaften, um überleben zu können. Die Fahrradwerkstatt ist unentbehrlich geworden für die Bevölkerung. Gelegentlich gibt es Lehrlinge in allen genannten Betrieben.

Das Programm wendet sich seit 1995 verstärkt arbeitslosen jungen Frauen und Männern zu, indem der Schwerpunkt auf der Gründung eines eigenen Geschäfts liegt. Verschiedene Kurse in "Business Management" und der Haltbarmachung von Nahrungsmitteln, die im Gwembetal geerntet und mit einfachen Mitteln ohne grossen finanziellen Aufwand verarbeitet werden können, haben bereits bei ausgelasteter Teilnehmerzahl stattgefunden. Was noch fehlt, ist die nachfolgende Betreuung der "frisch gebackenen" Geschäftsleute. Sie müssen mehrfach besucht und ermuntert werden, bei Anfangsschwierigkeiten nicht aufzugeben sondern mutig durchzuhalten.

Seit Juni 1997 arbeitet ein neuer Programmleiter in der Handwerksförderung mit, der den Berater nach dessen Vertragsende ablösen wird. Der frühere Programmleiter, Herr Phiri, übernahm die Aufgabe des Trainingsleiters. In enger Zusammenarbeit mit dem Programmleiter ist Herr Phiri künftig für die Planung und Durchführung der Trainingskurse zuständig.

Dieses Programm wird vom DED, der Gossner Mission und durch die Friedrich-Ebert-Stiftung finanziert. Zu geringen Anteilen beteiligte sich bis 1996 auch die sambische Regierung an den Finanzen.

GSDP METAL WORKSHOP

Die WERKSTATT versteht sich als Dienstleistungsbetrieb innerhalb des Nkandabbwe Camps und ist vornehmlich für die Instandhaltung dort zuständig. Sie ist daher der VERWALTUNG zugeordnet. Daneben werden verschiedene Kundendienste gegenüber der Bevölkerung wahrgenommen wie z.B. Reparaturarbeiten in Metall, Löten und Schweißen. Hier werden sämtliche gusseiserne Kochtöpfe und Pfannen repariert, die durch den intensiven Gebrauch über der Holzfeuerung durchgebrannt sind. Einziges Problem dabei: gelötet wird mit Gas mangels Elektrizität in unserem Lager. Gas aber ist sehr teuer und muss von weither besorgt werden. So hat sich von den Kunden unserer Umgebung inzwischen ein wahres Topflager angesammelt.

Geschweisst wird mit einem Kerosin betriebenen alten Generator. Damit lassen sich stabile, einbruchssichere Fenstergitter und Gittertüren herstellen. Wer immer etwas Kostbares zu verwahren hat, lässt sich von der GSDP Werkstatt mit "Arbeit nach Mass" versorgen.

Einfacher Fahrzeugservice kann auf eigene Verantwortung in der Werkstatt vorgenommen werden wie Ölwechsel, Schmieren, erste Hilfe als Pannendienst sowie Reifenwechsel.

Die Werkstatt könnte sich ganz gut selbst finanzieren, d.h. laufende Ausgaben von den Einnahmen bestreiten und dabei noch einen Gewinn erzielen, wenn alle Kunden pünktlich und schnell bezahlen. Hauptschuldner sind derzeit VSP und die GSDP-Verwaltung. Erstere durch nicht vorhandenes Eigenkapital und letztere durch stark gekürzte Finanzmittel im Jahreshaushalt zahlungsunfähig geworden, muss im Punkt "Instandhaltung des Nkandabbwe Camps" immer wieder die Werkstatt einspringen.

Und es gibt dauernd "Notfälle" in unserem Camp. Die beiden Wasserpumpen, dieselbetrieben, die uns aus einer Tiefe von über 50 m mit Trinkwasser versorgen, sind mittlerweile uralt. Letzte Woche fiel der Zylinder ins Bohrloch. Einige Rohre sind durchgerostet und abgebrochen. Mit einiger Beklemmung habe ich mir die schöne Beschörung angesehen. Es müssen dringend neue Rohre gekauft werden. Das ist aber noch längst nicht alles. Wenn es nicht gelingt, den Zylinder aus dem Grundwasser zu fischen -seit Tagen ist das Brunnenbauprogramm im Einsatz, leider bisher ohne Erfolg- werden wir in Kürze zwar über jede Menge Wasser verfügen, jedoch ohne jede Möglichkeit, dieses hochzupumpen. Ein neuer Zylinder für dieses System kostet um die DM 1000, eine Summe, die wir derzeit beim besten Willen nicht aufbringen können.

UCZ, UNITED CHURCH OF ZAMBIA

Die Gossner Mission ist Partnerin der Vereinigten Kirche von Sambia (UCZ) und des Christenrats von Sambia (CCZ), Mitglied im Weltkirchenrat (WCC).

Durch die Einbindung des GSDP in die KIRCHLICHE ARBEIT und meiner Mitarbeit in der UCZ Kirchengemeinde vor Ort, der "Trinity Church" in Nkandabbwe sowie im Bezirk soll ein Zeichen gesetzt sein, dass Gossner Mission nicht nur als Entwicklungsprojekt zu sehen ist, sondern auch auf ethische Herausforderung reagieren möchte, die eine Gesellschaft im Wandel an Kirchen, an Christen, vielleicht auch an den christlichen Glauben stellt. Selbst bei gebildeten Sambiern fällt auf, wie tief der traditionelle Glaube verwurzelt ist.

Innerhalb der vereinigten Kirche "UCZ" bin ich als Mitglied der EmK in Deutschland einer methodistischen Kirche begegnet. Somit habe ich meine geistige Heimat nach Sambia mitgenommen.

Vom 4. bis 7. September 1997 feiert die UCZ voraussichtlich ihr 100-jähriges Bestehen. Genau genommen hätte dies zwar schon 2 Jahre früher stattfinden sollen. Aus verschiedenen Gründen war es der Kirche jedoch nicht möglich, dieses Ereignis in 1995 festlich zu begehen. Das soll nun in diesem Jahr nachgeholt werden. Dort, in dem kleinen Dorf "NANZHILA", das zum Bezirk Namwala gehört, wo sich die ersten methodistischen Missionare -aus Grossbritannien kommend- im afrikanischen Busch niedergelassen und ihre Missionsstation aufgebaut hatten. Dort, wo -bis heute in gut erhaltenem Zustand- das erste Gotteshaus der UCZ steht. Dort soll gefeiert werden. Eine grossartige Idee: zurück zum Ursprung, wo vor 102 Jahren alles begann.

Im folgenden möchte ich einen kurzen geschichtlichen Abriss geben. Es sind Auszüge aus einem "Autogespräch" mit Bischof Kazovu. Während meiner ersten, gleich nach der Regenzeit durchgeführten und daher etwas abenteuerlichen Fahrt nach Nanzhila zur Ortsbesichtigung, wurde ich als einzige Frau in den Vorbereitungsausschuss kooptiert. Es gab Hintergründe: mein Landrover mit Allradantrieb konnte als einziges Fahrzeug diese unwegsame Gegend während der Regenzeit passieren! Ein Pastor aus Maamba, ausgebildeter Automechaniker mit Theologiestudium, genau die richtige Kombination für unsere Unternehmung, leistete mit Rat und Tat einen unbezahlbaren Beitrag zum guten, hauptsächlich sicheren Gelingen dieser Dienstreise.

NANZHILA MISSIONSSTATION, GEGRÜNDET IN 1895 VON DER "P.M.M.S."

Die "Primitive Methodist Missionary Society" wurde bei ihrer Ankunft in Afrika zuerst in Nkala ansässig. Das war im Dezember 1893. Am 1. Januar 1894 eröffneten die Missionare dort eine Missionsstation, die sie jedoch später wieder verliessen.

1895 gründeten dieselben Missionare eine zweite Missionsstation in Nanzhila. Diese Station wurde Zentrum ihrer gesamten Missionsarbeit. Von dort aus missionierten sie unter den Stämmen der "Ila" und "Tonga" auf der Hochebene. Sie dehnten ihre Arbeit breit gefächert bis ins "Zambezi" aus, wo zum heutigen Zeitpunkt sehr aktive Gemeinden unter den "Tal-Tonga" zu finden sind. Die UCZ kann auf viele Kirchengründungen aus dieser Zeit zurückblicken.

1905 haben sich die Missionare aus der Nkala Station zurückgezogen. 1914 war die Übersetzung des Neuen Testaments in die Einheimischensprache "Ila" abgeschlossen. Zur selben Zeit hatten sich die "Primitive Methodists" im ganzen "Zambezi"-Tal ausgebreitet und überquerten den "Kafue" Fluss. Im

Jahr 1901 war eine Station in Sijoba unter den Tonga eröffnet worden. Diese Station wurde 1910 nach Kanchindu verlegt.

Die P.M.M.Gesellschaft ergriff 1914 die Initiative und sorgte dafür, dass die "General Missionary Conference of Central Africa" in Livingstone abgehalten wurde. Dieses Gremium spielte eine indirekte aber wichtige Rolle, die Einheit der Kirche zu bestärken. Die zwei Linien des Methodismus, die "Primitive" und die "Wesleyan", vereinigten sich 1932 zur "Methodist Missionary Society" (MMS).

Der erste afrikanische Pfarrer wurde 1937 von der MMS ordiniert.

Die Missionarskonferenz von Zentralafrika in 1914 und die Vereinigung der beiden methodistischen Zweige in 1932 bildeten den Ursprung der "UNITED CHURCH OF ZAMBIA" in 1965.

Hier die vier wichtigsten Denominationen, die in der heutigen UCZ vereinigt sind:

1. PARIS EVANGELICAL MISSIONARY SOCIETY (P.E.M.S.),
2. LONDON MISSIONARY SOCIETY (L.M.S.),
3. UNITED FREE CHURCH OF SCOTLAND (UFCS),
4. METHODIST MISSIONARY SOCIETY (MMS).

Diese vier grossen Kirchen schlossen sich als kirchliche Vereinigung am 16. Januar 1965 in Mindolo bei Kitwe zusammen und bildeten die heute bekannte "UNITED CHURCH OF ZAMBIA".

Ich war begeistert, mit welch einfachsten Mitteln binnen kürzester Zeit in Nanzhila mitten im afrikanischen Busch ein Konferenzzentrum für die mehrtägige Hundertjahrfeier buchstäblich aus dem Nichts gestampft werden soll. Hunderte, vielleicht sogar tausende von Gästen aus dem In- und Ausland werden sich in Nanzhila einfinden. Ich träume mit offenen Augen und sehe schon alles fix und fertig vor mir: Eine, vielleicht mehrere überdachte Hallen, strohgedeckt mit Graswänden, die Seitenwände über Augenhöhe offen gelassen zu Ventilationszwecken, die Gäste werden sie mit ihren mitgebrachten Matten zur Nacht füllen. Ausreichend Latrinen sowie Einzäunungen zur Abwicklung der täglichen Körperhygiene sind in die Planung miteinbezogen und werden aus demselben Naturmaterial konstruiert.

Noch zweieinhalb Monate, dann werden sie anreisen, die auswärtigen Gäste. Eine Vielfalt an fahrbaren Untersätzen wird zum Einsatz kommen. Nicht wenige kommen zu Fuss. Dreimal täglich wird dann die Luft rauchgeschwängert und das Gelände voll winziger lustiger Koch- und Brutzelfeuerstellen sein: hunderte, vielleicht tausende, da jeder Gast für sich und die mitgebrachten Familienangehörigen kocht. Rohmaterial wird gestellt. Die umliegenden Nachbardörfer, zusammen mit ihrem Stammesoberhaupt wollen dafür sorgen, dass genügend Lebensmittel vorhanden sind.

Die Ausstattung in meinem Fahrzeug gleicht dann beinahe wieder einem Umzug: Bettzeug und Moskitonetz -für alle Fälle, man kann ja nie wissen..., Wasser und Kochgeschirr, einen mit Diesel gefüllten Ersatzkanister..., abgekochtes Trinkwasser! Es ist halt ein wenig anders als Deutschland, dafür aber spannend, interessant und erlebnisreich..., nicht selten auch ein bisschen anstrengend..., aber das gehört nun einmal dazu!

Finanzmittel sind überall auf der Welt knapp. Aber Christen können sich zusammentun, das wenige miteinander teilen und sich gegenseitig in ihrem Glauben stärken. Das wollen wir durch ökumenische Partnerschaft und durch gegenseitige Fürbitte in unseren Gebeten praktizieren.

Ein sehr herzliches Dankeschön für alle Spenden und Gaben, die uns im vergangenen Jahr unsere Arbeit ermöglicht und erleichtert haben und nicht zuletzt für die vielen Gebete, mit der unsere Arbeit auch durch schwierige Phasen hindurchgetragen wurde. Wir haben das hier so erlebt und auch gespürt!

Sinazongwe, 15. Juni 1997


Helga Lieby
GSDP/GM Chairperson

THE ZAMBIA STATE INSURANCE CORPORATION LIMITED

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SALIENT FEATURES OF THE PROPOSED PENSION SCHEME ON GOSSINER MISSION

1 INTRODUCTION

The notes given below are intended to explain the main provisions of the Pension Scheme which we are proposing for GOSSINER MISSION

Commencement date: 1st _____ 1995

2 SCHEME PLAN

The Scheme plan shall be 'Final Salary Scheme', so called because the pension shall be calculated as a proportion of salary in the year of retirement. The reason for doing this is to provide cushion for effects of inflation during working life.

3 FORMATION OF PENSION SCHEME

The Scheme shall be formed by putting aside contributions by both employer and employees. The contributions shall constitute a fund out of which benefits shall be paid when they become payable on death, retirement, leaving service etc.

The fund shall be kept separate from working capital of the GOSSINER MISSION to ensure that benefits are not jeopardised should the Employer go out of business or Management members change. New Management may have different attitude towards provision of pension benefits.

4 FUNDING OF THE SCHEME

The Scheme shall be funded on the basis of Deposit Administration. Under this arrangement, contributions into the Scheme are kept as a pool and not split to purchase members' benefits. (Normally what is paid into the fund are amounts necessary to buy the benefits. But organisation with many employees, calculations become numerous, thus making it difficult to administer). Money shall be deducted from the Fund when benefit entitlement arises.

The Fund shall be subject to a review every three (3) years. At the end of the review, we shall be able to tell whether funds are sufficient to sustain payments according

to scheme rules. If funds are found to be insufficient, normally additional contributions may be asked for or benefits may be reduced.

If funds are more than what is required, then benefits can be increased or, contribution rate reduced or there may be a contribution holiday.

5 CONTRIBUTIONS

The monthly contribution of each member shall be an amount equal to _____ (_____ %) percent of his/her basic salary and the Employer's contribution towards each member shall be _____ % of the member's basic salary.

6 CATEGORY

The Scheme shall be open to membership by local employees of GOSSNER MISSION both males and females (including salaried Directors) who are employed on permanent basis.

7 ELIGIBILITY

Normally membership of the Scheme is restricted on the basis of age, length of service and salary. The normal minimum age is fixed at 18 and the maximum at 50 or 55, depending on retirement age. However, for this particular scheme we recommend entry to be open to all employees above 20 years old and under 50 years provided they have completed their probation period.

8 NORMAL RETIREMENT AGE

The Normal Retirement age for the scheme shall be 55 for both male and female employees. Note that retirement ages earlier than 55 and above 65 are not acceptable by Income Tax Act 1966, although special approval may be sought from the Commissioner of Taxes. (In fact we shall write to Commissioner of Taxes in this respect so that retirement ages tally with working conditions).

9 EARLY RETIREMENT

If an employee wishes to retire earlier than Normal Retirement age, this may be allowed at any time if the retirement is due to incapacity or ill-health. For the other reasons, the employee should be at least age 55.

10 LATE RETIREMENT

Where an employee wishes to stay on in employment after attaining age 55 he can be permitted to extend his services up to a period of 5 years. Pension can then be increased to take into account the extended period.

11 BENEFITS

The main benefits to be provided under the scheme are as follows:-

i) Pension Benefits on Retirement

Such pension shall be determined by using formula:
eg:-

$1/45 \times y \times \text{Final Salary}$, where 'y' represents number of years into the Scheme. The pension shall be calculated as a proportion of salary in the year of retirement and multiplied by the number of years into scheme. For example, if Mr X's salary in the year of retirement is K 5,000,000.00 and he spends 15 years into the Scheme, his pension entitlement is :- $1/45 \times 15 \times \text{K } 5,000,000.00 = \text{K } 1,666,667.67$

ii) Commuted Pension

Where after reaching normal retirement age a member wishes to be paid part of his pension in a lump sum, this shall be allowed. Assuming as above, the cash sum can be calculated as follows :

$$1/2 \times \text{K } 1,666,667.67 \times 118.07/10 = \text{K } 9,839,166.69$$

In other words, half the pension can be converted to cash sum, the remaining will be paid in instalments for life, The Income Tax Act allows the lump sum to be paid free of tax.

iii) Guarantee

Pension payments shall be guaranteed for a period of 5 years and for life thereafter. This means that regardless of whether or not the pensioner shall be living, payments shall continue for the first 5 years. After 5 years pension will only be paid if he is alive.

iv) Leaving Service Benefits

When a Member leaves employment the following options are available:-

- a) To take cash refund of his contribution plus interest. If this option is taken, the employee forfeits contributions arising from the employer's contribution. Employer's contributions shall in this case be utilised to secure pensions for those who remain in the scheme or reduce employer's future payments into the Scheme.

However, with the Employer's full consent a member who leaves the services of the Employer may also be entitled to a full refund of the Employer's contributions paid on his behalf by the Employer towards purchase of his pension benefits.

- b) To transfer his benefits under the Scheme to the scheme of his new employer.
- c) To leave benefits arising from own contributions and employer's into scheme and be paid to him on eventual retirement.

12 ADMINISTRATION OF THE SCHEME

The Scheme after it has been established, shall be governed by rules which shall describe how entitlement to benefits and other aspects shall be dealt with. We shall approach Income Tax Department on your behalf for approval of the scheme so that tax relief can be given on both Employer and Employees' contributions. We shall administer the scheme and costs from employer's point of view, shall be kept to a minimum. The Corporation shall prepare scheme booklets and maintain membership records.

13 SUMMARY OF MAIN FEATURES

a) Eligibility

- i) Minimum Age 20
- ii) Maximum Age 50

b) Plan - Final Salary, Deposit Administration

c) Contributions

- Employee's contribution:- _____% of basic salary
- Employer's contribution:- _____% of member's basic salary.

d) Benefits

- i) Pension on Normal Retirement age 55 both males and females.
- ii) Early Retirement: Any time if due to incapacity or ill-health, any other time at least age 55.
- iii) Late Retirement: Subject to approval of Management and not exceeding 5 years.
- iv) Death - Refund of contributions.
 - Widows/orphans pension.
- v) Leaving Service :- Full refund of own contribution.
 - Refund of employer's contribution with the full consent of the Employer.
 - Transfer to new scheme .
 - Payment on actual retirement
- iv) Guarantee: - 5 years thereafter for life

We trust that the above features satisfy your requirements. Please study them and let us know the areas where you desire further information or clarifications.

PREPARED BY: GROUP LIFE AND PENSIONS MARKETING DEPARTMENT
ZAMBIA STATE INSURANCE CORPORATION LIMITED
PREMIUM HOUSE
P O BOX 30894
LUSAKA

TEL : 229343, 227466

STONE HOUSE CARPENTRY

Cash Sale No. 102

Date 28/11/95

MRS GROWTH

M

102 CARPENTRY, LUSAKA

Bought of

Qty

STONE HOUSE CARPENTRY AND JOINERY PARTIALS 19

K

n

850.00

1 Hammer & chisel

E.&C.E.

TOTAL K

850.00

THANK YOU

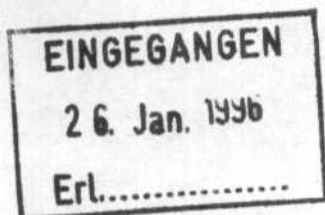
AGAIN

MISSION

INVOICE
SPRAY VIEW LTD COMP
MONGU WESTERN PROVINCE.

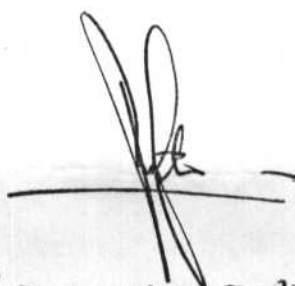
- 2 Single seater Mahenge S K16,500 = K33,
1 Table Mahenge S K12,000 = K12,
1 Two Seater Mahenge S K33,000 = K33,
2 Single Seater K16,500 = K33,

K111,000



TOTAL

7/12/95.

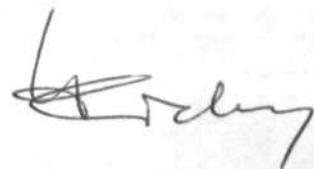


RECEIVED.

received 01/96 

to
Liaison Office

attached to 14/12/95
for the file



CUSTOMERS COPY

№ 14610

Plot No. 2395
Longolongo Road
P.O. Box 32333
LUSAKA

Telephone 227995/6/7/8

6778
D. M. Under

L

Date: 27.10.95

Order No: **PATD**

Req. No: R 8116 & 812

Delivery:

To: Gossner Mission

[illegible]

Goods Received in good order and condition..... 2484.500-

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



Helga Lieby

14th december, 1995

Note for the file

telefon call between Mrs. Strittmatter and Ms. Lieby on the 06.12.95 concerning the overtaking of costs for 1 two-seater-sofa and 6 parts of simple reed furniture (seaters and table) as "basic furniture", placed in the chairperson's house, GRZ No. 2.

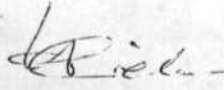
Mrs. Strittmatter let Ms. Lieby know, that the expenditures for "basic furniture" (above mentioned two-seater-sofa and reed furniture) should be paid by the Gossner Mission account.

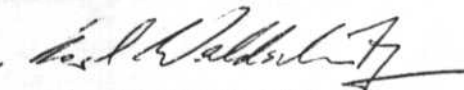
During her stay in Zambia Mrs. Strittmatter had already seen the old seaters. They are in the meantime taken out and will be refurbished for the Gossner Mission guest house. She did not react at that time, because she felt, that this should be done by Ms. Lieby after having arrived, as this depends on someones taste. For this reason Mrs. Strittmatter decided not to buy anything in advance.

How resolved

Attached is a copy of the bill for the two-seater-sofa. Through Gossner Mission account K484,500.- (Four hundred eighty four thousand five hundred kwacha only) were paid back to Ms. Lieby.

After presenting the bill for the reed furniture K110,500.- (one hundred ten thousand five hundred kwacha only) shall be paid back to Ms. Lieby, since the mentioned bill is still with Mrs. Birgit Groth who is on leave.


Helga Lieby


Karl Waldschuetz

Gossner Mission



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Helga Lieby

14.12.95

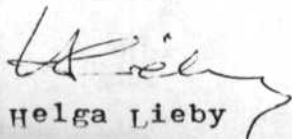
Akten ver merk

Telefongespräch zwischen frau Strittmatter und frau Lieby am 06.12.95 bezüglich kostenübernahme eines zweisikersofas sowie einer gteiligen reedsitzgarnitur (basic furniture) aus projektmittel.

Frau Strittmatter teilte mit, dass die sofa kosten vom project übernommen würden. Die kosten für "basic furniture" habe frau Lieby nicht selbst zutragen. Frau Strittmatter habe seinerzeit den zustand der vorhandenen sofas gesehen. Da jedoch die geschmäcker verschieden seien, habe sie keine neuen sitzgelegenheiten gekauft.

Wie erledigt:

Beigefügt ist eine kopre der rechnung des zweisitzer sofas. Frau Lieby erhielt am 11.12.95 K484,500.- durch das project ausbezahlt. Die erwähute reedgarmitar wird nach erhalt einer quittung ausbezahlt, die über Frau Birgit Groth noch nachgereicht werden muss. Frau Groth befündet sich derzeit ün urlaub.


Helga Lieby


Karl Waldschütz

05.05.95

GWEMBE SOUTH DEVELOPMENT PROJECT STAFF LIST - 1995

(a) ADMINISTRATION

POSITION

✓ 1.	Mr Sibbebbi Davison Munsanda	Project Coordinator	GRZ
✓ 2.	Mrs Monica S. Chimba	Acting Book-keeper	GRZ
✓ 3.	Mr Solomon Siadibbi	Book-keeper(on training)	GSDP
✓ 4.	Ms Marriet Kapongo	Acting Transport Officer	GSDP
5.	Ms Grendah Masowe Hatontola	Typist	GSDP
6.	Mr Nelson Simawachi	Welder	GRZ
7.	Mr Smart Siampongo	Welder	GRZ
8.	Ms Selina Mudenda	Office Orderly	GSDP
9.	Mr Edson Maiya	Engine attendant	GSDP
10.	Mr Samson Mukuni	Watchman	GSDP
11.	Mr Saturday Syameomba	Watchman	GSDP
12.	Mr Winston Syantambo	Watchman	GSDP
13.	James Siasweeka	Watchman	GSDP
14.	Mr Gidion Muzyole	Watchman	GSDP

(b) BULEYA MALINA
IRRIGATION SCHEME

POSITION

✓ 1.	Mr Kingsley S. Mulemwa	Scheme Manager	GRZ
2.	Mr Henry Shimbeza	Crop Production Manager	GRZ
3.	Mr Phillimon Munakacheke	General worker	GRZ
4.	Mr Sailas Sianalungu	General worker	GRZ
5.	Mr Edwin Muzoka	General worker	GSDP
6.	Mr Enos Sinazongwe	Watchman	GSDP

(c) SUSTAINABLE AGRICULTURE

POSITION

✓ 1.	Mr Bazak Zakeyo Lungu	Agriculture Advisor	GM
2.	Mr Simon Syanyangu	Watchman	GSDP
3.	Peter Santwe	General worker	GSDP
4.	Macrey Sitoclo	Watchman	GSDP
✓ 5.	Mr Nixon Samboko	Extension Officer	GRZ

(d) VALLEY SELF HELP
PROMOTION SOCIETY (VSP)

POSITION

✓ 1.	Mr Richard Makala	Manager	
2.	Mrs Patricia Siatwiko	Book-keeper (on training)	

3.	Mr Kendricks Chevula	Stores Officer
✓ 4.	Mr Vickson Syankondo	Field Education Officer
5.	Ms Emeldah Syavwelenga	Typist
6.	Mr Foga Zekeza	Office Orderly
7.	Mr Gilbert Simaanzi	Driver
8.	Mr John Simayumbula	Driver
9.	Mr Fred Siakayuwa	Lorry mate
10.	Mr Benson Inambao	Watchman
11.	Mr Charles Syaneka	Watchman
12.	Ms Naomi Simooya	Sales lady
13.	Ms Dorcas Siakakaye	Tailor
14.	Mr Benson Chikumba	Tailor

(e) FEMALE EXTENSION

POSITION

✓ 1.	Ms Edna Maluma	Advisor	GM
✓ 2.	Ms Lillian Hamusiya	Female Extension Animator	GRZ

(f) SMALL SCALE VILLAGE INDUSTRIES

POSITION

✓ 1.	Mr Benedictor Michael Phiri	Programme Officer	GSDP
2.	Mr Emison Chobuwa	Watchman	GSDP
3.	Mr Dayo Simakumba	Watchman	GSDP

(g) WATER DEVELOPMENT

POSITION

✓ 1.	Allan Syabunkululu	Programme Officer	GRZ
✓ 2.	Cliff Hamwinde	Community Development Officer	GSDP
3.	Mr Julius Chifumba	General worker	GSDP
4.	Mr Bricks Siluwe	General worker	GSDP

(h) RURAL WORKS

POSITION

✓ 1.	Mr Wilson Ncote	Building Supervisor	GRZ
✓ 2.	Mr Silody Syazinkwa	Brick-layer	GSDP

(i) PPM

POSITION

1.	Mr Christopher Mwiya	Coordinator	GM
2.	Ms Margie Kanyama		PAM

:gmh

EINGEGANGEN

- 9. April 1997

Erl.....

Für: GOSSNER MISSION MITTEILUNGEN

Der Senior Experten Service in Bonn hatte auf unsere Anfrage den pensionierten Schuldirektor Achim von Dombois aus Köln von November 1996 bis Februar 1997 nach Sambia geschickt, wo er im Gwembe South Development Projekt ein Archiv aufbauen, eine Ortskraft in dessen Handhabung einweisen und die gegenwärtige Aktenablage überprüfen sollte. Er schreibt dazu:

Da sitzt der "filing officer", wie ich hier höflich genannt werde, in seinem eigens für das Archiv eingerichteten sauberen und heissen Büro und studiert den Inhalt unzähliger teils vergilbter, teils von Termiten und Ameisen bereits angefressener Akten, die er aus allerlei Winkeln des Projekts hervorgeholt, gereinigt und zusammengetragen hat. Die Würdigung des Inhalts ("appraisal") mündet in die Entscheidung ("disposition"), ob der Ordner den Königsweg ins Archiv antreten darf, ob er nur vorläufig aufbewahrt wird oder ob er gar vernichtet werden kann (wovon nach meiner Meinung die sambische Leitung viel zu wenig Gebrauch machte!). Für die Archivakten wird eine grobe Inhaltsangabe auf einem Deckblatt erstellt, das die Orientierung erleichtern soll und jeweils vorne eingelegt wird. Verständlich, dass sich diese Arbeit bei etwa 90-100 "Leitz" Ordnern über Wochen hinzieht. Dabei lese ich die Berichte, Protokolle endloser und zahlreicher Sitzungen, den Schriftwechsel mit der Berliner Zentrale und die z.T. kritischen Evaluierungen mit Anteilnahme und Achtung vor der in 26 Jahren hier geleisteten Arbeit. Man erfährt aus den Dokumenten und in seinem realen Umfeld Erfolge und Fehlschläge der Teilprojekte. Manches blüht noch heute, manches findet in den Akten nach ein paar Jahren ein jähes Ende - man fragt unter den alten sambischen Mitarbeitern nach und findet das bestätigt: Missmanagement, mangelndes Interesse o.a. Man spürt schon in den 70er Jahren die Einsatzbereitschaft, den Idealismus, die Diskussionsfreudigkeit der jungen Entwicklungshelfer, die von der Mission hierher verpflichtet wurden und die mit ihrem integrierten, menschenbezogenen, von unten kommenden Entwicklungsansatz damals neue Wege gingen.

Inzwischen können wir an die Unterbringung der Akten denken: zwei Holzregale werden (mit Herrn Dietes Hilfe) in der eigenen Tischlerwerkstatt bestellt, neue Bügelordner besorgen Frau Lieby und ich in Lusaka, wo wir nach langem Suchen sogar deutsche Magazinboxen entdecken - und die in Sambia unauffindbaren Klarsichthüllen und Lochverstärker beschert die zu Weihnachten angereiste Ehefrau als Mitbringsel. Nun wurde Grenda Hatontola, die aus der Verwaltung von nebenan kommt, herangezogen und in den Aufbau und die Handhabung des Archivs eingewiesen. Unser "Guide to the Archives" erklärt auf mehreren Seiten den Sinn eines Archivs als permanentes Gedächtnis des G.S.D.P und als hoffentlich häufig genutzte Quelle bei Fragen über die Vergangenheit oder bereits begangene Wege, aus denen man vielleicht für die Zukunft lernen kann. Auch für Historiker, Politologen und Soziologen sind die 52 Aktenordner nebst 12 Archivboxen möglicherweise von Nutzen, die schliesslich Mitte Februar der Projektleitung übergeben wurden.

Grenda erhielt für die Weiterführung der Verwaltungsablage eine Reihe von Hinweisen. Im Archiv wird sie durchaus in der Lage sein, es in Zukunft selbständig zu betreuen und für Ergänzungen zu sorgen.

Zugegeben, die äusseren Lebensumstände waren hier im sambischen Busch ohne Strom, mit wenig Wasser und 90% Luftfeuchtigkeit härter als in meinen bisherigen Einsätzen. Aber mir wurde auch von der Projektleitung und den Mitarbeitern viel geholfen. Dafür möchte ich danken. Zudem habe ich eine Menge über Entwicklungshilfe in Theorie und Praxis gelernt und meinen Dienst für die Gossner Mission gerne verrichtet.

Und konnte der Senior Experte am Ende, als er gar "Chief Filing Officer" oder "Director of the Archives" genannt wurde, nicht stolz und zufrieden aus dem Sambesi Tal scheiden?

Achim von Dombois

Adrian VON DOMBOIS
Senior Expert Service

Nkandabwe Camp
14-2-97

Handing-over Notes

to Mrs. Leiby and Mr. Musanda concerning the following

- ① - the Archives of GM/GSDP with 53 files on the upper boards of the 2 shelves in the filing room.
 - a list of the record groups A-K.
 - a list of all files of the archives indicating their number and contents.
 - a list of the few files remaining in the ^{office} chaperone's
 - a "guide to the Archives" commenting on their set-up and usage
 - the 33 old files which are placed on the lower shelf boards for "temporary storage" and which would be destroyed after some years.
 - 12 magazine stands with booklets and brochures
 - a list with number and principal content of each magazine stand.
 - a stock of a few empty arch-level files and magazine stands for further use.
 - a spare key of the new archives room.

- ② Mrs. Jrenda Katontola has been introduced into set up and usage of the archives, will be able to look after them and supplement them with relevant documents from time to time. She should also see to it that every usage of the archives is briefly recorded in a small ledger.

③ The filing plan of the current filing system of the Administration appears to be adequate and need not be changed. A few improvements were discussed with Mrs. Hatanola and written down in my "Notes concerning the present filing system" of 14/2/97.

Unfortunately I can submit my lists and notes only handwritten for lack of electricity for my typewriter. Mrs. Jenda, however, has already started typing them so that I could also obtain a copy of them.

During my 3 months at Nkandabwe I gave priority to the establishment of the Archives and the training of Mrs. Hatanola in view of the limited time of my contract. Although I had to put in quite a few extra hours I liked my work and could leave a lot about your GSDP project. At the same time I want to thank you for your support of my activities hoping that these results will meet with your approval.

With good wishes for the future of GSDP,

Edouard

15 February 1997

Edouard
GM/GSDP Chairperson

G.S.D.P. / G.M.

Archives

- archival record groups
- files of the archives
- magazine stands of the archives
- Guide to the Archives

2/97

ARCHIVAL RECORD GROUPS

Group letter	No. of files	Contents	Years
A	4	GSDP Annual Reports	1970 - 92
B	2	GST meetings	1970 - 94
C	3	GSDP staff meetings	1972 - 91
D	14	GST correspondence	1969 - 94
E	2	GSDP, GRZ correspondence	1970 - 91
F	13	GSDP components	1970 - 94
G	6	GSDP Finances	1971 - 94
H	4	Development /structure/Evaluation/ Project. Policy / future	1970 - 93
I	1	GM History : General and in Zambia	1836 - 1993
J	2	United Church of Zambia	1970 - 86
K	2	Zambia : General information/economy	1979 - 92

FILES OF THE ARCHIVES

2/97

Consecutive No.	File No.	Group and contents		Remarks
1	A1	<u>GSDP Annual Reports</u>	1970 - 79	1975 missing
2	A2	" " "	1980 - 86	
3	A3	" " "	1987 - 92	1989 missing Add 1993
4	A4	Only progress reports	1989 - 91	
5	B1	<u>GST minutes</u>	1970 - 80	
6	B2	" "	1981 - 94	Not comprehensive
7	C1	<u>GSDP staff meetings</u>	1972 - 80	
8	C2	" " "	1981 - 88	1986 missing
		" " "	1989 - 91	Add 1992/93
9	C3	EXCO meetings	1987 - 90	
10	D1	<u>GST correspondence</u>	1969 - 75	
11	D2	" "	1976 - 78	
12	D3	" "	1979 - 80	
13	D5	" "	1982	
15	D6	" "	1983	
16	D7	" " + IRDP I	1983	
17	D8	" " + IRBP II	1984 - 89	
18	D9	" "	1984	
19	D10	" "	1985	
20	D11	" "	1986	
21	D12	" "	1987	
22	D13	" "	1988 - 91	
23	D14	" "	1992 - 94	
24	E1	<u>GSDP Correspondence</u> (transport, wages, NGOs)	1974 - 81 1987 - 91	
25	E2	<u>GRZ correspondence</u> (Ministry, Provincial and District Admin. Agreement GRZ - GM)	1970 - 90	Not comprehensive
26	F1	<u>Component Agriculture</u> (Irrig. policies, general topics)	1970 - 93	
27	F2	<u>Component Agriculture</u> (cattle, rural works, seed, Kafwambila road, etc.)	1973 - 91	

28	F3	Component Agric. (Donkey survey)	1989	
29	F4	Component Nkandabbwe Irrigation	1972 - 94	
30	F5	" BMIS	1972 - 91	
31	F6	" Former Irrigation scheme	1982 - 90	
32	F7	" Workshop, Water Programme	1975 - 90	
33	F8	" GSB, SSVI	1975 - 90	
34	F9	" VSP	1978 - 89	
35	F10	" "	1990 - 92	
36	F11	" Female Extension Programme	1982 - 91	
37	F12	" Health and Food, Maaze Coop. Credit Unions, CUSA, Church work, Naluyanda, ...	1971 - 93	
38	F13	" Tonga Crafts	1974 - 91	
39	G1	<u>Finances</u> : Budgets, expenditures	1972 - 84	83 missing
40	G2	" Budgets, estimates etc.	1985 - 87	
41	G3	" Treasurer's correspondence	1988 - 91	
42	G4	" budgets, financial planning	1988 - 94	
43	G5	" Sales, purchases	1971 - 72	
			1986 - 87	
44	G6	" Receipts only	1988	
45	H1	Gwembe District <u>Development</u>	1986 - 90	
46	H2	GSDP Evaluation report	1971 - 88	
47	H3	" seminars/workshops	1976 - 93	
48	H4	" structure, organisation, policy, future	1974 - 93	
49	I1	<u>GM History</u> : general; in Zambia	1936 - 93	
50	J1	<u>UCZ I</u>	1970 - 74	
51	J2	<u>UCZ II</u>	1976 - 86	
52	K1	<u>Zambia</u> : general information (Tonga people health, politics, bibliography etc)	1979 - 92	
53	K2	<u>Zambia</u> : Economy	1981 - 89	

MAGAZINE STANDS OF THE ARCHIVES (2/1997)

They contain booklets, brochures, studies, articles on the following subjects :

No.	Contents
<u>Blue</u>	
1	<u>Planning and Development studies</u> Various development plans for Gwembe District 1990 : infrastructure, agriculture, fishery development, etc.
2	<u>Development Programmes</u> Siavonga District, progress report 1989, Lake Kariba waterways 1991, Preparatory studies etc.
3.	<u>Agriculture</u> Market for products 1989, Chiyabi Irrigation, grain storage, meteorological data, rural economy of Gwembe South, sea transport system 1989.
4.	<u>Agriculture</u> Livestock, poultry, work oxen, bee keeping, donkeys etc.
5	<u>Agriculture</u> Land use, soil conservation, farming systems, land law policy, Kariba catchment area project 1982 etc.
<u>Grey</u>	
6	<u>Agriculture</u> Produce and inputs 1984, sustainable agriculture, well conservation, agro business etc.
7	<u>Agriculture</u> Food conservation, agricultural strategy, animal power technology, cabbage production, fibre cement roof sheets, sorghum production, water pumps, lima input marketing study and other articles.
7a.	<u>Ring Binder</u> : Land Use Planning guide

No.	Contents
Red	
8	<u>Water</u> Water Aid Technical handbook 1988, Community water Development etc.
9	<u>Health</u> Communicating health 1993, Community Health and Sanitation 1990, hygiene education, PAM news 1993, copy book for development.
10	<u>Community Development</u> Cooperatives, literacy programmes 1957, evaluating community programmes, guide for development workers 1991, Indigenous people 1988.
11	<u>Evaluation</u> Female Extension 1990, staff appraisal 1981, Kariba valley 1982, Water Aid report on GSDP 1992, etc.
12	<u>Evaluation</u> Effectiveness of FECs, practical reports, Siatwiinda 1985. <i>Youth in Limbo (youth employment) 1994</i>

GUIDE TO THE GSDP/GM ARCHIVES

Introduction

The archives of Gwembe South Development Project and of the role played by its two founding fathers, the Gossner Mission in Berlin and the Government of the Republic of Zambia start with documents of 1970 and finish, for the time being, with 1993 and 1994.

Our archives are the institutional memory of GSDP, documenting the concepts, strategies and activities of nearly 25 years. Their value lies in giving evidence and information about project policies, about innumerable transactions, and the people involved in them. They preserve the past for the future so that one can learn from the project's successes and failures. They contain valuable reports and evaluation studies based on practical experience. It is to be hoped that also the stock of agricultural literature contained in the magazine stands should be used by our own staff. That is why the archives room should be accessible to them or to sociologists, development - politologists and historians.

They will find ample information in our paper files, brochures and booklets, which were collected from various places within Nkandabbwe Camp. Their preservation and stock taking from November 1996 till February 1997 was overdue, as some files had already been attacked by ants and termites.

Temporary storage

Several files of the past containing only paid vouchers, lists of wages, and Km allowances were of no immediate value to the archives and were thus placed in "temporary storage" on a separate shelf. It will be in the Coordinator's or Chairperson's discretion to decide, if they should be destroyed in later years.

Organisation of the files

In every file you will find a front sheet in a plastic cover (if here available) containing condensed information about title, time span and contents. Sometimes documents of special interest are mentioned. The disposition decides on removal, temporary storage or permanent storage in the archives.

The usual order within a file (or within a division of the file between index sheets) is chronological, placing the old document at the bottom and the recent one at the top of the file.

Grouping of the files

You will find the files divided into 11 record groups according to subject and labelled with capital letters. A few comments might be helpful ~~be helpful~~ for the user of the archives.

Group A (4 files) collects all Annual Reports providing you with a survey of all project activities. These are the comprehensive reports, often in German, and the components' reports usually in English. Only very few years are missing.

Group B (2 files) collects minutes, financial statements, and important papers discussed in the meetings of the Gossner Service Team, which was of considerable influence particularly in the first years of the Project.

Group C (3 files) contains minutes of GSDP staff and EXCO meetings which gained importance as policy makers in the course of time. Also documents about the staff's constitution and about the role of the Team Leader can be found here (as well as in group D).

Group D (14 files) collects the comprehensive correspondence of the GST with GM Berlin and among themselves. A wide variety of subjects is covered here (structure, project policy, planning, budgets, occasional tensions among the staff, km claims, work in the components etc) and it should be a rich source of information for the researcher. Two files within this group deal with the Integrated Rural Development Project (IRDP) and the controversial discussions about it in 1983/84. It also holds the IRDP annual reports. We realise that in the correspondence among members of GM sometimes both business and private news are contained, which could not be avoided without causing damage to the originality of the documents. Their reader is reminded of his responsibility to respect privacy in such a case.

Group E (2 files) contains correspondence of GSDP and is more concerned with the project administration. The GRZ file of the same group collects the correspondence of GM with Zambian Ministries, Provincial and District administrations. It also contains the first "Agreement for Technical Cooperation GRZ -GM".

Group F (13 files) covers the former and present components and special programmes of GSDP. It also includes church related work.

Group G (6 files) deals with GSDP Finances : budgets, financial statements, budget allocations, correspondence of the GST Treasurer, purchases and sales, receipts, accounts etc. Some documents are kept only to render information about the price index and the living costs of that particular year.

Group H (4 files) collects material on District Development Programmes, team structure, project organisation, matters of policy and strategy and various evaluation reports. For reasons of bulk and format group H-material will also be found in the Magazine stands, e.g. the reports of the Gwembe District Development Programme (GDDP).

Group I (2 files) is about the history of the GM in general and in Zambia, and also deals with the theological aspects of their work.

Group J (2 files) collects correspondence with seminars and activities of the United Church of Zambia (UCZ). A third file kept in the Chairperson's office.

Group K (2 files) offers information about Zambia : the Tonga people, politics, medical advice, economy etc.

The 12 magazine stands hold booklets, brochures, pamphlets and articles which do not fit into arch lever files. Their labels and ^aspecial list indicate their contents.

HOW TO USE THE ARCHIVES

Any member of the project staff who has questions about the project's past is invited to make use of the archives after reporting to the person in charge of it. People from outside should obtain permission by the Coordinator or Chairperson. Finding a special subject or period of time is facilitated by this guide and the lists of all 53 files and the 12 magazine stands of our project archives, indicating file number, contents and years.

Lending out files is only possible in exceptional cases and should be correctly recorded in a special ledger. The user must bear in mind that some records will contain Confidential material (complaints, evaluations, staff matters) about living people and he should observe utmost discretion. Furthermore, as archives bear an official character and give evidence of actions and opinions, it goes without saying that nothing may be changed or removed.

The future (supplementation)

In the course of time the archives should be supplied with new material after careful appraisal, if it is worth preserving. Our classification system easily allows further addition of files to the existing groups. An office clerk has been made familiar with our archives and will be pleased to assist you.

February, 1997

Achim Von Dombois

P.S. The archives and this guide were compiled in Nkandabwe Camp by Achim Von Dombois of the German Senior Expert Service (Bonn).

ABBREVIATIONS

1. GSDP - Gwembe South Development Project
2. GST - Gossner Service Team
3. GM - Gossner Mission
4. GRZ - Government of the Republic of Zambia
5. PAO - Provincial Agricultural Office
6. DAO - District Agricultural Office
7. TEEZ - Theological Education by Extension in Zambia
8. KEG - Kommission der europ. Gemeinschaft
9. EEC - European Economic Council
10. CUSA - Credit Union and Savings Associations of Zambia
11. CUSO - Canadian University Service Overseas
12. FEC - Farmers' Executive Committee
13. CIDA - Canadian International Development Agency
14. IRDP - Integrated Rural Development Programme
15. UCZ - United Church of Zambia
16. FEP - Female Extension Programme
17. VSP - Valley Self-help Promotion Society
18. GSB - Gwembe South Builders
19. SSVI - Small Scale Village Industries

February, 1997

:gmh...

EINGEGANGEN

4 6. Jan. 1996

Erl.

GWEMER SOUTH DEVELOPMENT PROJECT

ANNUAL PROGRESS REPORT

FOR THE YEAR ENDING

DECEMBER, 1995

(extract).

management

1995 WORK PROGRAMME AND BUDGET
GWEMBE SOUTH DEVELOPMENT PROJECT

Main project activities

The project at present has 9 components :

1. Administration (Service unit) including Mechanical workshop
2. Buleya Malima Irrigation Scheme
3. Sustainable Agriculture
4. valley Self Help promotion Society
5. Gender and Development programme
6. Small scale village Industries
7. Rural Works
8. Special Activities programme
9. Village water supply and sanitation

1. Service unit (Administration)

- Managed project administration and coordination
- prepared GSDP budget and ensured correct accounting of funds
- Monitored and evaluated project activities
- Conducted Senior Staff meetings; centred on policy issues
- Conducted EXCO meetingd for GSDP
- Represented GSDP at all levels
- Maintained GSDP staff houses and offices
- Arranged for educational tours and staff trainings (started training for the book-keeper).
- Supported the Mechanical workshop in :
 - servicing vehicles and motor bikes and lorries
 - attending to local customers (welding and blazing cooking pots and making strong burglar doors with frame)
 - repair of farm implements
 - maintenance of grinding mills at Sinakoba and Kafwambila
- managed the camp maintenance in :
 - welding burglar doors/windows
 - installation of new drums for Rhodesian boilers
 - repairing showers - removing old pipes by replacing them with new ones, replacing old toilet pans with new ones.
- Repaired roofing sheets.

Responsible officers :

GSDP Chairperson	- Helga Lieby from 10/95 - taking over 12/95
GSDP Coordinator	- S.D. Munsanda
Acting Chairperson	- K. Waldschütz

2. Buleya Malima Irrigation Scheme

General

1. The scheme was registered into a cooperative society

2. We installed a new bore hole pump for domestic water. However, staff houses were not renovated due to insufficient funds.
3. Continued with efforts to guide the board of directors towards managerial and financial self reliance
4. We managed to secure some funds from MAFF for reconditioning and maintenance of irrigation pumps. Hopefully to be done in January 1996.
5. Maintained the orchard canal to required standard.

Orchard : Activities carried out

- a. Main orchard :
 - transplanted 236 trees as replacement in vacant stations
 - carried out irrigation to the orchard, also employed watchmen during harvest period
 - carried out orchard sanitation activities
 - weeds, vermite and pest control
 - sold fruits about 24084.5kg relised K6.038,000.-
 - both top and basal fertilizers were applied to the trees.
 - b. New orchard :
 - planted 60 new trees which nearly died because of lack of water and invasion of goats. However, most trees are alright.
6. The management assisted the board in running the marketing truck at a cost saving basis.
We also managed to save some money with GSDP for its replacement.
We separated marketing truck income from the scheme.

Due to the severe drought the farmers did not do any irrigation in the scheme. Thus farmers activities are not reflected in the report.

Responsible officers :

K.S. Mulemwa	- Scheme Manager
A. Kreiter	- Advisor
H. Yoshimura	- Horticulturist

3. Sustainable Agriculture

1. Nursery improvement at Kanchindu, a source for soil fertility improvement and agro forestry activities with farmers.
2. Agronomic trial was set up at Kanchindu to check on compatibility of cereals and legumes.
3. Conducted two workshops for project planning at district and provincial levels.

4. Four zambian participants attended a Land use Design course in zimbabwe.
5. Distributed vetiver grass to thirty farmers in muziyo area
6. Conducted an environmental awareness campaign through nine mobile courses in muziyo and Siamuchala areas.
7. Conducted a legumes production, storage and utilization mobile course with UNDP/FAO project.
8. Conducted a basic soil and water conservation for community Agricultural workers.
9. participated in evaluation of the Naluyanda Integrated project.
10. Attended routine activities - senior staff and team meetings.

CONSTRAINTS

The 1994/95 season was a complete disaster for the agricultural community as the project area received less than quarter of its expected annual rainfall. There was complete crop failure and a lot of animals died of thirsty and hunger (no grazing grass).

Responsible officers : B.Z. Lungu - Advisor
N. Samboko - Extension worker

4. valley self help promotion Society : Activities - truck hire

VSP has a truck which the Society hires out as a service to the community. During the period under review, the truck was being hired to organisations, individuals and to government projects like GSDP and schools.

Total income earned	18.250,000.
Expenditure for repairs, fuel, oil and salaries	15.895,340.
Net	2.354,660.-

Maize and mealie-meal

The Society also traded in maize and mealie meal through out the district. 500 bags of maize were bought at K12,500.- = 6.250,000.- The maize was sold at different prices depending on distances. So K7.200,000.- was earned. Expenditure for transport and salaries was K565,000.- So K385,000.- was the profit on mealie-meal we spent K4.329,600.- and this was sold at different prices. Total earnings = K5.166,000.- K836,400.- was our gross profit.

Hammer mills

There are six hammermills in the whole district which were installed for the communities as services to them.

Education programme

The Society sent a book-keeper for training. A Field Education officer was also engaged who would be responsible for education of the committee members.

A two days workdhop was conducted in june for Grindingmills operators and nepot agents. 16 participants attended.

one day serminar was conducted at Kafwambila and 82 people attended. A meeting was also conducted at Syampondo where 93 people attended and many other places had such meetings.

Seed programme

The Society distributed maize seed worth K2.250,000.- throughout the district. Distributed also was peal millet worth K250,000.-

Brick making

The Society made 55 thousand bricks for the building of offices in Sinazeze. An amount of K850,000.- was spent to make these bricks.

Responsible Officers :

K. Waldschütz - Advisor
R. Makala - Manager up to 10/95

5. Gender and nevelopment programme

As a contribution to GSDP goal of improving living standards of people in Sinazongwe pistrict, the main objectives of Gender and nevelopment component are :

1. to raise gender awareness among the different levels of Society by conducting workshops
2. to enable women establish viable economic income generating activities by promoting leadership and survival skills among women

The following workshops were held :

- a. In May Nanyangu women's group and their spouses workshop was held.
- b. In Mweemba area, village Headmen and their spouses attended a workshop in May
- c. In June Sinakoba women's group and spouses jointly with GTZ visitors had a workshop
- d. Two workshops took place in July. These were with Chiyabi and Sinamalima teachers, government and NGO workers and their spouses had a workshop.
- e. In August Mwezya teachers, PTA members, the women's group and their spouses had a workshop
- f. Government, NGO workers and Church leaders were exposed to gender issues during a workshop in September
- g. As part of the follow up of previous workshops with teachers, grade 7 and 9 pupils from five schools attended a workshop. This took place in October.
- h. In October pengeza women's group, teachers at the school and their spouses participated in a gender awareness workshop.

A planned workshop with Small Scale Village Industries Executive Committee members did not take place due to poor attendance. It is planned for early in the new year.

Due to drought, work with women's groups on economic activities did not proceed as hoped for. Women were away most times from their homes in search of food or sources of getting mealie meal. Nevertheless supervision of five individual women's activities took place, plus one group. The five women who were loaned start up revolving funds are engaged in poultry keeping, baking and trading. Supervision of Sinakoba women's group grindingmill continued. The drawback has been lack of adequate supply of maize resulting in poor returns.

The component during 1995 created and maintained networks with other organisations within and outside the district. The contacts were made with Catholic Church, Home Economics, Training sections, Mindolo Ecumenical Foundation - Kitwe, Harvest Help of Zambia - Siavonga, Maluyanda Integrated project, Lusaka, GTZ in Siavonga who visited Sinakoba and organised the Zambia market fair on participatory methods. Contacts were also established with Mwengo, an eastern and Southern Africa development organisation, specialization in development reflections of NGOs. The organisation hosted a workshop in Lesotho on impact evaluation. The World Council of Churches organised a meeting in South Africa to review the impact of Structural Adjustment programme on women and children.

Sepo women's group from Livingstone visited the component as well as Malawi Christian Service committee. These were women from different groups who made a return visit to see what work is done by GSDP after a visit by some staff from Zambia.

Responsible officers :

Gender and development Advisor - E. Maluma
Gender and development Animator - L. Hamusiya

6. Small scale village industries

1. formation of Executive Board and election of office bearers
2. Workshop in book-keeping for Syabaswi carpenters and bicycle repairers.
3. preparation course for Stone House carpenters for grade five trade test.
4. on the job training to upgrade skills for leather workers
5. organised a feasibility study on food processing
6. organised a pre-course in business management for future participants in food processing
7. preparation of acquisition of title deeds for Sinazeze and Syabaswi craft centres.
8. counselling of existing artisans

CONSTRAINTS

The artisans under SSVI had problems in marketing their goods due to lack of financial potentials caused by the drought. Decision making by community based bodies (SSVI Executive Board) are more time taking enforced by the poor infrasture in communication.

Responsible Officers :

SSVI Advisor - Winfred niete
SSVI Programme officer - B M phiri

7. Rural Works

Worked on the following things :

Carry over jobs on the dams at Sinakoba, muuka, Nyanga, Siazwela A and B.

New places were started at Siansalama - Siampondo area, finished foundation at Sinalupilo - Kafwambila area, Nyanga B, being on construction, Chikoyo - foundation level Sulwegonde still under construction Gamela under construction

Chaande " "
Simagwali " "
Siamvwemu " "

Some sites were surveyed and the list was handed to the council Also compliting of food storage at muziyo, Sinakoba and Siawaza.

Camp maintenance was done in nkandabbwe.
At Kafwambila - building grinding mill house.

Responsible officers :

Rural Works programme Officer - W. ncite
Rural Works Assistant - S. Siazinkwa

8. Special Activities

1. Trinity Church - nkandabbwe
 - i. received 2 pockets of cement
 - ii. Transport to ferry building sand
2. St. Emmanuel Church - mwezya
 - i. received roofing sheets (iron sheets)

responsible officers :

9. Water and Sanitation

The number of boreholes maintained	12
Wells constructed	4
Wells repaired/deepened	3

All communities assisted in the programme were advised to form a water committee and build a fence around the water point to keep out animals.

An agreement was signed with the district council to lay down standard conditions communities must meet before assistance is given from the council or GSDP.

GSDP supplied to the village water committees :

- 8 well buckets
- 10 chains
- 12 windlasses

The programme received :

- 5 tonne Nissan truck
- 1 hand auger drilling set
- 5 Afrideu hand pumps (from CMMU)

Responsible officers :

Advisor T. Yates
Water programme officer - A.D. Syabunkululu

:gmh...

FUNDING RECEIVED BY GSDP IN 1995

GRZ	59.000,000.-	
Gossner mission	66.949,112.56	(inclusive of bread for the world)
Special donations :		
Dam construction	60.928,505.-	
SSVI	11.200,000.-	

NOTE :

Expenditures will be reflected on the project's income and expenditure statements ie (water Aid)

GOSSNER MISSION/GSDP: FUTURE WORK IN SINAZONGWE DISTRICT

1. INTRODUCTION

SEE PAPERS: EINIGE GEDANKEN ZUM GSDP (D. KEMPEN, GERMAN EMBASSY, LUSAKA, JAN. 1995)

ZUR ZUKUNFT DER ARBEIT DER GOSSNER MISSION IN ZAMBIA (LUIG, SEPT. 1995)

THE APPROACH OF GSDP APPLIED SO FAR HAS BEEN LARGELY INEFFECTIVE AND SHOULD NOT BE CONTINUED. BUT GOSSNER MISSION IS PREPARED TO KEEP ON WORKING IN SINAZONGWE DISTRICT IN A SMALLER SCALE AS PART OF A GRASSROOT-ORIENTED PROGRAMME IN SOUTHERN AFRICA (ZAMBIA, ZIMBABWE, RSA). IN ORDER TO AVOID MISTAKES MADE IN THE PAST, THE FOLLOWING PRINCIPLES ARE BEING SUGGESTED:

- TO STRENGTHEN LOCAL INITIATIVES WITHOUT CREATING DEPENDENCIES
- TO WORK WITH QUALIFIED ZAMBIAN STAFF WHEREVER POSSIBLE
- TO SEEK ESTABLISHING COOPERATION WITH ZAMBIAN ORGANISATIONS IN VIEW OF A POSSIBLE HANDING OVER OF PROGRAMMES
- TO FACILITATE DIALOGUE AND COOPERATION AMONG VARIOUS SELFHELP INITIATIVES (BUILDING OF REGIONAL NETWORKS) AND AMONG GROUPS IN SOUTHERN AFRICA AND IN EUROPE (BUILDING OF GLOBAL NETWORKS)
- TO SEEK COOPERATION WITH OTHER DEVELOPMENT AGENCIES FOR FUNDING AND EXPERTISE.

2. CURRENT GOSSNER MISSION/GSDP ACTIVITIES

IN VIEW OF THE ONGOING RE-ORGANISATION OF GSDP, THE FOLLOWING CLASSIFICATIONS OF GSDP PROGRAMMES WERE MADE:

- A) PROGRAMMES WHICH CONTINUE ON THEIR OWN
- B) PROGRAMMES WHICH CAN BE HANDED OVER TO OTHER LOCALLY OPERATING ORGANISATIONS
- C) PROGRAMMES WHICH DEPEND ON GSDP (I.E. EITHER A) OR B))

IT IS SUGGESTED THAT OF THE CURRENTLY EXISTING GSDP PROGRAMMES

- VSP WILL HAVE TO CONTINUE ON ITS OWN AFTER THE END OF CONTRACT OF K. WALDSCHÜTZ (30.4.1996)
- BMIS WILL BE HANDED OVER TO THE PAO'S OFFICE WHILE GM WILL PAY THE SALARY OF A ZAMBIAN ADVISOR (IN ADDITION TO THE JAPANESE IRRIGATION ENGINEER POSTED AT BMIS)
- SSVI WILL BE DISCONTINUED AT THE END OF W. DIETE'S CONTRACT 3/97

THE PERFORMANCE OF THE REMAINING PROGRAMMES/ACTIVITIES SHOULD BE EXAMINED IN VIEW OF THE FOLLOWING QUESTIONS:

- DOES THE PROGRAMME REALLY ADDRESS THE URGENT NEEDS OF THE LOCAL PEOPLE?
- DOES THE PROGRAMME INVOLVE AND STIMULATE LOCAL INITIATIVES?
- ARE THERE POSSIBILITIES OF COOPERATING WITH OTHER ORGANISATIONS/GROUPS WORKING IN THIS FIELD?
- HOW SERIOUS WOULD BE THE CONSEQUENCES IF THE PROGRAMME WAS STOPPED?

3. ONGOING GSDP-PROGRAMMES

3.1 GENDER DEVELOPMENT PROGRAMME

STAFF: ADVISOR (E. MALUMA, GM), ANIMATOR (L. HAMUSIYA)

FUNDS 1996:

GRZ K	12.636.000	=	DM 19.440.00
GM K	7.498.000	=	DM 11.535.38
SALARY MALUMA			DM 27.600.00

NOTES/QUESTIONS:

- ASSESSED OR OBSERVED EFFECTS OF CONSCIOUSNESS RAISING?
- ARE PARTICULAR TARGET GROUPS IDENTIFIED AND ADDRESSED (E.G. FEMALE HOUSEHOLD HEADS, WIDOWS, DIVORCED OR DESTITUTED WOMEN)?
- ARE LOCAL CONGREGATIONS (GIRL'S BRIGADES, SISTERHOODS ETC.) AND SCHOOLS (TEACHERS, PTA'S) INVOLVED?

3.2 SUSTAINABLE AGRICULTURE

STAFF: AGRICULTURAL ADVISOR (B.Z. LUNGU), EXTENSION OFFICER (GRZ)

FUNDS: BREAD FOR THE WORLD FOR 3 YEARS (ALL EXPENDITURES INCLUDED) DM 193.000.00

FUNDS 1996: K 26.844.000 = DM 41.298.00
SALARY LUNGU DM 27.600.00

NOTES/QUESTIONS:

- ARE THERE CLEAR AND OPERATIONABLE OBJECTIVES AND PLANS OF ACTION (SEE WORKSHOP FINDINGS)?
- IS THE INTENDED COOPERATION WITH GRZ-SERVICES, VSP AND SSVI A REALISTIC PROSPECT?

3.3 WATER AND SANITATION PROGRAMME

(IN COOPERATION WITH WATERAID)

STAFF: WATER PROGRAMME OFFICER (A. SYANBUNKULULU)

FUNDS 1996: GRZ K 14.250.000 = DM 21.000.00
WATERAID K 37.070.000 = DM 100.461.00
GM K 11.650.000 = DM 17.923.00
OTHERS K 40.000.000 = DM 61.538.00

NOTES/QUESTIONS:

- DO PEOPLE ACCEPT THE CHANGE FROM A SERVICE PROGRAMME TO A TRAINING AND ANIMATION APPROACH?
- ARE WOMEN INVOLVED IN THE PROGRAMME?

3.4 RURAL WORKS (DAM & WEIR CONSTRUCTION)

STAFF: RURAL WORKS ASSISTANT (W. NCITE, GRZ)

FUNDS 1996: CHRISTIAN AID (1995/96) K 60.000.000 = DM 92.548.00
GRZ K 960.000 = DM 1.476.92
GM K 720.000 = DM 1.107.69

NOTES/QUESTIONS:

- IN HOW FAR DOES THE PROGRAMME DEPEND ON THE COMMITMENT OF MR NCITE?

3.5 PAM

STAFF COORDINATOR IF REQUIRED

FUNDS 1996: MET BY DONORS

NOTES/QUESTIONS:

- CAN THE PROGRAMME BE IMPLEMENTED IF VSP MIGHT NOT BE IN THE POSITION TO ASSIST?
- CAN A COORDINATOR BE RECRUITED FOR A SHORT TERM ONLY AND CAN THE/SHE BE FINANCED BY OTHER DONOR FUNDS?
- ARE THERE OTHER AGENCIES WHO COULD DO THE JOB IF NECESSARY?

3.6 CHURCH WORK AND SOCIAL ACTIVITIES

NO PARTICULAR STAFF

FUNDS 1996: GM: K 6.000.000 = DM 9.230.76

NOTES/QUESTIONS:

- SHOULD SOCIAL ACTIVITIES NOT BE GIVEN MORE ATTENTION IN VIEW OF THE OTHER HARDSHIPS OF LIFE IN THE VALLEY (E.G. BY SUPPORTING CHURCH CHOIR COMPETITIONS, OTHER SOCIAL EVENTS, SOCIAL ACTIVITIES AT/OR PROVISIONS OF READING OR TEACHING MATERIALS FOR SCHOOLS)?

3.7 SSVI

FUNDS 1996: GRZ K 22.849.000 = DM 35.152.00
 GM K 13.339.000 = DM 20.521.00
 OTHERS K 29.000.000 = DM 44.615.00

SALARY DIETE = PAID BY GDS

4. CONCLUSIVE CONSIDERATIONS

GSDP PROGRAMMES:

- GENDER DEVELOPMENT PROGRAMME AND SUSTAINABLE AGRICULTURE FOCUS MAINLY ON CONSCIOUSNESS BUILDING WHICH IS HARD TO ASSESS. INDICATORS MUST BE DEFINED IN ORDER TO BE SURE OF A SUCCESSFUL PROGRAMME IMPLEMENTATION. THESE PROGRAMMES SHOULD BE EVALUATED AT CERTAIN INTERVALLS.
- RURAL WORKS AND WATER SANITATION FOCUS ON PRACTICAL IMPROVEMENTS. WATER AND TRANSPORT ARE KEY ISSUES IN THE VALLEY. INTERLINKING WITH GENDER DEVELOPMENT PROGRAMME AND SUSTAINABLE AGRICULTURE IS POSSIBLE AND RECOMMENDED.
- PAM IS PROBABLY THE MOST APPRECIATED (AND NEEDED) ACTIVITY OF GSDP.
- CHURCH WORK AND SOCIAL ACTIVITIES MAY BE OF HIGHER IMPORTANCE FOR THE PEOPLE THAN RECOGNISED BY GSDP. WELL CONSIDERED ALLOCATION OF SMALL SUMS OF MONEY MIGHT INSPIRE PEOPLE AND BOOST THEIR MORALS EVEN WITHOUT HEAVY INVOLVMENT OF GM-STAFF.

GENERAL POLICY MATTERS

- DUE TO ITS LONG INVOLVEMENT IN DEVELOPMENT WORK IN SINAZONGWE DISTRICT GM/GSDP HAS AQUIRED A GOOD REPUTATION WHICH MIGHT BE DAMAGED IF CHANGES ARE MADE TOO DRASTICALLY OR IF THEY FAIL TO RESPOND TO THE URGENT NEEDS OF PEOPLE. FOR LOCAL PEOPLE SOLIDARITY IS PRIMARILY A PRACTICAL MATTER.
- SUSTAINABILITY CAN HARDLY BE EXPECTED AS LONG AS THE OVERALL ECONOMIC AND SOCIAL CONDITIONS OF ZAMBIA REMAIN UNSTABLE. THIS INSIGHT DOES NOT CONTRADICT BUT RATHER SUPPORTS THE NEED FOR PATIENT CONSCIOUSNESS-BUILDING AND THE PURSUANCE OF A SELF-HELP APPROACH. THIS MAY BRING ABOUT NEW PROSPECTS FOR THE PROJECT POLICY.
- IT SEEMS TO BE UNLIKELY THAT ONE OF THE GSDP PROGRAMMES MENTIONED UNDER 3. CAN IN FUTURE CONTINUE WITHOUT GSDP. THEREFORE IT MUST BE DECIDED WHETHER OR NOT AND UNDER WHICH CONDITIONS AND FOR WHICH PERIOD OF TIME GM IS WILLING TO CONTINUE WITH A NEWLY DESIGNED "SMALL SCALE GSDP".
- ALL ONGOING GSDP PROGRAMMES DO INVOLVE FUNDS AND PARTLY PERSONNEL OF OTHER DONOR AGENCIES. CAN SUCH COOPERATION BECOME A DEFINITE PART OF GSDP OPERATIONS AND PROGRAMME POLICY?

MARCH 1996, U. LUIG

GWEMBE SOUTH DEVELOPMENT PROJECT

DRAFT

TITLE : GM/GSDP : future work in sinazongwe district

OPENING REMARKS

We are grateful for your comments on the future work in sinazongwe district by GSDP and we would like to respond to some of the issues mentioned in your draft paper as below ;

- We would be grateful to know the goal of Gossner Mission and its expectations in relation to development policies in the valley.
- We would like to have an understanding of the statement "The approach of GSDP applied so far has been largely ineffective and should not be continued?"
- Did you read and consider our reports on training for transformation and development and methods of empowerment?
- We would be grateful if we know some of our mistakes we have been making in the past.

In the above stated principles we have tried to make some improvements like ;

- strengthening local initiatives like nam construction, SSVI, VSP and FAM activities are now carried out by local communities.
- An effort is being made by employing qualified zambian staff to up-grade their standard.
- The water programme is working with district water programme. Gender development is working with the government staff just as nam construction with government staff as well.
- SSVI is working with the local committee. VSP is already on its own. RMIS is now a multi-purpose cooperative and is working under ASIP which is a government programme.
- The regional cooperation among various selfhelp initiatives eg MR KUYEYA coming for a visit from zimbabwe to zambia.
- global net works would be a bit too expensive for us. We would learn a lot within zambia and may be at regional level not necessary a global approach.

Cooperation with with other development agencies for funding and expertise,

e.g. GDS funding business management course.

Most project components started some cooperation with other development agencies. However this was not always encouraged by GM.

2. The RMIS is now a registered cooperative and could not be handed over to the PAO's office. RMIS should be left to decide on the staffing in contact with the PAO's office (the issue of zambian Advisor does not arise).

In our view because of the support we are receiving now and possibly in future as regards cooperation with other development agencies for funding projects will seek other donor agencies for funding.

If GSDP is not supported through adequate funding, then the development of the valley community and the district as a whole will suffer greatly.

ON GOING GSDP PROGRAMMES

Gender development

- more women are now involved in the small scale developments, eg VSP has women running the muziyo hammer mill.

The question of consciousness raising has been done with different levels of women (girls, brigades, sisterhoods, teachers, PTAs). What we are doing here is planting the seeds but it may take long to see the results e.g. the government under the Ministry of Education has started including this programme for women in their curriculum and besides this programme has been going on only since 1993 (see annual reports and gender workshop reports).

Sustainable Agriculture

Let Mr Lungu speak for the programme.

Water and sanitation

- on gender balance ; there is a deliberation policy that in each committee should comprise half the number of men and half women.
- Right now the area is being prepared into a catchment area and that the process of training and animation is under way.

Unicef in conjunction with GSDP staff are wanting to empower the people through training under water Aid although the programme is still behind schedule because funds are available already. The women are also to be included in this training of pump repairs.

- for now the water and sanitation programme is still primarily a service.

Rural Works

- The correction should be made to Germany that Mr Giazinkwa is the Assistant and that Mr W. Noite is the officer.

3/.....

- 3 -

Link to Sustainable Agriculture

The link which is there is on a small scale and need to be enlarged.

The committee has been set up of experts both from government and Africa in the programme of dam construction. This shows that Mr Ncote is not alone in spear heading programme.

Experts : Land Use officer, District water Engineer, water Engineer - Africa, District Agriculture Engineer and the communities are involved at every dam site.

PAM

- Is not a GSDP component and the programme is over by now.
- Ms Maluma to give a report on the PAM programme (see attached report).
- VSP - Mr Waldschütz would give a comment.

Church work and Social activities

- No variation from our 25% contribution to Church or Social activities.
- The GSDP does not want to create a dependency syndrome with the community.

4. GSDP PROGRAMME

- Gender development - indicators are already beginning to be shown in the local committees more and more women are getting into committees.

Mr Lungu to speak on Sustainable Agriculture.

Some of the conclusive considerations are contrary to GSDP's meeting its objectives. e.g. the allocating of small sums of money to Church work and that PAM is the most appreciated and needed activity of GSDP.

General policy matters :

No remarks, but just that we find some contradictions in the paper. e.g. The strengthening of local initiatives written somewhere in the paper again we read that we must give little support to Church and Social activities.

PAM is not a GSDP component but, we read that PAM is the most needed activity.

:gmh...

Meeting, 16 May 1996

Gossner Mission / GSOP: future work in
Sinauongo District

Present

Solomon Siadibbi	-	GSOP Bookkeeper - <i>Siadibbi</i>
HIROAKI YOSHIMURA	-	BMIS Advisor - 吉村浩章
Ethna Malunga	-	Gender ^{Prog.} Advisor <i>Malunga</i>
Karl Waldschuetz	-	VSP Advisor <i>Karl Waldschuetz</i>
Patricia C. Birtwistle	-	" Bookkeeper <i>Pat</i>
W. Nante	-	Rural work assistant
G. M. Hadenlo	-	Typist <i>Hadenlo</i>
B. M. MUKHA	-	USP Manager <i>Mukha</i>
H. Lieby	-	Chairperson <i>Lieby</i>
CLIFF Hamwinda	-	CDO / water programme

Absent

Winfried Dichte	-	with apology
C. Hamwinda	-	(Present just for 1 point)
A. Syabunkulu	-	
K. Mulemwa	-	with apology
K. Muleya	-	
R. Smith	-	Attending a workshop in LISABO
A. Simale	-	" " "

GWEMBE SOUTH DEVELOPMENT PROJECT ADMINISTRATION AND
COORDINATION OF PROJECT COMPONENTS TO THE YEAR 2000

Gwembe South Development Project a joint venture which started 24 years ago in 1970. The partners are GRZ and Gossner Mission of Germany - Berlin. Several project components were started as follows:-

1. GSDP Workshop
2. Buleya Malima Irrigation Scheme
3. Nkandabbwe Irrigation Scheme
4. Siatwiinda Irrigation Scheme
5. Female Extension
6. Nutrition Programme
7. Land Use Programme
8. Water Development Programme
9. Small Scale Village Industries
10. Rural Works Programme
11. Valley Self Help Promotion Society
12. Maaze Consumer Cooperative Society
13. Credit Union and Savings Association (CUSA)
14. Seed Programme
15. Tonga Crafts
16. Tonga Museum
17. Church Work
18. Administration

The initiation of these programmes was meant to assist the people in Gwembe valley to overcome the disturbances caused by resettlement in connection with the formation of Lake Kariba. According to the agreement for Technical Cooperation, rural development work was started in the area, funded and staffed jointly by the Government of the Republic of Zambia (then Ministry of Agriculture) and Gossner Mission of Federal Republic of Germany.

POLICY OF GSDP ADMINISTRATION AND COORDINATION

Basically the policy of GSDP is to initiate viable project components administer and coordinate. Eventually promote sustainability of each and every component that proves capable of standing on its own. Because of this strong policy out of 18 components only 9 to date exist. They are as follows:-

1. GSDP Coordination and administration
 2. GSDP Workshop
 3. Buleya Malima Irrigation Scheme
 4. Water Programme
 5. Valley Self Help Promotion Society (VSP)
 6. Small Scale Village Industries (SSVI)
 7. Female Extension Programme
 8. Sustainable Agriculture
 9. Special activities/Church work
2. Rural Works

FUTURE POLICY OF ADMINISTRATION AND COORDINATION

As per request from Gossner Mission of phasing out by the year 2000, the following steps will systematically be undertaken:

- a) Reduction of components as per each programme policy
- b) Reduction in funding each programme
- c) Reduction in staffing each programme
- d) Establishment of own Registry filing and Typing pool
- e) Movement of component to own site as need arise
- f) Monitor performance from a distance where possible only give technical know how.
- g) Complete withdrawal of Administrative set up by the year 2000 if found fit for eg Female Extension and Sustainable Agriculture which have just been initiated.

GRZ STAND/POLICY

In line with the agricultural sector investment programme (ASIP) guidelines, the various Departments in the subsector are emphasizing on "Programmes" and not "Projects". The meaning of this is that all existing projects should be fused into ASIP and not operate as parallel systems. In Extension (MAFF) "Indegenising" the projects. That is to say these projects will be managed by either District Agricultural Officers or Provincial Agricultural Officers, no project Coordinators as projects will be merely ("Components" of provincial extension programmes. The resource requirement for such projects will be provided by through the Provincial Agricultural Officers' office.

IN CONCLUSION

Please for details of each components' sustainability refer to individual programming to the year 2000.

S.D. MUNSANDA
PROJECT COORDINATOR.

mk

27th October, 1994

Funds 1996

For internal use only

Gossner Mission/GSDP: future work in Sinazongwe District

1. Introduction

see papers:

Einige Gedanken zum GSDP (D. Kempken, German Embassy, Lusaka, Jan. 1995)

Zur Zukunft der Arbeit der Gossner Mission in Zambia (Luig, Sept. 1995)

The approach of GSDP applied so far has been largely ineffective and should not be continued: But the Gossner Mission is prepared to keep on working in Sinazongwe District on a smaller scale as part of a grassroot-oriented programme in Southern Africa (Zambia, Zimbabwe, RSA). In order to avoid mistakes made in the past, the following principles are being suggested:

- to strengthen local initiatives without creating dependencies
- to work with qualified Zambian staff wherever possible
- to seek establishing cooperation with Zambian organisations in view of a possible handing over of programmes
- to facilitate dialogue and cooperation among various selfhelp initiatives (building of regional networks) and among groups in Southern Africa and in Europe (building of global networks)
- to seek cooperation with other development agencies for funding and expertise.

2. Current Gossner Mission/GSDP activities

In view of the ongoing re-organisation of GSDP, the following classifications of GSDP programmes were made:

- a) programmes which continue on their own
- b) programmes which can be handed over to other locally operating organisations
- c) programmes which depend on GSDP (i.e. neither a) nor b))

It is suggested that of the currently existing GSDP programmes

- VSP will have to continue on its own after the end of contract of K. Waldschütz.
- BMIS will be handed over to the PAO's office while GM will pay the salary of a Zambian adviser (in addition to the Japanese irrigation engineer posted at BMIS).
- SSVI will be discontinued after the end of contract of W. Diete. 3/97

The performance of the remaining programmes/activities should be examined in view of the following questions:

- Does the programme really address the urgent needs of the local people?
- Does the programme involve and stimulate local initiatives?
- Are there possibilities of cooperating with other organisations/groups working in this field?
- How serious would be the consequences if the programme was stopped?

3. Ongoing GSDP programmes

3.1. Gender development

Staff: 1 Adviser (E. Maluma, GM), 1 Animator (L. Hamusia, GRZ)

Funds: GRZ: K 7.080.000/DM ; GM: K 6.620.000/DM

(Salary E. Maluma included?) NO K 7.498.000

DM 11.535,38

GRZ: 12.636.000 K
19.440,- DM
27.600,- DM

Notes/questions:

- assessed or observed effects of consciousness raising?
- are particular target groups identified and addressed (e.g. female household heads (widows, divorced or destitute women))?
- are local congregations (girls' brigades, sisterhoods etc.) and schools (teachers, PTAs) involved?

3.2. Sustainable Agriculture

Staff: 1 Agricultural Coordinator (B.Z. Lungu), 1 Extension Officer (? GRZ)

Funds: Bread for the World for 3 years. (all expenditure included?)

insgesamt
DM 133.000,-

1996: K 26.844.000

DM 41.238,00

DM 27.600,-

Gehalt Lungu

Notes/questions:

- are there clear and operationable objectives and plans of action (see workshop findings)?
- is the intended cooperation with Govt services, VSP, and SSVI a realistic prospect?

3.3. Water and Sanitation Programme (in cooperation with Water Aid)

Staff: 1 Water Programme Officer (A. Syabunkululu)

Funds: GRZ K 16.150.000/DM ; GM: K 2.500.000/DM

Water Aid K 37.070.000/DM

GZ K 14.250.000/DM 21.000,-

GM K 11.650.000/DM 17.923,-

others K 40.000.000/DM 61.538,-

DM 100.461,-

Notes/questions:

- do people accept the change from a service programme to a training and animation approach?
- are women involved in the programme?

3.4. Rural works (dam and weir construction)

Staff: 1 Rural Works Assistant (W. Ncite, GRZ)

Funds: GRZ K 11.400.000/DM

; GM: K 3.200.000/DM

plus some funds from Christian Aid

insgesamt a. DM 32.548,- CA

K 60.000.000,-

GZ K 360.000 DM 1.476,92

GM K 720.000 DM 1.107,69

Notes/questions:

- in how far is the programme linked to Sustainable Agriculture (2) and Water and Sanitation (3)?
- in how far does the programme depend on the commitment of Mr. Ncite?

3.5. PAM

Staff: 1 coordinator if required

Funds: met by donors. (total costs?)

Notes/questions:

- can the programme be implemented if VSP might not be in the position to assist?
- can a coordinator be recruited for a short term only and can he/she be financed by other donor funds?
- are there other agencies who could do the job if necessary?

3.6. Church work and social activities
no particular staff, minimal funds

GM: K 6.000.000 DM 9.230,76

Notes/questions:

- should social activities not be given more attention in view of the other hardships of life in the Valley (e.g. by supporting church choir competitions, other social events, social activities at, or provision of reading or teaching materials for, the schools)?

4. Conclusive considerations**GSDP programmes:**

- "Gender development" and "Sustainable Agriculture" focuss mainly on consciousness building which is hard to assess. Indicators must be defined in order to be sure of a successful programme implementation. These programmes should be evaluated at certain intervals.
- "Rural works" and "Water and Sanitation" focuss on practical improvements. Water and transport are key issues in the Valley. Interlinking with "Gender development" and "Sustainable Agriculture" is possible and recommended.
- PAM is probably the most appreciated (and needed!) activity of GSDP.
- "Church work" and "Social Activities" may be of higher importance for the people than recognised by GSDP. Well considered allocation of small sums of money might inspire people and boost their morale even without heavy involvement of GM staff.

General policy matters:

- Due to its long involvement in development work in Sinazongwe District GM/GSDP has acquired a good reputation which might be damaged if changes are made too drastically or if they fail to respond to the urgent needs of the people. For local people, solidarity is primarily a practical matter.
- Sustainability can hardly be expected as long as the overall economic and social conditions of the country remain unstable. This insight does not contradict but, rather, supports the need for patient consciousness-building and the pursuance of a self-help approach. This may bring about new prospects for the project policy.
- It seems to be unlikely that one of the GSDP programmes mentioned under 3 can continue without GSDP in future. Therefore, it must be decided whether or not, under which conditions, and for which period of time GM is willing to continue with a newly designed "small scale GSDP".
- All ongoing GSDP programmes do involve funds, and partly personnel, of other donor agencies. Can such cooperation become a definite part of GSDP operations and programme policy?

March 1996, U. Luig

SSV1

Funds:

GZZ	: k 22.843.000	= DM 35.152.00	} DM 100.289,-
GM	: k 13.339.000	= DM 20.521.00	
others	: k 23.000.000	= DM 44.615.00	

Gehalt Dieke vom DED bezahlt

Überlegungen zur Projekt-, Personal- und Finanzplanung von GSDP

1. Zum Charakter von GSDP

1.1. Seit Bestehen des Projektes pendelte die Konzeption von GSDP zwischen integrierter ländlicher Entwicklung und der Durchführung von Einzelprogrammen. Die Versuche einer integrierten Programmplanung zu Beginn der 70er und erneut Anfang der 80er Jahre sind gescheitert. Ebenso sind wiederkehrende Tendenzen zu Ausdehnung der Zahl der Programme einerseits und der Konzentration auf einige wenige andererseits zu beobachten. Die Kontinuität der Arbeit war kaum gesichert, da sie zu stark von den jeweiligen Vertragshabern und den Teamkonstellationen abhing. Zugleich wechselten die Akzente zwischen Einbindung in GRZ-Strukturen und stärkerer Eigenverantwortung der Gossner Mission (GM) für das Projekt. Damit waren unterschiedliche Sichtweisen der Projektleitung und der Finanzierungsplanung verbunden. In all diesen Fragen sind Grundsatzentscheidungen fällig. *Livingstone!*

1.2. Der 10 Jahresplan von 1990 (Plan 90) ging von folgenden Positionen aus:

- Konzentration auf wenige Einzelprogramme und Sicherung der Kontinuität durch langfristige Planungsvorgaben (zeitlich, personell, finanziell), die durch GM Berlin (Zambia-Referat, Ausschuß) zu gewährleisten ist.

- Unterscheidung von Service- und Selbsthilfeprogrammen. Serviceprogramme sind bis 2000 in andere Strukturen (GRZ) zu integrieren oder mit Auflösung von GSDP zu beenden. Selbsthilfeprogramme sind technisch, finanziell und personell unabhängig zu machen.

- Stärkere Betonung der GM-Verantwortung, da sich GRZ einerseits als völlig inaktiv in der Projektplanung und als zu unzuverlässig in der Projektabwicklung (bes. Finanzen, Personalaufsicht) erwiesen hat. Langfristig ist davon auszugehen, daß GRZ das Projekt ohne GM nicht weiterführen wird. Folglich liegt die Projektleitung bei GM (in Konsultation mit GRZ)

1.3. F. Bredts Handing Over Notes (HON) und die Absprachen mit der Methodistischen Kirche scheinen die Akzente wieder zu verschieben.

- Die Konzentration auf Einzelprogramme wird zwar beibehalten, gleichzeitig aber wird ein neues Programm (Sustainable Agriculture) begonnen und das Wasserprogramm wird ausgebaut.

- Die Unterscheidung von Service- und Selbsthilfe-Programmen erscheint mir nicht mehr klar genug berücksichtigt, z.B. bei SSVI, VSP, Water und Rural Works (s.u.). Dies müßte präzisiert werden, bevor Finanzierungsverpflichtungen (Ausbildung, Transport) eingegangen werden.

- Das Verhältnis von GRZ und GM muß geklärt werden, um Planungssicherheit in Bezug auf Finanzen (Camp-Unterhaltung incl. Wohnung von GM Vertragshabern, Transport für GRZ-Personal) und Personalplanung (GRZ-Personal incl. Co-ordinator) zu erreichen. F. Bredts HON erscheinen mir hier widersprüchlich. Einerseits betonen sie stark die Rolle von GRZ (hochqualifizierter GRZ Co-ordinator, Berichte, advisory boards, Kontakte), andererseits erwähnen sie die GRZ-Politik, sich von direktem Engagement zurückzuziehen und sich auf die Funktionen des Evaluierens und Monitoring zu beschränken. Dies bedeutet, daß die Verantwortung für das Projekt wie bisher bei GM liegt. Welche Linie soll gelten?

2. Einzelfragen

2.1. Buleya Malima

Plan 90 ging davon aus, daß das Projekt eine technisch zuverlässige Infrastruktur hat, die eine langfristige wirtschaftliche Selbstständigkeit ermöglicht. Die Ausfälle in 1993 und die Erneuerungsbedürftigkeit der Zitrusbäume scheinen dem zu widersprechen. Nötig wäre ein fachliches Gutachten zum technischen Stand und den notwendigen Investitionen, um die technische Funktionsfähigkeit des Projektes zu sichern. Erst danach können weitere Entscheidungen getroffen werden (Vertrag GM-Berater).

Finanzierung der Investitionen). Die kritischen Einwände der HON zur Projektabwicklung müssen geprüft werden.

2.2. Sustainable Agriculture *Gl + Meth. Church!*

Planungsdaten sind mir unbekannt. Sicher ist, daß dies ein Programm ist, daß mindestens auf 10 Jahre angelegt werden muß, um erfolgreich zu sein. Klärungsbedarf besteht auch hinsichtlich des Verhältnisses zu existierenden GRZ Extension Services. Ebenso zum Verhältnis GM - Methodist Church. Welche Vorstellungen verbindet die Meth. Ch. mit ihrem erneuten Engagement im Tal und wie langfristig sind sie?

2.3. VSP

VSP wurde Anfang der 80er Jahre von GM gegründet, um Projekte außerhalb der GRZ-Agriculture-Zuständigkeit durchführen zu können und tendenziell eine GRZ-unabhängige GSDP-Nachfolgeorganisation aufbauen zu können. Je nach Einsicht und Energie des/der GM BeratersIn wirkte VSP wie ein Schwamm, der verschiedenste Aktivitäten aufzog oder nicht (Water, Tonga Crafts, Transport, Sales, Community Development). In den letzten Jahren hat sich VSP auf Transport und Sales konzentriert und mit dem gewählten ExCo eine gewisse Integration in die lokale Bevölkerung erreicht. Beides scheint den lokalen Bedürfnissen zu entsprechen. Gleichzeitig erscheint aber nicht nur mir zweifelhaft, ob VSP ohne GM Berater, Kontrolle und Finanzierung existenzfähig ist. Alle Kenner sind der Meinung, daß genossenschaftlich organisierte Unternehmen dieser Art und Größenordnung in Zambia kaum funktionsfähig bleiben. Schon jetzt bestätigen der Umgang mit Geld und Fahrzeugen diese Erfahrung. Transport und Verkauf sind wahrscheinlich auf privatwirtschaftlicher Basis besser zu gewährleisten. Eine lokale Marktanalyse eines Experten würde dies sicher bestätigen und Perspektiven (z.B. Förderung lokaler Kleinunternehmer) entwickeln können. Das weitere Gossner-Engagement bei VSP sollte von der Klärung dieser Fragen abhängig gemacht werden (Vertragsverlängerung K. Waldschütz, Neubau der VSP Büros, LKW). *Quintenfund 3/96*

2.4. Female Extension

Wie es scheint, ist das Programm durch das Engagement von Edna M. gut angelaufen. Auch hier gilt jedoch, daß der Erfolg solcher Bewußtseinsarbeit sich erst langfristig einstellt und das Programm auf mindestens 10 Jahre angelegt werden müßte. Wenn das Jahr 2000 ein ernsthaftes Planungsdatum sein soll, besteht hier Klärungsbedarf.

2.5. Small Scale Village Industries (SSVI)

Die grundsätzliche Orientierung scheint klar zu sein. Es müßte jedoch stärker berücksichtigt werden, daß dieses Programm mit GSDP als Programm ausläuft und die Einzelprojekte (hoffentlich) weiterbestehen bleiben. Warum dann der Vorschlag in den HON, den zambischen Counterpart und die Rolle des Advisory Committee zu stärken? Die kritischen Einwände sind zu prüfen (business management, Verwaltung des Revolving Funds, Kreditvergabe).

2.6. Water Development

Die unzureichende Wasserversorgung in Gwenbe South ist zweifellos ein zentrales Problem für große Teile der Bevölkerung. Angesichts der Ineffizienz der zuständigen staatlichen Dienste hat sich GM dieses Problems angenommen. Bevor das Programm personell und materiell weiter ausgebaut wird, sollte geklärt werden, ob realistische Chancen für eine Weiterführung durch die staatlichen Dienste bestehen, oder ob es mit dem Ende von GSDP eingestellt wird. Beide Optionen haben Konsequenzen für die Programmgestaltung (Zusammenarbeit mit Diensten), das Personal (Zahl, persönliche Perspektiven) und die Finanzierung (Gerät, Transport).

2.7. Rural Works

Dies ist ein Programm, das von seiner Entstehung mit der Kafwambila road und der Person von W. Nette verknüpft ist. Seine Fortsetzung verdankt es den Bedürfnissen einzelner Programm-Berater (Sikaneka road, Ausbesserung der von GM Fahrzeugen benutzten Straßen), oder neuen Einzelaktivitäten (Muzlo road), die GM an sich gezogen hat.

Bisherige Überlegungen gingen davon aus, daß das Programm eingestellt wird und W. Nette nach Bedarf für Einzelvorhaben unter Zeitvertrag genommen wird.

2.8. Church work

GM sollte sicherstellen, daß der aktive Kontakt zur Trinity Gemeinde und zum Presbytery erhalten bleibt. Weitere Kooperationsformen hielte ich für wünschenswert, aber gegenwärtig nicht abschbar. Die Beziehungen zur UCZ sollten bei der Auswahl des Nachfolgers von F. Bredt berücksichtigt werden.

2.9. Lusaka Office

Da das Lusaka Office einen erheblichen Posten in der Projektfinanzierung darstellt, müßten seine Funktionen neu überprüft werden. Eine ständige formelle Repräsentanz der GM in Lusaka erscheint mir eher unnötig. Sie kann bei Bedarf vom Chairman wahrgenommen werden. Notwendig bleibt die Betreuung der Guest houses, die Erledigung von Einkäufen und Besorgungen (incl. Radiokontakt, solange GSDP kein Telefon hat) und die Funktion eines aktiven Briefkastens (Ansprechperson, Weiterleitung von Nachrichten). Kann dafür nicht eine weniger kostenintensive Lösung gefunden werden?

NIP!

3. Perspektiven

Eine der Absichten von Plan 90 war, durch die Setzung des Datums Jahr 2000 eine Diskussion über die unter 1 angesprochenen Probleme in Gang zu bringen. Nicht beantwortet ist damit die Frage, was nach diesem Datum geschehen sollte. Einige Vorschläge:

3.1. Ich hielte es für sinnvoll, GSDP etwa zu diesem Zeitpunkt auslaufen zu lassen. Mir ist fraglich, ob diese Konzeption eines aus unterschiedlichen Programmen bestehenden, integrierten Entwicklungsprojekt sich tatsächlich bewährt hat. Sicher scheint mir zu sein, daß GM sich damit ständig übernommen hat - mit erheblichen Kosten an Geld und psychischer Energie. Mit dem gleichen Aufwand wäre mit einem bescheidenerem Projektrahmen wahrscheinlich sehr viel mehr zu erreichen gewesen.

3.2. Andererseits meine ich, daß sich GM nicht vollständig aus Zambia zurückziehen sollte. GM hat sich, trotz aller Beschränkungen, eine Fülle von Kenntnissen und Kontakten in den letzten 25 Jahren sowie einen guten Ruf im Tal erworben. Dies sollte nicht einfach aufgegeben werden, um in einem anderen Land neu anzufangen. Langfristige christliche Solidarität mit den Menschen in Afrika ist immer ein besonderes Kennzeichen der Missionen gewesen, die nach der notwendigen Kolonialismuskritik auch wieder neu anerkannt und gewünscht wird. Von daher finde ich auch das erneute Engagement der Methodisten bemerkenswert.

3.3. Es war immer die Sicht der GM, ihre Solidarität nicht auf Kirchenmitglieder zu beschränken. Dies sollte im Blick auf den missionarischen Auftrag auch so bleiben. Unter dieser Voraussetzung (die sicher von der UCZ mitgetragen würde) wäre eine formelle Partnerschaft von GM und UCZ anstelle von GRZ für die Zeit nach GSDP zu erwägen. Dies scheint mir auch dem Charakter der GM als Missionsgesellschaft eher zu entsprechen. Eine langfristige Zusammenarbeit mit den Methodisten, die ja ursprünglich die Missionsarbeit im Tal begonnen haben, hielte ich für interessant.

3.4. Welche Arbeitsfelder sich in Zukunft ergeben, müßte in den nächsten Jahren vor- sichtig mit Gesprächspartnern vor Ort ausgelotet werden. Denkbar wäre in einer Anfangsphase bzw. Übergangsphase die Unterhaltung einer Art Kontaktbüros im Tal mit einer kleinen deutsch-zambischen Besetzung.

22. 8. 94 U. Luig

An 3.1.36 von Stal erhalten

NANGA FARMS LIMITED FUNERAL EXPENSES SCHEME

1. INTRODUCTION

This scheme caters for the expenses incurred during the funeral of the deceased employee, such as providing a coffin, firewood, transport and food. The scheme runs as a supplementary to the main Group Life Assurance scheme.

2. AMOUNT OF COVER PROVIDED

Every employee under the scheme is covered for the sum assured attentively fixed at K 200,000.00.

The amount for the funeral expenses is payable on express basis on receipt of the intimation in writing.

3. SUMMARY OF THE FEATURES OF THE SCHEME

- i) Similarly, the scheme commenced on 26th June 1995 and shall be renewing every 1st January of each subsequent years.
- ii) Medical evidence of health is not necessarily required for the settlement of the claims
- iii) Proof of age will be required before any amount is paid and members are advised to produce such proof as soon as possible.

OTHER DETAILS OF THE TWO SCHEMES

1. A total premium of K 1,168,188.76 has been received by the Corporation in consideration of issuing cover for the period of 26th June 1995 to 31st December 1995 in respect of the two schemes.
2. One claim has been settled under the GLA and Funeral Expenses Schemes amounting K 2,675,000.00.
3. Cover note was issued on the 28th June 1995 after receiving the first payment of premium.

CONCLUSION

The Nanga Farms Limited Group Life Assurance and Funeral Expenses Schemes have been running co-currently and have been up to date in their payments of premium. I hope the above information provided will suffice.

EMPLOYER'S GUIDE TO GROUP LIFE INSURANCE SCHEMES

As

EMPLOYER'S GUIDE TO GROUP LIFE ASSURANCE SCHEMES

1. INTRODUCTION

Group Life Assurance Schemes provide for the payment of lump sums to dependants of employees who die in the service of Employers.

2. BENEFITS AVAILABLE UNDER GLA SCHEMES

The amount of benefits available under Group Life Assurance Schemes normally relate to employees' salaries. The sum payable is expressed for most schemes as multiple of salary, eg 3, 4, 5, 7 times annual salary. The commonest life cover provided under Group Life Assurance schemes is five times the employees' annual basic salary. There are a few Group Life Assurance Schemes where life cover is a fixed amount unrelated to salary and these normally apply to works staff.

3. EVIDENCE OF HEALTH

Unless it shall be otherwise agreed by the Insurance Corporation, evidence of health satisfactory to the Insurance Corporation shall be submitted in the case of each member on the date he is admitted to membership of the Scheme.

4. EVIDENCE OF AGE

Normally the employer provides a copy of the National Registration Card evidencing date of birth at the date of joining the Group Life Assurance Scheme.

5. DESIGNATION OF BENEFICIARIES

In Group Life Assurance schemes employees are required to complete a beneficiary form indicating the person or persons to whom life assurance benefits should be payable in the event of their death.

ZAMBIA STATE INSURANCE CORPORATION LIMITED

ZAMBIA STATE INSURANCE CORPORATION LIMITED

EMPLOYER'S GUIDE TO GROUP LIFE ASSURANCE SCHEMES

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4. EVIDENCE OF AGE

Normally the employee produces a copy of the National Registration Card, evidencing date of birth, at the date of joining the Group Life Assurance Scheme.

5. NOMINATION OF BENEFICIARIES

On joining Group Life Assurance schemes, employees are required to complete a Beneficiaries Form indicating the names of dependants to whom life assurance benefits shall be paid in the event of their death.

6. ADVANTAGES OF GROUP LIFE ASSURANCE SCHEMES

a) To the Employer

- i) The obvious benefit is that he is relieved from the financial burden that occasions deaths of employees as the liability is paid for by the Corporation.
- ii) The cost of Group Life Assurance is cheap and in a large group of lives a lower rate per cent may be charged.
- iii) The employer may participate in the profits of the scheme for very large groups of lives as a certain percentage of premium in excess of claims paid each year may be paid back to the employer.
- iv) The provision of dependants benefits promotes good industrial relations.

b) To the Employees

- i) The cost of the Life Assurance Cover is borne by the employer.
- ii) The employee is able to save the money he would have otherwise spent on taking out a personal whole life assurance Policy.
- iii) The amount of life cover provided under Group Life Assurance schemes is generally of substantial amounts which under normal circumstances cannot be provided by most employees on their own.
- iv) Cover may be provided without any evidence of good health up to certain limits.

7. DEATH CLAIMS

On the death of an employee in service, the Corporation needs a completed claim form together with the death Certificate. A cheque will then be immediately issued for the amount due.

8. LEAVING THE EMPLOYER'S SERVICE

The Life Assurance Cover ceases when employees leave the services of employers.

Prepared By: Group Life & Pensions Marketing Department
ZSIC Limited - Premium House
P O Box 30894
Lusaka

Telephone No. 227466/223919

ECK/lz 06.95

THE ASSURANCE CORPORATION LIMITED

05.05.95

GWEMET SOUTH DEVELOPMENT PROJECT STAFF LIST OF ADVISORS AND PROGRAMME OFFICERS - 1995

<u>PROGRAMME</u>	<u>PROGRAMME OFFICER</u>	<u>ADVISOR</u>
1. Buleya Malima Irrigation Scheme	Mr Kingsley S. Mulemwa	Mr Armin Kreiter ✓ Mr Hiroaki Yoshimura ✓
2. Female Extension	Ms Lillian Hamusiya	Ms Edna Maluma ✓
3. Small Scale Village Industries	Mr Bendictor Michael Phiri	Mr Winfred Diets ✓
4. Rural Works	Mr Wilson Ncote	
5. Sustainable Agriculture	Mr Nixon Samboko	Mr Bazak Zakeyo Lungu ✓
6. Valley Self Help Promotion Society	Mr Richard Makala	Mr Karl Waldschütz ✓
7. Water Programme	Mr Allan Syabunkululu	Mr Antony Yates ✓
8. Administration	Mr Sibbebbi Davison Munsanda	Mr Karl Waldschütz ✓
9. Special Activities		Mrs Strittmatter ✓

TOTALS

Expatriate/GM	Zambian employed	= 9
Zambian/GRZ/GSDP		= 51
		—
TOTAL EMPLOYEES :		60
		—

April 1995

SECTION	NAME	SCALE	OLD SALARY PER ANNUM	NEW SALARY PER ANNUM	NEW PER MONTH	x3 MONTHS ARREARS	TOTAL PAY
ADMIN	S. MUKUNI	SR.W/man	400,392	520,524	43,377.-	30,033.-	73,410.-
SSVI	E. CHABUWA	W/man	386,604.-	502,596.-	41,883.-	28,998.-	70,881.-
S. AGRIC	S SYANYANGU	W/man	382,068	496,692.-	41,391.-	28,656.-	70,047.-
S. AGRIC	M SITOLO	W/man	382,068	496,692.-	41,391.-	28,656.-	70,047.-
BMIS	E SINAZONGWE	W/man	382,068	496,692.-	41,391.-	28,656.-	70,047.-
ADMIN	S SYAMOOMBA	W/man	382,068	496,692.-	41,391.-	28,656.-	70,047.-
ADMIN	J SIAWEKA	W/man	382,068.-	496,692.-	41,391.-	28,656.-	70,047
ADMIN	W SIANTAMBO	W/man	382,068.-	496,692.-	41,391.-	28,656.-	70,047.-
ADMIN	S MUNDENDA	CE II	395,736.-	514,476.-	42,873.-	29,625.-	72,498.-
ADMIN	E MAIYA	CE II	386,604.-	502,596.-	41,883.-	28,998.-	70,881.-
WATER	J CHIFUMBA	CE II	400,392.-	520,524.-	43,377.-	30,033.-	73,410.-
WATER	B SILUWE	CE III	400,392.-	520,524.-	43,377.-	30,033.-	73,410.-
R/WORKS	S SYAZINKWA	BG 6	441,324.-	573,708.-	47,708.-	33,096.-	80,905.-
ADMIN	S SIADIBBI	GAS 7	501,300.-	651,780.-	54,315.-	37,620.-	91,935.-
ADMIN	G HATONTOLA	GAS 7	485,856.-	631,620.-	52,635.-	36,441.-	89,076.-
SSVI	B M PHIRI	TS 3	682,344.-	887,184.-	73,932.-	51,210.-	125,142.-
WATER	C HAMWINDE	TS 5	575,436.-	748,068.-	62,339.-	43,158.-	105,497.-
AGRIC	P SUNTWE	CDE	382,068.-	496,692.-	41,391.-	28,656.-	70,047

SECTION	NAME	SCALE	OLD SALARY PER ANNUM	NEW SALARY PER ANNUM	NEW PER MONTH	X3 MONTHS ARREARS	TOTAL
ADMIN	A SIATONTOLA	Driver	424,032.-	551,220	45,935.-	31,797	77,732.-
WATER	A SIBOONDE	Driver	429,624.-	558,492.-	46,541.-	32,217.-	78,758.-
ADMIN	S SYAPWAYA	Driver	435,216.-	565,764.-	47,147.-	32,637.-	79,784.-
ADMIN	M MAPILI	Driver	424,032.-	551,220.-	45,935.-	31,797.-	77,732.-
ADMIN	M KAPONGO	GAS 7	475,560.-	618,228.-	51,519.-	35,667.-	87,186.-
SSVI	D SYAMAKUMBA	W/Man	379,800.-	493,740.- (1899/day 237/hour)	41,145.-		
ADMIN	M KANYAMA	GAS 7	475,560.-	618,228.-	51,519.-	35,667.-	87,186.-
	CASUAL WORKERS	G/ WORKERS	379,800.-	493,740.- (1899/day 237/hour)			

21.04.95

ALLOWANCE SHEET

POSITION	GRZ NO OF DAYS	GM NO OF DAYS	MEAL ALLOWANCE UP TO TIMES PER MONTH
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Coordinator <i>Munsanda</i>	2	4	2
Admin. Assistant <i>Sindibbi</i>	2	1	2
Accounts clerk <i>Monica Ch.</i>	2	1	2
Mechanics workshop <i>Smart Stamp</i>	2	2	1
Other Civil servants	2	-	1
BMIS Manager <i>Muleroma</i>	2	3	2
BMIS Assist. Manager	1	-	-
Female Ext. Animator <i>Lilian H.</i>	2	3	1
SSVI Officer <i>Phiri</i>	2	3	1
Water Dev. Officer <i>Syanbunbululu</i>	2	3	1
Water Dev. General Worker	2	3	1
" " " "	2	3	1
Water Dev. Community Worker <i>C. Hannu</i>	2	3	1
" " " "	2	3	1
Rural works Officer <i>Wite</i>	2	3	1
Rural works General worker <i>Syanbun</i>	2	3	1
<i>Sustainable Agr.</i>			
Drivers (Poolcar) <i>Stephen</i>	-	6	1
(Nissan)	-	6	1
(Tractor)	-	6	1
(World Food Programme)	-	6	1
<i>Mayben</i>			

TRAINING ALLOWANCE

VSP Accountant	K20,000.-
GSDP Accountant	K20,000.-

N.B : Drivers rates were raised to K10,000.- all round within and outside the district with effect from 01-02-95.

cancelled

KSM : gmh

GWEMBE SOUTH DEVELOPMENT PROJECT - ALLOWANCE SHEET

POSITION	GRZ NO OF DAYS	GM NO OF DAYS	MEAL ALLOWANCE UP TO TIMES PER MONTH
Coordinator	2	2+2	2
Admin. Assistant	1	1	2
Accounts Clerk	1	1	2
Mechanics Workshop	1	2	1
Other Civil Servants	1	-	1
BMIS Manager	2	3	2
BMIS Assist. Manager	1	-	-
Female Ext. Animator	2	3	1
SSVI Officer	2	3	1
Water Dev. Officer	2	3	1
Water Dev. General worker	2	3	1
" " " "	2	3	1
Water Dev. Community Worker	2	3	1
Rural works officer	2	3	1
Rural Works General worker	2	3	1
Drivers : Poolcar	-	7	1
Nissan	-	7	1
Tractor	-	7	1
WFP car	-	7	1

TRAINING ALLOWANCE

VSP Accountant	K20,000.-
GSDP Accountant	K20,000.-

N.B. Drivers rates were raised to K6,500 within the district
and outside the district - K8,500 with effect from 01.02.95

KSM : gmh

Fennstraße 31
D-12439 Berlin

Gossner Mission Fennstraße 31 D-12439 Berlin

Telefon
030/631 7809
Telefax
030/636 1198

March 28, 1995

Instruction

Concerning the mission of Ms Aloisia Strittmatter to the Gwembe South Development Project from 04.04.1995 til 03.07.1995.

Gossner Mission gratefully acknowledges Ms Strittmatter's readiness to support the GSDP Acting Chairman Mr Karl Waldschütz in his day-to-day administrative duties on a three months term.

In special, the following areas of work will be covered (according to the GSDP Executive Committee's meeting held on January 16, 1995):

- practical financial management and monitoring and control, including month-to-month planning, monthly statements
- co-operation in management of personnel
- supervision of transport management.

Gossner Mission will facilitate this mission through a separate agreement with Ms Strittmatter which amongst others covers the external travel costs (to and from Zambia).

All duty related costs including transport within Zambia shall be born by the project budget.

The ("new") Gossner Mission guest house should be made available for her accomodation.

In coordination with the transport officer a pool-car with driver can be booked for official and private needs.

W. Damm

Wilhelm Damm

NOTE FOR THE FILE

On Sunday, 05-02-95, the Hon. MP Mr. Madyenkuku visited me at home at 12.00 hours. He wanted to speak to me under 4 eyes. W. Diete was present, and I refused to talk privately with him, referring to the mistrust created through the article in the Sun newspaper.

He was getting quite upset and said we should have not reacted like that with the result of a press statement by PAM; we should have consulted him first. Additionally there is press freedom in Zambia, and journalists are free to report what they want. He has a right as MP to be accompanied by journalists but is also not happy with this article. I expressed my anger about this political interference in our work and said it has caused considerable frustration with all of us. We have done this PAM job voluntarily and with overtime; we have asked Mr Damm for assistance for the employment of a coordinator. Now we are considering to hand back this activity to World Vision.

He said we should not feel like living in a vacuum without the rest of Zambia; his involvement cannot be called interference; he is not just a politician but a leader of the nation. Coming to the point, he said he knows that there will be interviews held the following day for the position of PPM Coordinator. He wants to warn us that if Mr. Muyaba would be chosen this would not be accepted because he is a trustee of the oppositional National Party. It would seriously backfire to us if we would not follow his advise.

We expressed our surprise that he is advocating a one-party-system; we thought to live in a multi-party democracy with the Movement for Multi-Party Democracy (MMD). Everybody is free to join a party and also to look for a job. Qualifications will count in the interview; we would not inquest in party affiliations.

He answered that the Vice President has issued a statement in Nov. 94 stating that no political party post holder should become involved in PPM work.

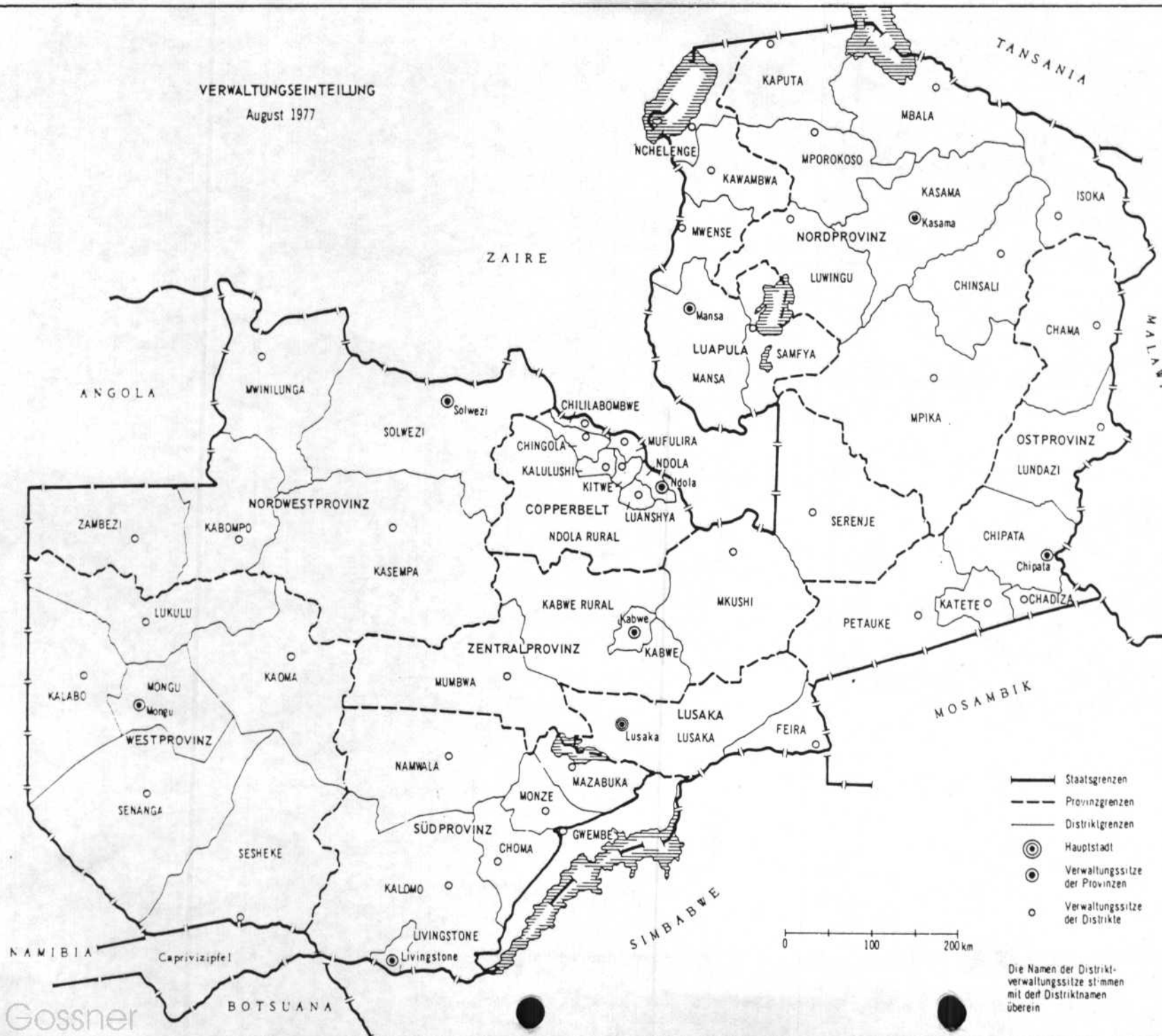
We said we can bring their view to the attention of the interview panel for consideration.

He once again stressed that by not following his advise it would seriously backfire on us.

Handwritten signature

VERWALTUNGSEINTEILUNG

August 1977



- Staatsgrenzen
- - - Provinzgrenzen
- Distriktgrenzen
- ⊙ Hauptstadt
- ⊙ Verwaltungssitze der Provinzen
- Verwaltungssitze der Distrikte

Die Namen der Distriktverwaltungsitze stimmen mit den Distriktnamen überein

GWEMBE SOUTH DEVELOPMENT PROJECT

G. S. D. P.

P.O. BOX 3, SINAZEZE / ZAMBIA

REPUBLIC OF ZAMBIA
MINISTRY OF AGRICULTURE
AND WATER DEVELOPMENT

GOSSNER MISSION
FEDERAL REPUBLIC
OF GERMANY

Eingegangen

24. Jan. 1995

Erledigt:.....

GSDP/1/12

12-01-95

Rev. Damm
Gossner Mission
GERMANY

Dear Rev,

re: STAFF LISTS - 1995

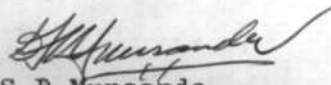
Kindly receive herewith up to date list of Zambian staff in the project as per 12-01-95. Please note that the list in question excludes Gossner Mission Expatriate staff.

I hope the information given surfices.

We wish you safe trip back home.

Thanking you for all your contributions during your visit and more especially precious encouragement in project undertakings.

Sincerely yours
in project coordination and administration,


S D Munsanda
PROJECT COORDINATOR

Eingegangen

24. Jan. 1995

Erledigt:.....

GWEMBE SOUTH DEVELOPMENT PROJECT STAFF LIST - 1995

(a) ADMINISTRATION

POSITION

1. Mr Sibbebibi Davison Munsanda	Project Coordinator	GRZ
2. Mrs Monica S Chiimba	Acting Book-keeper	GRZ
3. Mr Solomon Siadibbi	Book-keeper (on training)	GSDP
4. Ms Marriet Kapongo	Acting Transport Officer	GSDP
5. Ms Grendah Masowe Hatontola	Typist	GSDP
6. Ms Margie Kanyama	Typist (relief)	GSDP
7. Ms. Selina Mudenda	Office Orderly	GSDP
8. Mr Edson Maiya	Engine attendant	GSDP
9. Mr Samson Mukuni	Watchman	GSDP
10. Mr Saturday Syamoomba	Watchman	GSDP
11. Mr Winston Syantambo	Watchman	GSDP
12. James Siasweeka	Watchman	GSDP
13. Mr Gidion Muzyele	Watchman	GSDP

(b) BULEYA MALIMA IRRIGATION SCHEME

POSITION

1. Kingsley Mulemwa	Scheme Manager	GRZ
2. Mr Henry Shimbeza	Crop Production Manager	GRZ
3. Mr Phillimon Munakacheka	General Worker	GRZ
4. Mr Dailas Sianalunga	General worker	GRZ
5. Mr Edwin Muzoka	General worker	GSDP
6. Mr Enos Sinazongwe	Watchman	GSDP

(c)

(c) SUSTAINABLE AGRICULTURE

1. Mr Bazak Zakeyo Lungu	Agriculture Advisor	GM
2. Mr Simon Syanyangu	Watchman	GSDP
3. Mr Peter Suntwe	General worker	GSDP
4. Mr Macrey Sitoolo	Watchman	GSDP

/2....

(d) VALLEY SELF HELP PROMOTION SOCIETY (VSF)

	<u>POSITION</u>
1. Richard Makala	Manager
2. Mrs Patricia Siatwiko	Book-keeper (on training)
3. Mr Kendricks Chavula	Stores Officer
4. Mr Vickson Syankondo	Field Education Officer
5. Ms Emelda Siavwelenga	Typist
6. Mr Foga Zekeza	Office orderly
7. Mr Cosmas Mukonka	Building Fore-man
8. Mr Gilbert Simaanzi	Driver
9. Mr John Simayumbula	Driver
10. Mr Fred Siakayuwa	Lorry mate
11. Mr Benson Inambao	Watchman
12. Mr Charles Sianeka	Watchman
13. Ms Naomy Siamoya	Sales lady
14. Ms Dorica Siakakaye	Tailor
15. Mr Benson Chifumba	Tailor

(e) FEMALE EXTENSION

	<u>POSITION</u>	
1. Ms Edna Maluma	Advisor	GM
2. Ms Lillian Hamusiya	Female Extension Animator	GRZ

(f) SMALL SCALE VILLAGE INDUSTRIES

	<u>POSITION</u>	
1. Mr Bendicto Michael Phiri	Programme officer	GS DP
2. Mr Chabuwa Emison	Watchman	GSDP
3. Mr Dayo Simakumba	Watchman	GSDP

(g) WATER DEVELOPMENT

	<u>POSITION</u>	
1. Allan Syabunkululu	Programme officer	GRZ
2. Cliff Hamwiinde+	Community Development Officer	GSDP
3. Mr Julius Chifumba	General worker	GSDP
4. Mr Bricks Siluwe	General worker	GSDP

(h) RURAL WORKS

	<u>POSITION</u>	
1. Mr Wilson Ncite	Building supervisor	GRZ
2. Mr Silody Siazinkwa	Brick-layer	GSDP

Eingegangen

24. Jan. 1995

Erledigt:.....

GWEMBE SOUTH DEVELOPMENT PROJECT

STAFF LIST OF ADVISORS
A N D
PROGRAMME OFFICERS - 1995

<u>PROGRAMME</u>	<u>PROGRAMME OFFICER</u>	<u>ADVISOR</u>
1. Buleya Malima Irrigation Scheme	Mr Kingsley Mulemwa	Mr Armin Kreiter
2. Female Extension	Miss Lillian Hamusiya	Miss Edna Maluma
3. Small Scale Village Industries	Mr Bendicto Michael Phiri	Mr Winfred Diets
4. Rural Works	Mr Wilson Ncote	
5. Sustainable Agriculture		Mr Bizeck Lungu
6. Valley Self Help Promotion Society	Mr Richard Makala	Mr Karl Waldschütz
7. Water Programme	Mr Pumpkin Syabunkululu	Mr Antony Yates
8. Administration	Mr Sibbebba Davison Munsanda	Mr Karl Waldschütz
9. Special Activities	-	-

12-01-95

MDM/gmh...

Eingegangen

24. Jan 1995

Erledigt:.....

GWEMBE SOUTH DEVELOPMENT PROJECTPROGRAMME FOR THE VISIT OF REV. D HECKER, REV. W DAMM AND MS
M BUSCH TO THE VALLEY AND PAO'S OFFICE

Tuesday	January 10	Arrival of Gossner Mission staff in the valley. Rev. Damm discussion with Mr T Yates and Mr A Syabunkululu - afternoon.
Wednesday	January 11	Team meeting - 0900hours. (Rev. Hecker - discussion with Mr Munsanda - afternoon)
Thursday	January 12	VSP EXCO meeting Visit to Nkandabwe Irrigation Scheme (EXCO 5 year plan - morning. EXCO meeting including visitors - 1400hours)
Friday	January 13	Visit chief Sinazongwe - 0930 hours Visit the Boma - 1000hours Visit BMIS - 1200hours.
Saturday	January 14	Visit Kanchindu Visit Senior Chief Mweemba (Mr W Diote and Mr S D Munsanda to accompany)
Sunday	January 15	Service at Trinity Church, Sinazeze (sermon Rev. Hecker) Afternoon visit to Mr Hutchinson Miss E Maluma to accompany.
Monday	January 16	Senior staff meeting - 090 hours GSDP EXCO meeting - 1400hours
Tuesday	January 17	Return to Lusaka via Choma 0900 hours - visit P.A.O. 1130 hours - visit Bishop Siatwiinda Rev. Damm - Visit Tonga Museum and crafts project. (Messrs Waldschütz, Munsanda, Maluma to accompany)
Wednesday	January 18	Meeting with MAFF - 0900hours Meeting with Naluyanda EXCO (later after the Ministry)
Thursday	January 19	Meeting with UCZ and CCZ

D E P A R T U R E F R O M L U S A K A A I R P O R T

Eingegangen

24. Jan. 1995

Erledigt:.....

ALLOWANCES SHEET
(Corrected Version)

14.11.94

POSITION	GRZ NO. OF DAYS	GM NO. OF DAYS
Coordinator 20% R.A. <i>Munsanga</i>	2	2
Admin. Assistant 15% R.A. <i>Marriet</i>	1	1
Accounts Clerk 20% R.A. <i>Solomon-Mwila</i>	1	1
Mechanics Workshop <i>Smart</i>	1	2
Other Civil Servants	1	-
BMIS Manager <i>Mukemba</i>	2	1
BMIS Assistant Manager	1	-
Female Extension Animator <i>Lilliqu</i>	2	3
SSVI Officer <i>Phiri</i>	2	3
Water Development Officer <i>Allan</i>	2	3
Water Development General Worker <i>Julius</i>	2	3
Water Development General Worker <i>Briaks</i>	2	3
Water Development Community Worker <i>Cliff</i>	2	3
Water Development Community Worker	2	3
Water Development Community Worker	2	3
Rural Works Officer <i>Weite</i>	2	3
Rural Works General Worker <i>Sibod</i>	2	3
Drivers (Poolcar)	-	7
(Nissan)	-	7
(Tractor)	-	7
(World Food Programme)	-	7

Training Allowance:

VSP Accountant	K15,000.00
GSDP Accountant	K15,000.00

NB: The drivers' new rates were fixed as follows:-

Local

K5,000.00 per night

Outside District

K7,000.00 per night

The Coordinator would receive the responsibility allowance 20% of his monthly salary. This was effected from 1st August, 1994.

-- The above mentioned allowances would be valid up to December, 1994.

Kopie auch in Ordner 22.12.94
"Mitarbeiter im GSDP"  an L.O. ✓
Englische "Job-Descr. in"

Stellenbeschreibung
der Leitung der Gossner Mission im GSDP

1. Der/die von der Gossner Mission entsandte Projektleiter(in) ist in Konsultation mit den einschlägigen zambischen Regierungsstellen verantwortlich für die Belange des GSDP. Ziel des GSDP ist die Verselbständigung der produktionsorientierten bzw. die Integration der service-orientierten Programme in vorhandene Strukturen. An diesem Prozeß wird die Bevölkerung im Gwembetal möglichst umfassend und verantwortlich beteiligt sein.
2. Sie/er kooperiert eng mit dem Liaison Office in Lusaka und berät und unterstützt dieses beim Aufbau eines neuen, ökumenischen Programmes der Gossner Mission in Zambia. Sie/er unterhält auch die Verbindung zur UCZ und anderen kirchlichen Organisationen und pflegt aktiv die Beziehungen zu den Gremien und Verantwortlichen der Ortsgemeinden im District und zur Leitung des UCZ Southern Presbytery in Choma. Dies schließt eine aktive Unterstützung bei der Bildung von kirchlicher Partnerschaft ein.
3. Sie/er vertritt im GSDP die Gossner Mission und ist verantwortlich für die Umsetzung der GSDP-Projektkonzeption im Hinblick auf die Eigenständigkeit bzw. Neuanbindung der jeweiligen Programme, mit dem Ziel der Beendigung des direkten Engagements der Gossner Mission bis 1999 und die Auflösung des GSDP als Dachorganisation für die vorhandenen Programme. Im Einzelfall kann bei Bedarf die Möglichkeit einer fachlichen Programmberatung aufgebaut werden.
4. In der Projektleitung und -verwaltung arbeitet sie/er eng zusammen mit dem zambischen Administrative Coordinator, begleitet, koordiniert und evaluiert die Projektentwicklung gemäß den Aktionsplänen der Programme und hat wie der Coordinator Sitz und Stimme in allen Projektgremien.
5. Sie/Er ist verantwortlich für die Aufstellung des jährlichen Projekt-Haushaltes und dessen sachgemäßer Anwendung, Kontrolle und Jahresabschlußprüfung sowie für eine regelmäßige Berichterstattung an die zambische Regierung und die Gossner Mission.
6. Sie/er vertritt die Interessen der Gossner Vertragsinhaber gegenüber der Mission sowie den offiziellen, zambischen Regierungsstellen. Vor Ort vertritt sie/er die Gossner Mission gegenüber den Gossner Vertragsinhaber(innen) und ist verantwortlich für deren Personalverwaltung. Einzelheiten regelt eine Geschäftsordnung.
7. Vergütung wird gewährt entsprechend der Qualifikation, maximal BAT IIa.

Berlin, den 16. Dezember 1994/jobdes2.txt

gez. Luig, Hecker, Damm
nach Beratung im Zambia-Ausschuß

Arme Länder merken die weltweite Fehlentwicklung eben am ehesten. Und arme Menschen sind meistens die Verlierer. Das Leben und Arbeiten hier ist nicht unbedingt ein Kinderspiel und manchmal zweifelt man, daß es überhaupt weitergehen kann. Aber meistens geht es dann doch weiter. GOTT SEI DANK!

Ein ganz tolles Erlebnis hatte ich im Juli. Ich flog mit einigen anderen UMN'ern nach Lhasa/Tibet! Wir blieben drei Tage in Lhasa und fuhren dann mit einem Bus zurück nach Kathmandu. - Seit es die Straße zwischen Kathmandu und Lhasa gibt, wünsche ich mir, diese Reise zu machen, und nun ist es wahr geworden! Ich habe selten so viel Schönes gesehen und war nach dieser einen Woche ganz benommen. Daß wir alte Klöster besichtigt haben, den Potalo (Sitz des Dalai Lama, als er noch in Tibet lebte und regierte) besuchten und überhaupt viel alte Kultur erlebten, versteht sich von selbst. Aber Tibet als Land hat mir auch sehr, sehr gut gefallen. - Schwierig war es, die Auswirkung der chinesischen Besetzung wirklich einzuschätzen. Einerseits taten mir die Tibeter leid, die natürlich unter der Fremdherrschaft leiden, andererseits taten mir die Chinesen leid, die in diesem harten und unwirtlichen Land leben müssen. Die meisten von ihnen sind ja nicht freiwillig in Tibet, sondern wurden von der Regierung dorthin beordert. - Tibet ist buddhistisch, und es war schon erstaunlich zu erleben, wie sehr der Buddhismus das tägliche Leben prägt. - Es gibt auch Christen in Tibet. Wir sind ihnen nur sehr indirekt begegnet. Unser Besuch hätte sie zu sehr gefährdet.

Im August feierte ich dann meinen 60. Geburtstag mit 60 Gästen! Es war ein wunderschönes Fest! Schon einen Tag vorher war Sunil und Familie aus Butwal gekommen. - Meine 'Party' feierte ich dann in einem Hotel. 42 Nepalis kamen und 18 andere Menschen aus England, Amerika, Australien, Irland, Canada und auch aus Deutschland. Wir haben viel gelacht an diesem Nachmittag und Abend. - Ich selbst überlege mir, wie viele Menschen wohl die Freude haben, ihren 60. Geburtstag in einem so internationalen Freundeskreis zu feiern. Wieder einmal wurde mir klar, wie privilegiert ich bin!



Aber schon im August ging es mir nicht gut. Gerade einige Tage vor meinem Geburtstag hatte meine Ärztin mir empfohlen, nach Deutschland zu fahren, und mich dort medizinisch untersuchen und behandeln zu lassen. Ich habe dem nicht gerne zugestimmt. Wenn meine nepalischen Freunde und Freundinnen krank werden, können sie nicht mal eben nach Deutschland fliegen. Irgendwie dachte ich, es sei unsolidarisch, dieses zu tun. Aber immer, wenn ich Nepal davon erzählte, fanden sie es völlig selbstverständlich, daß ich das tun solle. Und weil es mir wirklich nicht gut ging, habe ich es dann wirklich getan.

Am 9. Oktober flog ich von hier ab und am 9. November trat ich meine Rückreise nach hier wieder an. Die meiste Zeit dieses Monats verbrachte ich in der Tropenklinte in Tübingen. Ich bin so dankbar für die Ärzte und Schwestern, die mich in der Zeit dort betreuten. In diesem Krankenhaus macht es fast Spaß, krank zu sein. - Ich habe mich nicht bei vielen Menschen gemeldet während meines Deutschland-Aufenthaltes. Bitte verzeiht. Es ging mir einfach nicht gut genug, als daß ich viele Besuche hätte machen können, und ich wollte auch nicht mit vielen Menschen reden. Die Ruhe hat mir sehr gut getan. - Nach den ersten beiden Wochen, die ich fast nur in meinem Zimmer verbrachte, begann ich, das herrliche Herbstwetter zu genießen, anfänglich im Park des Krankenhauses, später habe ich es dann sogar geschafft, in der Stadt Tübingen einen Bummel zu machen. Es war wunderschön! - Alle die, die gewußt haben, daß ich in Deutschland bin, haben mich entweder besucht, oder mir geschrieben. Ich danke Euch allen. Und ihr, die ihr nicht wußtet, daß ich in Deutschland bin, Euch danke ich, daß ihr es mir nicht übel nimmt, daß ich mich nicht meldete.

Der Zambia-Ausschuß und die Geschäftsstelle bitten den Verwaltungsausschuß, jetzt die erneute Ausschreibung der Gossner Chairman-Stelle im GSDP in Zambia zu autorisieren (Job Description siehe Anhang).

Begründung:

1. Das GSDP befindet sich in einer Übergangsphase, die zur Verselbständigung einiger und zur Neuankoppelung an lokale Strukturen anderer Projektkomponenten führen soll.

2. Am Ende dieses 4-5jährigen Prozesses soll das GSDP als Dachorganisation aufgelöst, die inhaltliche, technische und finanzielle Verantwortung an die zambische Seite übergeben sein und, wo nötig, die Möglichkeit einer befristeten nachträglichen Begleitung und Absicherung aus der Distanz ("backstopping") aufgebaut werden.

3. Damit der bisherigen Projektarbeit Rechnung getragen, der Partnerschaftsvertrag mit der zambischen Regierung kompetent ausgefüllt und die abnehmende personelle und finanzielle Beteiligung der Gossner Mission dem Verselbständigungsprozeß nützt und nicht schadet, ist eine qualifizierte und erfahrene, sensibel verhandelnde und leitende Fachkraft erforderlich.

4. Die Besetzung der Chairman-Stelle hat zu Beginn dieser entscheidenden Projektphase Priorität und ist in Zusammenhang mit dem Stellenabbau im GSDP zu sehen.

Alle Berater des GSDP, die unter Vertrag mit der Gossner Mission stehen, arbeiten für ihren jeweiligen Bereich auf die Erreichung des o.g. Projektzieles hin. Dabei ist die Laufzeit der Verträge wie folgt vorgesehen:

- Bewässerungslandwirt in Buleya Malima: bis 29.2.1996;
- VSP-Berater: bis 31.3.1996, beide aus Gossner Haushaltsmitteln finanziert;
- zambische Beraterin in der Frauenarbeit: zunächst bis 31.1.1996, ausschließlich durch Spenden finanziert, ebenso die Sachkosten;
- zambischer Berater für Nachhaltige Landwirtschaft: ^{zeitweilig} bis 30.9.1997, ausschließlich durch Fremdmittel finanziert (Brot für die Welt), ebenso sämtliche Sachkosten.

Der Vertrag des vom DED gestellten Beraters der Handwerksförderung endet zum 31.3.1996. Für die anschließend geplanten 2 Jahre des Abschlusses des Programms muß ein anderer Träger gesucht werden, falls der DED den Vertrag nicht nochmals verlängert.

5. Zur Erfüllung dieser umfangreichen Aufgabe ist eine klare Anbindung der Stelle an das Gwembetal mit eindeutig zu beschreibender Zuständigkeit für das GSDP einschl. der Außenvertretung notwendig.

6. Die derzeit verlängerte Vakanz der Chairman-Stelle wirkt sich bei aller Kooperationsbereitschaft der Mitarbeiterinnen und Mitarbeiter im GSDP zunehmend als physische und psychische Belastung aus und beeinträchtigt das Arbeitsklima im Projekt sowie das Ansehen der Gossner Mission im Gwembetal.

7. Der jetzige Stellvertreter, Karl Waldschütz, hat diese Aufgabe neben seiner Beratungstätigkeit für VSP, die er auch zu einem vernünftigen Abschluß bringen soll, bis Ende des laufenden Jahres befristet übernommen. Sein eigener Vertrag mit der Gossner Mission endet(- bereits verlängert -)wie schon erwähnt, zum 31.3.1996.

8. Zu einer Neubesetzung der Stelle kommt es erfahrungsgemäß und im günstigen Falle frühestens 10-12 Monate nach einer Ausschreibung. Erst nach einer Einarbeitungsphase von mindestens 6 Monaten kann sich die Neubesetzung voll auswirken.

9. Finanzierung:

Die Chairman-Stelle wurde bisher ganz aus Haushaltsmitteln finanziert. Bei der Neubesetzung kann durch das DÜ-Amtshilfemodell eine Fremdfinanzierung von ca. 70% erwartet werden.- Es ist zu entscheiden, ob eine Einstufung nach BAT III ggf. mit Aufstieg nach BAT II nach dem 2. Dienstjahr ratsam wäre. Transportkredit max. DM 20.000.00, mit monatlicher Rückzahlung von DM 500.00.

Berlin, den 2.11.1994/VAchairm.txt

Anhang

S. 1. 11. 94

Job Description for the Gossner Mission Chairperson in the GSDP

✓ The Chairperson is sent to represent Gossner Mission at the level of Gwembe South Development Project as well as vis-a-vis the local and regional Zambian authorities.

2 She/he is answerable to the Gossner Mission Office and Board in Germany.

✓ She/he is ex officio member of GSDP staff and Executive Committee.

✓ She/he is responsible for the realization of the Gossner Mission policy through the specific project components. This policy implies self reliance of some project components resp. attachment of others to existing local structures within a period of 4-5 years and leads to GSDP dissolution as an umbrella organisation.

✓ She/he functions as the Gossner Mission counterpart to the GSDP Administrative Coordinator in the project leadership.

✓ Combined with this responsibility is the role of a monitor and evaluator of the project progress and development according to the plan of action.

The chairperson supports the Coordinator in

- drawing-up the annual budget
- reporting on project progress
- carrying out decisions taken by the staff meeting and Executive Committee
- organizing evaluation workshops
- in case of need preparing backstopping structures on a short term basis after the end of the project

She/he serves as a link between GSDP and the UCZ and maintains active relations to the congregational and presbyteral bodies and authorities.

Berlin, 2. November 1994/Jobdescr.

VA-Kritik: W. Ludwig: die Zukunftsperspektiven, neue Kontakte fördern
Plans of action einsele, Personal- u. Finanzplanung
für Konz. ausdruck 12/94 vorbereiten

N. Haas: Neue Elemente in die Job descr.

Stellenplan-Finanzierung / Personalkosten p.a.
(hochgerechnet nach Eigen- und Fremdmitteln)

Entwurf

Programm

	1994	1995	1996	1997	1998	1999
Projekt leiter (BAT IIa)	75.000/-	6.000/ 13.000	20.000/ 60.000	21.000/ 63.000	22.000/ 66.000	
Frauen- arbeit (Lokal- vertrag)	- /28.000	- /28.000	- /28.000	- /30.000	- /30.000	-/ 30.000
angep. Landw. (Lokal- vertrag)	- /7.000	- /28.000	- /28.000	- /30.000	- /30.000	-/ 30.000
SSVI (DED- 3/96)	---	---	---	---	---	---
VSP (BAT IIa)	79.000 /-	83.000 /-	22.000 /-	---	---	---
BMIS (BAT III)	58.000 /-	61.000 /-	16.000 /-	---	---	---
Liaison Office (BAT III) Ökum. Dienste 50%/50% Techn. und Verw. (BAT V 50%)	75.000 /- 27.000 /-	79.000 /- 28.000 /-	42.000 16.000 /16.000 15.000 /-	 34.000 /34.000 ---	 18.000 /18.000 ---	 28.000 64.000 ---
	314.000/ 35.000	257.000/ 69.000	131.000/ 132.000	55.000/ 167.000	40.000/ 144.000	28.000/ 124.000

Berlin, 9. Dezember 1994/stelfinz.txt

Programm

Finanzierungsquelle

Auslaufen der Stelle

GSDP:

Projektleitung	DÜ-Amtshilfemodell (ca.70%) und Gossner Mission (30%)	1999
Frauenarbeit	Spenden	1999
Angepasste Landwirtschaft	Brot für die Welt bis 1997/98 und danach, sonst Spenden	1999
Handwerksförderung	DED bis 3/1996, danach weitere Fremdfinanzierung	1998
VSP	Gossner Mission	3/1996
Buleya Malima Bewässerungssystem	Gossner Mission	3/1996
Lusaka:		
Liaison Office / Ökumenische Dienste	Gossner Mission bis 6/1996 EU oder joint venture mit einer Landeskirche	langfristig: Zusammenlegung mit Projektleitung in Lusaka 1998
Technik und Verwaltung	Gossner Mission	6/1996

Berlin, 8. Dezember 1994

stelplan.txt

Stellenplan-Finanzierung / Personalkosten p.a.
(hochgerechnet nach Eigen- und Fremdmitteln)

Entwurf

Programm

	1994	1995	1996	1997	1998	1999
Projekt leiter (BAT IIa)	75.000/-	6.000/ 13.000	20.000/ 60.000	21.000/ 63.000	22.000/ 66.000	
Frauen- arbeit (Lokal- vertrag)	- /28.000	- /28.000	- /28.000	- /30.000	- /30.000	-/ 30.000
angep. Landw. (Lokal- vertrag)	- /7.000	- /28.000	- /28.000	- /30.000	- /30.000	-/ 30.000
SSVI (DED- 3/96)	---	---	---	---	---	---
VSP (BAT IIa)	79.000 /-	83.000 /-	22.000 /-	---	---	---
BMIS (BAT III)	58.000 /-	61.000 /-	16.000 /-	---	---	---
Liaison Office (BAT III) Ökum. Dienste 50%/50% Techn. und Verw. (BAT V 50%)	75.000 /- 27.000 /-	79.000 /- 28.000 /-	42.000 16.000 /16.000 15.000 /-	 34.000 /34.000 ---	 18.000 /18.000 ---	 28.000 64.000 ---
	314.000/ 35.000	257.000/ 69.000	131.000/ 132.000	55.000/ 167.000	40.000/ 144.000	28.000/ 124.000

Berlin, 9. Dezember 1994/stelfinz.txt

Stellenübersicht für die Zambiarbeit ab 1995

Entwurf

Programm Finanzierungssquelle Auslaufen der Stelle

GSDP:

Projektleitung	DÜ-Amtshilfemodell (ca.70%) und Gossner Mission (30%)	1999
Frauenarbeit	Spenden	1999
Angepasste Landwirtschaft	Brot für die Welt bis 1997/98 und danach, sonst Spenden	1999
Handwerksförderung	DED bis 3/1996, danach weitere Fremdfinanzierung	1998
VSP	Gossner Mission	3/1996
Buleya Malima Bewässerungssystem	Gossner Mission	3/1996
Lusaka:		
Liaison Office /	Gossner Mission bis 6/1996	langfristig: Zusammenlegung mit Projektleitung in Lusaka 1998
Ökumenische Dienste	EU oder joint venture mit einer Landeskirche	
Technik und Verwaltung	Gossner Mission	6/1996

Berlin, 8. Dezember 1994
steiplan.txt

Mitarbeiterinnen und Mitarbeiter der Gossner Mission in Zambia

Stand 3/1993

	Name	Vertrags- ende	Verlängerung	Nachfolge	Stelle ende
<u>N.I.P.</u>	B. Geserick	06/94	--	--	06/94
<u>GSDP</u>	R.-F. Bredt	04/94	07/94	01/95	2.000
	R. Berken- kopf	06/95	erwartet	--	--
	B. Groth	06/95	" "	ja	2.000
	J. Franke	04/94	09/94	--	--
	A. Kreiter	02/96	evtl.	--	--
	E. Maluma	01/96	erwartet	ja	2.000
	K. Waldschütz	10/94	12/95	--	12/95
	N.N. Sustain. Agriculture				/97

Vorgängerinnen und Vorgänger in der Projektarbeit unter
Vertrag mit der Gossner Mission:

N.I.P. seit 1987:

3 Frauen, 3 Männer

GSDP und Liaison Office seit 1970:

19 Frauen, 29 Männer

Berlin, den 10. März 1994

Ad / Sh.

Elemente für eine Konzeption der Zambia-Arbeit

1. Mit dem Projekt in Naluyanda (NIP) ist vereinbart, daß die Gossner Mission durch eine jährlich degressiv gegebene Finanzhilfe sowie durch ein "back-stopping" seitens des Liaison Office in Lusaka die Arbeit bis 1997 unterstützen wird.
Der Übergang in die vollständige Unabhängigkeit muß geplant werden.
2. Das GSDP im Gwembetal richtet sich auf eine differenzierte, stufenweise Abkoppelung der einzelnen Komponenten ein mit dem Ziel ihrer Verselbständigung ^{oder} bzw. Neuanbindung und schließlich der Auflösung von GSDP bis zum Jahr 2000.
3. Verselbständigung, d.h. wirtschaftliche und organisatorische Unabhängigkeit als Ziel für die Handwerksförderung, das Buleya Malima Bewässerungssystem und VSP;
Neuanbindung an vorhandene Strukturen wird geplant für das Wasserprogramm, das Programm "Nachhaltige Landwirtschaft", die Frauenarbeit; das Straßenbauprogramm kann auslaufen.
4. Der Kontakt zur UCZ durch Beteiligung auf gemeindlicher und durch wachsame Begleitung von seiten der regionalen Ebene muß in dieser Phase besonders genutzt werden.
5. Die Konzeption muß für das GSDP eindeutige Aussagen zum Zeit-, Personal- und Finanzrahmen Planungssicherheit gewährleisten für die einzelnen Komponenten, für die GSDP-Verwaltung und die Berliner Geschäftsstelle.
6. Die Konzeption braucht Mitsprache der Bevölkerung in den jew. Gremien der Komponenten und der MitarbeiterInnen des GSDP und vor allem Absprache mit dem Projektpartner, der zambischen Regierung (GRZ).
7. Die derzeit gültige Vertragsverlängerung mit GRZ läuft im Mai 1996 aus. In Verhandlungen mit der GRZ ist sicherzustellen, daß sie den Projektzielen zustimmt; daß sie sich bereiterklärt, ggf. einige Komponenten in die Distrikt- oder Provinzstrukturen aufzunehmen (z.B. "Nachhaltige Landwirtschaft", das Wasserprogramm) und für eine anderweitige Beschäftigung der freierwerdenden GSDP-Regierungsbeamten Sorge zu tragen.
8. Die für die einzelnen GSDP-Komponenten zu erstellenden Aktionspläne bedürfen zu ihrer Verwirklichung einer fortlaufenden, qualifizierten Kontrolle (monitoring). 1996/97 sollte in Zusammenarbeit mit allen Verantwortlichen und Beteiligten ein workshop zur Zielkontrolle bzw. Revision der Entwicklung der Komponenten stattfinden. *wer stellt sie!*
9. Das Projekt braucht für diese entscheidende Phase eine Chairperson, *Wahl! Leitung!* die zusammen mit dem zambischen Verwaltungskoordinator
 - mit Kompetenz, Sensibilität und Kooperationsfähigkeit, die Schritte zur Verselbständigung bzw. Neuanbindung der einzelnen Komponenten mit vorbereiten, koordinieren und durchführen hilft;
 - in Verhandlungen mit den jew. Verantwortlichen bzw. Gremien (Selbsthilfekomponenten) und den neuen Strukturen (Service-Komponenten) sowie den entsprechenden Regierungsstellen die Pläne durchsetzen helfen.

10. In der Endphase muß die Chairperson Möglichkeiten eines backstopping für einzelne, abgekoppelte Komponenten aufbauen sowie in Kooperation mit GRZ und den lokalen Gremien die Auflösung des GSDP als Dach der Komponenten durchführen helfen, d.h. vor allem Übergabe der Verantwortungsverantwortung an die Komponenten bzw. die Strukturen vor Ort.
11. Mit Blick auf diese umfangreiche Aufgabe und unter Berücksichtigung der abnehmenden Mitarbeit von Gossner Beratern und der jährlich degressiven Finanzierung des Projekts ist dies eine Vollzeitverantwortung, die volle Konzentration erfordert, Präsenz im Gwembetal voraussetzt und keine weiteren, projektfernen Verpflichtungen zuläßt. (letzte Pos, Damm)
12. Zur zukünftigen Verwendung des Liaison Office in Lusaka-Ibexhill liegen als Vorschläge vier "Optionen" vor. Diese sind mittlerweile vom Team diskutiert und um zwei weitere Vorschläge ergänzt worden.
13. Für eine neue, ökumenische Rolle der Gossner Mission in Zambia jenseits der bisherigen Projektarbeit besteht eine Reihe von Vorteilen: die Gossner Mission hat langjährige Erfahrungen mit diesem Land, ist verwurzelt und akzeptiert im Gwembetal und am Naluyanda, ist bekannt auf dem Plateau und integriert in Lusaka. Das Kuratorium sollte beraten, ob es dies als Chance ansehen kann und ggf. beizeiten Sondierungen für ein zukünftiges ökumenisches Programm autorisieren will.
14. Möglichkeiten eines neuen Programms in Zambia sollten bis 1997/98 eruiert und beschrieben sein, bevor das Kuratorium darüber entscheiden kann. Es muß in dem Zeitraum auch über Aufgaben und Besetzung eines zukünftigen Zambia-Referates entschieden werden.

Berlin, im Oktober 1994.

Tätigkeitsbeschreibung
der Leitung der Gossner Mission im GSDP

1. Die/der von der Gossner Mission entsandte Projektleiter(in) ist in Konsultation mit den einschlägigen zambischen Regierungsstellen verantwortlich für die Belange des GSDP. Ziel für die nächsten Jahre der Überleitung des Projektes ist die Entwicklung einer organisierten Vertretung der Bevölkerung des Gwembetales als Träger der Programme. Das bedeutet eine stärkere Konzentration auf Gemeinwesen-orientierte Verankerung der technischen Dienste des GSDP.

2. Sie/er kooperiert auf Landesebene eng mit dem Liaison Office in Lusaka und berät und unterstützt dieses beim Aufbau eines neuen, ökumenischen Programmes der Gossner Mission in Zambia. Sie/er unterhält die Verbindung zur UCZ und pflegt aktiv die Beziehungen zu den Gremien und Verantwortlichen der Ortsgemeinden im District des UCZ Southern Presbytery in Choma.

3. Sie/er ist verantwortlich für die Durchsetzung der GSDP-Projektkonzeption und arbeitet vorrangig hin auf die Eigenständigkeit bzw. Neuanbindung der jeweiligen Programme, mit dem Ziel der Beendigung des direkten Engagements der Gossner Mission bis 1998/99, der Auflösung des GSDP als Dachorganisation. Falls für ein Programm notwendig, muß die Möglichkeit eines backstopping aufgebaut werden.

4. In der Projektleitung und -verwaltung arbeitet sie/er eng zusammen mit dem zambischen Administrative Coordinator, begleitet, koordiniert und evaluiert die Projektentwicklung gemäß den Aktionsplänen der Programme und hat wie der Coordinator Sitz und Stimme in allen Projektgremien.

5. Sie/Er ist verantwortlich für die Aufstellung des jährlichen Projekt-Haushaltes und dessen sachgemäßer Anwendung, Kontrolle und Jahresabschlußprüfung sowie für eine regelmäßige Berichterstattung an die zambische Regierung und die Gossner Mission.

6. Sie/er ist Sprecher/in der Mitarbeiterinnen und Mitarbeiter der Gossner Mission in Zambia hinsichtlich der vertraglichen Belange mit der Gossner Mission. Erscheint ein Konfliktfall auf kollegialer Basis nicht lösbar, sind der Zambia-Ausschuß und die Geschäftsstelle der Gossner Mission einzuschalten.

Berlin, im Dezember 1994

Jobdesc2.

Job Description

for the Chairperson of the Gossner Mission within GSDP

1. In consultation with the relevant Zambian Government structures, the Gossner Mission Project Chairperson is responsible for the concern of GSDP. GSDP's goal is self-reliance of the production oriented programs resp. integration of the service oriented programs into existing local structures. In this process, the people of the Gwembe Valley will be responsible participating as much as possible.
2. The Chairperson will co-operate closely with the Liaison Office in Lusaka and will consult and support this office in establishing a new Gossner Mission ecumenical program. The Chairperson maintains close relations to the UCZ and other Church organisations in Gwembe South and will maintain relations to the bodies and authorities of local congregations in the district and to the UCZ Southern Presbytery in Choma. This duty includes active support in establishing ecumenical and Church partnership.
3. The Chairperson represents the Gossner Mission within GSDP and will be responsible for the implementation of the GSDP project policy in view of self-reliance resp. the integration of the programs, aiming at termination of the direct engagement of the Gossner Mission until 1999 and the dissolution of GSDP as an umbrella organisation for the existing programs. In special case of need and on individual request, a special backstopping for a program might be provided.
4. In the project leadership and administration, the Chairperson co-operates closely with the Zambian Administrative Co-ordinator, monitors, co-ordinates and evaluates the project development according to the plans of action of the programs and alike the co-ordinator is ex officio member of all project bodies.
5. The Chairperson is responsible for drafting the annual project budget and its appropriate implementation, control and final auditing as well as for the regular reporting to the Government of the Republic of Zambia and to Gossner Mission.
6. The Chairperson represents the interests of the Gossner Mission's contract holders vis-a-vis the Mission as well as the official Zambian authorities. In the region, the Chairperson represents Gossner Mission vis-a-vis her contract holders and is responsible for their personnel administration. Details will be laid down in a special guideline.
7. Remuneration will be awarded according to qualification and professional experience.

Berlin, Dezember 1994/jobdes3.txt

BRIEF REPORT ONAAT I COURSE

Before I go on to make my report, I would like to first express my sincere gratitude to Gossner Mission/Gwembe South Development Project which has offered us some money for the course.

The course was starting on 27th June, 1994 that on 26th June Sunday morning, Patricia and I saw ourselves in a red Toyota Hilux driven by energetic Stephen Syapwaya who gave us a lift to Lusaka and left us at Zambia Insurance Business College at 1530 hours of the same Sunday, where we met a Mr. Mwale who gave us keys to the hostels we were given to use for six months.

On Monday morning, we got to the administrators of the College, got our time table for the lessons we were to undertake and were told classes would start the following week, this was for settling in. It was a good time for us to get used to Lusaka weather. Our course, AAT I (Association for Accounting technician) composed of five subjects which were cash transactions, credit transactions, payroll transactions, Business knowledge and Data processing. When we started learning, it was a bit difficult for me to pick up as the office simulation of the type of accounting I was learning now was slightly different, however, as days went by I caught up with the type of work I was to do in school and what it meant to be an accountant for non profit making organisation like GSDP and for a trading entity like VSP.

The environment at the college in the beginning was not that good for me to study as it is attached to a recreation centre of Zambia State Insurance whose noise disturbed me. But as days went by, I got used that I started enjoying my studies.

Through Birgit Groth who was really helpful for us to be able to write our examinations we were registered with AAT in UK and received our registration numbers eligible to sit for AAT I both Devolved and Central assessment at Zambia Institute of Management. To explain on Devolved assessment and Central assessment, a Devolved assessment is an office simulation paper to record daily transactions for an office written in five hours and we had our devolved assessment papers from 21st November to 25th November while central assessment is test of competence in understanding financial language and the effect it has on transactions which we had on 2nd December, 1994.

Our stay at school with Patricia whose company I enjoyed was good and hostel facilities given to us by the school had no effect to our studying. Our course was very involving that time and again we needed pain killers, but thank heavens that he managed to give time again courage to Joachem Franke and Karl Waldschütz who came to encourage us, gave us refreshments that it became even more conducive for us to have all studies go on well.

Lastly, I would like to thank all GSDP staff for their support to us in one way or another that we felt part of the GSDP family even when we were out of the project. This report might not be complete if I don't thank my wife Phyllis who time and again reminded me of why I left home and GSDP for Lusaka and that I should make sure that the funds GSDP released for my training should be of merchantable quality this fit for the purpose they were released for. Patricia and I came home on 2nd December and 3rd December respectively with our luggage brought by Edna Maluma on 2nd December.

Merry Christmas and prosperous New year.

Quach

SOLOMON SIADIBBI
BOOK-KEEPER

Das Gwembe-Süd Entwicklungsprojekt (GSDP)

Entstehung und Ziel dieser Projektarbeit

Das Projekt im Gwembetal am Karibasee in Zambia wurde 1970 als gemeinsame Unternehmung der Regierung der Republik Zambia und der Gossner Mission in der Bundesrepublik Deutschland begonnen. Ursprüngliches Ziel war der Start eines Versuchsprojektes für Bewässerungslandwirtschaft als eine Möglichkeit, landwirtschaftliche Produktion im Gwembetal zu verbessern und entwurzelte Bevölkerungsgruppen zu siedeln. Dieses Projekt wurde in Siatwiinda errichtet, zu Beginn hauptsächlich finanziert von der zambischen Regierung, während die Gossner Mission ausländische Fachberater stellte.

In Folge des ganzheitlichen Arbeitsansatzes der Gossner Mission und als christliches Zeugnis wurde 1972 das GSDP als integriertes, ländliches Entwicklungsprojekt gegründet. Die Gossner Mission betrachtet das GSDP als ein Instrument zur Ermöglichung langfristiger Entwicklung in Gwembe-Süd. Dabei sollen die natürlichen Ressourcen genutzt und die eigenen Bedürfnisse der lokalen Bevölkerung definiert und ernst genommen werden. 20 Jahre Erfahrung haben gezeigt, daß dieses Ziel am besten erreicht werden kann, wenn die Arbeits- und Aktionseinheiten vergleichsweise klein sind, keine Hochtechnologie eingeführt wird und kein kompliziertes Management beteiligt ist. Die direkt betroffenen Menschen sind Teilnehmer nicht nur in der Durchführung sondern schon in der Planungsphase. - Seit Beginn ist die Begleitung der Arbeit durch die Vereinigte Kirche von Zambia (UCZ) und die Kooperation mit ihr Bestandteil des Projektes.

GSDP-Entwicklungsansatz, Mitarbeiter, Finanzen

Projektkonzeption soll den Einsatz für Frieden, Gerechtigkeit und Bewahrung der Schöpfung widerspiegeln. Alle Aktivitäten in Richtung auf diese Ziele sollen gesehen werden als Zeichen und Zusage der Gegenwart Gottes.

Die Durchführung der GSDP-Programme gründet sich auf die Bedürfnisse, das Interesse und die Eigeninitiative der betroffenen Menschen. GSDP arbeitet zusammen mit dem District-Council, anderen Verwaltungsämtern der Regierung, den Entwicklungshilfegesellschaften, die im Gwembetal tätig sind und den Kirchengemeinden. Der integrierte Ansatz kommt in den verschiedenen Projektkomponenten zum Ausdruck, die die jeweiligen Lebensbereiche der Menschen im Gwembetal betreffen. Das GSDP arbeitet in den Bereichen Landwirtschaft, Frauenarbeit, Förderung von Selbsthilfe, Handwerksförderung, Wasserversorgung und Infrastruktur.

Die Zusammenarbeit mit der UCZ findet vor allem statt durch Hilfe bei Erwachsenenbildungsprogrammen, Unterstützung von Selbstinitiativen einzelner Gemeinden, Mitarbeit in den Gottesdiensten und in der Beratung auf dem Gebiet der Gemeindeverwaltung.

Prinzipiell sind die GSDP-Programme mit einem deutschen Berater besetzt, falls keine qualifizierten zambischen Mitarbeiter gefunden werden, und einem zambischen Counterpart. Beide sind gemeinsam verantwortlich für Planung und Durchführung des jeweiligen Programms. Beide sind Mitglied des GSDP-Mitarbeiterstabes. Bis zum Ende des Jahrzehnts sollen alle ausländischen Berater abgezogen und die Programme verselbständigt oder an regionale Strukturen angegliedert werden.

GSDP arbeitet auf der Basis einer Mischfinanzierung. 1993 wurden etwa 22% des Projekthaushaltes von der Regierung und 78% von der Gossner Mission getragen. Dabei sind die Kosten für ausländische Mitarbeiter und für Transporthilfe nicht mit eingerechnet. Es wird erwartet, daß die zambische Regierung auch zukünftig die laufenden Kosten für das Regierungspersonal beisteuern wird. Für den Fall, daß zusätzliche Mittel notwendig sind, werden entsprechende Anträge vorgelegt. Solche Zusatzfinanzierungen durch andere Hilfsorganisationen oder Finanzquellen können über den normalen Dienstweg beantragt werden.

Den periodischen Projektberichten werden Finanzabrechnungen beigelegt. Die Jahresabrechnungen werden einer unabhängigen Buchprüfung unterzogen. Projektvorschläge für jedes kommende Jahr werden dem Landwirtschaftsministerium in Lusaka und der Gossner Mission in Berlin vorgelegt. Als einer der wichtigsten Grundsätze für ein zuverlässiges Verhältnis zwischen den beiden Partnern wird die Verantwortlichkeit im Umgang mit allen Finanzen und in allen Aktivitäten angesehen.

Frauenprogramm

Im Verlaufe der Projektgeschichte sind die Frauen an diversen Aktivitäten des GSDP beteiligt gewesen. Verschiedene Gesundheitsprogramme, Unterricht in Haushalts- und Ernährungsfragen, Produktion sowie einkommensschaffende Aktivitäten für Frauen sind eingerichtet worden. Einige dieser Programme wurden von den Ehefrauen der Gossner Mission-Berater begonnen und dann beendet, nachdem diese das Land verlassen hatten. Bis 1990 konzentrierte sich das Programm auf Fortführung und Ausbau der Clubarbeit als eine Möglichkeit, Frauen aus ländlichen Gegenden zu organisieren und hauswirtschaftlich fortzubilden. Die drei Frauenclubs in Siatwiinda, Sinanjola und Buleya Malima existieren noch heute.

Im Frühjahr 1990 wurde eine umfassende Evaluierung des GSDP-Frauenprogramms durchgeführt, und zwar durch das Institute of African Studies, Lusaka. Auf der Basis seiner Ergebnisse wurde das Programm überprüft und neu geplant. Mit Blick auf die Tatsache, daß die Frauen in Gwembe-Süd eine wesentliche, aber noch unbewußte Kraft in der Mitgestaltung der Entwicklung sind, legt das neue Programm mehr Gewicht auf Bewußtseinsbildung, Fortbildung und Gruppenbildung. Zugleich sollen die Frauen und ihre Anliegen besser integriert werden in alle anderen GSDP-Programme.

Die sich verändernden Rollen von Männern und Frauen, die Konsequenzen aus einer Heirat auf die Gleichberechtigung in der Gesellschaft, die Verantwortung für gutes Wasser und ausreichend Nahrung, und die Bedeutung der Geschlechtererziehung unter der Bedrohung durch AIDS sind Schwerpunktthemen des Programms. Finanzen sind erforderlich für Fortbildung, Seminare, Lehrmaterial, Transport und teilweise Personalkosten.

Im Februar 1993 konnte endlich eine zambische Beraterin für das GSDP-Frauenprogramm von der Gossner Mission unter Vertrag genommen werden. Auf der Basis ihrer familiären Bindungen an die Tonga im Gwembetal, ihrer hochqualifizierten Ausbildung und Berufserfahrung sowie ihres christlichen Engagements seit der Tätigkeit im Mindolo Ecumenical Center, leistet sie eine hervorragende Arbeit. - Mit Rücksicht auf die Größe des Projektgebietes hat das GSDP noch eine zweite zambische Fachkraft für die Frauenarbeit eingestellt.

Die Akzeptanz dieses Programmes in einer traditionell patriarchalischen Gesellschaft ist erstaunlich. Denn die neuen Impulse für ein partnerschaftliches Miteinander von Frauen und Männern auf dem Lande werden zunehmend positiv aufgenommen, besonders unter dem Druck der immensen wirtschaftlichen, sozialen und medizinischen Probleme. - Die Kirchengemeinden, in denen auch hier der Anteil der Land-Frauen hoch ist, verfolgen das Programm mit aktivem Interesse, oder sie beteiligen sich schon daran.

**Empfehlung und Antrag zur Frage:
Zukünftige Nutzung des Gossner Besitzes Lusaka-Ibexhill**

Aufgrund der guten Voraussetzungen für die Gossner Mission in Zambia, neben bzw. nach den Projektarbeiten eine neue ökumenische Arbeit aufzugreifen, empfehlen Zambiaausschuß und Geschäftsstelle dem Verwaltungsausschuß eine Erkundungsphase für entsprechende Möglichkeiten einzurichten.

Als Felder für ein solches Engagement sind z.B. denkbar:

- die Intensivierung der Kooperation mit bisherigen Partnern in und außerhalb Zambias wie UCZ, CCZ, die Mindolo Ecumenical Foundation, die Engl. Methodist Church, DED u.a. in ausgewählten, überschaubaren Bereichen;
- Aufbau einer ökumenischen Plattform, z.B. Teilnahme am konziliaren Prozeß zur Förderung der Bewußtseinsbildung an der kirchlichen Basis, Unterstützung der Kirchen in ihren gesellschaftsbezogenen Diensten; im Bereich in Kirche und Arbeitswelt;
- Angebot von ökumenischer Begegnungs- und Solidaritätsarbeit für das südliche Afrika.

Diese Erkundung sollte aus praktischen Gründen vom Liaison Office, Lusaka, ausgehen z.B. durch Jungtheologen mit ökumenischen und organisatorischen Fähigkeiten vor dem festen kirchlichen Dienst, evtl. Hilfsprediger. Neben diesen Sondierungsaufgaben gilt es, die für die beiden Projekte lebenswichtige Routinearbeit (NIP bis 1997/98, GSDP bis 1999/2000) wahrzunehmen, die Infrastruktur instand zu halten, die Gasthäuser zu verwalten und evtl. auszubauen sowie das neue ökumenische Programm technisch auszugestalten und auf den Weg zu bringen.

Zeitraumen: 3 Jahre ab 1996.

Personalkostenfinanzierung: In Kooperation mit einer der Gossner Partnerkirchen in Deutschland und/oder reguläre DÜ-Entsendung;

Sachkostenfinanzierung: Kommission der EG und/oder, in Zusammenarbeit mit Jochen Lindau, APRODEV (Association of Protestant Development Organizations in Europe) sowie gezielte Projektwerbung im Inland.

Der Zambia-Ausschuß und die Geschäftsstelle bitten den VA, die Verträge von Birgit Groth (2.6.92-30.6.95, BAT III) und Reinhold Berkenkopf (1.5.93-30.6.95, 50% von BAT Vc) zu den bisherigen Bedingungen bis zum 30.6.1996 zu verlängern. Die Finanzierung dieser einjährigen Verlängerung bis 6/96 ist in den Haushaltsvoranschlägen für 1995 und 1996 entsprechend einkalkuliert. Dies ermöglicht eine intensive Vorbereitung des o.g. Planes einschl. der Entsendung eines Theologen, wendet möglichen Schaden an und in den Gebäuden in Ibexhill während einer möglichen Vakanzzeit ab, und erlaubt eine kontinuierliche Unterstützung der beiden Projekte NIP und GSDP in ihrer Abschlußphase.

Berlin, den 2.11.1994/VALIaisn.TXT

Eingegangen

08. Juli 1994 1

HANDING OVER NOTES
From GSDP Chairperson, R.F. Bredt

1) INTRODUCTION

The notes are written for the people who will act as the leaders of GSDP and the future GSDP leadership. During the last three years I was called GSDP chairman and been made responsible for the whole GSDP activities. I believe that in future this should be changed because it is not right that (as) a German Gossner Mission employee heads a GRZ project. The attempt to change this during the last years was rejected by the Gossner Mission and even proposals for a changed job description for the GSDP leadership remained unanswered. A letter dated 02.04.93 from the director of Gossner Mission to MAFF indicates Gossner Mission's unwillingness to have any change but it reflects also that Gossner Mission did not understand the changes which had taken place in GSDP leadership on the request of the PAO in the end of 1990. (see handing over notes from Rev. Luigi). If a qualified Zambian (at least a university degree) becomes the overall in Charge of GSDP then a Gossner Mission employee may take the position of an adviser as it is stipulated in the agreement between GRZ and Gossner Mission. The different concept of leadership and the question of partnership between GRZ - Gossner Mission - local leadership - GSDP management has to be clarified not only in theory but also in its practical implementation to guarantee a smooth running of GSDP operations and to avoid further frustration of many GSDP staff members and the local leadership.

When I took over office the idea was that the regular funding from GRZ should be faced out. My early discussions with different GRZ officers in 1991 indicated that this was mainly a move initiated by Gossner Mission employees because of the frustrations about the handling of GRZ funds and not because of the unwillingness from GRZ to fund GSDP. In the past 3 years GRZ increased its financial pledges to GSDP drastically to more than 50 % of the GSDP budget but in the last year (1993) only 22 % of the GRZ funds indicated in the national budget were released. Nevertheless, GSDP was one of the better funded capital projects by GRZ.

2) THE FRAME WORK OF GSDP OPERATIONS

GSDP is a government project jointly financed by GRZ and Gossner Mission. The legal basis for its operations is the Agreement for Technical Cooperation between GRZ and Gossner Mission in Berlin / Germany. The present agreement expires in 1996. GSDP has to report directly to the director of the Planning Division in MAFF, but subject special questions have to be discussed and agreed with the provincial heads of the different government departments and the District Council. The PAO's office has a special position as all GRZ personnel attached to GSDP are from that office. Planning Division also likes to see that the contacts between GSDP and the PAO's office are as close as possible.

Administratively GSDP operates under the District Council. During the last 3 years, the Sinazongwe District Council was not functioning properly as the district was only gazetted last year (1993) and the senior officers changed several times. At present there are only 2 senior officers (District Secretary and Director of Works) but since their arrival cooperation improved.

With the beginning of 1992 GSDP was moved from the office of the PAO in Choma to the Planning Division of the MAFF in Lusaka. It was shifted because GSDP is a regional rural development project and not a pure agricultural project. The Planning Division has high qualified manpower in different fields (eg economics, sociology etc) which is not only concerned about agriculture. With the move to the Planning Division GSDP got also the right to have its own bank accounts were also the GRZ money was banked and the spending was fully controlled by GSDP management. This made project operations much more easy as well as the control of expenditure. Before 1991 GSDP / GRZ funds were used to a great extent to satisfy unnecessary allowance claims from officers within and even outside GSDP. With the transfer of the responsibility for the control of GRZ funds to GSDP it was now possible to have one joint GSDP budget. This enabled GSDP to make quarterly financial statements and to improve the accountability and transparency of all spending. It would be good if Gossner Mission would supply GSDP with a quarterly statement mentioning the money spent in Germany for GSDP. This would enable GSDP to show the full contribution of Gossner Mission towards its operations.

Gossner Mission should also consider if it could release the financial figures it has spent on salaries for Gossner Mission staff in Zambia as well as other expenditures for the operations in Zambia at least once a year. The expenses for the liaison office in Zambia should of course also part of the yearly statement.

In the beginning of 1993 GSDP held a workshop in Livingston to discuss the proposed Project Out-line for 1991 - 2003. Each sector in GSDP was discussed and a frame work agreed upon including a time frame. Unfortunately, the report produced in Germany was so meagre that it can not be used as a working document. Efforts should be made soon to work out a plan of operations for GSDP which should include a time frame for each component and personnel needed. This is important for the preparation towards the final withdrawal of Gossner Mission by the year 2000 which was agreed during the Livingstone workshop.

In March 1994 the first ever evaluation of GSDP from MAFF (GRZ) was carried out. GSDP exists since 1970.- So far (beginning of June 94) the report was not yet out. This evaluation may give new inputs for the future directions of GSDP. It is hoped that this evaluation will also increase the interest of MAFF in GSDP, as in the past not much guidance was given from the ministry.

The Senior Staff Meeting, which meets every month, is at present the policy making body for GSDP. All major decisions have to be passed by the staff meeting. This is an acceptable arrangement for the practical execution for GSDP but it is not satisfactory - in my view - when it comes to policy questions. The members of the staff meeting are all involved in the day to day execution of their work and very often do not see beyond their own duties. Criticism of the work in one section is straight away seen as a personal attack and leads to high tensions. Therefore, a body has to be formed to guide the GSDP activities. - You could call it 'Steering Committee'. - ~~In~~ this committee should comprise of representatives from Planning Division (MAFF), PAO's office, Provincial Planning Unit, District Council, other NGOs working in Sinazongwe and local leaders. The representative of Planning Division should be the Chairman and the GSDP chairperson / coordinator may be the secretary.

The question of the GSDP leadership has to be clarified as soon as possible. The present job description for the Gossner Mission, Team chairperson and GSDP chairperson, employed by Gossner Mission does not take into account the administrative set - up in GSDP. The official expectations from Gossner Mission are that the chairperson is an adviser to the GSDP Administrative Coordinator, but in actual fact the chairperson should be in charge of the whole GSDP operations as the agreement was in 1991 with the PAO and the handing over papers indicate. The Planning Division had the same view about GSDP leadership keeping in mind the personnel present in GSDP, even so, their official policy is that a qualified Civil Servant should head such project. In the past the main problem for the Planning Division was lack of qualified personnel and that the conditions offered in GSDP are not attractive enough. - I hope that through the above mentioned MAFF evaluation new efforts will be made to find a qualified Civil Servant who could head GSDP. I know that this is not the view of Gossner Mission in Berlin.-

Since 1991 Zambia has a new government which is changing the major policy directions in the country. The main points are the reduction of government influence in the public live (reduction of involvement in the social sector and in other services financially and in personnel), privatisation of the economic activities and free money transfers. With this in mind nearly all ministries are working on new policy guide-lines for the sectors they are responsible for. So far as I know, none of the new policy guide-lines are already officially made public but draft proposals are in circulation (some draft proposals are in the offices of GSDP). It is important, that GSDP has to inform itself and reflect on the new policies in how much they influence its on-going activities and which changes have to take place to react towards the new policies adequately.

3) GSDP COMPONENTS

In the following paragraphs I would like to make some remarks on each of the different activities in GSDP. For more detailed information see GSDP Annual Report 1993.

3.1. ADMINISTRATIVE UNIT

The Administrative Unit should be seen as the centre unit where all information is coming together to enable the management to react on questions which may touch GSDP's general policy. Therefore, all correspondence done on official matters should be compiled in the official files which are kept in the main office and these files are open for every GSDP staff member. There was a strong and is still a slight tendency by some GSDP components to do things on their own and not share their correspondence.

From time to time the filing system has to be up dated and it has to be avoided that Gossner Mission files are kept separate which deal with project matters.

Maintenance of GSDP buildings with its water supply and the up keep of the plots (Nkandabwe Camp, Kanchindu plot and Buleya Malima plot for the 3 senior staff houses) are important for the satisfactory living conditions offered. In the last 3 years much had to be done but major repairs are still outstanding to keep especially the senior staff houses in Nkandabwe Camp at an acceptable standard. Water supply has to be improved in all 3 plots and regular maintenance has to continue. One house in Nkandabwe Camp is occupied by the district Land Use Officer, who was formerly (up to 1990) a GSDP officer. If GSDP needs a house for a senior staff member, the Department of Agriculture should be asked to move him into another house. The house where Patricia Siatwiko is staying in can also be considered as a house to be used for a GSDP senior staff member as she was moved into this house only temporarily. If changes have to take place both matters have to be handled with care and respect. As soon as VSP offices have moved to Sinazeze, VSP employees should be encouraged to leave the Camp as well to give space to GSDP workers and later may be district officers. - All GSDP houses belong to GRZ (MAFF). - I see the time coming that all GSDP employees occupying a GRZ house have to pay rent. If this happens then GSDP should try to use the money from the rent to maintain the houses.

During the last 3 years the mechanical workshop became less important. The main reason was that the services offered could not be offered at an economical level and since subsidies have been withdrawn requests have dropped. At present the workshop has its own revolving fund which has to be checked every month. Ba Smart is doing his best to keep the book. He is a welder who is in charge but has to report directly to the Administrative Coordinator. The danger is that money of this revolving fund may be misused if no control is maintained. No imprest or loans should be given out of this revolving fund. GSDP management should encourage the mechanical workshop to buy material for its

operation out of the revolving fund as soon as funds are there. If GRZ funds become available then major repairs of the equipment is necessary and new equipment should be bought. In the past several attempts were made to request for a motorcycle. In my view there is no need for a motorcycle to execute workshop duties and a motorcycle will make the movement of the workshop personnel and the administrative staff more difficult to monitor.

During the last 2 years the GSDP accounts section has done a recommendable job. The different accounts (GRZ and GM accounts as part of GSDP account, Special Donations account, Transport account, Staff Loans account, mechanical workshop revolving fund) need different procedures to account for the money. The introduction of quarterly statements - which I checked regularly - made the control easier. Control is necessary as many of the GSDP officers including Gossner Mission personnel do not regard the agreed GSDP budget as a guide-line and have difficulties to accept accounting procedures. The GSDP management needs to remain firm in the control of spending and guard against misuse and fraud. Imprest given to officers has to be controlled specially. The last 2 years the main accounts in GSDP were audited. This should continue every year and should include all the sub-accounts and revolving funds as it was done this year for 1993.

When Solomon Siadibbi started work^{ing} with GSDP he was promised that GSDP will pay for his training after he had work^{ed} for about one year. He should start his training in June this year. The training will take most probably 2 years. During this time he shall assist GSDP during his holidays to bring the books up to date and prepare the financial statements. Monica Meja, the Administrative Assistant will take over as the accounts clerk during the time Solomon is on training.

Transport in GSDP is a sensitive issue. Each officer has to plan its booking for a specific car. GSDP management has to give specific support to the Administrative Assistant in the management of transport allocation. In the last 3 years we introduced that each kilometre driven by a GSDP car has to be paid for. From time to time the Km claim has to be recalculated according to change of prices of fuel, lubricants and repairs and change of exchange rate. A special transport account is kept and administered by the Administrative Assistant. All costs for transport have to be paid out of the transport account including the remunerations for the drivers. The "red pool car" shall be given to the Agricultural Coordinator as its personal to holder car. - This was the arrangement made with MRDF. During his last visit in June this year Bob Mann indicated his unhappiness that GM was not yet able to employ an Agricultural Coordinator and indicated that MRDF may withdraw the red car if in the next 3 to 4 months no officer will take up this job. - The other pool car should be replaced this year. The order must be given to Gossner Mission in Berlin soon. The WFP car is still in the garage in Lusaka to be repaired and GSDP has pledged to cover the costs for it out of its transport account. A special savings account

who pays? should be opened for the lorry for the Water Programme and the depreciation charged for each km driven should be paid into that account so that money is accumulated to pay for the replacement in 3 to 4 years.

The control of log books has to be done more regular by GSDP management including the log books for the motorcycles. This became obvious only in the last few months of my stay.

22 The control of items going in and out of GSDP stores has to be improved further. Training in store keeping has to be given to officers involved. The Administrative Assistant did her best but better coordination between the different officers who keep GSDP goods has to be introduced. All items bought by GSDP - it does not matter if they were bought by GRZ, Gossner Mission or from special donations or revolving funds - have to be recorded with the Administrative Assistant as well as the use of them.

GSDP management should be involved in the planning of each GSDP component more than it was in the past. Unfortunately this was not encouraged by Gossner Mission, therefore, individual GSDP components do work partly in isolation from one another and do not like to have the monitoring function of GSDP management been implemented. This has to be changed for the proper execution of the whole GSDP.

But already de-centralisation? Fabrice! of the administrative dimension. It is important for GSDP that one person can speak for the whole project and has the right to decide on behalf of GSDP. Of course, all such decision should be communicated to the senior staff, especially the component which may be effected. To have one person responsible for the overall execution of GSDP is also an expectation from the Zambian side.

2 Much work was done outside the official frame work of GSDP, as it was not done as work of GRZ / Gossner Mission. It was done under the name of Gossner Mission as a church organisation / NGO. I felt it was important that we in GSDP / Gossner Mission have a possibility to react toward new needs coming up from the communities in Sinazongwe district. The execution of such work was partly done by using the infrastructure of GSDP and its components. It may be important in future, that such work finds its own legal set up. - Gossner Mission is not registered in Zambia in any way. - It is clear that the present government policy is to reduce its own involvement in implementation of projects but have more a monitoring and evaluation role. In view of the new policies developing in Zambia, I could see that Gossner Mission should support the creation of an NGO in Sinazongwe district which should involve itself in fund raising for community based projects. There are several Zambian umbrella NGOs (PAM, CCZ, Africa 2000, etc.) as well as major international donor organisations (USAID, IFAD, EEC Micro projects, EZE, etc.) who are willing to support community based projects if the executing NGO is registered in Zambia and accountable for the inputs and funds received.

3.2. BULEYA MALIMA IRRIGATION SCHEME (BMIS)

After the drought year 1992/93 during which the whole BMIS remained dormant, the farmers committee has taken up much more responsibilities than before. It is important that the BMIS management should encourage this further to achieve the ultimate goal to hand over the full management of the scheme to the Farmers committee. Gossner Mission, GSDP and GRZ personnel have to be slowly withdrawn and functions handed over. This has to be a graduate process which should ~~to be~~ accompanied by GSDP for some times even after GSDP personnel has been withdrawn from BMIS. I can see that it remains necessary to have GRZ agricultural extension workers attached to BMIS to give advise in agricultural practises and to bring in new ideas and research findings but these officers have to be kept out of the BMIS management. Furthermore, a close link has to remain with the PAO's office so that help can be called for especially when it comes to technical problems related to pumps and electricity.

The citrus orchard is a necessity and has to be managed under commercial conditions to enable BMIS to earn enough surplus to subsidise the water fee which farmers have to pay and to support the cost of the overall management. BMIS farmers committee have to be trained more systematically in orchard management and its day to day operations. At present the orchard is more than 20 years old and the trees need to be replaced. More effort has to be put in by the present BMIS management to keep the present trees free from pests and diseases and to prepare for the replacement of the old trees. I would propose that a new orchard has to be established and not to use the same old orchard by only replacing old and dead trees. The main reasons are to control pests and diseases and to avoid depletion of soil fertility.

BMIS has to improve its present book keeping system and produce regular statements which should be checked by GSDP management as a kind of internal auditing. Members of the farmers executive committee have to be trained to understand the book keeping so that they are able to check the money flow within BMIS. Yearly budgeting for BMIS have to be introduced which includes the expected income and this should determine the water fee charges for the coming year.

I support the idea that the income and expenditure for the marketing truck should be separated from the BMIS main account. It is important that money for the replacement of the truck been put aside to enable the scheme to replace the truck. This was not done in the past and therefore I can see that funds have to be raised outside the scheme to replace the marketing truck within the next 2 years.

The BMIS adviser has to be more serious in management and financial questions and to embark on a systematic training in the field for the present management and the farmers committee specially.

3.3. SUSTAINABLE AGRICULTURE

When I joint^{ed} GM in 1991 again I mentioned during my first meeting with the Zambia Ausschuß (Zambia Committee of GM) in Germany that I see it as very important for GSDP to embark on an dryland farming programme because such programme will be able to have an impact on most of the people within the area and already then I pointed out the danger of deforestation and soil degradation which is taking place in the Gwembe valley. The Zambia Ausschuß agreed to this proposal in general. We in GSDP made proposals how to start the programme but found the reactions from the GM head office very lukewarm and not much supportive. The main question was the employment of an qualified officer to head this programme and financing of this part of the programme. The last two years provisions were made in the GSDP budget to insure the financial implementation of the programme fully. It is very disappointing that up to this time no final decisions are made when the officer shall be employed. In November 1993 interviews of possible candidates were conducted by a panel of 5 people here in Zambia and 3 candidates were chosen give one candidate the clear priority but Rev Damm the Desk Officer of GM felt that the second candidate was more appropriate than the one chosen as the first by the panel in Zambia. The wisdom of this decision remains doubtful to me but for the good of the programme and the people served I hope things will turn out well. What is missing now is the clear decision by GM to employ the chosen candidate, Gossner Mission's choice. Any delay beyond August will put the programme in serious question as again one full year will be lost. The programme of work has to be ready latest by November before the rainy season starts.

It was agreed that a workshop on sustainable agriculture should be held to explain to all participants what GSDP will ^{???} understand under sustainable agriculture and a programme of work should be the outcome of such a workshop. If the workshop should be meaningful then it should take place latest in October and the Agricultural Coordinator (Terms of Reference were past by the GSDP staff meeting and were sent to GM already more than a year ago) should have had a chance to know the area and the farmers in Sinazongwe district. The Gwembe Valley is a special area in Zambia and has different problems ^{an} than most of the other areas within the country. Participants to such a workshop should be people from MAFF, Planning Division and Department of Agriculture - extension and research branch, officers from provincial and local administration, officers from Siavonga (GITZ) who are already working on a sustainable agricultural programme there, representatives from NGOs and churches as well as experts in sustainable agriculture like Bob Mann from the Methodist Church in England or Mr. Hess from Bread for the World and last not least local farmers, local leaders and the chiefs.

3.4. VALLEY SELF-HELP PROMOTION SOCIETY (VSP)

VSP role may become more and more important under the new agricultural policies in Zambia. Transport, trading and supply of agricultural inputs to the area should be the main income generating activities. VSP EXCO and management has to sit and define more clearly what are their main goals. It must be clear in which field VSP wants to be the owner of business and in which fields it will support other groups or individuals to run their enterprise. In the past I saw too often that the management was not clear which part was its own business and which was only support to people (eg women clubs and the oil presses). Self-help promotion has fallen a-side in the last years because the VSP management did not see it as its major task. More should be done in this field otherwise another organisation should take this up for the betterment of the people in the area.

The relations and terms between VSP management and VSP EXCO has to be better spelled out. Too often the management was involved in actions which the EXCO was not really aware of and when management was questioned then it felt EXCO was interfering. More education into the role and duties of the EXCO members has to be given, especially by the adviser.

The book keeping in VSP has improved over the last 2 years but much further improvement is needed so that the financial statements could be used as guidance for the operations. Monthly statements were produced since the beginning of this year but the interpretation of the statements is not done. In my view it is a must that VSP should prepare a yearly budget to enable VSP EXCO and VSP management to monitor and evaluate its activities individually and as a whole. This was stressed several times in the EXCO meetings but the response by management was reluctant. Business administration and entrepreneurship has to improve to keep VSP a viable enterprise. Therefore, the manager and the adviser need to receive more training in this field to guide VSP better in future.

VSP should try to get closer to the need of the people by having regular meetings in the localities it is involved with some business. Only if VSP keeps a close contact to the communities they are supposed to serve then they will achieve its objectives. In the last 2 years or so too much effort was put into looking inside VSP and forgetting to look outside. Book keeping is very important for any business to stay alive but more important is the vision to work with people together and improve their standard of living.

3.5. FEMALE EXTENSION

Since Edna is with GSDP (February 1993) the programme has had its influence on the whole GSDP staff and on many local people. The gender awareness has risen beyond my expectations. It should be realised that this is only possible because Edna is a professional in her field and knows the people and the environment she had to work with. I strongly recommend that Gossner Mission should take this as an example and employ more Zambian professionals with the highest possible qualifications. If a Zambian is willing to work in the Gwembe valley he or she can never be overqualified for the work in GSDP!

I feel the Female Extension (FE) programme is going on fine especially in the gender awareness campaign and the fight against dependency of women from outside help, nevertheless, I have two areas which I would like to comment on. When the FE programme started again we wanted to set up a Sounding Board. To have professionals mainly women but also men to come together from time to time to reflect on the work done with the women in Sinazongwe district and on the gender issue as a whole. The aim of the board should not be to control the work but to reflect on the policy and the practical implementation as well as bringing new ideas into the work which the board members have heard and seen elsewhere. This Sounding Board was not yet set up but I see it as an important part for the continuing work as it is necessary to have outsiders to look into the work done and give advice or guidance. Professionals in different fields (eg health, education, law, business, trade etc) should be chosen as members to sit on this board. If one works in a rural area one may easily be isolated from new ideas but one needs to exchange ideas to improve the work further and not to get burned out. The other point is the question of income generating activities by women. First steps are taken but this may need an additional and specialised staff member for the FE programme to cover the managerial and financial guidance for income generating activities. It should be looked into the question in which way also individual women could receive support through the FE programme.

3.6. SMALL SCALE VILLAGE INDUSTRIES (SSVI)

The basic concept of SSVI is a good one to train young people in a specific skill and to bring them to the stage that they become independent entrepreneurs within the Sinazongwe district. The skill training is based mainly on in-house training and not extensive training outside of their own working environment. This approach towards skill training was fully supported and should continue. The question of entrepreneurship has to be seen in a more critical light. The SSVI has to work out a more clear approach towards entrepreneurship and management of business. Most probably the present officer and the adviser need further training in this field to give proper advice and be engaged in a more systematic extension programme. The Training and Visit (T&V) approach which is used in the Department of Agriculture could be a good guidance.

There was a strong tendency within SSVI to do things on their own and independent from GSDP. In the last half year this has been lessened and it was realised that the SSVI has to work within the framework of GSDP. Nearly a year now the SSVI Advisory Committee has not met. The old committee was hand picked and members showed little capacity to reflect on the action taken by SSVI. It is very important for the future work of SSVI that an Advisory Committee is newly set up with members who are really interested in promoting entrepreneurship and training of young people as well as having an independent mind not to become rubber stamps only. The position of the chairman should not be taken by any GSDP staff member as it was in the past. I would propose that a workshop be held as soon as the final report on SSVI from the Commonwealth Youth Programme - Africa Centre (CYP) is out. During that workshop the new advisory Committee should be chosen and the aims of SSVI reflected upon.

The two GSDP officers responsible for the SSVI work have started to improve their working relationship and share their responsibilities more clearly. It must be clear that the adviser has to withdraw step wise from the implementation of SSVI activities and advise the SSVI officer and the Advisory Committee. The SSVI officer has to be the person in charge of the programme. One other point which has to be more clear is the distinction between personal relations to the participants and the professional advice given in SSVI. There is a great danger that the community at large may misunderstand personal relationship and support given and that through personal relationship participants become dependent on a specific person or programme. GSDP as a whole has to work against this dependency in all its activities. It is unfortunate that the desk officer of Gossner Mission was not able to see this danger and made statements and supported actions which increases dependencies of GSDP participants in the past.

Much more work has to be done in the proper administration and accounting of funds of the SSVI revolving fund. The adviser and the officer have to be more serious in the handling and accounting of this funds. In the last few months first steps were taken in the right direction but much more has to be done (see auditors report for 1993). It is important that a clear policy has to be formulated and that the funds are controlled by independent people who are not involved in the day to day contact with the artisans and beneficiaries. When giving out loans a clear economical calculations has to be the basis for such a loan. The instalments of repayments must be clear already at the time the loan is granted and who is responsible to monitor the repayment and to collect the money from^a loanee. It should be avoided that the extension / counselling staff are involved in the collecting of loan repayments as this will destroy the trust relationship between the extension staff and the loanees.

In the last half year two reports were written about the work of SSVI. An in-house evaluation which pointed out a number of short comings and ways to improve them in the frame of the present work and a CYP report looking into the question of extending the work into possible new fields. When I left only a first preliminary draft of the CYP report was produced. It is important that the management of SSVI programme has to be reflected upon in the final CYP report, as I feel that GSDP needs more advice in this field. During the discussions with CYP it became clear to me that GSDP can not expect precise recommendations on what new crafts could be or should become part of the future SSVI programme. Both reports have to be the basis for any programme planning up to the year 2000.

3.7. WATER DEVELOPMENT PROGRAMME

In the last years it was basically an emergency programme with a bit of providing services to communities who are willing to dig new wells on self help. I call it an emergency programme as it was trying to repair the existing wells and boreholes in Sinazongwe district. All this was done on written requests from communities using the water points.

With a lot of work by the GSDP management and with great support from the Methodist Church of England a new programme was envisaged. Water Aid an NGO from Great Britain was invited to participate in the water development programme of GSDP. In March 1994 Tony Yates from Water Aid arrived and became the adviser to the programme, working half time with the catholic Diocese in Monze and the other half with GSDP. The practical aim is to develop a water and sanitation programme which should be based on people's participation. In the last two months GSDP was able to promote the setting up of a district committee on water and sanitation which should oversee the policy and the implementation of ~~the~~ all activities in this field in the district. Participants of this committee are the District Council, Water Affairs, Ministry of Health, GSDP and any other organisation which is working in the water and sanitation section in Sinazongwe District. During the first two meetings a policy paper was agreed which spells out the general approach in the sanitation and water section. The committee agreed that all organisations working in the water and sanitation section in Sinazongwe district should work together. The Council and GSDP expressed already the willingness to set up one joint team within district. The practical implementation has to be closely monitored. For me this goes in the right direction of achieving a sustainable programme in future.

The future Water and Sanitation Programme (WSP) will have to have two or three additional people for the awareness and educational part of the programme. Water Aid is willing to support this part of the programme even so GSDP should put this two additional people onto their pay-roll latest by the beginning of 1995.

In the discussion about the future WSP two points were mentioned and not finally concluded. The first point was what types of water points should be promoted more boreholes or wells. The second question was if a handpump could be found which can be maintained and repaired by the local community itself and fit to the local environment. I found a common understanding on both points with Tony but I could see pressures coming up from different sides to see more borehole been drilled (people's participation has to be observed and possible funds spend may be used to serve a wider communities) and with the introduction of more handpumps but the question of sustainability under limited resources is too often not observed. GSDP management has to accompany the WSP critically on these two points.

During the next few months the Water Development programme should come out with a programme of work for a WSP which should be discussed within GSDP and the district committee. In the programme it should be spelled out what and how much each participant (Council, Water Affairs, Ministry of Health, GSDP, Water Aid, etc) will contribute to the planned activities. As soon as this happened as better so that it can become an integrated part of the next years budget of all participating parties.

3.8. RURAL WORKS PROGRAMME (RWP)

At present mainly two programmes are carried out by the RWP. These are the building of small dams and weirs on self help by the communities and the Muziyo road. The RWP officers are also involved in the maintenance and repair of GSDP houses and offices.

The work on dams and weirs is financed ^{through} by the Christian Council of Zambia (CCZ) and the Muziyo road by PAM. PAM is expecting a monthly report, CCZ quarterly. Both reports should include a financial statement.

The RWP activities have to be closely coordinated with the District Council. Coordination with the district council offices have improved in this field but on the long run a proper committee may be needed to formalise the cooperation with the Council.

GSDP management should monitor the RWP activities and to ensure that people's participation is observed. The two officers involved may try to get the work at the dams and weirs moving at the expense of people's participation which is understandable but not desirable. It should be monitored what are the advantages and disadvantages of building dams out of soil only or made from concrete.

The Muziyo road was planned as a self help activities without any big machinery. When the PAM engineer came last year to Muziyo he promised people to bring a bulldozer for the work without consulting GSDP. In the beginning it looked like that this would be possible but the latest information states that for the work to be done the double amount of funds are needed to finish the task with heavy machinery then its is allocated for. (We requested and received a pledge of K 10m from PAM). Maamba collieries alone expects a payment of over K 17m to release their bulldozer for the work needed. If in the next few weeks no progress is made, then a public meeting should be held and the whole situation has to be explained to the people in Muziyo and the idea should be reversed to the original one to improve the road on self help by manual labour only.

The RWP officers are responsible for the technical part of the repairs and maintenance of GSDP buildings. They need support when it comes to planning and ordering of material needed.

3.9. OTHER ACTIVITIES

CHURCH WORK

I saw myself mainly as an ordinary church member of the UCZ Trinity congregation. Basically all work I did was part of my private engagement except in a few cases like the support for the roofing of the Mweezya UCZ church and a bit of material for the toilet at Trinity congregation as well as participating in lay people's training mainly in book keeping. I was elected as an elder in Trinity congregation as well as be the consistory treasurer.

I kept in contact with Bishop Siatwinda (UCZ bishop for Southern Province) in Choma. Little was done from my side on presbytery level. The support of the lay training programme at presbytery level was withdrawn after the minister responsible for the lay training was misusing the donated car from Gossner Mission even after several talks with him in the presents of Bishop Siatwinda and strong criticism during the presbytery meetings. Before further support should be given a clear lay training programme has to be worked out and support should be given only to a specific activities which can be monitored. If it works out satisfactory for about a year then general support should be given again.

TEEZ (Theological Education by Extension in Zambia) is an ecumenical programme which was supported by Gossner Mission for a few years. It can be quite helpful for any congregation if some members participate in TEEZ. The head office is in Kitwe, Mindolo Ecumenical Foundation. TEEZ has asked Gossner Mission if they could get support to translate some of their new material into Citonga. I support this idea and had written to Gossner Mission (25.03.94) on this subject but have not received any feed back.

AMBULANCE SERVICE

We called it ambulance service when GSDP releases its pool car to bring sick people to the clinic. Sick can be interpreted in a wide way and there is a strong tendency especially with some GSDP staff members to use the pool car even when they have a minor cold. Generally the ambulance service should be only given for emergence cases. The regulation is to bring sick people to the Sinazeze clinic and only if the medical staff there write a letter saying that a patient has to be brought to Maamba then the pool car is allowed to proceed to Maamba. No trip should be made for ambulance service outside the Sinazongwe district.

SOCIAL ACTIVITIES

There is a small amount of money in the budget to support social activities by some clubs or groups. It is a possibility for the GSDP management to react to unplanned events and it can be used especially for young people to ~~be~~ encourage them to do something by themselves. I used this money only for specific occasions and not for on-going activities to avoid any kind of dependency on GSDP or Gossner Mission.

As the work of GSDP and specially the people of the Gwembe valley are very close to my heart I am always available to assist and ready to be consulted at any time. In the next 2 month I will be in Lusaka at my house in Makeni / Lusaka. The address and phone number is below. Otherwise communication can always been past through the Christian Council of Zambia.

passed
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MINISTRY OF AGRICULTURAL, FOOD AND FISHERIES

DEPARTMENT OF AGRICULTURE
SOUTHERN PROVINCE

BRIEF NOTES ON THE
SOUTHERN PROVINCE HOUSEHOLD FOOD SECURITY PROGRAMME

Office of the Programme Co-ordinator
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Choma

1.0 INTRODUCTION

The Southern Province Household Food Security Programme (SPHSP), for which an IFAD loan of USD 16.3 million has been approved, aims at reducing the level of food insecurity of the numerous poor rural households in this province. The need for such a programme was identified by IFAD in early 1993 and a detailed design together with a socio-economic and production systems study was prepared the FAO Investment Centre in early 1994. An IFAD Mission visited Zambia in June, 1994, to appraise the proposed programme and participate in multi-donor appraisal of the Agricultural Sector Investment Programme (ASIP). ASIP is the first four year phase of a comprehensive programme to be financed by the donor community to support the medium term goals of Government's Agricultural Development Policy and associated structural adjustment measures. Southern Province Household Food Security Programme will finance a specific area and time slice of ASIP widening and deepening the general ASIP provisions for assisting the rural poor in the Southern Province as embodied in the title, the IFAD Programme has adopted household food security (HFS) as the integrating concept.

2.0 FOOD SECURITY

According to the Socio economic and production systems study conducted by FAO-IC in 1993, about 75% of the households on the plateau produce adequate food in normal years, but only as about 10% of the households of the valley. In bad years, fewer plateau households are self-sufficient whereas virtually all the valley households experience food shortages. The most commonly reported hungry months are December to February, with hunger extending into March and April in many areas.

The vulnerability of the province's households to food insecurity can be attributed largely to misguided policies favouring maize mono-culture. Many of the non-staple crops that had assured variety, mostly legumes, were abandoned, reducing the nutritional value of households output for own consumption. The growing of sorghum, which had been the traditional crop of the Tonga and which is much more tolerant of drought, declined sharply, causing further changes in the diet as maize has different nutritional characteristics. Urban consumers consider sorghum a poor man's food, and this view is shared by many plateau farm households.

3.0 DESCRIPTION OF THE PROGRAMME

3.1 Agricultural Extension (USD 6.02 million)

Agricultural extension operations to small holder farmers shall be supported throughout the programme area, providing for the rehabilitation of field staff housing, transport replacement, training and for field equipment. Through staff training and orientation of services, participatory

methods of extension among farmers shall be promulgated with the goal of improving HFS, especially the Programme Area beneficiaries.

3.2 Farming Systems Research (USD 3.90 million)

A participatory approach shall be adopted through the establishment at the provincial level, of a six-person interdisciplinary FRST. Office and research equipment, vehicles, bicycles and allowances for the FRST shall be provided and staff housing rehabilitated at three stations: Mochipapa the FRST headquarters; Magoye and Sinazongwe. Research activities shall be supported, including, range management; farming systems development; legume intercropping; and mainly, short-term technical assistance.

3.3 Animal Production and Health (USD 4.25 million)

The capacity of the Provincial Veterinary and Tsetse Control Service to deliver services to the field shall be strengthened, with the supply of specialist kits, essential equipment and initial stocks of drugs. Staff shall be trained, mobilised and their housing rehabilitated or provided. Participatory research shall be applied in building up the service and developing animal husbandry messages, integrated within the local farming systems. Tick control activities shall be integrated with a Belgium-supported intervention for immunisation against East Coast Fever.

3.4 Seed Multiplication and Distribution (USD 0.85 million)

Drought resistant varieties of crops including sorghum, millet, sunflower sweet potato and legumes shall be multiplied and distributed and new strains/cultivars shall be identified and tested. The programme beneficiaries shall be assisted in seed multiplication. The Seed Certification Institute shall provide a Seed Programme Coordinator and also support specialist training within the programme. Programme support shall include provision of specialist consultants, vehicle, equipment, operational costs and provisions for nurseries. Basic seed for multiplication shall be provided by breeders, private farmers, local NGOs and the Zambia Seed Company, or especially in the case of vegetables, by the Commodity Research Team.

3.5 On-farm Storage (USD 0.28 million)

Construction of about 2,000 improved on-farm storage shall be financed based on improvements to traditional practices. Design shall be constructed throughout the districts and beneficiary farmers shall be expected to meet about 25% of costs. Farm storage insecticides shall be distributed over the six-year term for demonstration purposes. Technical assistance, training and procurement of four vehicles shall be financed and the operating costs defrayed.

3.6 Community Development Fund (USD 0.80 million)

The CDF shall be established to support rural groups or community initiatives to enhance HFS and related capacity building. The enterprises to be supported shall be selected according to general guidelines and eligibility criteria, include:-

- (i) fixed assets such as earth dams; watering points; cattle dips; minor irrigation works; and community grain/input stores;
- (ii) durable equipment; or (iii) specific income-generating activities that have a special focus on women. Support be provided on a matching grant basis with beneficiaries expected to contribute about 25% of the cost, either in kind, cash or as labour.

3.7 Support for Decentralisation of MAFF Operations (USD 1.25 million)

MAFF Accounting Units shall be established progressively in each district and the Programme shall meet incremental equipment, operating, transport and training costs. Inception workshops shall be held in each district and courses given are financial management, accounting procedures, procurement, disbursement and monitoring. At the provincial level, the Agricultural Department at Choma shall be strengthened in order to coordinate the Programme, and provide technical backstopping for implementation at district level and be responsible for reporting. Support will be provided for internal audit of the Programme by the Provincial Administration as well as for PACU to carry out supervision and backstopping of the district accounting units. Short-term technical assistance shall be engaged to introduce new systems, a comprehensive training programme, administrative reorganisation and financial management.

3.8 Monitoring and Evaluation and Support to FHANIS (USD 0.23 million)

Support to monitoring activities in the Programme Area shall be provided to the Provincial Agricultural Officer; the Provincial Planning Unit; and to the district level. At National level, support shall be provided to FHANIS within the Central Statistical Office to expand its operations down to the provincial and district levels. This support shall also include a baseline survey and impact assessment including on the effectiveness of decentralisation. The Provincial Planning Unit shall conduct monitoring and reporting as part of its inter-sectoral role and in impact-evaluation and assessment of sectoral performance. Provision shall be made for vehicle, office equipment and operating costs. FHANIS shall be provided with vehicles, a computer at the provincial level; support to workshops on training and reporting; and short-term consultancy support. FHANIS shall be assisted in the development and application of a household questionnaire on

administrative reorganisation

HFS, child care and surveillance of nutritional status both of adults and children.

3.9 Rural Roads (USD 2.26 million)

Low cost spot-improvements to 500 km of feeder roads shall be financed, adopting labour intensive methods. Construction materials and advisory assistance shall also be provided for an additional 250 Km of village access tracks to connect feeder roads to nearby communities, using voluntary labour from the communities.

3.10 Rural Water Supply (USD 2.87 million)

About 300 existing hand-dug wells, 200 boreholes and 50 earth dams shall be rehabilitated and 150 new boreholes and 75 new hand-dug wells constructed.

The programme is expected to be completed by 31 December, 20000.

4.0 Overall Objective

Strengthening household food security (HFS) is the surest way to address the heart of poverty. In the drought-prone Southern Province of Zambia, where the risk both of transitory and chronic household food insecurity is high, the programme would seek to enhance the long-term resilience of most resource-poor rural households to drought by allowing them to stabilise their access to food at a consistently dependable level. The health/sanitation and care aspects of nutrition security would be pursued through constant attention to complementarity and collaboration with the concerned line ministries and other donors, particularly UNICEF. The concepts of HFS, nutrition security and gender awareness would permeate all activities undertaken under the programme.

5.0 Government Inputs

Government will finance US\$ 6.2 million, 27% of total costs. Government will cover all salaries, allowances and personnel charges for staff working under the programme. Government will contribute to recurrent costs for civil works, vehicles and equipment operating, taking an increasing proportion of these costs during the programme. By the end of PY 5 all recurrent costs will be provided by Government.

6.0 Target Population

Priority target is estimated at 42,000 households almost 300,000 people who are chronically food insecure, of which 27,000 live on the plateau and 15,500 in the valley. Of the priority target population, all of those on the plateau farm infertile soils and about half have no oxen of their own while in the valley about 4,5400 have their oxen, but obtain insufficient production because of farming on poor

soils and about 10,500 do not own oxen or hire oxen and are dependent on hand labour for all cropping activities.

There are an estimated 6,000-10,000 female headed households almost all of whom do not have oxen and are thus part of the priority target group. In addition to the target group there are a further 27,000 small holders on the plateau who only suffer occasional food insecurity whose food security would be improved by the activities of the programme emergencies and there is potential for development of these especially Goats in the valley. However any programme to intensify Goat production would have to be integrated with measures to improve grazing management.

About 19,000 core-poor households would benefit directly, a large part of them headed by women. It can be anticipated that the remaining 50,000 rural households living on reserve and trust lands would also be assisted in coping with drought hazards.

7.0 Benefits

The programme would promote food and nutrition security among beneficiary households by generating both economic and social benefits. The Sustainability of household food supplies would be strengthened and improved through strong interaction between farmers, extensionists and researchers, working together to develop environmentally sound improved farming systems. The risk of crop failure would be diminished by broadening the crop mix to include crops that are both more drought resilient and better suited to local soils. Dietary diversity and hence the ability of household to assure a satisfactory nutritional status for all its members would thereby be enhanced. The stability of household food supplies would be assured both by the risk-spreading effect of a broader crop mix and the use of more effective on-farm storage. Better access would boost the ability of households to procure supplementary food by facilitating.

- (a) access to essential farm inputs, leading to higher yields and production (b) marketing of produce, permitting higher incomes; and (c) relief operations when drought strikes. Access to safe water supplies would break the water-borne disease cycle and free women's time for child care or income generating activities, allowing them to buy food and goods.

8.0 Sustainability

Institutional sustainability of the programme would be assured by the strong linkages with the national ASIP on the one hand and by the envisaged heavy reliance on local human resource development through training and participatory approaches on the other. The farmer community and government staff would learn to work together in developing systems thereby ensuring long lasting benefits to farmers.

9.0 Implementation Arrangements

MAFF will be responsible for implementing SPHFSP within ASIP. The Permanent Secretary of Ministry of Agriculture, Food and Fisheries (MAFF) Agricultural Department has appointed Programme Coordinator. Programme activities will be managed by the Heads of respective Provincial Offices. The FMU being established with MAFF, will ensure the expeditions flow of funds to the District level as well as financial control and reporting at the national level.

Ministry of Agriculture, Food and Fisheries and the Provincial Agricultural Officer will prepare annual work plans and budgets (AWPB) and will work in consultation with the PPU and NGOs.

The Government will establish the Provincial Coordination Committee and the District Coordination Committee which will review and approve Programme's activity plans. The programme will also assist and improve the Ministry's management and accounting capacity in the province which is currently weak.

10. COORDINATION ARRANGEMENTS

10.1 Government Coordination

Household Food Security is being coordinated and supervised nationally by the Food Security Division of MAFF. The ASIP will be coordinated by the Policy and Planning Division of MAFF, under which a Financial Management Unit (FMU) will be established to control disbursements and donor information system. A Provincial Coordinating Committee for the programme chaired by the Provincial Agricultural Officer for Southern Province, will oversee planning, implementation performance and financial control of the programme and resolve policy, technical and financial issues. The committee will include the heads of both of the Provincial Departments and the Districts Councils relevant to programme activities, and beneficiary representatives. The District Development Coordinating Committee will coordinate all developmental activities within the District, what has been done so far.

11. CONCLUSION

Programme activities will aim at satisfying five critical conditions for achieving household food security and these are:

- food availability in staples; relishes, protein vitamins and concentrated energy sources (fats and sugars);
- food accessibility over the seasons through own production, purchase and other means including gathering, barter, transfers, processing, preservation and storage;

- sustainability through conservation and enhancement of the natural resource base;
- achievement of an equitable food supply by ensuring the farming systems research and extension address the root cause of poverty and vulnerability;
- improvement of livelihood security, by promoting diversification of source both on and off-farm.

LD

Arbeitsbereiche und MitarbeiterInnen der Gossner Mission in Zambia

	<u>Arbeitsbereich</u>	<u>Mitarb.</u>	<u>Vertragsende</u>	<u>Finanzierung</u>	<u>Programmplanung bis</u>	<u>Finanzierung</u>	
<u>G S D P</u>	CHAIRMAN	N.N.	1998 ?	GM-Haushalt	offen	GM-Haushalt	70% DÜ-Anschlußmodell
	FRAUEN-ARBEIT	E. Maluma	1/1996	GM-Haushalt (Lokalvertrag)	2000	GM-Haushalt (Lokalvertrag)	Spenden
	ANGEPASSTE LANDWIRTSCH.	B. Lungu	10/1997	GM-Haushalt (Lokalvertrag)	2000	GM-Haushalt (Lokalvertrag)	BfdW - 1992
	HANDWERKS-FÖRDERUNG	W. Diete	3/1996	DED	1998	GM-Haushalt und Fremdfinanzierung	W44
	VSP	K. Waldschütz	3/1996	GM-Haushalt	---	---	
	BULEYA MAL. BEWÄSSERUNG	A. Kreiter	3/1996	GM-Haushalt	---	---	
<u>LUSAKA</u>	LIAISON OFFICE	B. Groth	5/1995	GM-Haushalt	offen	GM-Haushalt	
	TECHN.U. VERWALTUNG	R. Berkenkopf	5/1995	GM-Haushalt	---	---	
<u>NALUYANDA INT.PROJ.</u>	Das N.I.P. ist seit 2/1994 ohne GM-Mitarbeiter, verwaltet sein Programm und sein Personal (6 einschl. eines neuen, zambischen Koordinators) selbständig, wird von der Gossner Mission aus Naluyanda-Mitteln (vierteljährl. Zuweisung) finanziert und vom Liaison Officer begleitet (Beratung, Finanzkontrolle). Fortsetzung geplant bis: 12/1997.						

Berlin, 9/1994

Planung davon aus,
daß J. Franke Ende 9/94
Zurückkehren würde

Arbeitsbereiche und MitarbeiterInnen der Gossner Mission in Zambia

	<u>Arbeitsbereich</u>	<u>Mitarb.</u>	<u>Vertragsende</u>	<u>Finanzierung</u>	<u>Programmplanung bis</u>	<u>Finanzierung</u>	
<u>G S D P</u>	CHAIRMAN	N.N.	1998 ?	GM-Haushalt	offen	GM-Haushalt	75% DA-Anschaffungsmodell
	FRAUEN-ARBEIT	E. Maluma	1/1996	GM-Haushalt (Lokalvertrag)	2000	GM-Haushalt (Lokalvertrag)	Spenden
	ANGEPASSTE LANDWIRTSCH.	B. Lungu	10/1997	GM-Haushalt (Lokalvertrag)	2000	GM-Haushalt (Lokalvertrag)	BfG - 1992
	HANDWERKS-FÖRDERUNG	W. Diete	3/1996	DED	1998	GM-Haushalt und Fremdfinanzierung	WFF
	VSP	K. Waldschütz	3/1996	GM-Haushalt	---	---	
	BULEYA MAL. BEWÄSSERUNG	A. Kreiter	3/1996	GM-Haushalt	---	---	
<u>LUSAKA</u>	LIAISON OFFICE	B. Groth	5/1995	GM-Haushalt	offen	GM-Haushalt	
	TECHN.U. VERWALTUNG	R. Berkenkopf	5/1995	GM-Haushalt	---	---	
<u>NALUYANDA INT.PROJ.</u>	Das N.I.P. ist seit 2/1994 ohne GM-Mitarbeiter, verwaltet sein Programm und sein Personal (6 einschl. eines neuen, zambischen Koordinators) selbständig, wird von der Gossner Mission aus Naluyanda-Mitteln (vierteljährl. Zuweisung) finanziert und vom Liaison Officer begleitet (Beratung, Finanzkontrolle). Fortsetzung geplant bis: 12/1997.						

Berlin, 9/1994

Handwritten note:
 Handlung davon aus,
 dass J. Franko Ende 93
 zurück nach Berlin wurde

COMMENTS ON THE EVALUATION REPORTS
BY THE MINISTRY OF AGRICULTURE, FOOD AND FISHERIES,
POLICY AND PLANNING DIVISION
ON THE GWEMBE SOUTH DEVELOPMENT PROJECT (GSDP)
IN APRIL 1994.

by R.F.Bredt

October 1994

This report is written by R.F.Bredt who was the Chairperson of GSDP at the time the evaluation took place. He left Zambia in the beginning of August 1994 after a two months holiday during which he received the evaluation reports.

At first I would like to mention that I am very happy that this evaluation took place. After more than 20 years of existence of GSDP under the Ministry of Agriculture, Food and Fisheries (MAFF) and its forerunners it was the first time that GRZ (Government of the Republic of Zambia) took trouble to evaluate this project. I hope that this will have been the start of a more regular evaluation by MAFF so that GSDP receives guidance from its mother body.

1) General comments

1.1) The decision to evaluate the project was taken during a planning workshop for GSDP in Livingstone in 1993. It needed several reminders by GSDP to have this evaluation finally executed. The officer who was the main contact person for GSDP during the last two to three years was suppose to be among the evaluators but was dropped from the team just a few days before the evaluation took place. - The reason for that is most probably mentioned in Annex 2, point d) in the main report.- Therefore a number of important point regarding the background of GSDP and its current developments were not taken enough into consideration.

1.2) The evaluation of such a complex project like GSDP, which is set up as a regional rural development project and not only an agricultural project, should take more time and most probably also more officers with different professions. The evaluation team was in Sinazongwe district only for 3 full days and the 3 officers were not very familiar with the area. When the evaluation was planned officers who should cover the fields of irrigation and infrastructure and officers from the provincial level were expected to participate. - Until 1991 GSDP fell directly under the office of the Provincial Agriculture Officer (PAO) in Choma.-

1.3) The GSDP staff had very little possibilities to prepare for the evaluation, as it was not clear what information was expected by the evaluation team. The Term of Reference for the evaluation team reached the project less than a week before the start of the evaluation and were changed again on arrival as one officer was not any more part of the evaluation team (see point 1.1 and 1.2).

1.4) All previous GSDP evaluation reports were only received by the evaluation team on the day of their arrival and read afterwards, therefore, they could not be used as a cross reference or guidance for the present evaluation. Other reports and correspondence with MAFF were only know partially.

1.5) When the evaluation team left GSDP it was agreed upon, that the first draft of the evaluation report should be send to GSDP during the next 14 days so that comments from the GSDP senior staff could be considered for the final report. Unfortunately this did not happen and the final report reached GSDP only by the end of June 1994.

The points mentioned above have led to the situation that a number of inaccuracies are mentioned in the evaluation report, which lead later to some questionable recommendations. At the end of these comments to the evaluation report I will make some recommonations for any future evaluation.

2) Comments on Main Evaluation Report

2.1) Background of Project (1.0)

only some corrections:

- The location of GSDP is the Gwembe Valley but its project area is clearly defined as the whole Sinazongwe District.
- the climate conditions are hot and more arid then humid.
- further increase of hardship for the people should be mentioned through replacement of setting up the coal mines in Nkandabwe and Maamba and specially through the creation of the commercial irrigation farm the Sinazongwe Development Company, which took part of the best land from the people.
- The latest agreement between Gossner Mission and GRZ was extended in 1991 and not in 1988.
- The Gossner Mission started to work in the Gwembe Valley under the agreement with GRZ in 1970 and since 1972 seen as a kind of regional rural development project. In 1985 attempts were made to give GSDP the status of an IRDP (Integrated Rural Development Project) but this was never finalised.
- In 1990, when GSDP underwent reorganisation, Buleya Malima (BMIS) and Nkandabwe Irrigation Schemes were not yet let to stand on their own feet. Nkandabwe Irrigation Scheme became finally independent from GSDP only in 1993 and BMIS is still not yet independent, unfortunately.
- Another former major GSDP activity which became independent from GSDP is the CUSA work in Sinazongwe district.
- Before 1990 GSDP had decided to close down the Siatwinda Pilot Irrigation Scheme (SPIS) after several evaluations and reports showed that it can not be run economically under the existing technical set up. After political pressure MAFF decided to take SPIS over and continue to support it.
- The mechanical workshop is not operating independently from GSDP and it is not intended to become independent, as it has not the potential to become economical viable, but the introduction of the revolving fund had made it to run more economical.

2.2) Description of project components (2.0)

- The Water Development (2.1) project had never and still has not the aim to provide water for livestock use. It was always seen only to complement the efforts of the District Council. - Later more comments on this subject.-
- The Female Extension Programme (FEP) was started by a full time employed qualified Female Extension Adviser and only later a wife of an Gossner Mission (GM) officer took over.
- The adviser for the Small Scale Village Industry (SSVI) is not a GM employee but a volunteer from the German Development Service.
- Siatwinda Irrigation Scheme (2.5.1) is not any more part of GSDP

and therefore does not need to be mentioned. Some facts mentioned under this heading are not correct.

- Buleya Malima Irrigation Scheme (BMIS) (2.5.3) has only a board of directors and no executive committee. In 1993 BMIS managed to generate about 2/3 of its total operational cost and not the total. (see annual report and Financial statements for 1993).

- The annual reports of the last 3 years indicated that GSDP had the following categories of staff. GRZ-attached staff, Gossner Mission employees (expatriates and Zambians), volunteers (GDS and JICA) and GSDP employed staff.

- GSDP has only a workshop with 2 welders and not a works department programme.

- Under Transport (2.6.2) it is mentioned that the ambulance service for the community operates on hire terms. This may be misunderstood. It is true that the pool car and any other GSDP vehicle is not driving one km without charges. The charges were taken from the budget of a specific GSDP component which must have budgeted for that. The community does not pay for the ambulance service.

- The Rural Works Programme (RWP) (2.8) is not a 'fairly new' activity. It started already in the beginning of the eighties. Through the RWP the roads to Kafwambila and Sikaneka were build under self help. Only since 1992/92 other activities like post drought recovery activities were added, eg construction of other roads, storage facilities, weirs and dams etc..

2.3 Analysis of Project Performance (3.0)

- I can not accept this general statement, that there is a lack of community participation in planning activities. - This does not mean that improvement on this point is not necessary. - If the evaluation team would have taken a bit more time they could have found out that:

- a) Long term planning is and was done always with representatives from all different levels. I would like to refer to the Livingstone workshop in March 1993, were representatives from all activities, both chiefs and other local leaders were participating next to officers from the district, province and MAFF headquarters.

- b) VSP and the irrigation schemes have policy making bodies who are responsibility for the planning and execution of their plans

- c) Non of the activities in the Water- and Rural Works programme is done without a special written request from the community.

- d) All new activities are discussed with the chiefs and the district administration before they are implemented.

2.3.1 Water development (3.1)

Until 1993 the programme was designed only to supplement the effort of the District Council and help where the Council was not able to reach. The constructions of new boreholes by GSDP was already cancelled 3 years ago against the wishes of the Department of Water Affairs which was at that time part of the predecessor of MAFF.

As a result of the Livingstone planning workshop the water development programme was redesigned and the British NGO 'Water Aid' was asked to come and assist. It is a pity that the evaluation team did not mention this because most of the points mentioned have been taken in to consideration already at the time the team was present.

- 1) a new truck had already arrived in Zambia,

- 2) the issue of hygiene had already been identified as a major issue to be tackled,

- 3) a committee at district level was already formed (members of the committee were from, Ministry of Health, Water Affairs, District Council, NGOs and GSDP)
- 4) a policy for the water development programme was already agreed upon (the paper with the major points of the policy was signed by the District Council and could have been made available)
- 5) two GSDP staff members were sent for training in new methods of well digging.

2.3.2. Church Work and Social Activities (3.2)

It was never the policy or the aim of GSDP or Gossner Mission to have a full-time gospel ministry in the Gwembe valley in connection with GSDP. It was clear from the beginning that this is the task of the existing churches in the area. The chairperson worked with different congregations together but only on request and mainly in the field of book keeping and promotion of development work. This work was mainly done after working hours or during free working days.

In the past several attempts were made to have the ambulance service done together with the Ministry of Health. Even twice a car was specially donated for that, but after a short period, these cars were off the road again. The present ambulance service is not a programme in itself but only meant to relieve the GSDP staff from constant requests to drive sick people to the clinics. - If you live in a rural area you can not deny such services to the people you live together with.-

In general these activities are all very small and done only because no other department or ministry was able to take them up. It would have been better if the evaluation team could have discussed these components in more details with the officer responsible then they could have been able to assess this component better.

2.3.3 Female Extension Programme - FEP - (3.3)

Reading this paragraph it gives an impression as if the evaluator was never in GSDP or never had a chance to talk to GSDP officers. The FEP in GSDP was not understood as it is not intended to be a pure agriculture nor a nutrition programme. If the evaluation report from 1990 would be read then it would become clear that the present policy is already described there and that it is followed as proposed there. That mistakes were made in the past is accepted as pointed out in the 1990 evaluation.

That the evaluator thinks that the education of the FE Adviser is not adequate lies in the missing discussion with the Adviser and other GSDP officer. - The Adviser has a Master in Social Work and has worked in different organisations responsible for women work and has an international reputation.- The evaluation report gives the impression that the evaluators know what direction the activities have to take without talking to the women. "Promotion of crop and animal husbandry, the main occupation of the people should have been the leading activities and a programme should have been worked out to facilitate their active participation in these ventures in their own right." Agriculture may be an important part of the FEP but this must come from the women themselves and not from people from Lusaka. Especially the FEP is set up in such a way that no productive activity will take place without a specific wish of an individual woman or a group of women. The present FEP will not support any traditional women clubs in cooking and knitting but tries to promote

income generation activities combined with further education. The existing women clubs from the past were not closed but are encouraged and empowered to decide and execute their own activity without depending on GSDP or any other organisation.

The present FEP has as its main task to empower women to decide their own destiny and to educate women and men in the Sinazongwe district on gender issues. The FEP is not limited to its own activities but cuts across all GSDP activities. If the evaluator would have taken time he would have realised that his proposals are executed before he made them.

2.3.4 Valley Self-Help Promotion Society - VSP - (3.4)

The question raised in the evaluation report under this subject, how VSP can expect to continue its role as a community service organisation and still manage to be financially independent from GSDP was answered during the discussion with the evaluators as follows: VSP should remain a non-profit making organisation but run some activities which enable VSP to cover all its running costs (eg Transport, grinding mills, hardware store, petrol station etc) but at the same time encourage local people or institutions to come forward with requests for self help projects which will be channelled to other donor organisations and may be administered only through VSP.

2.3.5 Sustainable Agriculture Programme - SAgP - (3.6)

It is true that a SAgP was long overdue and that this is a point to criticise. It took GSDP more than 3 years to get all organisations and persons involved convinced of the necessity of SAgP but the evaluators should have taken notice that by the time the evaluation took place everything was set to start a full SAgP. It was explained that the planning of the SAgP would start with a planning workshop inviting all relevant organisations as well as local people. The result of such workshop shall be to have a programme of work and clear aims, objectives and activities prepared. The present Terms of Reference for the Agricultural Coordinator and the SAgP are so broad not to determine the outcome of the planned workshop. Once the workshop took place the terms of reference have to be revised accordingly.

2.3.6 Irrigation Schemes (3.7)

It is accepted what is said in the evaluation report in this paragraph except that Buleya Malima Irrigation Scheme has only one small 3t truck and not two trucks as stated.

2.3.7 Infrastructural Development (3.8)

It is not true that the weirs are built without involvement of Water Affairs. GSDP has invited them several times and two times an officer came to give advice but people did not want to wait for officers from Choma for too long and therefore decided to start work on the weirs sometimes before the officers visited the places. Parallel to this GSDP invited officers from Land-Use Planning to give advice on the weirs and dams but again the response was not satisfactory. In general the weirs and dams are so small that the risk is not too high and the technical knowledge can be collected by reading small books on this subject.

There is no road build without the involvement of the District Council but in the last 3 too 4 years the District Council in the project area was in such a stage that management was hardly existing. This has improved only in the last few months.

2.3.7 Staffing (4.1.1)

The evaluation team should have tried to find out the facts before writing "The Chairperson is also believed to have revised his own terms of reference accordingly." At first, when the chairperson came to GSDP in 1991 he found already the Administrative Coordinator and the set up that the chairperson was the overall in charge which was agreed by the PAO. In 1992 ToR for the Chairperson were written and agreed upon by the GSDP staff meeting where all senior staff members were present but no response came from MAFF or Gossner Mission who received the proposals and therefore taken as accepted. The Terms of Reference (ToR) for the Adm. Coordinator were written, discussed and agreed with the PAO in Choma in 1991. Later this ToR were passed through the GSDP staff meeting. The MAFF was informed by the GSDP chairperson that the existing set up is not satisfactory and that a qualified Zambian Coordinator should be sent to become in charge of GSDP, but no response came. Later 1993 the Gossner Mission in Berlin wrote to MAFF that they are happy with the present set up and do wish no change. Since then the Chairperson kept quiet on this subject.

If the evaluation team had any question about the administration set up, then they should have look at the short comings and not if a specific post is existing or not. In view of the present GRZ policy to rationalise the administration it is not good to give the impression that more personnel is needed when the work can be done satisfactory by the existing staff. That more education is needed for the GSDP staff members is unquestionable and therefore GSDP had started a programme to encourage further education (eg Water Development Officer and his assistant have gone for a 6 weeks training course in West Africa, the accounts officers had started a three years training programme in accountancy etc).

2.3.8 Transport (4.1.2)

The transport situation in GSDP seems not to be understood. It is completely different from most of the GRZ projects. 5 of the 7 pickups used in the project are private vehicles and a transport allowance is paid for them. Payments of the allowance are only done after the Chairperson and the Administrative Coordinator have signed the claims. The GSDP pool car as well as the PPM car can be used by any GSDP staff member but each kilometre has to be paid for. Additionally the Administrative Coordinator had been given a car by the PAO but after a short period he had an accident with the car and no replacement could be afforded by the PAO so far. There was also an other pickup which was stolen which was specially been used by the Water Programme and the SAgP and this is already replaced during 1994. All section heads in GSDP have a motorcycle for their use. It would be helpful if the evaluation team could have pointed out why and for what more transport is needed in GSDP. - First a clear programme then looking for transport to implement it.- If GSDP would have more pool cars then a full equipped mechanical workshop would be required which would be much more expensive than the present set up and the future sustainability of each GSDP component becomes more questionable as they will rely on such a workshop.

2.3.9 Organisational Development (4.2)

It would have been good for the evaluation team to find out the efforts taken by GSDP to work with the District Council together and the circumstances why not more could be achieved. In the last 2 years the chairperson tried to see the District Council administration at least twice a month and the cooperation with the councillors has improved. It is true that there is no development committee at district level but in 1994 a committee on water and sanitation was created at district level.

Next to the close links to the PAO's office GSDP has also regular exchange of views with the Office of the Provincial Water Engineer - PWE -. Since 1992 regular discussion have taken place in Choma and the PWE was invited to all workshops and other functions by GSDP.

I fully support the idea that GSDP needs a kind of Steering or Coordinating Committee.

2.3.10 Budgeting and Accounting (4.3)

It is not true that "... officers have not been involved in the determination of the final budget." The budget was prepared by each section and the final budget was passed through the staff meeting where all senior staff members were present and have agreed to the final budget. Proposed changes were included in the budgets. - see minutes of the staff meetings.-

The evaluation team should substantiate the statement that "... there continues to be a clear distinction between activities which are supported by GSDP and those supported by GRZ." Since 1992 the resources from GRZ and GM have been fully combined and no distinction was made, what so ever, as it can be seen in the joint budget. The distinction between GRZ and GM is only for reason of different accounting procedures. It has also to be pointed out that all expenditures made in GSDP had always to be signed by a representative of GRZ and GM, in most cases by the Chairperson and the Administrative Coordinator.

The evaluation team should have pointed out if the accounts were not kept proper instead of making such grave accusation that there has been a "gross negligence in the management of the project's accounts...". That the personnel in charge of the project's account had no formal training should not be enough reasons for such a statement. In any way, in 1992 officers from the accounts department in MAFF visited GSDP and trained the accounts personnel in GSDP on the accounting procedures and confirmed later that they are satisfied in the way the accounts are kept. Regular each month the backing sheets are sent to the accounts department in MAFF and no complains are raised so far.

2.3.11 Planning and Implementation (4.4) and Monitoring and Evaluation (4.5)

I fully agree that the recommendations of some of the past evaluation reports have not been taken into account when implementing GSDP activities. Proposals to take up the recommendations from past evaluation reports were rejected during the past 3 years by some staff members and officers in GM. What is necessary to have at least a yearly planning workshop to determine the implementation of specific activities. During such workshops among others participants officers from MAFF should participate and show more interest in GSDP. During the last 3 years GSDP prepared

always a programme of work and an annual report but nobody from outside GSDP took any interest in it. As the Chairperson of GSDP I tried to prepare the GSDP staff members to accept regular planning procedures. I fully support that in future a more systematic monitoring, evaluation and planning procedure is implemented in GSDP, but for that more support has to be given by GM and MAFF for such an exercise.

2.4 Impact Assessment (5.0)

It is good that the evaluation team has pointed out its own limitations in doing an impact assessment. At first I would like to stress the point that the evaluation team should substantiate statements like "The needs of the target group were not well identified resulting in activities which did not reflect the priorities of the local people." The evaluation team had not the time and - may be - the willingness to really talk to local people during the time they were present in GSDP to find facts for such a statement. I also wondered how the evaluation team can write "...the project in general appears to have had very limited overall impact judging from the economic status of the target group." To make such a statement I would expect that the team would have done some calculations or comparison on statistics. I did not see or read anything in this direction but when I look at the Sinazongwe district and compare it with some years before and with development in other rural areas in Zambia I can see that the economic development is more positive in Sinazongwe district than somewhere else. If that is an impact of the project this would have to be found out, but can not be neglected.

2.4.1 Institutional Building (5.1)

It is rightly observed that "GSDP's support towards institutional building has tended to be more inclined towards assisting locally-based grassroots organisation at the expense of formal Government institutions." This is and was a clear policy in GSDP. As far as I understand this is in support of the new GRZ policy of decentralisation and democratisation as well as reducing GRZ personnel. But to make it clear, GSDP never refused to work together with any government institution or department even the opposite, much effort was made in the last 3 years to work with the District Council or other departments together. It should be understood by the evaluation team that the Sinazongwe District Council has gone through a radical reorganisation and change of personnel that much effort by GSDP was in vain. This situation should have been mentioned. In general GSDP believes that in future people in the rural area and especially in Sinazongwe district should be prepared to rely on their own resources than to rely on government support. This does mean that future government technical support available in the district should be made use of as much as possible, but to have the government institutions or department functioning has to be implemented at a higher level (provincial and national) and that was never the task of GSDP.

2.5 Recommendations (7.0)

I only will comment on the recommendations made by the evaluation team which need - for my feeling - some additions or they have not taken all points into consideration.

- (4.0) As explained before, GSDP policy was and still is to concentrate on hand dug wells instead of bore-holes but there are areas in Sinazongwe district where the water table is deeper than 60 meter and where the ground is very rocky therefore wells can not be dug by hand. For such areas bore-holes are necessary and the maintenance of them should be supported by GSDP.
- (5.0) People's participation in building the weirs for making water available for the animals has to have priority over the speeding up of building more weirs.
- (10.0 and 11.0) The Female Extension Programme is exactly doing what is proposed under 10.0 and the adviser and the animator are both trained in general extension as well as on gender issues. Why making such recommendation?
- (13.0) The officer responsible for Water Development in GSDP is receiving training to improve his qualification for the work. This is not appreciated by the evaluation.
- (14.0) The recommendation made for the transport should be looked into also from the economic point of view. The other points against this recommendations are mentioned already before.
- (19.0) Fully agreed but GRZ and GM should decide who should pay for the incentive to attract better qualified personnel to the project.

2.6 Summary

I very much appreciate that MAFF send for the first time in over 20 years an evaluation team to GSDP. This should be done in future more often to give GSDP guidance. I would recommend for future evaluation teams:

- GSDP should be informed more clearly and in good time what are the term of reference for the evaluation team so that it can prepare itself better.
- The planning and may be even the execution of future evaluations should be done together with Gossner Mission
- The time frame for such an evaluation should be much longer than the present evaluation was.
- Future evaluation reports should be send as a draft to all major participants so that comments can be taken into account before the final report is published.
- The evaluation report should mention specific GSDP activities which have to change or even be dropped in line with the new policy framework of government.
- All proposals or critical statements should have an economic reflection which must be supported by statistics and / or economic calculations.
- General statements especially which are criticising activities or policies in GSDP should be supported by facts which have to be made known to the reader of the evaluation report.

Überlegungen zur Projekt-, Personal- und Finanzplanung von GSDP

1. Zum Charakter von GSDP

1.1. Seit Bestehen des Projektes pendelte die Konzeption von GSDP zwischen integrierter ländlicher Entwicklung und der Durchführung von Einzelprogrammen. Die Versuche einer integrierten Programmplanung zu Beginn der 70er und erneut Anfang der 80er Jahre sind gescheitert. Ebenso sind wiederkehrende Tendenzen zu Ausdehnung der Zahl der Programme einerseits und der Konzentration auf einige wenige andererseits zu beobachten. Die Kontinuität der Arbeit war kaum gesichert, da sie zu stark von den jeweiligen Vertragsinhabern und den Teamkonstellationen abhing. Zugleich wechselten die Akzente zwischen Einbindung in GRZ-Strukturen und stärkerer Eigenverantwortung der Gossner Mission (GM) für das Projekt. Damit waren unterschiedliche Sichtweisen der Projektleitung und der Finanzierungsplanung verbunden. In all diesen Fragen sind Grundsatzentscheidungen fällig.

1.2. Der 10 Jahresplan von 1990 (Plan 90) ging von folgenden Positionen aus:

- Konzentration auf wenige Einzelprogramme und Sicherung der Kontinuität durch langfristige Planungsvorgaben (zeitlich, personell, finanziell), die durch GM Berlin (Zambia-Referat, Ausschuß) zu gewährleisten ist.
- Unterscheidung von Service- und Selbsthilfeprogrammen. Serviceprogramme sind bis 2000 in andere Strukturen (GRZ) zu integrieren oder mit Auflösung von GSDP zu beenden. Selbsthilfeprogramme sind technisch, finanziell und personell unabhängig zu machen.
- Stärkere Betonung der GM-Verantwortung, da sich GRZ einerseits als völlig inaktiv in der Projektplanung und als zu unzuverlässig in der Projektabwicklung (bes. Finanzen, Personalaufsicht) erwiesen hat. Langfristig ist davon auszugehen, daß GRZ das Projekt ohne GM nicht weiterführen wird. Folglich liegt die Projektleitung bei GM (in Konsultation mit GRZ)

1.3. F. Bredts Handing Over Notes (HON) und die Absprachen mit der Methodistischen Kirche scheinen die Akzente wieder zu verschieben.

- Die Konzentration auf Einzelprogramme wird zwar beibehalten, gleichzeitig aber wird ein neues Programm (Sustainable Agriculture) begonnen und das Wasserprogramm wird ausgebaut.
- Die Unterscheidung von Service- und Selbsthilfe-Programmen erscheint mir nicht mehr klar genug berücksichtigt, z.B. bei SSVI, VSP, Water und Rural Works (s.u.). Dies müßte präzisiert werden, bevor Finanzierungsverpflichtungen (Ausbildung, Transport) eingegangen werden.
- Das Verhältnis von GRZ und GM muß geklärt werden, um Planungssicherheit in Bezug auf Finanzen (Camp-Unterhaltung incl. Wohnung von GM Vertragsinhabern, Transport für GRZ-Personal) und Personalplanung (GRZ-Personal incl. Co-ordinator) zu erreichen. F. Bredts HON erscheinen mir hier widersprüchlich. Einerseits betonen sie stark die Rolle von GRZ (hochqualifizierter GRZ Co-ordinator, Berichte, advisory boards, Kontakte), andererseits erwähnen sie die GRZ-Politik, sich von direktem Engagement zurückzuziehen und sich auf die Funktionen des Evaluierens und Monitoring zu beschränken. Dies bedeutet, daß die Verantwortung für das Projekt wie bisher bei GM liegt. Welche Linie soll gelten?

2. Einzelfragen

2.1. Buleya Malima

Plan 90 ging davon aus, daß das Projekt eine technisch zuverlässige Infrastruktur hat, die eine langfristige wirtschaftliche Selbstständigkeit ermöglicht. Die Ausfälle in 1993 und die Erneuerungsbedürftigkeit der Zitrusbäume scheinen dem zu widersprechen. Nötig wäre ein fachliches Gutachten zum technischen Stand und den notwendigen Investitionen, um die technische Funktionsfähigkeit des Projektes zu sichern. Erst danach können weitere Entscheidungen getroffen werden (Vertrag GM-Berater,

Finanzierung der Investitionen). Die kritischen Einwände der HON zur Projektabwicklung müssen geprüft werden.

2.2. Sustainable Agriculture

Planungsdaten sind mir unbekannt. Sicher ist, daß dies ein Programm ist, daß mindestens auf 10 Jahre angelegt werden muß, um erfolgreich zu sein. Klärungsbedarf besteht auch hinsichtlich des Verhältnisses zu existierenden GRZ Extension Services. Ebenso zum Verhältnis GM - Methodist Church. Welche Vorstellungen verbindet die Meth. Ch. mit ihrem erneuten Engagement im Tal und wie langfristig sind sie?

2.3. VSP

VSP wurde Anfang der 80er Jahre von GM gegründet, um Projekte außerhalb der GRZ-Agriculture-Zuständigkeit durchführen zu können und tendenziell eine GRZ-unabhängige GSDP-Nachfolgeorganisation aufbauen zu können. Je nach Einsicht und Energie des/der GM BeratersIn wirkte VSP wie ein Schwamm, der verschiedenste Aktivitäten aufzog oder nicht (Water, Tonga Crafts, Transport, Sales, Community Development). In den letzten Jahren hat sich VSP auf Transport und Sales konzentriert und mit dem gewählten ExCo eine gewisse Integration in die lokale Bevölkerung erreicht. Beides scheint den lokalen Bedürfnissen zu entsprechen. Gleichzeitig erscheint aber nicht nur mir zweifelhaft, ob VSP ohne GM Berater, Kontrolle und Finanzierung existenzfähig ist. Alle Kenner sind der Meinung, daß genossenschaftlich organisierte Unternehmen dieser Art und Größenordnung in Zambia kaum funktionsfähig bleiben. Schon jetzt bestätigen der Umgang mit Geld und Fahrzeugen diese Erfahrung. Transport und Verkauf sind wahrscheinlich auf privatwirtschaftlicher Basis besser zu gewährleisten. Eine lokale Marktanalyse eines Experten würde dies sicher bestätigen und Perspektiven (z.B. Förderung lokaler Kleinunternehmer) entwickeln können. Das weitere Gossner-Engagement bei VSP sollte von der Klärung dieser Fragen abhängig gemacht werden (Vertragsverlängerung K. Waldschütz, Neubau der VSP Büros, LKW)..

2.4. Female Extension

Wie es scheint, ist das Programm durch das Engagement von Edna M. gut angelaufen. Auch hier gilt jedoch, daß der Erfolg solcher Bewußtseinsarbeit sich erst langfristig einstellt und das Programm auf mindestens 10 Jahre angelegt werden müßte. Wenn das Jahr 2000 ein ernsthaftes Planungsdatum sein soll, besteht hier Klärungsbedarf.

2.5. Small Scale Village Industries (SSVI)

Die grundsätzliche Orientierung scheint klar zu sein. Es müßte jedoch stärker berücksichtigt werden, daß dieses Programm mit GSDP als Programm ausläuft und die Einzelprojekte (hoffentlich) weiterbestehen bleiben. Warum dann der Vorschlag in den HON, den zambischen Counterpart und die Rolle des Advisory Committee zu stärken? Die kritischen Einwände sind zu prüfen (business management, Verwaltung des Revolving Funds, Kreditvergabe).

2.6. Water Development

Die unzureichende Wasserversorgung in Gwembe South ist zweifellos ein zentrales Problem für große Teile der Bevölkerung. Angesichts der Ineffizienz der zuständigen staatlichen Dienste hat sich GM dieses Problems angenommen. Bevor das Programm personell und materiell weiter ausgebaut wird, sollte geklärt werden, ob realistische Chancen für eine Weiterführung durch die staatlichen Dienste bestehen, oder ob es mit dem Ende von GSDP eingestellt wird. Beide Optionen haben Konsequenzen für die Programmgestaltung (Zusammenarbeit mit Diensten), das Personal (Zahl, persönliche Perspektiven) und die Finanzierung (Gerät, Transport).

2.7. Rural Works

Dies ist ein Programm, das von seiner Entstehung mit der Kafwambila road und der Person von W. Neite verknüpft ist. Seine Fortsetzung verdankt es den Bedürfnissen einzelner Programm-Berater (Sikaneka road, Ausbesserung der von GM Fahrzeugen benutzten Straßen), oder neuen Einzelaktivitäten (Muzio road), die GM an sich gezogen hat.

Bisherige Überlegungen gingen davon aus, daß das Programm eingestellt wird und W. Ncote nach Bedarf für Einzelvorhaben unter Zeitvertrag genommen wird.

2.8. Church work

GM sollte sicherstellen, daß der aktive Kontakt zur Trinity Gemeinde und zum Presbytery erhalten bleibt. Weitere Kooperationsformen hielte ich für wünschenswert, aber gegenwärtig nicht absehbar. Die Beziehungen zur UCZ sollten bei der Auswahl des Nachfolgers von F. Bredt berücksichtigt werden.

2.9. Lusaka Office

Da das Lusaka Office einen erheblichen Posten in der Projektfinanzierung darstellt, müßten seine Funktionen neu überprüft werden. Eine ständige formelle Repräsentanz der GM in Lusaka erscheint mir eher unnötig. Sie kann bei Bedarf vom Chairman wahrgenommen werden. Notwendig bleibt die Betreuung des Guest houses, die Erledigung von Einkäufen und Besorgungen (incl. Radiokontakt, solange GSDP kein Telefon hat) und die Funktion eines aktiven Briefkastens (Ansprechperson, Weiterleitung von Nachrichten). Kann dafür nicht eine weniger kostenintensive Lösung gefunden werden?

3. Perspektiven

Eine der Absichten von Plan 90 war, durch die Setzung des Datums Jahr 2000 eine Diskussion über die unter 1 angesprochenen Probleme in Gang zu bringen. Nicht beantwortet ist damit die Frage, was nach diesem Datum geschehen sollte. Einige Vorschläge:

3.1. Ich hielte es für sinnvoll, GSDP etwa zu diesem Zeitpunkt auslaufen zu lassen. Mir ist fraglich, ob diese Konzeption eines aus unterschiedlichen Programmen bestehenden, integrierten Entwicklungsprojekt sich tatsächlich bewährt hat. Sicher scheint mir zu sein, daß GM sich damit ständig übernommen hat - mit erheblichen Kosten an Geld und psychischer Energie. Mit dem gleichen Aufwand wäre mit einem bescheidenerem Projektrahmen wahrscheinlich sehr viel mehr zu erreichen gewesen.

3.2. Andererseits meine ich, daß sich GM nicht vollständig aus Zambia zurückziehen sollte. GM hat sich, trotz aller Beschränkungen, eine Fülle von Kenntnissen und Kontakten in den letzten 25 Jahren sowie einen guten Ruf im Tal erworben. Dies sollte nicht einfach aufgegeben werden, um in einem anderen Land neu anzufangen. Langfristige christliche Solidarität mit den Menschen in Afrika ist immer ein besonderes Kennzeichen der Missionen gewesen, die nach der notwendigen Kolonialismuskritik auch wieder neu anerkannt und gewünscht wird. Von daher finde ich auch das erneute Engagement der Methodisten bemerkenswert.

3.3. Es war immer die Sicht der GM, ihre Solidarität nicht auf Kirchenmitglieder zu beschränken. Dies sollte im Blick auf den missionarischen Auftrag auch so bleiben. Unter dieser Voraussetzung (die sicher von der UCZ mitgetragen würde) wäre eine formelle Partnerschaft von GM und UCZ anstelle von GRZ für die Zeit nach GSDP zu erwägen. Dies scheint mir auch dem Charakter der GM als Missionsgesellschaft eher zu entsprechen. Eine langfristige Zusammenarbeit mit den Methodisten, die ja ursprünglich die Missionsarbeit im Tal begonnen haben, hielte ich für interessant.

3.4. Welche Arbeitsfelder sich in Zukunft ergeben, müßte in den nächsten Jahren vorsichtig mit Gesprächspartnern vor Ort ausgelotet werden. Denkbar wäre in einer Anfangsphase bzw. Übergangsphase die Unterhaltung einer Art Kontaktbüros im Tal mit einer kleinen deutsch-zambischen Besetzung.

22. 8. 94 U. Luig

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DEA

Luig, Mehlig, Brück

Eingegangen

14. Juli 1994

Erledigt:.....

MINISTRY OF AGRICULTURE, FOOD AND FISHERIES

POLICY AND PLANNING DIVISION

GWEMBE SOUTH DEVELOPMENT PROJECT (GSDP)

MAIN EVALUATION REPORT

APRIL, 1994

ACKNOWLEDGEMENTS

We would like to acknowledge our appreciation to all GSDP staff for their cooperation and assistance during the evaluation. Special thanks go to the Chairperson, Mr. Bredt and the Administrative Coordinator, Mr. Munsanda for providing us with the necessary information and for facilitating our work in Gwembe. Thanks also to all the people we interviewed for their openness and for sharing their experiences and views about GSDP Support in the project area. We would also like to thank Mr. Haakayobe, the Provincial Agricultural Officer for southern Province for providing us with some insight into the operations of GSDP.

Finally, we would be greatly unfair to GSDP staff and indeed our own selves if we did not acknowledge the short comings of the evaluation which had to be undertaken within 5 days because of other serious commitments of the team members. It is our view, however, that despite the limited time we have been able to bring out the salient issues which need to be addressed in order to improve the performance of the Project.

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1.0 BACKGROUND OF PROJECT

The Gwembe South Development Project (GSDP) is located in the Gwembe Valley, an area with very little development activities. The area is among the food deficit areas of the country and depends, from time to time on food imports from surplus food areas. Climatic conditions are hot and humid with erratic rainfall which makes production of crops difficult.

In 1958/59, construction of the Kariba Dam for hydro-electric power for the nation led to the displacement of the inhabitants, the valley Tonga, from their well-watered fertile land to poorer semi-arid land. This development was met with a lot of resistance on the part of the victims who interpreted the move as pure neglect by the government because the local people were subsequently left to survive on their own under harsh conditions. The Zimbabwe liberation war also added to the hardship of the Gwembe people as the little infrastructure was destroyed leading to further displacement of the people.

To help resettle the people who had been displaced following the construction of the Kariba Dam, an agreement was signed between the government of the Republic of Zambia and the Gossner Mission (GM) in 1970. Gossner Mission is a Protestant Mission Society based in Berlin, Germany. The agreement has been extended three times in 1976, 1983 and lastly in 1988. The current agreement extends to 1996.

The project officially started operating in 1972. Its major concern was with irrigation schemes, the idea being to promote agricultural production in the area by providing irrigation water and water for livestock. However, the poor condition of the area resulted in the project extending its operations to cover other social facilities not available in the area. An integrated approach to rural development was thus adopted in 1985.

In 1990, the project underwent reorganisation resulting in the scaling down of its activities to nine programmes. These programmes are outlined below (see 2.0). The Change was necessitated by the fact that some activities had shown potential for sustainability and hence the need to let them stand on their own feet.

Notable among such activities were the Buleya Malima and Nkandabwe Irrigation Schemes. Other activities were taken up by other institutions e.g the Tonga Crafts was taken up by the Danish Organisation and is now based in Choma, the Seed Programme was incorporated into the Valley Self-help Promotion programme, the Siatwinda Irrigation scheme was handed over to Ministry of Agriculture, Food and Fisheries and the workshop, is operating independently with its own revolving fund.

Save for Water Development, each programme has an expatriate serving as an adviser who is assisted by a Zambian counterpart. A new advisor for the Water Development programme is expected to join the project sometime during the year from the Methodist Church in England.

Overall management of the project is carried out by the Chairman who is an employee of the Gossner Mission and is assisted by an Administrative Co-ordinator who is employed by the government.

2.0 DESCRIPTION OF PROJECT COMPONENTS

Since 1970, GSDP has undertaken a number of activities (see Annex 1) some of which have been discontinued. Following the reorganisation of project activities in 1990 the following programmes are being implemented by the project.

2.1 Water development

This programme was designed to address the problem of insufficient water for both human and livestock consumption which is very critical in the area especially during the dry months. its objectives are:

- To assist local communities to overcome problems of water supply for domestic and livestock use.
- To provide materials and assistance for sinking wells and boreholes on self help.
- To clean, deepen, repair maintain and service the existing wells and boreholes in the area on request by local communities.
- To maintain the central water supply system at the Nkandabwe camp.

The programme is managed by a Water Development Officer who is employed by GRZ.

2.2 Valley Self-help Promotion (VSP).

This activity started in 1979. Its objectives are:

- (i) to promote programmes and activities that will support people of the valley economically socially and culturally through self-help;
- (ii) to provide paid for social services to the community where need arises; and
- (iii) to generate income to finance self-help projects.

In 1980 the programme was transformed into a society with its own organisational arrangement different from that GSDP though it still operates within the framework of GSDP. Management of the programme consists of a ten member Executive committee, a Manager and Adviser, a Bookkeeper, a Trading Officer, a Tailoring Supervisor, 2 Tailors, a Driver, a Lorry Mate, an Office Orderly, a Watchman and Agents in satellite depots. The latter are not full time employees of VSP but get commission for items sold on behalf of the society.

Following the change in orientation from a purely charitable institution into a business oriented organisation, its operation have been reorganised to enable it make some profit.

Initially, the programme's income generating activity was buying bushcrafts from the local craftsmen which were resold in bigger towns. This provided an income to the local craftsmen and widened their market. Today, VSP is involved in activities which can be divided into two groups: income generation and self-help community projects.

In 1991 the programme was evaluated to determine its impact and relevance to the community and to help shape its future direction.

2.3 Female Extension Programme (FEP)

This programme was started by wives of Gossner mission officers in 1980 to facilitate maximum possible participation of women in development activities in the Gwembe South by addressing problems related to malnutrition, marketing and budgeting, unsafe drinking water, and low level of participation of women in agricultural irrigation schemes. Some of the activities include income generating ventures such as oil processing. The programme started with the establishment of a club at Siatwinda followed by another club at Sinanjola in 1985 and Buleya Malima in 1986.

2.4 Small-Scale Village Industry (SSVI)

SSVI is another locally-based organisation which was established by GSDP to assist in the development of local artisanal skills such as carpentry, bicycle repair, leather tanning, metal work etc. GSDP efforts to develop small-scale village industries have concentrated on the provision of training as well as technical and business advice. GSDP through GM has provided an Adviser to work as counterpart to the SSVI officer who is paid by GSDP. Support to SSVI has been in form of provision of starting (investment) capital on loan basis as well as working capital. Training is organised in form of apprenticeships, short-term courses and upgrading courses. SSVI comprises mostly groups of artisans who have come together after receiving training to run a business enterprise.

2.5 Smallholder Irrigation Schemes

This component is one of the oldest activities which GSDP has been supporting in Gwembe and has been concentrated on three irrigation schemes: Siatwinda, Nkandabwe and Buleya malima. Presently, GSDP is only supporting Buleya Malima.

2.5.1 Siatwinda Irrigation Scheme

This programme started in 1976 and covers 22 ha of farmers' plots of 0.2 or 0.1 ha and a 4 ha section for research. Irrigation water is obtained from Lake Kariba using diesel pumps. The receding water level as a result of the drought experienced

between 1982-85 and more recently in 1991 has affected production on the scheme. Following the donation of two pumps and a 2 km pipeline by Gossner Mission and the EEC, production was resumed in 1985. The area under cultivation was temporarily reduced to 12 ha. The farmers on the scheme produce rice in the rainy season and a variety of vegetables tomatoes, onions, potatoes and Okra in the dry season. There was until 1982 a research component to the scheme which aimed at establishing the type of crop suitable for the type of soil (mopane) in the scheme. Research was conducted in collaboration with Mt. Makulu and Mochipapa Research stations. The findings indicated that rice could do well on the scheme and plans were underway for farmers on the scheme to start producing rice seed. Unfortunately this did not materialise due to among other things, disturbances caused by the liberation war in Zimbabwe and the drought in early 80s. From 1973-76 there was a programme to make bricks for 2 houses at Kanchindu and for the lining of irrigation channels and the reservoir. Community labour was used. The programme was again revived by VSP in 1980 only to be discontinued later.

2.5.2 Nkandabwe Irrigation

The scheme dates back from before independence but was abandoned when the dam was made to prevent the coal mine from flooding. In 1972, the scheme was taken up by the project for rehabilitation. A dam was built on the old river bed after which the river and the lake were connected to make a bigger reservoir. Other works done included laying of channels lined with burnt bricks. Since the system operates on gravitation of water from the dam on to the fields, maintenance and running costs are lower. Farmers, assisted by an Agricultural Assistant, are managing the scheme. Crops which are produced on the scheme are maize in the rainy season and vegetables in the dry season. The scheme is now running independently of GSDP support except for GRZ assistance which is in form of extension staff.

2.5.3 Buleya Malima Irrigation Scheme

Like Siatwinda, the programme was started as a pilot project in 1979 to provide irrigation water to farmers in the scheme. There are 169 farmers, 20 of which are women, producing a wide variety of vegetables and green maize on 0.25 ha plots using canal irrigation with water pumped from the draw-down lake using an electric pump. The scheme has an orchard which is used to generate funds to meet part of the running costs of the scheme. The scheme is run by a Board of Directors and an Executive Committee which is responsible for the management of the scheme. A small management unit provides technical and advisory services to the farmers' executive committee. Apart from hidden subsidies from the project, e.g privilege to buy duty free vehicles and equipment through the project and provision of an adviser by Gossner Mission, the scheme meets its operational costs. Successful Operation of the Scheme has been hampered by a number of factors among them the Zimbabwean liberation war, poor management and lack of qualified professional staff.

2.6 Co-ordination and Administration

2.6.1 Staffing

The project is headed by the Chairperson who is assisted by the project Administrator. The Chairperson is an expatriate and is paid by the GM while the Project Coordinator is a civil servant on Government payroll. The project has three categories of staff ie. GRZ-seconded staff, expatriate (GM) staff and GSDP staff. In addition, some of the semi-autonomous components eg. VSP and BMIS have employed their own staff.

The project is arranged in such a way that for each component there is an expatriate Adviser who is assisted by a Zambian counterpart. All together there are 5 Advisors including the Chairperson. The Chairperson is the team leader of the expatriate staff which comprises five members one of whom is Zambian. These meet occasionally to discuss matters relating to their welfare as employees of the GM. In the past the Administrative Coordinator used to sit in these meetings, but this practice has since been stopped.

The Coordination and Service Unit comprises other personnel besides the Chairperson and Administrative adviser. These include one Administrative Assistant, 2 Book Keepers and 2 Office Orderlies. In addition, there is one welder and one Carpenter. The Welder is in charge of the works Department Programmes while the Carpenter is in charge of the Rural Works Programme. Other GRZ staff are stationed in the field at Buleya Malima. These include the scheme Manager, the Assistant Manager and 4 general workers.

The project holds senior staff meetings monthly which are attended by all heads of project components and their expatriate counterparts and the Administrative Unit. The Senior staff meetings are the policy-making body of GSDP and are chaired by the Chairperson. The Administrative Coordinator sits in the meetings as counterpart/co-chairman of the meetings.

2.6.2 Transport

In terms of transport, the project has a total of 7 pick-ups, 5 trucks/lorries and 8 motorcycles. Out of the 7 pick-ups, only one is a pool vehicle with the rest belonging to GM staff. Another pick-up belongs to the WFP. Two of the lorries belong to the GM, another 2 to VSP and one to GMIS. All motor cycles belong to GSDP.

The project runs a special transport account based on a transport hire system which generates money to meet all transport costs including the salaries and night allowances of the driver. The pool vehicle also operates as an ambulance service for the community but on hire terms. Any officer requiring to use the pool vehicle can only do that on hire terms and all project components manage their transport on similar lines. Project Advisor are obliged to use their personal vehicles on project

activities and claim a kilometre allowance which is determined by the GM. The Administrative Assistant is in charge of pool transport.

2.6.3 Workshop

GSDP also runs a small workshop which offers services such as grinding, drilling and brazing in addition to repairing vehicles. The workshop also caters for outsiders although on a very limited scale, with priority being given to vehicle repair. The workshop is set up on a revolving fund basis with only non project jobs being charged. The workshop is currently run by a welder after the workshop manager was transferred by the PAO's office.

2.6.4 Stores.

The Administrative assistant is in charge of stores in addition to transport. Procurement of Stationary and fuel is done using government procedures. Fuel is procured from the Choma Government depot using Local Purchase Orders (LPOs) although occasionally cash is used when the depot does not have fuel in stock. All foreign procurement is done directly by the GM office in Germany but actual expenditures are reflected in the project's account books.

2.7 Church & Social Work

This started in 1970 to help with the spiritual growth of the people in the project area. A Reverend was sent by the Gossner Mission to carry out this task. In collaboration with the Mantel Ecumminical Centre, A Bible training course was conducted between 1983 and 1986. Besides spiritual growth promotion, the project provides an ambulance service to the community using a project pool car for a small fee. The car could also be used for other type of church work e.g transporting choirs around the area.. The social part of the programme concerns promotion of sanitation eg. construction of pit latrines which is seen as a measure to contain water borne diseases. As part of this programme, GSDP through the GM was able to solicit for donations to build two schools, one at Nkandabwe and the other at Sinazeze from the Dutch embassy.

2.8 Rural Works Programme

This programme is fairly new as a component although similar activities under this programme have been carried out in the past by the project. The programme is aimed at improving the infrastructure in the project area through construction of rural roads, storage facilities, pit latrines etc. This component is managed by a Rural Works Officer who is employed by GRZ.

2.9 Sustainable Agriculture

This is a new component which has not fully taken off although an Agricultural Coordinator has already been identified to head

the programme. It is expected that this component will address the real problems which are hindering development of agricultural production in the area such as land degradation, soil erosion and other environmental issues.

3.0. ANALYSIS OF PROJECT PERFORMANCE

One common element in all project activities carried out by GSDFP is the lack of community participation in planning the activities. Instead of planning with the people, the tendency has been to plan for the people. This is characteristic of most development projects which tend to assume that the target group does not know what is good for them.

Local community participation was observed only at implementation level and usually took the form of involving the community in self-help activities such as providing labour for well construction.

3.1 Water Development

Scarcity of water in general and safe drinking water in particular is a big problem in the south valley area. The move to provide safe drinking water to the community was a wise initiative. However, the strategy adopted to achieve this objective was not good enough in that instead of concentrating on well construction given the little resources available in the project against the numerous activities, the programme until 1980, combined both well digging and borehole construction. More wells would have been dug since they are cheaper to construct and also maintenance costs are lower. The high demand for domestic water would have reduced.

Although well water has been made available in some villages, villagers still continue to get water from rivers until such a time that rivers dry up. This suggests that people have not been sufficiently enlightened about the importance of using wells. The issue of hygiene should be adequately addressed so that people stop sharing rivers with livestock for drinking water.

The problem of sharing transport has also affected the progress of the programme. Mobility has been difficult to get to sites for well construction. The project would do well to allocate transport to the programme. It can only be hoped that the problem will be solved with the arrival of a truck under water Aid sometime during the course of the year.

3.2 Church Work and Social Activities

The objectives of this programme are not well defined. It is not clear what the programme intends to achieve. Promotion of spiritual growth cannot be achieved without a full-time gospel Minister. It is questionable whether there was need to have this component in the project considering that churches already existed in the area when the project started which took care of this need. The project's move to extend its activities to cover

social facilities is perhaps overloading itself and spreading the little resources thinly over so many activities. The project should have worked through local institutions or government departments by strengthening their performance instead of duplicating efforts while creating very little impact.

Thus the ambulance service should have been left to the ministry of health and whatever support the project wanted to provide should have been directed to the rural health centre or clinic in the area. Similarly, sporting and other social welfare activities should have received support through their respective ministries/departments.

3.3 Female Extension Programme

Contrary to the objective of the programme and indeed the suggestion of the title, the programme concentrated so much on teaching women domestic and general home management skills other than productive activities. This may be attributed to the fact that the advisers who were in charge of these clubs and the programme were not qualified in the field of agricultural extension or any such related field. For instance, when the programme was evaluated in 1990, the incumbent FEP Technical Adviser was found to be specialised in Dairy Science. She had no formal training in Home Economics and General Nutrition or social work necessary to carry out responsibilities more effectively.

The other problem facing the programme was the lack of continuity of ideas and activities when an officer left the project and the successor took over. There was no senior officer to ensure continuity of activities in 1992 following the departure of the Technical Adviser. Currently the programme is staffed by a female Extension Adviser and an Animator. The former assumed office in February but has no specialised training in Agriculture, the major preoccupation of people in the area. This may prove to be a handicap for the programme as it is likely to take a different direction and emphasise some aspects which are not the people's primary concern. However, there is enough room for flexibility since GSDP is not an exclusively agricultural project per se.

Equally, the Animator does not have formal training in nutrition but her specialisation in General Agriculture could be an asset to the programme if given an opportunity to up-grade her skills in line with the requirements of the programme. There is also the possibility of complementing the skills of the two officers to come up with a more viable programme.

The present emphasis on gender awareness creation may not be bad on its own as long as it is not done at the expense of other equally important activities.

Apart from the Oil Press venture which is giving some club members an income, most of the activities under this programme do not show any sign of future sustainability. They are likely to go with the phasing out of the project.

Thus the programme completely deviated from its original objective of making it possible for women to actively participate in development activities in the project. Instead, the programme pursued a conventional approach of promoting the welfare of women.

Much as home management skills were necessary for the women, productive activities should have taken precedence considering the fact that of women are among the poorest category of the population. Promotion of crop and animal husbandry, the main occupation of the people should have been the leading activities and a programme should have been worked out to facilitate their active participation in these ventures in their own right. This is what the tittle of the programme seems to suggest. How the deviation came about is somehow difficult to establish especially with Terms of Reference for the officer concerned available. One thing is clear however, namely that the programme has continued to run on a wrong course due to lack of monitoring project performance which would have necessitated change of orientation.

The project's failure to replace the adviser in good time has meant suspending the activities of the programme to the time the incumbent filled the vacancy. This creates a bad impression on the part of the target group who could misinterpret the move as lack of concern and seriousness by project staff which would ultimately lead to dampening their morale and level of participation henceforth.

With the coming of the new Adviser, the programme has introduced the gender component among its activities but the approach taken can only accomplish very little. Gender is about integration and not about exclusivity. As such the FEP Adviser should not only confine herself to the FEP in trying to create gender awareness among the target group. Rather, efforts should be made to explore the possibility of introducing this aspect in all project activities to ensure full participation of both men and women. This would facilitate future planning as planned activities would to a large extent reflect the gender balance.

3.4 Valley Self-Help Promotion

This happens to be one of the most vibrant components of the project. Starting as a charitable organisation, it has undergone reorganisation to become a registered society. During 1994, VSP plans to move to Sinazeze and become financially independent of GSDP. However, it is not very clear how VSP can be expected to continue to play its role as a community service organisation and still manage to be financially independent from GSDP. For VSP to survive in the long-term it will have to concentrate on only those activities which ensure a reasonable income. This will mean reducing its community support in order to allow it to operate at a profit.

However, like other components in the project, no specific targets have been set against which performance could be measured. Therefore, it becomes difficult to assess the

achievements made in terms of performance of the programme. Suffice it to say however, that the programme has not succeeded in creating a local entrepreneurial class which would take over provision of services to communities which VSP will not be able to reach when it becomes a fully registered society.

3.5 Small-Scale Village Industry (SSVI)

SSVI is another locally-based organisation which was established by GSDP to assist in the development of local artisanal skills such as carpentry, bicycle repair, leather tanning, metal work, etc. GSDP efforts to develop small-scale village industries have concentrated on the provision of training as well as technical and business advice. GSDP through GM has provided an Adviser to work as counterpart to the SSVI officer who is paid by GSDP. Support to SSVI has been in form of provision of starting (investment) capital on loan basis as well as working capital. Training is organised in form of apprenticeships, short-term courses and upgrading courses. SSVI comprises mostly groups of artisans who have come together after receiving training to run a business enterprise.

3.6 Sustainable Agriculture

Sustainable agriculture has not been a distinct component within the GSDP work plan and has only recently (1993) been incorporated as a separate component. Given the severity of the soil degradation and erosion in the Gwembe region, sustainable agriculture should have been incorporated as a major aspect of GSDP support at a much earlier stage. An examination of GSDP activities over the last decade reveals that sustainable agriculture has not been given the required attention. It was only in 1993 that the project began to plan for activities aimed at promoting sustainable agriculture in Gwembe South.

Past activities which have attempted to address this problem have been on a very small scale to have any meaningful impact. The soil conservation and agroforestry programmes had no clear direction and follow-up and subsequently they died a natural death. It is also quite evident that past efforts to sustain agricultural activities in the area did not incorporate issues relating to livestock development, despite livestock being a major source of income in the region. These activities were centred around soil conservation, agroforestry and dryland farming. Other activities have included seed distribution of short maturing varieties of cereals (maize and rice) as well as seed multiplication.

The recent move by the project to engage an expert to look into matters relating to sustainable agriculture is therefore a rational one although it is long overdue. However, the terms of reference for this agricultural expert should be reviewed as they appear to be too broad and sometimes overlapping with current functions of other officers in the project. Alternatively, an internal revision of terms of reference of existing staff should be carried out in order to remove overlaps and maximise output

from existing project personnel.

3.7 Irrigation Development

Irrigation schemes in the Gwembe South area were established by government in the late sixties and early seventies by the Project Division of the Department of Agriculture. Under an agreement signed between the GM and government a number of irrigation schemes were opened up in the area. GSDP support towards irrigation development has been targeted towards Siatwinda, Nkandabwe and Buleya Malima. In recent years, GSDP has gradually been withdrawing its support to the schemes with the view to making them self-sustaining. By 1994, only Buleya-Malima was still benefiting from GSDP support with Siatwinda being the first one to be cut off followed by Nkandabwe in 1993.

Following the withdraw of GSDP support, government has taken over the running of Siatwinda. The scheme relies on a diesel-powered engine pump for irrigation. With the present high fuel prices and maintenance costs, the future prospects for the scheme are not encouraging. In recent years, the water level of the Kariba dam has fallen drastically thereby raising the pumping costs substantially. With the new government policy of minimum involvement, only strong farmer organisation and effective cost recovery measures can save the scheme from collapse.

The irrigation scheme at Nkandabwe on the other hand is better suited for sustainable irrigation because of the gravity system which requires less running costs as well as its proximity to an all-weather road. Although heavily underutilised during the rain season, farmers on this scheme have recorded high returns from irrigated crops such as vegetables. This success can be attributed largely to the location of the scheme which is easily accessible to outside buyers and close to major market centres of Mamba, Choma and Lusaka. GSDP withdrawal of support from the scheme has therefore not adversely affected the operations of the scheme but merely given the farmers a challenge to become financially independent and learn how to manage successful farming enterprises.

Buleya-malima is the only scheme left under GSDP support. GSDP investment costs in the scheme are quite substantial and include an Advisor, 2 trucks including a recurrent budget. Compared to Nkandabwe, this scheme has less likelihood of becoming economically independent because of relatively advanced technology employed and logistical factors. The scheme uses an electrical irrigation pump and is heavily reliant on its two trucks for marketing of produce due to its distant location from the main road. With the current high electricity tariffs and the remote location of the scheme, a strong management unit is an absolute necessity for the survival of the scheme.

Although the 1993 income statement shows that the scheme can become a commercially viable entity, it would be premature for GSDP to withdraw its support within the next 2 years or so. A careful examination of the scheme reveals that the scheme is

still heavily subsidised in form of manpower and transport both of which are very critical to the success of the scheme. without transport, the scheme cannot survive owing to its distant location from the major urban centres.

Replacement of these trucks will be extremely expensive and difficult if the scheme has to buy them on the open market. In addition, the scheme manager will need to be very well paid in order to be adequately motivated to be able to run the scheme diligently. And because of the complexity of the scheme's operations, a qualified and experienced manager with good entrepreneurial skills will be required to manage the schemes' business. For these reasons, we are strongly urging GSDP to be systematic when withdrawing from Buleya-malima as the scheme has good potential for irrigated agriculture if handled properly.

3.8 Infrastructure Development

GSDP has been involved in infrastructure development since the project started. Construction activities have been centred around feeder roads, bore holes and wells, clinics, schools, health centres, project buildings, small dams, weirs and bridges/calvets. In the early years of the project, a building team was formed to undertake construction of staff houses, offices, a workshop, etc. This team was later registered as a cooperative in 1977 under the name "Gwembe South Builders' Cooperative". The team, however, ran into problems and was later dissolved.

In recent years, construction activities under GSDP have been implemented under the rural works programme which is mainly involved in the construction of small dams/ponds, weirs and rural roads. Although some of these projects have been well intended, they have lacked the necessary technical input from the appropriate authorities. As a result, their durability can not be guaranteed. A case in point is the weirs whose main purpose is to provide water for livestock during the dry months. The designs for these weirs have been done on trial and error/basis and without any technical input from the Water Affairs department. Similarly, the upgrading of feeder roads have been done without full involvement of the District Council authorities who are the responsible institution for feeder road development at district level.

4.0 ANALYSIS OF PROJECT MANAGEMENT

Management is very critical to the success of any project. Experience has shown that a good number of projects implemented through the Ministry have been victims of their own management systems. For this reason it was necessary to treat this chapter separately so that all problems experienced at all stages of the project cycle could be identified. This is important as it helps to guide the future direction of the project.

4.1 Coordination & Administration

4.1.1 Staffing

It is quite clear that there is friction within top management arising from the present administrative set-up of the project. The main cause of this friction is the terms of reference for both the Chairperson and the Administrative Coordinator. Initially, when a request was made to MAFF to second a senior officer to be Project Coordinator and counterpart to the GM Team Leader, the terms of reference were drawn by the PAO, Choma office. However, these terms of reference were changed by the Chairperson before the officer could be seconded and a new post of Project Administrator was created replacing that of Project Coordinator. The Chairperson is also believed to have revised his own terms of reference accordingly. This move is seen to have totally undermined the powers of the Administrative Coordinator as his functions have been taken over by the Chairperson.

Although the PAO's office was notified of these changes, there was no official reaction and the set up was adopted and has been in place since 1991. The problem with the present administrative set-up is two fold: The Administrative Coordinator is underutilised as he is more of an Administrator than a technical officer and secondly, there is no effective counterpart relationship between the Administrative Coordinator and Chairperson. A close look at the administrative set-up reveals one weakness - the project has no qualified Administrative Officer. In fact, the project only has an Administrative Assistant who in actual fact a typist by training except that she has been given more responsibilities.

As a matter of general observation, most of the project staff at Nkandabwe are either not suitably qualified or misplaced or both. The Administration Unit needs strengthening to include an experienced Administrator at least at the level of Executive Officer who is familiar with the Government administrative system. The Project also does not have qualified Accounts Officers, even after 24 years of being operational. The Water Development Officer is a Welder by training while the Rural Works Officer is a Carpenter. These officers are entrusted with key project components despite their humble level of education. One wonders how a K270m (1994) project can be expected to operate effectively with such irregularities in personnel levels. There is an urgent need to redress this problem by improving the quality of existing staff so that it matches with the present funding levels of the project.

4.1.2 Administrative Support Unit

The major issue with the Administrative Support Unit is with transport and not the workshop and the stores. Transport is very critical to the operations of GSDP. The present arrangement whereby GM staff have more access to vehicles than the Zambian counterparts does not promote good working relations and an equal counterpart relationship. This situation is further complicated

by a weak pool transport unit which presently has only one vehicle. This lack of equal access to transport prevents Zambian staff from playing an equal role in the implementation and monitoring process of project activities.

Another aspect of the present transport management system which requires reviewing is the element of transport allowances for GM staff for using their vehicles on project activities. An average of 20% of the budget for components which are headed by GM staff goes back to the officers in form of transport allowance. Thus the actual funds being spent on project activities are much less than reflected. There is also the likelihood of such a system being abused. Although there is a mileage limit (15,000km) beyond which a lower refund rate per kilometre takes effect, this is not a sufficient safeguard for abusing the system. There is no strict monitoring of vehicle movement to the extent that the system relies on the assumption that the officers will always be honest in their mileage claims.

The transport hire system which is in place applies to the pool vehicle and the trucks which are owned by VSP and BMIS. This system is definitely a good way of ensuring that the transport fleet is self-financing. However, this system does not appear to be equitable. The hiring rates for the pool vehicle are higher than the rates paid on private cars of GM staff. This further limits the access to pool transport which also operates as an ambulance. Although the Project is expecting two additional vehicles to strengthen the pool transport, the improvement is likely to be artificial as long as the issue of equal access to transport is not fully addressed by management.

4.2 Organisational Development

At district level, there has been very limited organisational links between GSDP and the district authorities. Before Sinazongwe became a district, GSDP maintained links with Gwembe District Council which it consulted from time to time on matters relating to development in the district. Relations between the two bodies, however, were purely convenient and lacked the cooperative spirit and mutual effort towards the development of the district. The creation of the new district at Sinazongwe which is much closer to GSDP headquarters than Gwembe has not been fully exploited by both parties. GSDP has not demonstrated any serious desire to work with the new District Council authorities while the Council has also not shown any interest to actively participate in GSDP activities. Thus to this day, there does not exist any district body to coordinate development activities in the district. GSDP operates more or less in isolation with more involvement of the local communities and traditional leadership and very limited participation of the district authorities.

At Provincial level, there has been strong institutional links between GSDP and the PAO's office. A coordinating committee was established which used to meet monthly to discuss matters relating to the activities of GSDP. This Committee was chaired

by the PAO and its members included GSDP staff and traditional leaders of Gwembe South. However, following the transfer of the responsibility for project financial disbursement from the PAO's office to the Policy and Planning Division at MAFF headquarters in 1992, the Coordinating Committee has since been dissolved. Despite this move, the PAO's office has continued to provide support to GSDP in form of staff. The PAO's office also continues to monitor GSDP activities, particularly the irrigation schemes which have been the predominant area of GSDP support. Apart from the PAO's office, GSDP has no links with other provincial bodies and can therefore be said to be operating almost in "splendid" isolation given the fact that the Coordinating Committee is long defunct.

GSDP has clearly been operating very independently from the established government institutional framework with functional linkages being limited to the MAFF Accounting Unit and the PAO's office in Choma. There has been no close collaboration between the various project components within GSDP and their corresponding line ministries in both the planning and implementation of project activities. Similarly, management has not maintained close links with district authorities to the extent that GSDP activities have continued to be implemented with very little participation of district authorities. Thus in terms of integration of activities into existing government structures GSDP has had no meaningful impact if at all any. As long as activities continue to be implemented by GSDP, the prospect for institutional integration of GSDP activities will remain obscure.

4.3 Budgeting and Accounting

The project has two traditional sources of funding: the Gossner Mission and GRZ. Until recently, most of the funding has come from the former and even after the substantial increase in the GRZ component, it has proved very difficult to secure even a quarter of the GRZ approved allocation to the project. Members of staff have participated in the budgetary process of the project by proposing activities to be considered for funding and the corresponding budget estimates. However, officers have not been involved in the determination of the final budget. This has raised a lot of suspicion especially among local staff who have accused the Chairperson of being biased in the allocation of funds to various programmes.

It has also been observed that there has not been full integration of activities supported by the project as there continues to be a clear distinction between activities which are supported by GSDP and those supported by GRZ. This distinction is not necessary as it does not serve any purpose apart from exposing the artificial nature of the integration between GRZ and GM resources and the division between GRZ staff and those employed by GM. There is therefore need for transparency and a more rational and participatory approach in the allocation of the project's resources.

There has also been gross negligence in the management of the project's accounts as can be seen by the level of staff who are running the accounts. The project personnel in charge of the accounts have no formal training in accounts except for the limited experience which they have acquired while at GSDP. This is a serious anomaly which has been allowed to continue for years. The project has also not been regularly audited by GRZ despite the fact that government has continued to allocate funds to the project. In fact, the first time the project was subjected to serious auditing was in 1991.

It is quite clear that the project has operated very autonomously and in violation of government regulation. The project management has realised these irregularities and are in the process of correcting the situation by consulting closely with the relevant government authorities. The recent move by the project to send an officer for training in accounts is not sufficient as the project's accounts still remain entrusted into the hands of unqualified personnel.

It has also been observed that some of the project components such as VSP and BMIS maintain their own separate accounts in addition to running revolving funds. While this is a good development in terms of preparing these programmes for total autonomy from GSDP, it is important that government regulations are followed since some of these funds belong to government. This will avoid any future complications arising as a result of not following government accounting and financial regulations.

4.4 Planning and Implementation

Planning is very central to any activity which is expected to yield benefits to the target group because it is at this stage that the felt needs of the target group should be addressed in order to ensure that project activities are well designed to meet the needs of the people. The issue of how well GSDP has addressed the felt needs of the Gwembe people was first addressed by Buntzel (1980). Buntzel noted that GSDP was an institution on itself with responsibilities to formulate policies (through senior staff meetings), plan and execute project activities. Banda (1983), also observed that in spite of the Buntzel's recommendations to reduce GSDP to merely an executing urgency, GSDP still remained a policy making body. GSDP also did not appear to have adjusted its development strategy in line with the Government decentralisation policy (1980) which called for local institutions to take an active role in the planning of project components so as to better address the felt needs of the local communities.

Banda, along the same lines as the Buntzel report also recommended that all GSDP technical/professional personnel be defused into the relevant sections of the district council and government departments and local institutions in line with the Zambian decentralisation policy.

A decade after the Banda report, the operations of GSDP with respect to project planning and implementation have not undergone any significant changes. The planning of project activities to a large extent continues to be done by GSDP (with each component planning its own activities) with very little participation of the local communities. The senior staff meeting continues to be the policy making body of GSDP more than 10 years after the Buntzel report identified this anomaly. The Government departments and local people are still not involved in the planning of project components. This is done during GSDP Senior Staff Meetings which sit to decide which project activities to be approved and their corresponding budgets.

Project implementation has also remained almost exclusively a function of GSDP even at a time when most development projects have now reduced their role to that of facilitator and financier. Although local institutions are getting increasingly involved in project implementation, the "high profile" involvement of GSDP at this level is a major concern. GSDP has done very little to strengthen not only the planning capacity but also the implementation capabilities of government institutions. The danger is that government departments will be less able to cope with this task in the long term when GSDP support has been withdrawn both on terms of financing as well as technical capability. There is therefore an urgent need to address the problem of institutional capacity building to ensure sustainable planning and implementation of GSDP activities.

4.5 Monitoring and Evaluation

Monitoring and evaluation activities play a very important role in the performance of any project. Monitoring is supposed to be a continuous process aimed at assessing the input delivery system and the implementation of activities. Evaluation on the other hand is more periodic and is aimed at assessing the relevance, performance, effectiveness and impact of the project. Under normal circumstances, monitoring and evaluation aspects should be clearly outlined and incorporated in the project document. However, because of the manner in which the project has evolved over time, the need for preparing a project document which outlines the objectives, strategies, implementation targets etc. has not been given serious attention until 1993, when a planning workshop was held in Livingstone.

Presently, monitoring is the responsibility of the Project Administrator and does not appear separately as an activity in the GSDP budget. One can only assume therefore that monitoring activities are budgeted for under "subsistence allowance for the Coordinator" and "transport hire". In terms of transport for monitoring activities, only one pool vehicle is available although there are plans to rehabilitate two vehicles for pool use. From the point of view of resource allocation, monitoring is clearly not an important activity in the project set up. The only vehicle available has to be shared with other competing users, the administration. This renders monitoring not only difficult to undertake but also meaningless as it is not a

continuous process.

In terms of evaluation, these have also not been given the necessary importance by project administration. Usually evaluations fall into two categories, internal and external. There appears to be no system for carrying out internal evaluations of selected components and target groups. Surveys have rarely been undertaken by project staff. This perhaps is due to the level of education of certain staff who are not capable of undertaking them. External evaluations on the other hand have received more prominence. These have been in two categories: evaluations targeted at specific project components and those looking at the entire project. In terms of the former, only two components have been evaluated namely, the VSP and the FEP. These evaluations have all been undertaken in recent years. In terms of the latter, there has been 3 such major evaluations, namely, the Buntzel report in 1980, Scudder/Colson (1982), Banda (1983) and Habard (1988). The Habard evaluation however, was not comprehensive as it emphasised on selected activities and social anthropological issues of the project.

Two major observations can be made about these evaluations, one to do with the origin of the evaluation and the other with the follow up of recommendations. All the external evaluations (with an exception of Banda's which was a dissertation) were initiated by the GM and undertaken by independent consultants without the participation of government. This was still the case in 1988 even after the "integration" of GM and GRZ funding in the project. While this is not an issue professionally, it certainly raises questions about the seriousness of the integration and partnership between the two parties ie. GM and GRZ. It also becomes difficult for either party to fully appreciate the complexities of rural development and later on justify their continued support to the project.

It has also been observed that the project has not been able to implement some of the positive recommendations that have come out of these evaluations. This is however, not to disregard the progress that GSDP has made as a result of these critical evaluations particularly, the Buntzel report. The issue of integration of planning and implementation until now has not been addressed seriously by GSDP. This is a serious matter which hinges upon the institutional sustainability of GSDP support but which has continued to be ignored to the extent that one really questions the rationale for the continued presence of GSDP as a project in Sinazongwe. Unless evaluation findings are followed up and corrective action taken by the project its continued presence in the area will always be questioned.

5.0 IMPACT ASSESSMENT AND SUSTAINABILITY OF PROJECT ACTIVITIES

Due to the limited time spent in the project area during the evaluation, it was not possible to carry out a thorough impact analysis of the project's activities. Thus the discussions in this chapter will tend to concentrate more on institution building and sustainability issues which the evaluation team felt

were more crucial for the future of the project. This notwithstanding, we feel however, obliged to state that the project in general appears to have had very limited overall impact judging from the economic status of the target group. Apart from the services provided to farmers in the irrigation schemes and services provided by the VSP and SSVI, it is hard to discern any meaningful economic impact which the project has had.

This is however, not to say that the project has not had any positive social impact on the target group. It is quite clear that in terms of mobilising the community, the project has been quite successful and has been instrumental in establishing strong grassroot-based institutions which have provided essential services to the local communities. The basic problem which appears to have limited the impact of the project is its orientation. The project has lacked focus and direction from the very beginning. The needs of the target group were not well identified resulting in activities which did not reflect the priorities of the local people. A lot of money was spent on irrigation schemes despite the fact that irrigation is not a representative farming system in the area. Dry land farming was completely ignored and traditional farming practices were not encouraged. Rather than address the immediate needs of the people such as water, clinics, schools roads, etc. the bulk of the resources were directed at more secondary problems.

5.1 Institutional Building

GSDP's support towards institutional building has tended to be more inclined towards assisting locally-based grassroots organisation at the expense of the formal Government institutions. Although this bias may be attributed to the influence of GM as a Non Governmental Organisation (NGO), it is also clear that there has been no serious attempt and commitment to involve Government in both the planning and implementation of project activities in Gwembe South. This does not mean however, that GSDP has not had any meaningful impact on the target group. Given the limited access of people to economic opportunities in the area, GSDP obviously found it necessary to create grassroot institutions aimed at providing essential services to the community as well as broadening their income base. The problem, however, is that these efforts concentrated only on grassroot institutions without any corresponding support being given to government institutions. As a result, a lop-sided development now exists in the area whereby local institutions have remained without any tangible support and therefore not able to actively participate in development activities taking place in the area.

The argument by GSDP management that Sinazongwe District is relatively new and still in the process of trying to find its feet cannot be an excuse for isolating it in the planning and implementation GSDP activities. It is clear that not much foresight has gone into the planning of GSDP activities in general with regard to ensuring the sustainability of GSDP activities after the project has phased out of the area. The project appears to have more capacity than the district council

to undertake certain activities such as construction of weirs (small dams), water wells, etc. As a result, GSDP is seen to be more an implementor than a facilitator by outsiders. The implementation of projects is not done through the Government line ministries but through the local communities with GSDP providing the technical advice. While this approach of involving local people in the implementation of their projects is a good one, it has certain limitations. To the extent that there is no relevant government institution to oversee such projects, these activities are less likely to benefit from future government technical support after GSDP has pulled out. Current GSDP institutional building efforts therefore cannot be expected to be sustainable in their present form.

5.2 Sustainability

The question of sustainability should be looked at from two levels, the economic and institutional level. The outlook on institutional sustainability under the present GSDP framework of support has been discussed under 1.0. where it has been observed that very little has so far been done to prepare local authorities for the take over GSDP activities. In short, prospects for institutional sustainability are far fetched.

In terms of economic sustainability, it can be argued that GSDP-supported income generating activities have developed a strong foundation with good prospects for becoming fully independent of GSDP in the near future. Three notable areas where GSDP has been involved in uplifting the economic well being of the target group are the irrigation schemes, the valley self-help promotion and the village small scale industry.

5.2.1 Irrigation Schemes

Out of the three irrigation schemes namely Nkandabwe, Siatwinda and Buleya Malima only Buleya Malima continues to be supported by GSDP. One notable aspect of these schemes is that their economic viability is largely dependant on the organisational management. In all the schemes, farmers have elected representatives to manage their interests on their behalf. Although the system appears to be working well, the critical issue for the survival of the schemes is how to ensure that the schemes continue to provide irrigation water to farmers on a continuous and sustainable basis. This means that farmers should at least be able to cover the operational costs of irrigation especially at Buleya Malima and Siatwinda which use a pumping system. Water fees are an important source of funds for meeting operational costs and these have tended to be lowest at Nkandabwe which uses a gravity fed system.

Another crucial element in the viability of these schemes is the marketing of produce. This is very crucial because these schemes are located very far from major markets (Mamba, Choma and Lusaka). Although several traders now come to buy produce from the schemes, there is still need for these schemes (except for Nkandabwe which is near an all-weather road) to have their own

transport for marketing their produce. For this reason both Siatwinda and Buleya Malima have medium sized trucks for transporting produce to the nearest peri-urban markets.

When all factors are considered, Nkandabwe appears to have better prospects for sustainable irrigation because the scheme uses a relatively low cost irrigation system which is associated with little operational costs as compared to the other two schemes. In addition, it has the advantage of being close to the major markets ie. Mamba and Choma because of its proximity to an all weather road. The pumping systems at Buleya Malima and Siatwinda are a major threat to the economic viability of the schemes because of farmers attitudes towards maintenance of the irrigation system. Farmers have not fully appreciated the role of water fees towards the survival of the scheme and often fail to meet their obligation in terms of paying water fees and assisting in the rehabilitation of the canals. In addition the continued presence of expatriate personnel at BMIS and budget allocations from GSDP is a demonstration that the scheme is not ready to run independently from GSDP. Similarly, Siatwinda still continues to rely on Government recurrent budget as well as extension services, an indication that the scheme is not ready to be fully financially independent.

In summary, it can be said that farmers have realised the importance of the schemes in supplementing their farm incomes and this has been proved to be economically viable at individual farmer level. The problem, however, lies with the sustainability of the scheme as a whole which requires not only competent management but also farmer commitment to ensure that the schemes are economically viable enterprise. It is at this level that sustainability issues should be addressed by GSDP before the project can leave the schemes to run independently. As long as farmer organisation and attitudes towards the scheme do not change, the prospects are indeed very limited.

5.2.2 Village self-help promotion (VSP)

The prospects for sustainability of VSP operations are fairly bright considering that VSP is already able to pay salaries for its workers including the manager. Clearly, the 2 trucks are a major source of income representing nearly 25% of total revenue and therefore should be considered crucial to the viability of VSP. The sale of mealie meal is another major source of revenue, accounting for nearly 20% of total revenue. When hardware sales are taken into account the three items in all account for over 50% of VSP revenue. Clearly, more emphasis should be placed on these income generating ventures if VSP has to strengthen its financial base. With current plans to become fully financially independent from GSDP, it may become necessary for VSP to concentrate on those activities which generate most income. This can only be at the expense of community programmes in the short-term. In the long-term, however, the community could benefit more from a financially strong VSP in form of increased community projects.

5.2.3 Small-scale Village Industry (SSVI)

Activities under SSVI include carpentry, leatherwork and metal work. These are all designed to provide increased skills and income to the Gwembe South community. The artisans are organised into small groups which run rural workshops which produce a wide range of products such as chairs, doors, leatherbelts, shoes etc.. Although the potential for business is there SSVI has found it difficult to operate profitably for a number of reasons. One major reason has been the lack of entrepreneurial skills among the trained artisans. Lack of business ideas on how to run a small enterprise has proved to be a major obstacle to the success of village -level small-scale industries as artisans are not able to make basic calculations of profitability in order to arrive at economic prices. This problem is more common amongst carpenters who have to buy raw materials in advance.

The other problem is related to the design of these project activities and the leather workshop is typical case of a not well thought-out project. There was no proper market analysis about the availability of skin hides as well as the marketing of leather products. Although existence of a large population of goats was well identified, little consideration was given as to the availability and accessibility of the hides. This is the biggest problem currently facing the leather tannery at Sinazeze. In the same vein, although the leather workshop was well conceived as relying on the leather inputs from the tannery, little consideration was given to the quality of this leather. As a result, there is gross underutilisation of locally produced leather for the single reason that it is not suitable for the production of high quality leather products.

As a result of the above factors, there is little business being generated from SSVI workshops. The capacity of these workshops is not fully utilised because of difficulties in acquiring inputs as well as marketing the final products. The turnover levels for the leather tannery and the leather workshop are too low to be any meaningful for continued production without any subsidy from GSDP. The carpentry workshop has a relatively higher turnover, but it too is being subsidised by GSDP in form of soft loans to beginners with a flexible repayment period. It is quite clear that the prospects for sustaining SSVI activities are very limited compared to VSP activities. There is also need to upgrade the skill levels of artisans so that they are able to produce better quality products which are going to have a bigger market both locally and outside Sinazongwe.

6.0 SUMMARY AND CONCLUSION

The findings of the evaluation point to the fact that GSDP has operated almost entirely autonomously with very limited involvement of government in terms of both policy direction as well as monitoring of development activities. As a result, the project has been operating without any clear direction and focus to the extent that there has been no integration of activities into the existing government framework. The district authorities

have also not made any serious efforts to coordinate development activities resulting in a laissez faire approach towards development which is not based on the actual felt needs of the people. This has severely weakened the project's prospects for achieving institutional sustainability.

As a matter of policy, however, this situation cannot be allowed to continue. GSDP activities, like most other development projects will need to be closely monitored to ensure that all activities fall within the new policy framework of the Ministry. This means that all activities which appear to run contrary to the Ministry's general policies and strategies have to be discontinued. The following recommendations provide the general direction for the project in line with the new policy framework which has been designed to guide all future development activities in the agricultural sector. The Ministry expects therefore that all project activities which run contrary to these recommendations will be discontinued.

7.0 RECOMMENDATIONS

Valley self-help Promotion (VSP)

1.0 There is need to review the current non-profit making status and rationalise activities of VSP with the view to strengthening the income-generating base of the programme so that the project can become fully self-financing

Small-scale Village Industries (SSVI)

2.0 The project (GSDP) should allocate more resources towards upgrading the present skill levels of artisans so that they can produce better quality products capable of selling outside the local market of Sinazongwe.

3.0 More emphasis should be given to entrepreneurial training to enhance business management among the artisans.

Water Development

4.0 There is need to strengthen this component in view of its strategic importance in the area by increasing the budgeting allocation. In particular more wells should be dug to try and meet the high demand and also to cut down on the cost of repairing machinery for boreholes. Bore-hole construction should be phased out.

5.0 The construction of weirs for purposes of making water more available and accessible during the dry months should be speeded up in view of the economic importance of livestock to the people living in the area.

Sustainable Agriculture

6.0 the terms of reference of the Agricultural Coordinator should be reviewed and rationalised with existing functions of

other officers in order to avoid overlaps and maximise output from project personnel.

Infrastructure development (Rural Works)

7.0 Participation and coordination of the relevant authorities ie. the District Council, Department of Water Affairs and Ministry of Health should be strengthened in order to enhance infrastructural development in the area.

Irrigation schemes (BMIS)

8.0 There is need to intensify training of BMIS management in appropriate fields in order to improve their management and organisational capabilities to manage the schemes.

9.0 Church and Social Work

This component should be rationalised and all activities integrated into their appropriate components. The ambulance service should be detained but instead fall under administration.

Female Extension Programme

10.0 The Female Extension Programme should re-orient its operations from imparting conventional home management skills to facilitating the active participation of women in development activities; in particular in irrigation schemes;

11.0 The Female Extension Adviser should include in her terms of reference screening other programme activities to assess the extent to which gender issues are being addressed. In this respect the female Extension Adviser and the animator should each attend relevant short-term training in general extension and gender policy and planning.

Project Administration and Management

12.0 The post of project coordinator should be restored to be headed by a Zambian who will be counterpart to the Chairperson. The post of Administrative Coordinator should be terminated and replaced by that of Executive Officer/Administrative Officer. Both Officers should be seconded from Ministry of Agriculture, Food and Fisheries.

13.0 Suitably qualified personnel should be identified by the project to head the Water Development and Rural works programmes as the present officers are not technically qualified despite having the relevant experience.

14.0 The present arrangement whereby expatriate staff own the project vehicles should be reviewed and terminated as it is subject to abuse and does not serve the interest of the project but only that of expatriate staff. Instead, a system whereby

vehicles are owned by the project rather than individuals should be introduced.

15.0 The project should develop strong institutional links with all relevant government agencies and the district council so as to enhance coordination of development activities in the project area

16.0 There should be an immediate audit of the project accounts by the Auditor general's office in keeping with government financial accounting regulations. In addition, GSDP should request for a qualified accounting officer from GRZ to manage the project's accounts.

17.0 The project should allow a more participatory approach in the planning and implementation of activities in order to cultivate a sense of ownership among the people and enhance sustainability of development activities in the area.

18.0 Closer links should be developed between the monitoring and evaluation Unit in Policy and Planning Division and the project. In addition monitoring activities within the project should be strengthened to allow for flow of information between the two institution.

19. Working conditions for GRZ counterpart staff should be brought close to levels of Gossner Mission staff as an incentive to attract better qualified personnel to the project.

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INVENTORY OF PROJECT ACTIVITIES (completed and on-going)

ANNEX 1

1. Statwinda Irrigation Scheme
2. Wheat and Soil Research
3. Rice Mill Programme
4. Dambo Irrigation Trials (Sikaneka)
5. Nkandabwe Irrigation Scheme
6. Nkandabwe Turbine Maize mill
7. Nkandabwe Irrigation Biogas Tank
8. Buleya Malima Irrigation Scheme
9. Chicken Programme
10. Pig Programme
11. Rural Works and Dryland Farming
12. Assistance to Malima FTC
13. Training Programme
14. Transport hire
15. Gwembe South Builders
16. Fruit Tree Nursery
17. Health Programmes
18. Groundnut Programme
19. Female Extension Work
20. Sewing Programme
21. Statwinda Credit Union
22. Nkandabwe Workshop
23. Siabawu Workshop
24. Valley Self-help Promotion
25. Mobile Workshop
26. Seed Multiplication and Distribution Programme

27. Church and Social Activities
28. Integrated Rural Development Programme
29. Small Scale Village Industries
30. Water Development
31. Sustainable Agriculture
32. GSDP Coordination and Administration

ANNEX 2

Summary of Project Constraints

Like any other project or programme, GSDP has faced problems which in one way or another have affected the smooth running of the project. Some of the problems may be programme specific while others affect the project as a whole and require concrete solutions if the project is to deliver expected goods. Below are some of such problems facing the project. The order of ranking does not necessarily reflect the magnitude of the problem.

a). Delay in replacing transferred or staff leaving the project

This problem affects the project as a whole though some components such as the Female Extension Programme have been more affected. The departure of the Adviser to the Female Extension Programme left a gap which took time to fill. During the period there was no adviser (1992-93) the programme came to a stand still. This was so because to a large extent advisers were solely responsible for implementation of the programme and had no counterpart staff. The problem is worsened by lack of incentives, especially among GRZ staff which makes it difficult for the project to attract required staff. Consequently only staff with very little or no proper qualifications for their jobs find themselves in given positions.

b) Inadequate transport for Project staff

Staff mobility, especially of GRZ employees, has been hampered by lack of sufficient transport. This has affected implementation of activities on time and subsequent monitoring of project performance. The problem could be solved with a bit of reorganisation. The current arrangement whereby staff employed by Gossner Mission are entitled to loaned personal cars which they use for project work and claim for mileage with only one pool car at the disposal of the rest of staff does not auger well with good project management. Conflict is likely to arise over the use of the pool car due to its high demand since a good number of staff rely on it for their operations. It also creates the problem of setting priorities in case of more than one programme requesting for its use at the same time. More vehicles could be made available for access by all project staff currently with no official transport.

c). Lack of a comprehensive Human Resource Development Programme

In view of the low skilled personnel serving on the project, there should be a systematic training programme for staff with identified inadequacies. This would help improve project performance provided that supplementary incentives to retain trained staff are put in place. Some programmes may require university level training which apparently the project does not seem to find very essential.

d) Lack of Relevant Contact Person (Desk Officer)

All donor and GRZ funded projects in Agriculture have a desk officer located in the Monitoring and Evaluation (M&E) Section of the Policy and Planning Division (PPD). The Officer, among other things, acts as a contact point between the project and the Ministry and thus assists with monitoring project implementation, taking care of any problems facing the project and addressing them to relevant authorities. The absence of such a person for GSDP makes monitoring of problems difficult on the part of the M & E Section. Although there is somebody who for some reasons has assumed this role, the fact that the officer belongs to a different section and unit makes monitoring of project performance difficult.

e) Lack of effective co-ordination with local Institutions

Co-ordination with local institutions in project activities has not been very effective. Though project staff claim to be receiving very little cooperation from government institutions, efforts should be made to ensure that this is achieved. Project sustainability largely depends on the extent to which project activities have been integrated in the general institutional set-up to facilitate future take-over. Cooperation with local institutions in the implementation of project activities would also provide the technical skills which the project may be lacking. For example, construction of weirs and dams would require the technical services of the District Water Engineer and other relevant officers.

f) Lack of sufficient funds to buy or replace worn out equipment

This is a common problem most programmes are facing especially those that depend largely on machinery. A case in point here are the irrigation schemes. Buleya Malima for example has failed to pay for their reconditioned water pumps. Usually what projects do in such cases is to borrow money from GSDP. But where a substantial amount is required, borrowing becomes difficult. This consequently leads to slow implementation rate. The problem is worsened by lack of spare parts in the project area which makes it more expensive to maintain available equipment.

g). Harsh Ecological conditions

The location of the project in a low rainfall, hot and dry area makes implementation of some of the project activities difficult. Irrigation schemes seriously get affected in the event of a drought occurring. The water in the lake and in dams recedes to the level where pumping becomes difficult. This defeats the whole purpose of the programme. Also during drought periods, efforts of project staff are diverted towards overcoming effects of such calamities. For instance, project staff were involved in the Programme to Prevent Malnutrition (PMP) following the 1991/92 drought which hit the whole country with more devastating effects in arid areas.

h). Lack of adequate infrastructure

Apart from the road linking Choma and Maamba Mine, the rest of the roads are not tarred and easily get damaged during the rainy season. There is no good road linking the project area to Siavonga in the northern part of the valley. Motorists have to use the Livingstone-Lusaka and then Chirundu route instead of using the lakeshore route. The poor road network further limits access of local produce to outside markets.

Electrification is also another problem. Nkandabwe Camp, the headquarters of GSDP and Sinazeze are not electrified even though construction of the dam which led to the displacement of the people was for this purpose. Solar power is used in selected homes at the camp but the office block which is supposed to house computers and other electrical appliances does not have electricity. As such information on the computer can only be accessed by the owner of the house in which it is installed.

The absence of a big hospital implies that serious cases have to be referred to Choma which brings in the added problem of transport. However, this problem may be alleviated with the completion of the hospital currently under construction in Maamba.

i) Lack of local market

Farmers in irrigation schemes cannot grow certain crops which could possibly give them a higher return because there simply is no market locally. Most of the produce is either taken to Choma thereby incurring additional transportation costs.

J) Untimely disbursement of funds

This is a problem most bilateral donor projects experience. The late release of funds concerns both GRZ and Gossner Mission with the implication that activities cannot be implemented on time. Efforts should be made to streamline the bottlenecks and ensure the ease flow of funds.

ANNEX 3

List of People Met

<u>Name</u>	<u>Designation</u>
1. Wilson Naile	Rural Works Officer
2. R.F. Bredt	GSDP Chairperson
3. R. Makala	VSP Manager .
4. Karl Waldschunetz	VSP Advisor
5. Joachim Franke	SSVI Advisor
6. Edna Maluma	Female extension Officer
7. Diete Winfried	Adviser, SSVI
8. Mike Phiri	Programme Officer, SSVI
9. Solomon Sachisi	Project Bookkeeper
10. Lillian Hamusiya	Female extension Programme - Animator
11. Monica S. Meja	Administrative Assistance
12. S.D. Munsanda	G.S.D.P Coordinator
13. G. Munakango	Block Supervisor
14. P. Mangunje	Farmer, nkandabwe Irrig. Scheme
15. M. Siankunguya	Carpenter, Stone Houe Carpentry
16. R. Chidinka	Leather Worker, Sinazeze
17. B. Sinzala	Skin Tanner, Sinazeze
18. Phiri	Irrigation Engineer, Choma
19. D.H. Haakayobe	PAO, Choma
20. J. Mukukula	Board Chairman, BMIS
21. B. Siamasama	Board Secretary, BMIS
22. S. Siabbubi	Board Treasurer, BMIS

ANNEX 4

EVALUATION OF GWEMBE SOUTH DEVELOPMENT PROJECT TERMS OF REFERENCE

13.03.94 to 20.03.94

1. To evaluate the impact and effectiveness of GDS support on the target group covering the entire project period
2. To examine the organisational development in the project area and the degree of institutional integration of project activities into the government structure.
3. To assess the viability and impact of the various project components.
4. To outline the constraints that have affected the overall performance of the project.
5. Based on the findings, to propose ways of improving project performance and enhancing institutional integration and sustainability of the project.

COMPOSITION OF TEAM

1. Pious T. Chibinga (Team Leader, Agricultural Economist)
2. John Kunda - Sociologist
3. Bergson Kanyungu - Agronomist

All team members shall contribute to the production of the final report. In addition, each member shall be required to compile a report on his/her field of specialisation.

Pious Chibinga

- Assessment of Project organisation development, functional linkages and backstopping arrangements between project region and provincial authorities
- Overall assessment of project impact comparing the original objectives, and the actual status.
- Institutional integration of project activities into government structure
- Impact (cross-section) analysis of project components
- Overall assessment of project planning and execution, including monitoring and evaluation.
- Sustainability of project activities Economic and Institution building

Bergson Kanyungu

Assessment of project impact on agricultural development with respect to the following:

- Crop production
- Sustainable Agriculture
- Irrigation Development
- Research and Extension

In addition, assessment of the project's budgeting and accounting

John Kunda

- Assessment of the level of community participation in project planning and implementation
- Assessment of project activities with respect to women promotion and support services to women (Female Extension)
- Assessment of approach and intensity of gender issues and its impact on the economic status of women.
- Assessment of project impact with respect to
 - (a) Water Development
 - (b) Self-Help promotion
 - (c) Special Activities

METHODOLOGY

The team will rely on review of existing literature on the project including interviews and discussions with project staff, provincial and district authorities. A Rapid Rural Appraisal will also be necessary to capture the views of the target group about how beneficial the project has been. In view of the limited material presently available at Ministry of Agriculture, it is proposed that the first day be used for literature review by the team. This will also assist in revising the terms of reference where appropriate.

1/2 ZA 8.9.94 2P

MINISTRY OF AGRICULTURE, FOOD AND FISHERIES
POLICY AND PLANNING DIVISION

Eingegangen
12. Juli 1994
Erledigt:

GWEMBE SOUTH DEVELOPMENT PROJECT (GSDP)

SUMMARY EVALUATION REPORT AND RECOMMENDATIONS

APRIL, 1994

1.0 Introduction

This is a report of findings of an evaluation mission which visited the Gwembe South Development Project (GSDP) in March 1994 to assess its general performance and impact on the target group. The team was made up of:

Mr. P. Chibinga, Team Leader (Policy & Planning Division)
Mr. B. Kanyungu (Department of Agriculture); and
Mr. J. Kunda (Policy & Planning Division)

The evaluation was necessitated by the fact that since the project started in the early 70s it has not been evaluated by government. A number of evaluations have so far been undertaken but these have mostly been initiated by the donor, Gossner Mission (GM) and sometimes they have been targeted at specific components of the project eg. the Female Extension Programme (1990) and the Valley Self-help Programme (1991). Other evaluations have been broader in scope and these include studies by Buntzel report (1980), Scudder (1982) and Banda (1988), a Phd. thesis study.

It was also felt necessary to examine the existing project activities and see how they fit into the Agricultural Sector Investment Programme (ASIP) framework in view of the on-going restructuring of the Ministry.

2.0 Project Background

GSDP activities in Gwembe date back to 1970 when the Gossner Mission of West-Berlin and GRZ signed an agreement to help resettle the people of Gwembe who were displaced following the construction of the Kariba Dam. Since then, the agreement for technical cooperation between the two parties has been extended three times in 1976, 1983 and in 1988. The current agreement extends to 1996.

Traditionally, GSDP activities have concentrated on irrigation development with the irrigation schemes at Siatwinda, Nkandabwe and Buleya Malima being the major focus. In 1990, the project underwent reorganisation resulting in the scaling down of activities to nine programmes. Under this reorganisation some projects were handed over to other institutions e.g. the Tonga Crafts and Siatwinda (to GRZ) while others were incorporated into other programmes.

GSDP is jointly funded by GRZ and the GM with the latter contributing the bulk (about 80%) of the budget. The project employs both expatriate and local personnel with the GM paying for all the expatriate staff salaries and GRZ paying for civil servants. Other local staff are employed directly by the project. The project is headed by a Chairperson who is employed by the GM and assisted by an Administrative Coordinator, who is a Civil Servant. The expatriate staff are all employed as Advisors to Zambian counterparts.

3.0 Project objectives and Strategies

The project was initiated as a rural development project with an overall objective of improving the living standards of the rural people of Gwembe South. The specific objectives of the project have tended to change over time depending on the project components under implementation. In the early years, the project pursued a "high-profile" approach whereby the actual implementation of activities was done by the project itself using the Building Team. In recent years, the project has adopted a more participatory approach by involving the local communities in the implementation process.

4.0 Project Components

Initially, the main focus of GSDP support was on agriculture through irrigation development. However, overtime, GSDP activities have diversified to include social programmes. Currently, the project has nine programmes. These include the following:

- (i) Service (Administrative) Unit
- (ii) Irrigation Schemes- Buleya Malima
- (iii) Sustainable Agriculture
- (iv) Valley Self help Promotion (VSP)
- (v) Female Extension Programme
- (vi) Small scale village industry (SSV\$)
- (vii) Water Development Programme
- (viii) Road Works Programme / Infrastructure Development
- (ix) Special Activities / Church and Social Work

The service Unit is essentially the administration and support unit of the project while the special activities component is mainly church and social (community) work. Three of the nine components ie. BMIS, SSVI and VSP are income generating and have their own management which is separate from GSDP.

5.0 Analysis by Section

5.1 Valley Self-Help Programme (VSP)

Activities under VSP have been aimed at providing community services as well as alleviating the economic hardship of the local people by providing access to basic commodities, seed secondhand clothes, hardware, ox-carts, grinding mills etc. Although not a profit-making body, VSP has potential to become a profit-making entity. Income statements for VSP in recent years have indicated that the programme has potential to become

2. self-financing. In 1994 VSP plans to move to Sinazeze and become financially independent from/of GSDP. However unless it can rationalise the use of its resources so as to focus more on income-generating activities, total financial autonomy from GSDP cannot be achieved.

5.2 Small-scale Village Industry (SSVI)

There can be no doubt that the objectives of this project of improving artisanal skills and enhancing the income-generating capabilities of the target group were well intended and justifiable. However, it is quite clear that the planning for this component lacked foresight. The artisan groups all have one common problem; that of securing the necessary raw materials and a market for their final products. The leather tannery cannot easily purchase skin hides locally and their leather products are generally of poor quality. The leather workshop has to buy its raw materials from outside the district because the local leather from the tannery is of poor quality. The carpentry workshop on the other hand, has good potential for success because of the relatively high turnover levels but then business skills are lacking among the carpenters business and as a result there is no meaningful income being generated. The prospects for sustaining activities of this programme are therefore quite limited.

5.3 Water Development

The programme is designed to improve the availability and accessibility of water for both human and livestock use. In view of the critical shortage of water particularly during the dry season, this programme is supposed to rank highly among the project's priorities. However, this has not been the case as this component has continued to get meagre budgetary allocation (less than 5% in 1991) relative to other components. The project has also given little attention to livestock development by not taking measures aimed at increasing the access of livestock to water. Recent efforts to construct weirs for this purpose therefore could not have been more worthwhile considering that livestock is a major source of income for the Gwembe people.

5.4 Infrastructure Development (Rural Works)

This programme comprises mainly of road construction and rehabilitation activities although other construction activities involving water wells, storage facilities, pit latrines and weirs have been undertaken as part of the programme. These rural works have been aimed at assisting the District Council to improve the infrastructure in the district. The programme has suffered from poor coordination among the key players namely GSDP, the District Council, Water Affairs and Ministry of Health. In recent years, road construction has been implemented in conjunction with the Programme for the Prevention of Malnutrition (PPM).

5.5 Irrigation Schemes

GSDP support to irrigation development dates back to 1970 and has been concentrated on Siatwinda, Nkandabwe and Buleya Malima irrigation schemes. Currently only Buleya Malima is still being supported by GSDP although there are already plans to phase out of Buleya Malima. Buleya Malima has its own management and accounts unit which is separate from GSDP. The performance of these schemes has tended to vary from one scheme to another as each scheme has its own unique constraints. These include poor farmer organisation, inadequate capability of farmers' board of directors, poor financial management, limited access to market for farmers' produce etc.

Although the schemes provide a very good opportunity for farmers to increase their incomes from agriculture, the continued existence of the schemes is not very certain. There is need to strengthen farmer organisations and improve the management of the irrigation schemes if they have to be economically sustainable. Women should also be encouraged to participate in farming activities as they appear to have ~~marginalised~~ marginalised.

5.6 Sustainable Agriculture

This component is relatively new and has not fully taken off as the responsible officer has just been recruited. Given the underdevelopment of agriculture in the area, this component should have been a leading priority for the project. There is also need to review the terms of reference for the Agricultural coordinator as they appear to be too broad and sometimes of overlapping with the present functions of other officers.

5.7 Church and Social work

Sometimes referred to as "special activities", this component was initially aimed at promoting spiritual growth in the project area but later diverted to include activities aimed at assisting local communities eg. the ambulance service and some self-help projects. However, it is quite clear that this component has lost direction over time as it has very little to do with spiritual growth in its present form. This is evident from the fact that the project does not have a Minister or Reverend contrary to the technical cooperation agreement between the GM and GRZ. In addition, there is duplication of work as most of the activities under this component are already being implemented through other components such as the rural works programme.

5.8 Female Extension Programme

Beginning The Female Extension Programme has lacked direction from the very beginning being largely because it has been managed by non-experts. As a result, the programme diverted from its original objective of agricultural extension and concentrated on teaching domestic and general home management skills. Although an expert has now been engaged, it appears likely that the past anomalies will be perpetuated because some of the activities have continued to be implemented. The present focus on income generating activities may be beneficial to women but these activities do not give a

of
true reflection the actual productive activities which most women are involved in. Unless the programme is brought back on course the programme will continue addressing home economics issues instead of looking at ways of increasing women participation in development activities.

5.9 Project Administration and Management

Project management here is broadly defined to include administrative and organisational aspects of the project, budgeting, planning and implementation and monitoring and evaluation. All these aspects of the project were carefully examined leading to the following findings.

1.0 The ^{circumstances} surrounding the creation of the new post of Administrative Coordinator to replace that of Project Coordinator are not clear. As a result the incumbent Administrative Coordinator feels that his powers have been undermined as he is now required to report to the Chairperson who is the de facto Project Coordinator.

2.0 There is a general lack of suitably qualified staff among both local and expatriate staff in the project some of whom are entrusted with responsibilities which are beyond their competence and capacity. (2) →

3.0 Project transport is not readily available and accessible to Zambian staff because of the present arrangement which requires expatriate staff to obtain loans on project vehicles while the local staff are left to rely on pool transport unit which is poorly equipped. This does not only appear discriminating but also technically limits effective participation of local staff in the project's activities. Sikes :

4.0 The project has no established working relationship with the District Council authorities contrary to what is stipulated under the technical cooperation agreement between the GM and GRZ. Although the project has some links with the PAO's office in Choma and the Policy and Planning Division, by and large the project has operated quite independently from established government institutions at district level.

5.0 The project's accounts have been managed by unqualified personnel without any formal training in accounts and have not been regularly audited by the Auditor General's office. V →

6.0 The project has not involved the local people in the planning of their development activities and has instead assumed this role itself through its staff meetings. However, a more participatory approach has been used in the implementation of project activities in recent years.

7.0 Project monitoring and evaluation has not been attached great importance. This is quite evident from the project's work

plans which have no provisions for monitoring activities.

B. CROSS SECTION ANALYSIS

1.0 Social-economic Impact

The project's financial contribution to Gwembe South has been very significant over the 24 years. Yet its impact does not correspond to the magnitude of financial resources which has been pumped into the area. The irrigation schemes which have been the traditional focus of GSDP support have benefited substantially from the project. A good number of farmers are now economically well off and are able to generate additional income as a result of GSDP support.

GSDP has also contributed significantly to the well-being of the rural poor by increasing their access to essential services and markets. Through the Valley Self-help promotion (VSP) project, a significant population of Gwembe South has benefited through such services as grinding mills, transport, secondhand clothes, mealie meal etc. Without the provision of such services, the economic hardship facing the region would have been more unbearable.

The Gwembe South community has also benefited from GSDP support through the introduction of artisanal skills such as carpentry, leather tanning and other fields thereby increasing the income generated activities of the youth. Although the impact of this activity has been very limited, there is potential for improvement as the base has already been created.

The project, however, has been less effective in the fields of water supply for human and livestock development as well as agricultural development in general. Given the harsh conditions of the environment, more attention should have been focused on these aspects as they constitute the priority needs of the local people.

2.0 Impact on Institutional Building

GSDP has had no direction and focus for institutional building. No deliberate effort was made to strengthen local institutions either materially or financially. Instead the project adopted an active role in both the planning and implementation of activities. The relevant line ministries for implementing these project activities were not encouraged to participate.

On the otherhand, GSDP has contributed quite significantly to the development of grass-root based institutions in the project area. By involving the communities in the implementation of activities, GSDP has managed to build a strong foundation for community participation in future project activities at grass-root level. What is required now is to compliment this effort by involving existing formal institutions so that the two can workhand in hand.

3.0 Sustainability

The major areas of economic benefit which the project has been involved in are the irrigation schemes, the VSP and the SSVI. The leather tanning and carpentry workshop are also income generating activities but these have not been of significant benefit to the youth. The irrigation schemes have potential to become economically sustainable provided that the market can be expanded to cover larger urban centres such as Lusaka. For this to be realised, the schemes need to have reliable transport. The schemes also need to resolve the problem of poor farmer organisation and improve their management capabilities if they have to survive under the new liberalised market conditions.

The VSP has perhaps the biggest potential for becoming fully sustainable given their diversified sources of income. However, with the current plans to move to Sinazeze and become totally financially independent from GSDP, its non-profit status should be reviewed to ensure that the social programmes do not interfere with its financial motives.

The SSVI on the otherhand has few prospects for becoming economically sustainable within the next few years. The programme was poorly designed in addition to the limited market for both raw materials and products. More training is required to improve entrepreneurial skills among artisans.

C. RECOMMENDATIONS

Valley self-help Promotion (VSP)

1.0 There is need to review the current non-profit making status and rationalise activities of VSP with the view to strengthening the income-generating base of the programme so that the project can become fully self-financing.

Small-scale Village Industries (SSVI)

2.0 The project (GSDP) should allocate more resources towards upgrading the present skill levels of artisans so that they can be able to produce better quality products capable of selling outside the local market of Sinazongwe.

3.0 More emphasis should be given on entrepreneurial training to enhance business management among the artisans.

Water Development

4.0 There is need to strengthen this component in view of its strategic importance in the area by increasing the budgetary allocation. In particular more wells should be dug to try and meet the high demand and also to cut down on the cost of repairing boreholes. Bore-hole construction should be phased out.

5.0 The construction of weirs for purposes of making water more

available and accessible during the dry months should be speeded up in view of the economic importance of livestock to the people living in the area.

Sustainable Agriculture

6.0 The terms of reference of the Agricultural Coordinator should be reviewed and rationalised with existing functions of other officers in order to avoid overlaps and maximise output from project personnel.

Infrastructure development (Rural Works)

7.0 Participation and coordination of the relevant authorities ie. the District Council, Department of Water Affairs and Ministry of Health should be strengthened in order to enhance infrastructural development in the area.

Irrigation schemes (BMIS)

8.0 There is need to intensify training of framers and BMIS management in appropriate fields in order to improve their management and organisational capabilities to manage the schemes.

9.0 Church and Social Work

This component should be rationalised and all activities integrated into their appropriate components. The ambulance service is essential and therefore should be retained. However, it should instead fall under administration.

Female Extension Programme

10.0 The Female Extension Programme should re-orient its operations from imparting conventional home management skills to facilitating the active participation of women in development activities.

11.0 The Female Extension Adviser should ensure that gender planning is incorporated in all the programme components. In this respect the female Extension Adviser and the animator should each attend relevant short-term training in general extension and gender policy and planning.

Project Administration and Management

12.0 The post of project coordinator should be restored to be headed by a Zambian who will be counterpart to the Chairperson. The post of Administrative Coordinator should be terminated and replaced by that of Executive Officer/Administrative Officer. Both Officers should be seconded from Ministry of Agriculture, Food and Fisheries.

13.0 Suitably qualified personnel should be identified by the

project to head the Water Development and Rural works programmes as the present officers are not technically qualified.

14.0 The present arrangement whereby expatriate staff own the project vehicles should be reviewed and terminated as it is subject to abuse and does not serve the interest of the project but only that of expatriate staff. Instead, a system whereby vehicles are owned by the project rather than individuals should be introduced.

15.0 The project should develop strong institutional links with all relevant government agencies and the district council so as to enhance coordination and sustainability of development activities in the project area.

16.0 There should be regular auditing of the project's accounts by the Auditor General's office in keeping with government financial accounting regulations. In addition, GSDP should request for a qualified accounting officer from GRZ to manage the project's accounts.

17.0 The project should allow a more participatory approach in the planning and implementation of activities in order to cultivate a sense of ownership among the people and enhance sustainability of development activities in the area.

18.0 Closer links should be developed between the Monitoring and Evaluation Section in Policy and Planning Division and the project. In addition monitoring activities within the project should be strengthened to allow for flow of information between the two institutions.

19. working conditions for GRZ counterpart staff should be brought close to levels of Gossner Mission staff as an incentive to attract better qualified personnel to the project.

Eingegangen

- 3. Jun 1994

Erledigt:.....

Handing over notes
from R.F.Bredt as GSDP chairperson

19.05.94

GSDP files:

GSDP has a file index which is on my desk. All official correspondence concerning GSDP are filed in the official files. The GSDP files should have all official correspondence. Mr. Munsanda keeps the confidential files for GSDP, the other files are in the office of the typist and are available to all senior staff members but should remain basically in the offices and not taken somewhere else. Every day the typist should file the incoming letters and bring the files with new correspondence to the desk so that they can be read and have to be signed by the chairperson. Letters addressed to the chairman I have normally opened myself and then wrote the filing index number on the letter so that the typist knows where to file them. It is important that all letters written should be open to all senior staff members so that no suspicion is coming up.

GM files:

In the metal cupboard in the office are the GM files. I did not use much of them and left them as I found them in 1991 except:
GM file: specially under Appl./Con., GM contracts and conditions are found as well as contract forms and interview guidance.
GSDP org. file: Specially under Job descriptions all proposed job description are found.
Quotations and forms file: you find in there different training courses advertised, quotations for goods and services and forms used in GSDP which should be used to make further photocopies if necessary.
UCZ and TEEZ file: all church related correspondence are found in there. There is no church file with GSDP.
GM Zambia Ausschuß file: Minutes of the Zambia Ausschuß are filed there. Minutes are written in German.
GM correspondence file: All letters received from GM Berlin and all letters written to them are in this file.
Team meeting file: Minutes of all the team meeting are in this file.

There are other reports in the cupboard which have direct and indirect connection to the work in GSDP. I would like to mention specially the different evaluation reports:

- Evaluation of GSDP by R.Bunzel, 1980
- Evaluation report of GSDP by Scudder and Colson, May 1982
- Evaluation report of GSDP by Moses Banda, October 1983
- Evaluation report of GSDP by J.Habarad, 1988
- 17 years GRZ - GM agreement for Technical Cooperation by Sitske Krisifoe
- The Female extension Programme of GSDP, by Sylvia J. Mudenda, August 1990
- Evaluation of VSP, by J. Temba and S.M. Kayumba, November 1991

Accounts:

No money should be spend^t in GSDP without a voucher made and been authorised by the GSDP chairperson. GRZ personnel in GSDP have a tendency to sign the vouchers without proper checking, therefore the chairperson has to look at each receipt and the writings on the voucher. The GSDP chairperson is finally accountable for all money spend^t in GSDP, therefore he/she has to make sure that each GSDP component is spending according to budget.

GSDP has the following accounts:

- GSDP main account comprising of two sections GRZ and GM account.
GSDP main account is guided by the GSDP budget.
- Special donation account.
- Loans account
- Transport account
- Mechanical Workshop revolving fund
- Female Extension revolving fund *no account yet?*
- SSVI revolving fund *" " ?*
- BMIS account
- VSP account

Main account (GRZ and GM), loans account, special donation account, transport account and mechanical workshop revolving fund account have to have a monthly statement for internal use and a quarterly statement which has to be made public. GRZ money has a special procedure and need to have monthly statements which have to be send to the accounts department in MAFF, Lusaka.

It is important that GSDP chairperson has regular monthly contact to the MAFF accounts department otherwise GSDP will not get the funds earmarked for its activities. I can see difficulties this year to get all the funds as indicated in the yellow book.

By the end of the year enough money should be kept in the main account so that GSDP can continue to pay at least salaries and allowances for the first four (4) month in the coming year.

Special donation account has a number of sub-account:

- PAM accounts for shelters and Muziyo road have to be accounted for monthly with all original receives attached and to be send to PAM.
- CCZ - dams and weirs need a quarterly report (see agreement signed with CCZ).

Transport account pays for all drivers and their allowance. It needs regular checking if the transport rate per km is still up to date. The team should decide at its next meeting to open a special account (I propose a ZANACO account, which is the best savings account at the moment) for the Water programme lorry. The depreciation per km (at present K 130.00) should be paid into that account on a monthly basis so that the lorry can be replaced with that money after 3 to 4 years.

BMIS and VSP have they own procedures and are basically controlled by their own management but GSDP management should see to it that they are audited yearly.

Female extension and SSVI revolving funds should report at least half yearly. (I am still a bit worried about the way the SSVI revolving fund is handled and money been accounted for. Staff ?)

meeting has to discuss proposal and appoint someone who does / understand accounting procedures to help SSVI.)

Camp maintenance:

The following activities should have priorities:

- Repair and painting of Allan Siabunkululu's house, especially the roof
- Roof repair of Winni's house
- Replacement of main water tank in the camp. Tony will give advise on new method on how to build water tanks.

Training:

GSDP has committed itself to send Solomon Siadibbi to the college to do an AAT course which will take 2 years. After each half year tests are written and the results should determine if the training can continue. A letter should be written to him stating the conditions. (similar letter was written to Mwami. This letter is in Mwami's file.).

Grenda Hatontola is making the second attempt to a PITMAN typing certificate medium level. The examination will be in June.

There is correspondence with CCZ to get a scholarship for Kingsly Mulemwa to do studies in irrigation. Follow up has to be made in August.

General contacts:

The Chairperson should visit regularly the following offices:

- District Council Secretary
- MAFF, Planning division. There should be an officers specially assigned to deal with GSDP. At present it is Ms L. Jere, but there were talks that she may leave MAFF.
- PAO in Choma. All GRZ staff attached to GSDP are under his office. All agricultural activities (irrigation and sustainable agriculture) should be discussed with him.
- PWE in Choma. To keep the PWE fully informed what GSDP is planning and doing in the water section.
- MP for Sinazongwe. To avoid any unexpected interference it is important that GSDP keeps close contacts with the MP and informs him on the main evens which took or will take place in GSDP.

R. F. R. M.

Eingegangen

- 3. Jun 1994

Erledigt:.....

Gossner Mission
Fennstraße 31
12439 Berlin

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FAREWELL SPEECH BY R.F.BREDT,
on the 27.05.94
GSDP chairman from April 91 to July 94

Honourable Senior Chief Mweemba
Honourable Chief Sinazongwe
Invited Guests
Dear Friends and Colleagues,

I am saying today bye-bye to you because I am leaving the work here in GSDP. This is not an easy thing because I loved to work among you people here in Sinazongwe district and I was always encourage to continue because of the support you gave me. But I am employed by the Gossner Mission whose headquarter is in Germany and they seem to have difficulties to know what is really going on here and therefore they decided not to extent my contract. They are my employer and therefore I have to leave but I am doing it not with anger - but with sadness - but also with the knowledge that I am lead by the Almighty who has lead me up to this day and I am sure he will continue to lead me.

Before I came here again in April 91 I had worked with Gossner Mission and the GSDP from 1971 to 1977. Many people remembered me because of the work I was involved in Siatwinda and Kafwambila. It was a very good time for me and I got married during that time to an minister of religion, the Chaplain of the Nyase Girls Secondary School. My wife who is today the General Secretary of the CCZ stayed with me for about 6 month in Kanchindu - now Lilian's house - before we left for Germany so that I could do my Master in Agriculture. But we were back in Zambia already in 1980 again and during the whole 3 years of my study my heard never left Zambia and Violet, my wife and I were sure that we will find a job back in Zambia. And so it was. In May 1980 we started work with the CCZ, Violet as the Chaplain of the University and I as the Projects Coordinator setting up the projects department within CCZ. End of 1983 I left CCZ and got employment with GTZ (German Technical Cooperation) and worked in Kabompo and in Siavonga, where I learned more about the practical importance of management and planning.

Even if Violet my wife is not with us today, she accompanied my work and very often critically followed what we are doing here. This is and was quite an important help for me which most of you may not have realised but the once who know her may be able to imagine.

When I started the work here again I was looking for a new philosophy for doing development work. My former ideas were shaken because all the socialist ideas had shown that they are not really working - or do I have to say that the execution of the socialist ideas were not properly done. Any way, I still belief that development can only be properly implemented if people as the whole are involved, but what was - may be - wrong was that in the beginning we did not see the individual and its need clear enough. The other mistake I see in my - was it only my idea? - former ideas was that the government or Gossner Mission or any higher authority could be responsible for development. People themselves were only seen to participate but not be fully responsible. Today I am clear that this was wrong and that we have to turn the whole idea round. People are fully responsible for what ever they would like to do and the government or the Gossner Mission can only

assist. In all assistance we have to see that people become independent from assistance given. We in GSDP and specially as Gossner Mission have too often wanted to help and through the help people became and become dependant from us. - eg women clubs expecting GSDP officers to buy the inputs for the activities or the artisans expect GSDP to sell their items or give money for they working capital etc.-.

Toady I must say that GSDP should look into its activities much more critically and see if:

a) is the activity economically viable. Does the individual participant or the group as the whole be able to make enough money to make a better living out of it and is this activity sustainable.

b) is everybody really accountable for all the money and inputs which are made available for the activity supported? In the past we were often too casual. I am talking about officers employed in GSDP, participants in the programmes but also about the local leadership. You as local leaders should demand transparency from us in GSDP.

c) is the responsibility with the participants of the activity or do we make the participant dependant on us and our inputs? I know it is so nice for someone to give out things freely and then you are seen as a "good" person. Yes, is true if you do it with the money and goods which really belong to you, but we as a development project are not using our own money. We are using money which is earmarked to be used to make life better for the people in the Gwembe valley. That means people have to become masters of their own destiny and that can only happen when people can involve themselves in activities which makes them more independent. All hand-outs make people dependent and therefore are counterproductive towards long term development.

d) are our activities geared to bring peace, justice and integrity of creation? Don't we have to see that our activities should benefit wider circles of people? The proposed sustainable agriculture activity is in my view a positive move in the right direction but why are we not faster in executing this programme?

e) This brings me to a very important point. Does the activity empower people? This is in the first instant a question to us in GSDP and Gossner Mission. When we had a internal workshop in GSDP one participant said, after we discuss the question of empowerment of people for sometimes, "Empowerment means, - for a development agency or anybody involved in real development work, - we have to give up power". That must be the aim of GSDP for the next 5 years and it should be clearly planned and everybody should know about it.

I belief that GSDP's and Gossner Mission's main aim should be the empowerment of people. Unfortunately, that is not always clear and I was not able to make it clear to Gossner Mission. I belief that you can empower people only when:

a) you have a clear policy and put this policy into the discussion again and again. This is not always easy by the people involved in the day to day work but that funds and manpower is needed to assist all involved to understand what is really meant by this. I would see this as a possible but very positive contribution by Gossner Mission.

b) you are fully accountable for all what you do. When I talk about accountability then I talk not only about funds but also

what I am doing in my job and why. I introduced in GSDP quarterly financial statements which are sent to all organisations who are directly working with GSDP. Anybody is free to ask for the statements. I also introduced the auditing of all GSDP accounts which was the first time in GSDP so far as I can see.

As part of accountability you as indigenous people of the Gwembe valley should ask us in GSDP or Gossner Mission why we are here. In the year 1971 when I came to Zambia the first time a German church leader - he was also a politician - said and this words till now remained a leading force for me and I hope you could feel something about this in my doings: "There are times where a gesture of hope and solidarity can result more than 1000 wise analyses... They (the Christians) send out to do development work) shall plant trees on steep and stony slopes, not, because they expect fruits already tomorrow, but the roots will give the soil stability against erosion and even if it is the erosion of hope. And they will do all this without weariness, in all this they will not forget to enjoy, because their task is not to take up the position of being a helper or even righteous person but to give witness of the only Righteous and Helper."

c) you have an open dialogue with the people you work with. Through dialogue we will be made aware if we are really doing what we are expected to do. The work we are doing is not the work for GSDP or even less for Gossner Mission it is the work of the people in Chief Mweemba's and Chief Sinazongwe's area. We have to listen and cooperate and not do what we think is right. We as specialists must know that we have knowledge only in a specific field but do not know all the things which are needed in development. People who are responsible for their own development will have to be the people who have to decide what should be done in their own environment. We as specialists can only bring in proposals and our own convictions.

d) you have to cooperate with other organisations which are working in the same field as you do. GSDP and each officer has to put much more effort in opening her self or himself for cooperation with other organisations which are working in Sinazongwe district and the specific professional field. Only by doing so we will be able to bring in new ideas and improve our outputs.

e) you have to have clear leadership. This has to be more clear especially to Gossner Mission. Leadership is not dictatorship. It needs a democratic control and not a control from Germany. The control is important but should be done in an open situation and not by back biting. I believe that it is not good that a Gossner Mission employee is in charge of GSDP. The GSDP senior staff supported my proposal in 1992 to get a Zambian as a full GSDP coordinator and that I step back as an adviser but this was rejected by Gossner Mission, but they never made any effort to change the situation only talked about that I would have been too much of a leader. If GSDP shall have a good performance in the next years the question of leadership has to be tackled. All of you who are remaining here in GSDP but also in the whole Sinazongwe district have to get a clear answer to this question from the government - MAFF - and from Gossner Mission. If this is not clear then the individual staff members will suffer personally and the whole work will not achieve the best.

My advise to you in GSDP:

- Please avoid favouritism from one person or one group
- Make clear distinction between personal interests and GSDP duties
- Be accountable for all the funds, inputs and your time. (Don't leave your offices as soon as your superior is not in.)
- Keep in dialogue with the people you are working with. Don't think you know.
- try to continue with the workshops to get you overall policy, the aims of GSDP clear.
- stop talking about other co-workers but talk to them straight away and if you can not do it call some other person to assist you
- as the whole GSDP is doing as fairly good job and you can be proud of it, but it is not enough in my view. Do not think that any new project proposal can not be tackled. It may take a bit of time to get funds but funds are there for projects which are clearly people's projects. Not all new project proposals supported by GSDP must also be executed by the project.

My proposal to you as local leaders and / or administrators:

- leave GSDP not alone, they need your guidance and you inputs
- consider setting up a steering committee for GSDP so that GSDP has an official forum to which it can be and has to be accountable to
- spell out you expectation towards GSDP work, but please remember that GSDP has only limited manpower and funds
- do not expect too much from individual GSDP staff members, but be firm if you see GSDP staff members loafing or putting their personal interest above their duty. You have the right to say sometime because GSDP is set up for the betterment of living conditions here in Sinazongwe district. You should feel to be the owner of GSDP nobody else.
- Gossner Mission always states that it wants to listen to you as the people of the Gwembe Valley. Demand that they listen to you if you feel they don't. Don't use the saying like "The beggar is not a chooser" when you deal with Gossner Mission. Don't make yourselves small, because people should come and live here and then make a living as you do. Let's see what they can achieve! You are not beggars toward Gossner Mission, you are free and can be proud of what you have achieved.
- GSDP is planned to face out by the year 2000. This does not mean no further development work. You as local people may consider to set up an NGO for the development of Sinazongwe district. Look if VSP could be that body or if you feel it right set up 4 or 5 regional NGOs in the district which later - and I stress the point later - could form an umbrella NGO in the district. This are my immature ideas which need a lot of polishing, but start to think about it. 5 years is not long and you can not start to think and execute this ideas only in the year GSDP is winding up.

Dear friends I loved to stay with you and work among you and you know it was not my wish to leave you now. If I have wronged anybody, please, in this last days forgive me, because I did not do it purposely. Thank you for all you have given me. Our Lord and Saviour be with us all.

Thank you..

6/94

C I R C U L A R

ISSUES FOR DISCUSSION

van M. Muisanda.

1. Leave/Leave forms approval
 2. Travelling on duty/Km allowance claims approval/
Submission
 3. Work in the valley
 4. Relationship between Gossner Mission and Zambian staff
Personal/work linkage
 5. Work interaction - Senior staff to work as a team -
communication
 6. Position of Coordinator in:
 - Administration - eg correspondence
 - Programmes monitoring/meetings/seminary ~~workshops~~
 - Team meetings
 7. A.O.B.
-

1. LEAVE

- 1 When to take leave and how**
- Who should approve**

2. a) TRAVELLING ON DUTY

- Proper information in advance**
- Report verbal but if possible in written or work done within or outside the valley to management - it helps for future programming and other components awareness.**

b) KM ALLOWANCE CLAIMS APPROVAL AND SUBMISSION

- Basically trips made should be known**
- Produce in triplicate:**
 - One for accounts**
 - One for General Administration personal file**
 - One own copy (to assist in audit queries if any)**
 - Submit early enough - payments can only be done after approval.**

COORDINATOR'S SUBMISSION

WORK IN THE VALLEY

- As much as possible let us have claims indicating work in the valley area, less outside. We are serving the valley people.
- Senior Staff should do much more visits of the valley (to reduce any suspicion)

4. GOSSNER MISSION AND ZAMBIAN STAFF

- Refrain from mixing personal relationship with work. If done it just creates problems - Junior officers not taking instructions from their appropriate supervisors.

5. WORK INTERACTION

- Senior staff to work as a team.
- Improve communication in our duties, in case you are not there somebody else should be able to help you out.
- The camp should never remain without a single senior staff (To emphasize Gossner Mission or GRZ).

6. POSITION OF COORDINATOR

- Administration: Generally correspondence to be addressed to the coordinator refrain from receiving side notes eg application letters.

PROGRAMMES:

- The Coordinator to equally monitor
- Attend meetings, seminars and workshops together with Gossner Mission staff for continuity after GM staff departure. (partly this is empowerment from GM of Zambian staff).

TEAM MEETINGS - (COORDINATOR):

- ✓ If possible all
- If not some
- If none - then problems that arise should be solved and end internally.

(Coordinator to assist in sorting out some issues and supporting GM staff when queries come from outside - He can only manage by being aware).

Handing over notes
from R.F.Bredt as GSDP chairperson

19.05.94

GSDP files:

GSDP has a file index which is on my desk. All official correspondence concerning GSDP are filed in the official files. The GSDP files should have all official correspondence. Mr. Munsanda keeps the confidential files for GSDP, the other files are in the office of the typist and are available to all senior staff members but should remain basically in the offices and not taken somewhere else. Every day the typist should file the incoming letters and bring the files with new correspondence to the desk so that they can be read and have to be signed by the chairperson. Letters addressed to the chairman I have normally opened myself and then wrote the filing index number on the letter so that the typist knows where to file them. It is important that all letters written should be open to all senior staff members so that no suspicion is coming up.

GM files:

In the metal cupboard in the office are the GM files. I did not use much of them and left them as I found them in 1991 except:
GM file: specially under Appl./Con., GM contracts and conditions are found as well as contract forms and interview guidance.
GSDP org. file: Specially under Job descriptions all proposed job description are found.
Quotations and forms file: you find in there different training courses advertised, quotations for goods and services and forms used in GSDP which should be used to make further photocopies if necessary.
UCZ and TEEZ file: all church related correspondence are found in there. There is no church file with GSDP.
GM Zambia Ausschuß file: Minutes of the Zambia Ausschuß are filed there. Minutes are written in German.
GM correspondence file: All letters received from GM Berlin and all letters written to them are in this file.
Team meeting file: Minutes of all the team meetings are in this file.

There are other reports in the cupboard which have direct and indirect connection to the work in GSDP. I would like to mention specially the different evaluation reports:

- Evaluation of GSDP by R.Bunzel, 1980
- Evaluation report of GSDP by Scudder and Colsen, May 1982
- Evaluation report of GSDP by Moses Banda, October 1983
- Evaluation report of GSDP by J.Habarad, 1988
- 17 years GRZ - GM agreement for Technical Cooperation by Sitske Krisifoe
- The Female extension Programme of GSDP, by Sylvia J. Mudenda, August 1990
- Evaluation of VSP, by J. Temba and S.M. Kayumba, November 1991

Accounts:

No money should be spend in GSDP without a voucher made and been authorised by the GSDP chairperson. GRZ personnel in GSDP have a tendency to sign the vouchers without proper checking, therefore the chairperson has to look at each receipt and the writings on the voucher. The GSDP chairperson is finally accountable for all money spend in GSDP, therefore he/she has to make sure that each GSDP component is spending according to budget. *imprest 0 →*
GSDP has the following accounts:

- GSDP main account comprising of two sections GRZ and GM account.
GSDP main account is guided by the GSDP budget.
- Special donation account.
- Loans account
- Transport account
- Mechanical Workshop revolving fund
- Female Extension revolving fund
- SSVI revolving fund
- BMIS account
- VSP account

Main account (GRZ and GM), loans account, special donation account, transport account and mechanical workshop revolving fund account have to have a monthly statement for internal use and a quarterly statement which has to be made public. GRZ money has a special procedure and need to have monthly statements which have to be send to the accounts department in MAFF, Lusaka. *→ Solomon Mwinje*
It is important that GSDP chairperson has regular monthly contact to the MAFF accounts department otherwise GSDP will not get the funds earmarked for its activities. I can see difficulties this year to get all the funds as indicated in the yellow book.
By the end of the year enough money should be kept in the main account so that GSDP can continue to pay at least salaries and allowances for the first four (4) month in the coming year.

Special donation account has a number of sub-account:

- PAM accounts for shelters and Muziyo road have to be accounted for monthly with all original receipts attached and to be send to PAM. *→ 4/94*
- CCZ - dams and weirs need a quarterly report (see agreement signed with CCZ). *→ 6/94*

Transport account pays for all drivers and their allowance. It needs regular checking if the transport rate per km is still up to date. The team should decide at its next meeting to open a special account (I propose a ZANACO account, which is the best savings account at the moment) for the Water programme lorry. The depreciation per km (at present K 130.00) should be paid into that account on a monthly basis so that the lorry can be replaced with that money after 3 to 4 years. *Ridley-kumbo*

BMIS and VSP have the~~y~~ own procedures and are basically controlled by their own management but GSDP management should see to it that they are audited yearly.

Female extension and SSVI revolving funds should report at least half yearly. (I am still a bit worried about the way the SSVI revolving fund is handled and money been accounted for. Staff

meeting has to discuss proposal and appoint someone who does understand accounting procedures to help SSVI.)

Camp maintenance:

The following activities should have priorities:

- Repair and painting of Allan Siabunkululu's house, especially the roof
- Roof repair of Winni's house
- Replacement of main water tank in the camp. Tony will give advise on new method on how to build water tanks.

- Nambi's house

- toilets

- Frederick's house

2 ->

pumps ->

Patricia

Training:

GSDP has committed itself to send Solomon Siadibbi to the college to do an AAT course which will take 2 years. After each half year tests are written and the results should determine if the training can continue. A letter should be written to him stating the conditions. (similar letter was written to Mwami. This letter is in Mwami's file.)

Grenda Hatontola is making the second attempt to a PITMAN typing certificate medium level. The examination will be in June.

There is correspondence with CCZ to get a scholarship for Kingsly Mulemwa to do studies in irrigation. Follow up has to be made in August.

General contacts:

The Chairperson should visit regularly the following offices:

- District Council Secretary
- MAFF, Planning division. There should be an officers specially assigned to deal with GSDP. At present it is Ms L. Jere, but there were talks that she may leave MAFF.
- PAO in Choma. All GRZ staff attached to GSDP are under his office. All agricultural activities (irrigation and sustainable agriculture) should be discussed with him.
- PWE in Choma. To keep the PWE fully informed what GSDP is planning and doing in the water section.
- MP for Sinazongwe. To avoid any unexpected interference it is important that GSDP keeps close contacts with the MP and informs him on the main events which took or will take place in GSDP.

R. F. R. M.

- Computer -> Disk

- Budget Ende Joh. for office

- Mr. Lung

- motor bikes

- P.M. - Adv. VSP

MINISTER DENIES CHARGES

By A Correspondent

TOURISM Deputy Minister Syacheye Madyenkuku has condemned members of opposition political parties for circulating rumours that he was blocking developmental projects in his constituency.

Mr Madyenkuku who is Sinazongwe member of Parliament said there was a lot of unproductive talk from members of the opposition in his area which if not checked would retard development.

He said in Kalomo he had been accused of blocking projects initiated by some prominent individuals in the area.

"Sinazongwe was open for development and anybody having progressive ideas and projects that would in the end help the people there was welcome," he said.

Recently, a Lusaka businessman, a Mr Mawala donated K800,000 for the rehabilitation of the Sinazeze-Chiyabi Road, but the council opted to divert the funds to the roads department since the said road was under the auspices of the Government and not the district council.

Mr Mawala saw this as a move aimed at embarrassing him and was quick to identify Mr Madyenkuku as the man behind the move to "misdirect" the funds when he wanted the money to be used by the council.

Sinazongwe chairman for the development committee Mr Jan Namaiko who was in the company of the minister

defended the council move, saying, there was need for accountability when such funds were directed to areas where the council could not have a say.

He said there was no vote in which to deposit the money and since the road identified by the man donating the money was under State control, the council had nothing to do with it.

Mr Namaiko said, there was no time that Mr Madyenkuku rejected the donation, only that they as a council in a meeting he chaired decided to take the money to the roads department.

Mr Madyenkuku however has been condemned by UNIP officials in the area before, who accused him of blocking any project that was not initiated by him.

But the minister said there was no way he could intervene in such matters since he had his own projects like the introduction of a primary school at Muziyo, the 24-hour supply of hydro-electricity to replace the diesel engine, and the rehabilitation of boreholes in Siameja, Sinakomba and Chiyabi.

He said he has brought in a small scale dam at Sikaneka in Chief Sinazongwe's area and more dams in Chief Mweemba would be built through his initiatives.

"With so many projects, I do not see how I could stop anybody from helping in other areas where I have not reached," he added.

Times 19.6.94

Christians think they are more Christian than others and are taking Kaunda for a pagan.
A.N. ZIMBA,

Ndola.

Evictions

Natural Resources Mr Daw announced once again that all reserves on the Copperbelt and alternative places by Sep-tember must consider some land, its care and use. When families, worked by the famine from the Lord God then meet the affairs of civil govern-ments that cause families to lose leave the land are impudently vicious. 28:36 and 37. Village led "illegal settlers". Who is it ethics above the law of God? w to protect the rights, safety dual and his family. And why ulies to ask for votes? The dis-landowners who you call "il-tional disaster.

HERBERT MATOKA,

inquired I was told the official could be in the lib-

GLEN MWEZIMBA,
Choma.

Ndola.

ZNBC Board Uncaring

IS the ZNBC board of directors really in existence or not? Do the managers and directors care about their workers' welfare? There are numerous administrative scandals, a lack of policy direction, implementation, and misplaced priorities.

Top on the list of this sad state of affairs is the lack of housing policy, inability to maintain all equipment and studios. "There's no money," they say to replace or maintain equipment, but money is always available to maintain vehicles of bosses including the servicing of vehicles for officers who were dismissed long ago.

One major problem that haunts ZNBC ever since the former caring director general Dr. Stephen Moyo left is transport. No boss cares about the "pool support" which is charged with the responsibility of ferrying

essential workers to open the station and other shifts, sometimes shift officers are picked in open trucks at night to and from work.

When a bus breaks down, it takes months to repair it, and most of pool vehicles are hoisted on stones and some are in garages and have not been paid for, for a long time.

Nowadays officers walk to work. One wonders what management and the board are doing. They simply do not care because they drive and get free fuel daily.

Operations at ZNBC have been moribund for too long. Heads must roll to stop the agony of workers and retain the pride and dignity once enjoyed at ZNBC.

CONCERNED WORKER.

Lusaka.

1994 - Urlaubsplanungen GM-Team im GSDP

Plans are as follows:

Jochen 4-5 weeks in May - 9.6.
Birgit & Reinhold 4-5 weeks mid-April - mid-May
Armin 1 week end of March,
otherwise Nov/Dec like last year

Europe - 9.6.
Europe 20.5.
Europe 14.4 - 28.4 (+ 10.5.)

Frieder July (before end of contract)
Winfried 1 month in May Europe
Edna 2-3 weeks in May (official visit to Germany)
otherwise Aug/Sept
Karl at present on leave, will return next week 24.6. - 25.7.
ca. 1 more week early April
otherwise June/July Europe

Mitarbeiterinnen und Mitarbeiter der Gossner Mission in Zambia

Stand: 8/1994

	<u>Name</u>	<u>Arbeits- bereich</u>	<u>Vertrags- ende</u>	<u>Verlängerung</u>	<u>Nachfolge</u>	<u>Stellen- Ende</u>	<u>Finanzierung</u>
<u>Naluyanda Int. Proj.</u>	N.N.	Koordin.	1997	---	---	1997	Nal.Mittel
<u>GSDP</u>	N.N.	Chairman				2000	75 % - DÜ 25 % - GM-Haushalt
	B. Groth	Liaison- Officer	05/95	beantr.	ja	?	GM-Haushalt
	R. Berkenkopf	Techn. Angest. L.O.	05/95	beantr.	---	?	GM-Haushalt (50 %-Stelle)
	J. Franke	GSDP-	09.94	?	---	---	GM-Haushalt
	A. Kreiter	Buleya Mal. Bewässerung	02/96	?	---	---	GM-Haushalt
	E. Maluma	Frauenarb.	01/96	erwartet	ja	?	GM-Haushalt (lokale Fachkraft)
	K. Waldschütz	VSP	03/96	---	---	1996	GM-Haushalt
	B. Lungu	Angepaßte Landwirtsch.	10/94 ?	erwartet	?	2000	GM-Haushalt (lokale Fachkraft)
	W. Diete (Vertrag mit DED)	Handwerks- förderung	03/96	beantr.	---	1998	75 % - DÜ 25 % - GM-Haushalt

W.D. / 27.07.94

Die Gossner Mission sucht für ihr Entwicklungsprojekt im Süden Zambias eine/n
Projektberaterin/Projektberater.

Voraussetzungen:

- Pfarrerin/Pfarrer oder Mitarbeiterin/Mitarbeiter aus dem kirchlichen Bereich
- Berufserfahrung/Auslandserfahrung, ökumenisches Engagement sowie praktische Erfahrung in Projektentwicklung- und -koordination
- Erfahrung in Fragen der Verwaltung, der Finanzverwaltung und der Buchhaltung
- Fähigkeit zu konzeptionellem Denken und kreativer Mitarbeit in einem Team
- Gute Sprachkenntnisse in Englisch

Vertragsbeginn: baldmöglichst

Vertragsdauer: 3 Jahre, mit der Möglichkeit der Verlängerung

Vergütung: nach BAT entsprechend der Qualifikation

Bewerbungsschluß: 15. März 1994

Anfragen bzw. Bewerbungen – mit Referenzadressen – sind zu richten an:

Gossner Mission
Fennstraße 31, 12439 Berlin
Telefon: 0 30/6 31 78 37 · Fax: 0 30/6 36 11 98

Diese Anzeige wurde im Januar 94 veröffentlicht in
Junge Kirche, 1/94; Die Kirche – Evang. Wochenzeitung;
Berlin-Brandenburgisches Sonntagsblatt; Blätter des iz3w
(Aktion 3. Welt e.V., Freiburg).

Zambia-Arbeit

Stellenplan 1995: (Stand: 01.04.1994) *Lup*

- 1 Chairman
- 1 VSP-Berater (Verlängerung)
- 1 Bewässerungslandwirt (Buleya Malima)
- 1 Beraterin für Frauenarbeit (Zambierin)
- 1 Berater für angepaßte Landwirtschaft (Zambier)
- 1 Liaison Officer in Lusaka
- 1 Techn. Angestellter im Liaison Office (1/2 Stelle)

4110 Personal Zonen 1995

Chairman (geholt wie Waldschütz)
+ Dienst

ca. 75.000,-

USP-Berater (Waldschütz)

ca. 75.000,-

Bewässerungslandwirt (Küste)

ca. 60.000,-

Frauenarbeit (Haluma)

28.000,-

Landwirt / Drillingmittel (Haluma)

28.000,-

Liaison Officer (Goth)

ca. 75.000,-

Techn. Angestellte (Zentralopf)

ca. 27.000,-

+ 5% Erhöhung

ca. 368.000,-

18.400,-

386.400,-

≈ 387.000,-

Duplo 5.4.94

DZA 28.3.94

* CCT-FAX *

10-Mär-1994 12:27

GOSSNER MISSION LUSAKA

+26 01 261580

S.1

10-03-94

GOSSNER MISSION, ZAMBIA-REF 2.K.

Prof. Budo.

EVALUATION OF GWEMBE SOUTH DEVELOPMENT PROJECT
TERMS OF REFERENCE

13.03.94 to 20.03.94

1. To evaluate the impact and effectiveness of GDSP support on the target group covering the entire project period.
2. To examine the organisational development in the project area and the degree of institutional integration of project activities into the Government structure.
3. To assess the viability and impact of the various project components.
4. To outline the constraints that have affected the overall performance of the project.
5. To examine how current project activities fit into the Agricultural Sector Investment Programme (ASIP) and propose how best to integrate the activities of the project into the ASIP framework.
6. Based on the findings, to propose ways of improving project performance and enhancing institutional integration and sustainability of the project.

COMPOSITION OF TEAM

1. Pious T. Chibinga (Team Leader), Agricultural Economist
2. Lomuthuzi Jere - Financial Analyst
3. John Kunda - Sociologist
4. Bergson Kanyungu - Agronomist

All team members shall contribute to the production of the final report. In addition, each member shall be required to compile a report on his/her field of specialisation.

Special Assignments

Pious Chibinga

- Overall assessment of project impact comparing the original objectives, and the actual status
- Institutional integration of project activities into Government structure
- Impact assessment of project components
- Overall assessment of project planning and execution, including monitoring and evaluation.

Bergson Kanyungu

Assessment of project impact on agricultural development with respect to the following:

- Crop production and diversification
- Farm management practices
- Research and Extension
- Irrigation Development
- Infrastructural Development
- Marketing and Input supply

Lomuthuzi Jere

- Compilation and analysis of budget information covering all project activities over the project period.
- Prepare an inventory and brief description of completed and on-going project activities
- Assessment of project organisational development, functional linkages and backstopping arrangements between project region and provincial authorities

John Kunda

- Assessment of the level of community participation in project planning and implementation
- Assessment of project activities with respect to women promotion and support services to women
- Assessment of approach and intensity of gender issues and its impact on the economic status of women.

METHODOLOGY

The team will rely on review of existing literature on the the project including interviews and discussions with project staff, provincial and district authorities. A Rapid Rural Appraisal will also be necessary to capture the views of the target group about how beneficial the project has been. In view of the limited material presently available at Ministry of Agriculture, it is proposed that the first day be used for literature review by the team. This will also assist in revising the terms of reference where appropriate.

G S D F
Box 3,
SINAZEZE

FROM : Management

SDM/gmh

TO : All project staff

09-02-94

re : APPLICATION FOR LEAVE AND LEAVE CERTIFICATE

I attach herewith a self explanatory circular as per GRZ General Orders for your attention. The addressee should not be misintepreted.. The content appli'es to project staff as well, please take note, For clarity please contact the Adminstration.

MINISTRY OF AGRICULTURE, FOOD AND FISHERIES

Department of Agriculture
P.O. Box 630042
CHOMA

18th January, 1994

TO: All District Agricultural Officers
All Officers in-Charge, Farmers Training Centres
Principal, Kanchomba Farm Institute.

APPLICATION FOR LEAVE AND LEAVE CERTIFICATE

I note with dismay that the right procedure is not followed when applications to go on leave are brought to your Offices. It is not everyone who is entitled to go on leave and please when applications are submitted to your offices, check for the following to reduce my work also:-

- (a) If the Officer is applying for leave of less than thirty days ensure that six months have elapsed after returning from the previous leave; or from the date of recruitment.
- (b) If the Officer is applying for leave of thirty days or more, ensure that twenty four months have elapsed after returning from the previous leave, (please take note that there is no local leave or vacation leave, all leave is ordinary leave);
- (c) If an Officer wants to proceed on an urgent leave for either sickness or funeral or for whatever the reason may be, the Officer should apply for the leave required indicating in written form to the Supervising Officer the reason for wanting to proceed on leave (i.e. if six months have not yet elapsed after returning from the previous leave);
- (d) An Officer serving on temporary appointment is not eligible to proceed on leave of more than thirty days but can proceed on leave of less than thirty days after serving for six months;
- (e) An Officer SHOULD NOT proceed on leave before it is approved because leave is not a right and the Supervising Officer has the right to refuse an Officer from proceeding on leave;
- (f) If an Officer is very sick and you as a Supervising Officer see that he will not be well for sometime, you should ask the Medical Doctor to recommend that he be recommended to be on sick leave with full salary for a period of 90 days. However, if after 90 days he is still not able to work, another recommendation for 90 days should be given but on half salary. If after half salary the Officer does not recover, then he should be placed on unpaid leave;

(g) A female Officer who wants to apply for Maternity leave should have served the Government for a period of NOT LESS THAN TWENTY-FOUR months after being employed in service or after the previous Maternity leave. Please take note that this is a grant to all female employees of the Civil Service. However, after the maternity leave, an Officer can apply to go on ordinary leave if she so wishes but remember to attach a Birth Record from the Hospital.

(h) And lastly with effect from 27th May, 1993 following revision of the Division structure, the following are the reviewed leave earning rates:-

Division I	-	3½ days
Division II	-	3 days
Division III	-	2½ days.

Please work according to the rules I have outlined to you and ensure that I do not have to send the forms back to you. Circulate this information to all Officers concerned and take note that all these conditions apply to all employees of the Civil Service irrespective of Civil Servants or Classified Daily Employee except for (d).


F. Y. Zimba (Ms)
Executive Officer
for/PROVINCIAL AGRICULTURAL OFFICER
SOUTHERN PROVINCE

cc. The Officer in-Charge
Mochipapa Regional Research Station
CHOMA

cc. The Officer in-Charge
Nanga Irrigation Research Station
MAZABUKA

cc. The Officer in-Charge
Magoye Research Station
MAZABUKA

FYZ/vis.

21.Sep.1990

1. The Position of the Administrative Coordinator GSDP

Erledigt:.....

- 1.1. The Administrative Coordinator represents the Ministry of Agriculture within GSDP. He is technically responsible to the P.A.O. and administratively responsible to Gwembe District Council.
- 1.2. The Gossner Mission Team Chairman is the leader of GSDP. The Administrative Coordinator and the Gossner Mission Team Chairman form the GSDP management and work together as counterparts.

2. GSDP Administration

- 2.1. The Administrative Coordinator is responsible for all administrative matters concerning GRZ funds, properties and personnel. This includes in particular:
 - to supervise spending of GRZ funds;
 - to keep inventory lists of GRZ properties at GSDP;
 - to handle administrative matters concerning GRZ/GSDP personnel.
- 2.2. The Administrative Coordinator and the Gossner Mission Team Chairman have to ensure proper coordination of GRZ and Gossner Mission administration to facilitate smooth project implementation.

3. GSDP Coordination

- 3.1. The Administrative Coordinator and the Gossner Mission Team Chairman work together in all fields of project coordination such as
 - preparing staff meetings and other meetings in the project;
 - preparing reports;
 - monitoring project and programme implementation.
- 3.2. The Administrative Coordinator and the Gossner Mission Team Chairman are bound by decisions taken by the GSDP Staff Meeting and/or GSDP Executive Committee, and have to ensure that these decisions are followed.

4. GSDP Representation

- 4.1. GSDP as a whole is jointly represented by the Gossner Mission Team Chairman (representing Gossner Mission) and the Administrative Coordinator (representing GRZ).
- 4.2. In case of absence of the Gossner Mission Team Chairman or the Administrative Coordinator, their appointed deputies act on their behalf.