

all outlying places. It is not surprising therefore, that some members of VSP have misinterpreted this to mean that the manager's role has been taken over by the Advisor when in actual fact the Advisor has just been trying to get VSP's work done even in areas where the manager and trading officer could not reach.

The members of staff of VSP include the Bookkeeper who holds a certificate from the Cooperative College in Book-keeping. She has been with the Society since 1986. She worked closely with the treasurer of Gossner Mission. It was evident that she had acquired enough experience to enable her maintain the necessary financial records needed to have the society audited by professional auditors. The audit report of 1990 confirmed this. One set back in this office was that there was not evidence of planned or pre-budgeted expenditure. This was mostly because VSP does not operate from annual work plans. This must be rectified as soon as possible.

Another issue of concern was the way financial statements were summarized. These did not provide sufficient information for someone to detect income and expenditure of a given activity, for example,

VSP sells mealie meal and maize on a cost-recovery basis plus a small margin of 10%. At present, books are set such that the gross income from mealie meal or maize sales are recorded as income from those sales. However, this should be separated into income from maize or mealie meal minus cost of hiring the lorry minus wages for the lorry driver and lorry mate.

This way VSP would know how much money the lorry has generated for its replacement. Currently, income by the lorry is limited to revenue from hire-outs to other organizations as a result income by the lorry is under estimated and that from mealie meal and maize is inflated.

VSP sales essential goods and maize and mealie meal through a network of depots. Stocking of these depots is the responsibility of the Trading Officer.

He is still new at this job but he together with the other members of staff are trying to do their best. However, without a vehicle he is handicapped in terms of mobility therefore, he is unable to provide the needed supervision. Lack of this close supervision has meant that the Advisor had to do

his work.

Considering the limited resources of VSP it would be too much to expect VSP to provide vehicles for every member of staff but it should be borne in mind that if the trading officer is to do his job properly he should have at least a motor bike to enable him to move around.

The remainder of the staff is made up by a tailoring supervisor, two tailors, a driver, a lorry-mate, a watchman and one office orderly. These are junior staff and have little say in the management of VSP. However, their contribution to the success of VSP is just as important as that of the three senior members of staff.

It was revealed that the common complaint workers of VSP had was the lack of official job descriptions and contracts. Because of this workers feel insecure on their jobs. They also stated that their negotiation power for better working conditions is weak because of the absence of official employment contracts.

Another issue was that in spite of their commitment to their work and in view of the high turnover they bring in cash - their salaries are too low. The

highest paid member of staff gets K4200 while the lowest paid member of staff gets K925 per month. Such low salaries could lead to temptations especially since these same staff handles several hundreds of thousands of kwacha per month.

A similar concern could be extended to depot supervisors who could be handling as much as K100,000 per month and all they are paid K300 per load of commodities. What is worse is that these are not even on permanent employment with VSP.

It is true that VSP is an organization that survives on income generated from its own efforts and it would be logical therefore, that people putting in the effort to make that income should also benefit from it.

The evaluation team strongly recommends that salaries of all members be increased by not less than 100% . It will be only after salaries are attractive that VSP will be able to demand for excellence.

The poor performance at the Sinazeze shop could be attributed to nothing more than poor salaries. The attitude towards work was below standard. Workers

were not sure of their true status in VSP. Their salaries were tied to how much work they put in per day. This consequently, was interpreted as being casual work and not full time employment. The implications of this are that on casual or temporary employment conditions, the employer could terminate the worker's services any time without notice. Putting workers in such a state again makes them prone to mistrust and hence the immediate need for VSP to correct this situation.

Tailors should either be paid well and be expected to perform or have them fired but do not try to compromise on their conditions of service.

It is assumed that increased salaries and establishing job security among VSP workers will increase both efficiency and profitability. With such an increase in profits VSP could consider recruiting one more person for a new post of "Project/Education Officer". This person's scope of work will include establishing procedures for project identification and appraisals. He or she will be responsible for advising VSP as to the viability and suitability of projects submitted to VSP for funding. It will be important to recruit therefore, someone with a rich background in

projects.

Secondly, this person must have a rich extension background so that he or she can go out in villages and help communities understand VSP's objectives and mode of operation. This person will be required to interact frequently with the manager and advise him on what projects VSP could support. The proposed organization of VSP is given in the Annex.

The Executive Committee is the policy formulating body of VSP. It is made up of 10 elected members. Five of these are elected by VSP members in Senior Chief Mweemba's area while the other five come from Chief Sinazongwe area. Considering that VSP activities are spread over these two chieftainces, this allocation of positions on the Executive Committee seems to be the best way to have equal representations.

Most of the committee members are head-masters and this has raised some questions as to whether these are the best people to represent communities. It was revealed that this kind of representation is not unique to VSP but on other committees where communities needed representation. Apparently

headmasters are considered to be the enlightened and independent of local biases.

There are permanent invited members of the Executive Committee. These include the manager of VSP who is also the secretary to the committee, the Advisor, Chairman and Administrative Coordinator of GSDP; representatives from the Roman Catholic Church, and the United Church of Zambia. The two chiefs have been elevated from Executive Committee to Trusteeship of VSP.

All this has been done to make VSP as local and independent as possible. There were some questions on how democratically members of the Executive committee were elected. It was reported that presently members are nominated and appointed to the committee. Considering the lack of qualified community leaders in this area, the evaluation team did not consider that this concern was critical enough to affect the present performance of the committee. Again it was clear that the Executive Committee was democratic enough to represent the communities of Sinazongwe District.

What could be a serious set back would be the concerns by some executive members that they (the

executive committee) were not powerful enough to enforce policy issues. Some members said that their performance was being regulated by the Advisor whom some called the "final authority".

While this was the concern by committee members the evaluation revealed that the presence of the Advisor at executive meetings has actually provided the very much required checks and control to ensure that VSP policies are fair to all members of VSP. It was revealed during the survey that because of strong traditions some members of the executive could not express their stand openly in the presence of some members of the committee. In such cases the Advisor being free from such traditional behaviour could voice out the opinion of the silent majority in order to ensure fairness. Similarly, only the Advisor could question any member of the Executive committee to be accountable without being "too polite". For anybody else to forcibly do that would be interpreted as being impolite.

To some extent the successes of VSP today could be linked to this neutrality of the Advisor at both management and policy making levels. The evaluation team did establish that this situation where the Advisor had to get so involved might

necessary for some time to come.

In addition, the Advisor will continue in his advisory capacity to management and the Executive Committee. He will also continue training the staff as he has been doing before.

In spite of the hostile environment in which VSP operates the society has had notable achievements. Although it was not common to find people that would openly admit that they appreciated services of VSP, communities in the area have benefited from activities of the project.

For instance, the VSP lorry provides the only reliable transport for essential foods and people as well. There is no other organization that is consistently providing such services to this area. People in this area literally survive from "lorry to month". The climate is so unreliable that agricultural production is unpredictable year after year.

VSP has installed a hammermill at Siameja to facilitate grinding of maize within the area. This is the only hammermill within a radius of more than 20 km.

The significance of this mill is that there are times when mealie meal is not readily available in the province. At such times the valley suffers food shortages more than the plateau and towns along the line of rail. VSP would provide maize but without hammermills, the impact of maize deliveries would not be the same.

The Valley is devoid of all essential commodities. VSP established commodity shops and depots with the to bring these commodities close to the people. For example, the shop at Sinazeze provides uniforms, building materials, maize and mealie meal. Similarly, the Cooperative shop at Siameja provides similar services to an area that is commonly avoided by private traders and little serviced by the Government. VSP has introduced mills for sunflower processing at Sianjola and Siabaswi. These are mills being used by women groups of Sianjola, Kanchindu and Siabaswi. These mills when in operation provide the much needed cooking oil in the area. The mills have also provided an opportunity for women groups to generate income which they use to purchase other essentials.

The problem at the moment is that there is little sunflower produced around these mills. VSP has been buying sunflower seed from the plateau and sells to women who need the seed. This is not a sustainable way of keeping these mills running. Sunflower seeds must be produced within the area. The crop is drought tolerant and should grow in the valley.

VSP has initiated a sunflower production promotion campaign with the objective to stimulate production in the area. This was introduced in 1990. Unfortunately, that year was too dry to support the crop. VSP is still determined to continue this programme if the related government ministries could assist.

It is not VSP's objective to engage in large infrastructural development like making roads but at one time VSP worked in a cooperative manner with the District Council and the EEC Micro-Projects to have the Sikaneka road re-constructed. This has opened the area to more business by private traders. In addition, this has permitted VSP to service communities more effectively. VSP is seriously considering putting a hammermill at Sikaneka and operate it in the same manner like

the one at Siameja.

In the area of health, VSP has constructed a health centre at Sikaneka. This clinic serves a population over 3000 people coming from as far as 40 km away. The nearest clinic is at Maamba some 20 to 30 km away. VSP has continued to maintain the clinic. The society provides fuel for the engine for the borehole pump.

While VSP has made every attempt to hand over the clinic to the Ministry of Health, there seems to be some reluctance on the side of the Government to take over the running of the clinic. Local people in Sikaneka expressed their concern though that if VSP should stop supporting the clinic, the Government would not continue providing the same services. Their worry was not limited to the clinic only but also to the borehole which is the only source of clean water in this area ridden with cases of dysentery epidemics.

It was quite evident that VSP has had great positive impact on communities in the Sinazongwe District. As already mentioned above, this is one district where development work is not easy to come by. It has been expensive to achieve what has been

reported and now the issue is whether these activities can be sustained with the current increases in fuel and cost of living.

Although VSP is doing all these at a cost recovery basis, there comes a point when charges for services become prohibitive. This is particularly critical when other organizations operating in the same area do not adopt a similar approach of nothing for nothing. This difference in approach has made some members of the community start looking at VSP as a "rip-off" and the other organizations as the "good Samaritans"

The inclusion on the list of invited members to the Executive Committee of representatives of other organization should minimize this problem. VSP must nurture the friendly relationship with other organizations as much as possible for it to continue being effective in what it has already been doing.

One weakness on the side of VSP was the low level of community education by the society. The proposed addition of another member of staff to take care of Project identification and Education will help alleviate this problem.

It was stated earlier in this report that VSP is currently 99% financially self supporting. This state of affairs depends largely on the availability of the 10-ton lorry. Without this lorry VSP would not sustain itself. VSP generates much of its income through trading in essential commodities more specifically maize and mealie meal. The society also gets a substantial amount of income from hiring out the lorry. For example, Income and Expenditure Account reported in the 1990 Financial Statement showed that these two items contributed to 69% of the total annual income. These are two activities that one could say are directly dependent on the availability of the lorry.

One could go further and include incomes from say sales of sunflower to oil mills, the seed programme and the sales of hardware items. This will raise the percent contribution by the lorry to 89% which demonstrates the high dependence of VSP on the lorry.

Availability of the lorry has been facilitated by the Gossner Mission. The Mission has made it clear that the present lorry will be the last donation to VSP. The future of the society depends therefore, on whether enough money to replace the lorry could

be realized before it breaks down.

Looking at the same financial report (1990) it was obvious that VSP was not making large profits to be able to replace the lorry in the two to three years targeted for. VSP was not originally conceived as a profit making organization. This has to change to profit making if the society is to fully support its existence. VSP does not only need to make enough money to replace the lorry but the society must seriously consider the proposal given area to raise the morale among its workers. In addition, it was mentioned earlier that VSP needs to increase its establishment to include a Projects/Education Officer in order to assist the management in identifying viable projects and educate community members on how they could work with VSP.

VSP is currently operating over a wide area and to be effective its staff must be mobile. This is particularly so far the Manager, Trading Officer and the Projects/Education Officer. At the rate VSP is generating funds, it is not possible to provide the necessary transport to these officers.

At present, VSP owns the lorry and a motorbike and

non of these could be considered suitable for what is being proposed. In a similar vein, VSP is currently dependent on GSDP for offices and the buildings at Sinazeze which the Society is using as a shop. GSDP is still supplementing the managers salary.

Another issue related to sustainability is the lack of qualified local managerial capabilities at community level. This means that VSP staff will have to put in more effort in community activities than is necessary in order to ensure success. It will take a lot of concerted effort on the side of VSP staff to break the traditional free service expectaion by the community.

Without this extra effort expected from the VSP staff, it is questionable as to whether VSP can maintain the success story it has earned so far. Similarly, there is concern as to whether the Zambian management team can cross traditional barrier.

VSP is presently guided by an Executive Committee that is split in its composition and evidently split in its regionalistic commitment for development. The 10 sits on the Executive

Committee are shared equally by representatives from areas of Senior Chief Mweemba and Chief Sinazongwe.

A weakness of VSP as it is today is its lack of a strong management team that can withstand social demands from the different members of VSP. To some extent, the presence of the Advisor has diffused this situation since he is not tied to the prevailing traditions that inhibit Zambian management from saying certain things (e.g. veto) to some members of VSP.

VSP has over 500 registered members. However, almost all those interviewed said they did not see the benefit of belonging to VSP. Some joined in the hope that they would have access to cheap used clothes. Since this was stopped some members have had doubts as to what good it would be for them to belong to VSP. On the other hand, VSP believes that people should be members because they acknowledge and appreciate what the society is doing in the area. This is a rather different way of looking at what the community expects of VSP. The question is whether VSP will continue expanding its membership on this new approach or not. It was the view of the evaluation team that

it will take a long time and a lot of education to convert the people of the valley to accept this as reason enough to be members of VSP.

Realizing that the high dependence on the availability of the lorry has weakened the future of VSP, society members were proposing that VSP should diversify into other businesses that may be less dependent on the lorry. Alternatives included: kapenta rigs, a boat big enough to carry both people and goods along the shores of Lake Kariba. Others suggested that VSP should start a bus system by converting a lorry into a bus.

All these ideas were appropriate but the question of money reappears. VSP must start operating at greater efficiency in order to make greater profit margins. Donations through the Gossner Mission to support these new ideas would be the other alternative.

This brings up the issue of VSP's relation with GSDP and more specifically the Gossner Mission. VSP depends on GSDP for contacts with outside donors if and when the society would need foreign assistance. VSP depends on the Gossner Mission to pay for major lorry repairs because the society

cannot afford to pay for very expensive repairs. The society just does not have that kind of money. It is questionable therefore, as to whether VSP is ready to de-link itself completely from GSDP. GSDP and the Gossner Mission on the other hand have to encourage VSP and ensure that VSP does become independent in future.

This tendency of keeping VSP dependent on GSDP should be reduced to just a relationship or linkage in issues of common interest of the two independent organizations.

Of the six projects VSP is an important member in that GSDP depends on VSP for the lorry. In addition, since VSP is a local registered organization, it is often preferred by donors. It acts therefore, as the recipient of funds intended to support other projects under the GSSDP.

For VSP to be self sustaining it should be encouraged to be independent of GSDP. The Gossner Mission and GSDP should encourage de-linking. Some members of the executive Committee did state that they have been failing to determine development of VSP because they were not in full control of the society's finances. They blamed it on too much

involvement of the Gossner Mission and GSDP in the operations of VSP especially when it came to management of money. However, the evaluation team discovered that this claim is not totally justified when it was discovered that financial integrity of the society would be at risk handling of money is left unmonitored by GSDP management. The arrangement today is that two members of the Executive and the manager are signatories to the account and the expenditures are closely monitored by the GSDP Chairman.

7.0 RECOMMENDATIONS

- 7.1 Aims and objectives of VSP were appropriate when the society was conceived. Over time VSP has evolved from a charitable, voluntary organization to a complex business enterprise. As a result the original objectives are no longer in agreement with present activities that are based on "nothing for nothing".

Recommendations: VSP aims and objectives should be reviewed and made to be more specific to represent what VSP is actually doing at present. Objectives should be explicit enough to suggest that VSP is involved in income generation and the profits realised are used in assisting or promoting self help projects in Sinazongwe District.

- 7.2 VSP is guided by an Executive Committee made up of representatives from the two chieftainces. In addition other organizations such as churches and GSDP are invited members to this committee. The VSP manager and the Advisor are permanent invitees to this committee. The composition of this committee is designed to involve as many interested parties as possible and to be as democratic as the

prevailing circumstances would permit.

Recommendation: VSP should maintain this system for it is a forum that provides an opportunity for maintenance of democratic participation of the members. VSP should however, make a concerted effort to include more women in this committee.

- 7.3 The day to day running of VSP is the responsibility of the Manager and his staff. Although it is difficult to find in the area experienced, dedicated and sincere people VSP has just recruited a manager who after some training could prove to be a valuable asset to the society. Before his recruitment, VSP had no one qualified to manage the complex activities of the society. The Advisor filled in the role of the manager to get things moving. Much of the success scored by VSP today is said to be due to this active involvement of the Advisor.

Recommendation: Now that VSP has a qualified manager, the Advisor should revert back to his role of advisor and trainer of management. He should however, monitor closely the performance of the new manager since he is new and he will need some help. It is recommended that the position of the Advisor be maintained for at least another three years to

allow the manager catch up with the running of the society. The monitoring and training by the Advisor will be done a sliding scale from close supervision during the first year to little supervision during the third year.

- 7.4 Salaries of VSP staff are low in spite of the large volumes of cash these people are handling on behalf of the Society. This situation is likely to lead to temptation which might result in stealing from the Society. Also, low salaries are likely to cause lack of motivation to do more work. At present salaries range from K4,200 to K920 per month.

Recommendations: Since salaries are too low to be attractive enough ~~to~~ retain experienced staff. Salaries of all workers should be increased by at least 100% with immediate effect.

- 7.5 VSP's activities are spread all over the District. It is not easy for management to keep abreast with what is needed of VSP by its members when management does not own appropriate transport to monitor activities of VSP.

Recommendations: VSP should seriously consider providing the manager with a vehicle preferably a four-wheel-drive and a motor bike for the trading officer. This however, should be done only when VSP is financially sound to afford these vehicles. The motor bike currently used by the manager could be handed over to the Trading Officer.

- 7.6 VSP is constantly confronted with requests for assistance to support projects. These are project ideas submitted by VSP members through their Executive Committee members. Some of these ideas might not necessary fall within the range that VSP would support. The society needs advice on how to identify projects to be supported. Also members need to be educated as to what services and assistance to expect from VSP.

Project
education
officer

Recommendation: VSP should recruit an additional member of staff to be responsible for project identification and appraisal. The same person should be responsible for conducting educational programmes among VSP members to educate them on how VSP operates.

7.7 VSP is operating in an area that has been described by some authors as being hostile. People in the District have suffered several set backs and they blame these on the Government of Zambia and since they could not differentiate between Government and NGO activities, it was not common to find people who could openly say they appreciated what VSP was doing. However, these same people demanded for continued services from VSP.

Recommendation: VSP should continue with its projects and keep up the success story already established. Continued service however, will depend on whether VSP can afford to do so considering the ever rising costs of operation.

7.8 Sustainability of VSP's services today largely depends on the availability of the lorry. More than 89% of VSP's income is directly linked to the availability of the 10-ton lorry. Without this VSP would grind to a halt.

Recommendations: VSP should increase its profits from its income generating activities in order to make enough money to replace the present lorry. Also, VSP should diversify its income generating activities to those that would depend less on the

lorry. These would include buying Kapenta Rigs and Banana Boats.

VSP should reduce its expenditure on community development projects to a level it can afford without depleting all its income. Activities like supporting projects like the Sikaneka Clinic for such a long time when in actual fact the Ministry of Health should be doing so, needs to be stopped.

- 7.9 VSP maintains adequate financial records that have been audited before. While it is possible to trace the money flows, VSP should devise a reporting system that will indicate the real revenue from a given activity versus the real cost of doing that business. At present revenue from items sold in distant depots are priced in such a way that the retail price includes cost of transport at a rate of K43 per kilometre. The financial statement does not credit this cost of transport on say mealie meal to income generated by the lorry. As a consequence, revenue from mealie meal is inflated while that from the lorry is undermined.

Recommendation: VSP should institute an accounting system that will itemize clearly all costs incurred to obtain a given income.

ANNEX

EVALUATION OF THE
VALLEY SELF-HELP PROMOTION
(VSP)
SOCIETY

1.0 Introduction

The Valley Self-Help Promotion (VSP) is a non-profit-making Non Governmental Organization resulting from a joint cooperation between the Gossner Mission and the Government of Zambia in the Gwembe South Development Project (GSDP). VSP is a registered society serving communities in the Sinazongwe District. The Society has 500 members. An elected Executive is responsible for ensuring the smooth running of the Society.

The main objectives of VSP are:

- To assist local communities in planning and implementing self-help projects;
- To assist local communities in the promotion of self-help projects;
- To make agricultural inputs and implements, mealie meal, maize and other basic commodities available to the local communities;
- To provide local communities with transport-hire services;

VSP has the following management staff:

1. Project Coordinator
2. Book-keeper
3. Shop Manager
4. Tailor-1
5. Tailor-2
6. Trading Officer
7. Driver
8. Lorry Assistant
9. Office Orderly
10. Watchman
11. Advisor

2.0 VSP Activities

2.1 In its effort to promote the self-help spirit among its members VSP conducts special training programmes such in areas such as tailoring, hammermill operation and business management. VSP is actively engaged in a number activities to raise money. These are:

- | | |
|---------------------------------|-------------------|
| 1. Trading of Basic Commodities | 2. Seed Programme |
| 3. Second Hand Clothes | 4. Transport |
| 5. Shop | 6. Tailoring |

2.2 VSP supports a number of projects. These include the following:

- | | |
|------------------------------|------------------|
| 1. Sikaneka Clinic | 2. Sikaneka Road |
| 3. Siameja Community Project | 4. Grinding Mill |
| 5. Oil Mills | |

2.3 Effort of VSP are being frustrated by a number of constraints. The main ones are the following:

1. There has always been a problem of lack of creativity among the workers (Management) resulting in delay of implementing some activities;
2. Due to bad roads and escalating transport costs VSP is finding it difficult to cover the cost for repairs on the lorry;
3. There is a misunderstanding of the objectives of the Project by the members who have a high expectation for free services from VSP.

2.4 VSP is seeking assistance from an evaluation team to help identify areas where the Project needs improving in order to set a better basis for future activities. The evaluation team will be expected to come up with practical recommendations made with a full knowledge of the general environment in which VSP operates.

The evaluation team should also review and compare VSP's experience with that of other Non-Governmental Organizations working in the field of community development at village level in Zambia.

3.0 Terms of Reference

- 3.1 The Evaluation Team will review the appropriateness of aims and objectives of VSP in view of the experience already gained by the Project.
- 3.2 With a clear understanding of VSP's objectives, the Evaluation Team shall review and assess the adequacy of the present organizational structure and staffing.
- 3.3 The Evaluation Team will (if necessary) recommend a re-organization of the structure and suggest the needed number and qualifications of staff.
- 3.3 The Evaluation Team will review and assess the performance of decision making bodies of the Project (especially of planning, implementation of projects and of institution building).
- 3.4 The Evaluation Team will assess the impact the project has had so far and possible impacts the Project could have if implemented successfully.
- 3.5 The Evaluation Team will review financial records and recommend (if necessary) on how the present financial management could be improved.

Mode of Work

The Evaluation Team will have 2 members, the Team Leader (Dr. Joseph Temba), and one member of staff from VIS.

The work shall be carried out in close cooperation with the VIS Regional Officer in Livingstone and appropriate authorities at Provincial and District level and VIS-HQ in Lusaka.

The work shall be carried out in July/August, 1991, for a period of 30 days (four weeks). A working period of three weeks in the project area including studying of documents at VSP-Offices. A draft copy of the report should be presented to VSP Office at the end of the 30 days of the evaluation period.

A2 STUDY TEAM

Joseph Temba (PhD), School of Agricultural Sciences University of Zambia, P.O. Box 410547, Kasama.

Mr. S. M. Kayumba, Village Industry Service, Livingstone.

A3 TEAM ITINERARY

August 11	Team arrives at Mkandabbwe, Sinazeze
August 12	Meeting with Mr. Makara, VSP Manager
August 13	Meeting with Mr. Schumacher, VSP-Advisor. Visit VSP shop at Sinazeze. Meeting with District Council Officials
August 14	Meeting with World Vision International, Visit Sinanjola Oil Mill
August 15	Visit Sikaneka Clinic Meeting with VSP Treasurer Visit Siabaswi Oil Mill Meeting with VSP Chairman at Maamba
August 16	Visit donkey-driven grinding mill
August 17	Team Travels to Lusaka

V S P E V A L U A T I O N

2nd PHASE: 25TH AUGUST - 30RD SEPTEMBER 1991

August 25	Arrival at Batoka
August 26	Meeting with VSP Manager
August 27	Leave for Kafwambila Talk to Depot Agent-Mr. Bernard Kamanga Mr. Nsewa Exco Member

August 28 Leave Kafwambila for Siameja
Work at Siameja, Nyanga and Dengeza.

August 29 Talk to Mr Siapwaya, VSP Chairman

August 30 Meeting with Mr. Madyenkuku, Mr. Syapwaya,
Mr. Siyabalo

Travel to Lusaka.

ANNEX A4. Individuals and Institutions Consulted

	NAME	LOCATION	TITLE
1.	R. MAKALA	H/Q (VSP)	VSP MANAGER
2.	M. SCHUMACHER	H/Q (VSP)	ADVISOR
3.	P. HATWIIKO (MRS)	H/Q (VSP)	BOOKKEEPER
4.	E. CHIFUMBA (MS)	TAILORING SHOP SINAZEZE	S/SUPERVISOR
5.	C.A. SIBANDA	SINANJOLA (HEAD) SCHOOL	EXCO. MEMBER
6.	M. SIABUCHI	VSP H/Q	TRADING OFFICER
7.	E. KALEMA	SIKANEKA	DEPOT AGENT
8.	DE. SIANKONDO	SIABASWI/MAAZE	VSP TREASURER
9.	A. SIATEBBA	SIKANEKA	HEADMAN/UNIP BRANCH CHAIRMAN
10.	H. SIACHINGILI	MAAMBA (HEAD) SCH	CHAIRMAN-VSP
11.	A.S. MUNTEMBA	SINAZONGWE BOMA	C O U N C I L ADMINISTRATOR
12.	F. ZANDONDA	SINAZONGWE	AREA MANAGER WORLD VISION INTERNATIONAL CHIEF
13.	M.M. SYAPAMBWE	SINAZONGWE	ADMINISTRATOR
14.	B. MBELI (MRS)	DENZEZA	DEPOT AGENT
15.	S.C. SIAWANJA	SIAMEJA	DEPOT AGENT
16.	A. NSEWA	KAFWAMBILA(HEAD) SCHOOL	EXCO. MEMBER
17.	K. SIAKALAMBWA	NYANGA SCH (HEAD)	DEPOT AGENT
18.	M. SIANDWEDE	SIAMEJA	CONSUMER CO-OP CHAIRMAN
19.	J. SIAMEJA	SIAMEJA	VICE CHAIRMAN
20.	F. KAPULAZI	SIAMEJA	H/MILL OPERATOR
21.	B. KAMANGA	KAFWAMBILA	DEPOT AGENT
22.	C. SIANSIMA	MUUKA SCH HEAD	EXCO. MEMBER
23.	H. KAFWAMBILA	KAFWAMBILA	RESIDENT
24.	W. NCHITE	KAFWAMBILA ROAD	ROAD FOREMAN
25.	G. MADYENKUKU	SINAZONGWE	VSP VICE CHAIRMAN
26.	S.D. MUSANDA	VSP H/Q	GSDP CO-ORDINATOR
27.	F. BREDT	VSP H/Q	ADMINISTRATION CHAIRMAN-GSDP/ GOSSNER
28.	M. SCHUMACHER	VSP H/Q	ADVISOR
29.	R. MAKARA	VSP H/Q	MANAGER
30.	J. SIMAYUMBULA	VSPS H/Q	LORRY DRIVER
31.	S. SYAPWAYA	VSP H/Q	VAN DRIVER
32.	E. MUDENDA	VSP H/Q	GUEST HOUSE ATTENDANT
33.	E. SIABBALO	SNV(H/Q VSP)	TONGA MUSEUM
34.	H. SIACHINGILI	MAAMBA BASIC SCH	RESEARCH OFFICER VSP EXCO CHAIRMAN

A5. BIBLIOGRAPHY

1. Gossner Mission 1990. Gwembe South Development Project Annual Report. Mkandabbwe, Sinazeze
2. Schumacher - Just .M. 1991. Valley Self Help Promotion Society: Project Support by VSP in 1990. Mkandabbwe, Sinazeze.
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9. Mwengu, H. 1986. Descriptive Study of Gwembe Valley Agriculture . Department of Rural Economics and Extension School of Agricultural Sciences University of Zambia. Lusaka.

Eingegangen

11. Juli 1991

Erledigt:.....



Sol-Consult a/s

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P.O. Box 32758,

REF: CSEP/EVN/LR1

10th June, 1991.

Valley Self-help Promotion Society,
C/o Gossner Mission Liaison Officer,
P.O. Box 50162,
LUSAKA.

Attention: Mr Manfred Schumacher-Just

RE: EVALUATION - QUOTATION - PROPOSAL

Thank you for your request for an offer.

We have the pleasure to enclose our proposals for workplan and budget. However, the price is flexible depending on how many days you require us to travel and how many hours the senior consultants must participate to ensure your required quality.

The enclosed quote is based on good quality work with much involvement of the senior, but reasonable results may be achieved with less hours of the senior.

It is a matter of your budget how we will go about it.

Please let us know how we can adjust costestimate and workplan to suit your budget and requirements.

Cordially

ARIFINN SOLLI
REPRESENTATIVE.

Encs.

PROPOSAL

VALLEY SELF-HELP PROMOTION SOCIETY

EVALUATION - BUDGET

Mileage Nok 3 x 3 000 Km x 9.5	=	K 85 500.-
Allowances 17 x K1500 x 3	=	K 76 500.-
Reports copies	=	K 7 000.-
Work trainees 600 hrs x K220	=	K132 000.-
Work drivers 150 hrs x K100	=	K 15 000.-
Work typing 40 hrs x K140	=	K 5 600.-
Work sen. cons. 80 hrs x Nok 390 x 9.5	=	K296 400.-
Contingency	=	K 6 500.-
Allowance K2 500 x 5	=	K 12 500.-

Total

K637 000.-

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Payment as follows:

At the commencement of the work K100 000 advance.

At the completion of work Nok 40 000 and the balance in Kwacha.

Exchange rate Nok to Kwacha estimated at 1 Nok = K9.50