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Aktenzeichen

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Titel

Gwembe South Development Project (GSDP), allgemeine Verwaltungsunterlagen und Schriftwechsel

Band

1

Laufzeit

1987 - 1994

Enthält

u. a. Draft Recommendation about relationship Gossner Mission (GM) Berlin and GM Lusaka, Gossner Service Team (GST) and GSDP, 1988, Guidelines dazu; Diskussionspapier zur Weiterarbeit d. GM in Gwembe Süd, 1990; Projektvorschläge u. Begründungen; Übersich

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GWEMBE SOUTH DEVELOPMENT PROJECT

I. Verwaltung

1. Allgemein

2. Korrespondenz

2. PAM

II

PAM

Verwaltung allgemein

1

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LEITZ

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zum Selbstausschneiden
von Registertasten

STAFF WORKSHOP REPORT ON
METHODS OF EMPOWERMENT

AND

GSDP 5 YEAR PLAN
HELD AT KARIBA BREEZES HOTEL,
KARIBA ON 24TH SEPTEMBER, 1994

Facilitated by: Edna Maluma
Winifred Diete
Dawison Munsanda
Karl Waldschütz

I N T R O D U C T I O N

As part of the annual staff tour for 1994, it was planned that the visit to Kariba and Siavonga should be combined with a days workshop. The purpose of the workshop was two fold: one, to revisit our previous discussions of peoples empowerment started early in the year. It was reviewed and desired that components of GSDP will need to be empowered by the year 2000. How was that going to happen? Methods or approaches of empowerment were identified and shared by the participants.

The second issue addressed during the workshop was forward looking to the gradual withdrawal of Gossner Mission to the year 2000. Each component made efforts at brainstorming the next five year plan.

Read on what we shared at Kariba Breezes Hotel, Kariba on 24th September, 1994.

Compiled by:

Edna Maluma
Female Extension Adviser
GWEMBE SOUTH DEVELOPMENT PROJECT

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WORKSHOP ON UNDERSTANDING
OF DEVELOPMENT

(Continued)

AGENDA:

Welcome/Introductions

Recap/Review. What is

1. Empowerment?
2. What does empowerment of GSDP mean by the year 2000

Methods of empowerment (3 group discussions)

Report back to plenary and discuss.

WORKSHOP EXPECTATIONS

- Brainstorm on 5 year plan
- To relax away from home
- To plan for next 5 years
- Empowerment of people
- Share ideas about the future of the project
- Some ideas or enlightenment on what I have to concentrate in my work
- To have discussions on approaches of empowering people
- What is meant by empowering of people
- Empowering of people and steps how to achieve that
- Redefining project component objectives to meet the goals
- Share ideas of past and present about the project
- To discuss the objectives which we will meet in 5 years. To think about future GSDP without Gossner Mission funding.
- To examine the activities of GSDP in the next 5 years particularly with what we are doing now.
- To know about empowerment of people and plan for future
- To learn what directions GSDP will take as that will determine what will happen to liaison office
- Want to know what happens when people have been empowered
- Project administration and coordination as regard to empowerment of people within a period of 5 years.

2/.....Cont'd

RECAP/REVIEW ON WHAT DOES EMPOWERMENT MEAN?

1. Knowledge of self reliance and be able to excute
2. Empowerment of people goes beyond development involves practical steps and strategies.
3. Giving power to the people to control their own lives
4. Creating awareness among people that they are the ones in control of their own lives
5. To give knowledge and training to people to take over responsibilities
6. Giving power to the people to determine their own economic and social development on the strength that they are themselves the beneficiaries
7. To build people's future by themselves
8. Need to react to what people really want and NOT to impose on them what we think they want
9. Sharing information
10. Empowerment of people and empowerment of GSDP as an organisation

WHAT IS EMPOWERMENT?

Input from previous workshop

- Involving people in development discussions (policy)
- Enabling those who do not have power to possess it.
- Transferring development responsibility to the people concerned.
- Awareness creation
- Organising civil society (people's organisation)
- Information sharing/distribution
- Decentralization of activities at difference levels
- Accountability in all public activities
- Being in control of one's destiny
- Improved economic power
- Facilitating and enabling process
- Liberation from dependency (freedom of operation) training affording people with skills to be sustainable
- Enabling people to decide on their own destiny - awareness being knowledgeable, maturity - participation in all sectors of life.

EMPOWERMENT OF GSDP TO THE YEAR 2000

- Programme officers instead of advisers should become the policy makers and planners.
- Use more village participatory appraisals to find out what is more needed (more needs assessment) - Try more integrated approach than individual component approaches.
- Education and training should be the major component of all projects with a view to sustainability
- Administration should be teaching about accountability not just project funds but all project property - administration to make own policies.

SMALL SCALE VILLAGE INDUSTRIES (SSVI)

- More market research
- Need a strong Executive Committee Board
- Artisans should be made more independent in training in business
- Revolving fund to be controlled by artisans
- Formation of entrepreneur association

BULEYA MALIMA IRRIGATION SCHEME

- + Market research and business ideas
- More access to outside market - Board to run the truck and collect water fees
- Farmers board should be more involved.
- Formation of a society and the board to decide on all matters.

WATER PROGRAMME

- Village water committees
- Create more awareness about water fees, use and hygiene
- Work closely with Female Extension Programme, training in financial responsibility
- Training of pump attendants in maintenance

RURAL WORKS

- Formation of committees
- Define tasks more closely
- Create more awareness that they themselves are in charge of own development

VSP (VALLEY SELF HELP PROMOTION SOCIETY)

- Need for promotion of self reliance

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- * Put "new" blood in their executive committee too many teachers and not business members *
- Effective training in areas of marketing, financial management and planning
- To resolve the imbalance between income generating activities and self reliance. Move away from decision making by management participation of all staff in execution of duties.

FEMALE EXTENSION PROGRAMME

- Concentrate on income generating
- Revolving fund management
- Not only gender awareness
- Exchange visits
- Sounding board - creation
- Identification of women's training needs and those of staff
- Gender awareness - vital

ADMINISTRATION

- Coordinating with GSDP
- Formulation of steering committee goals and objectives
- Project analysis of problems
- Project planning and implementation and evaluations

NON-GOVERNMENTAL ORGANISATION AND OTHER ACTIVITIES

- Awareness creation among communities for the need to contribute to transportation of the sick
- Creation of an NGO in the valley to assist in development
- NGOs to act as a link between beneficiaries and government

SUSTAINABLE AGRICULTURE

- Training of villagers in new methods of agriculture which will include soil and water conservation
- Involvement of local rulers in environmental protection
- Expansion and improvement of the nursery
- Work hand in hand with forestry department and Ministry of agriculture (in areas of afforestation).

METHODS /WAYS OF EMPOWERMENT OF PEOPLE

1. Working with people and NOT for people

2. Get more to village appraisals to find out what village needs are ie participatory rural appraisals
 3. When conducting appraisals it should be based on GSDP as a whole and not individual components - village development committee formation and work with them
 4. All parts of the community should be involved not just local leaders be involved ie avoid involvement of more teachers. Positive discrimination should be exercised to ensure majority participation
- It is also essential to become culturally aware of our work
 - Ideas should be those of the people ie it becomes PAMs project and not necessarily of the people
 - Bear in mind that in working with people, it will be a slow pace as workers we need to be patient and move at people's pace of development efforts.
 - Despite above, balance should be maintained in terms of facilitating work.
 - Training for transformation for project staff becomes essential as a method of people's empowerment
 - In handing over power to people, failure should be expected but still let communities continue to struggle
 - Villagers should come up with detailed tasks, which should be closely followed up without project staff all the time being present
 - Education and training should be a major part of project work.
 - Communication in terms of verbal and written is vital.
 - Problem identification must be done by communities
 - Discuss with communities an identified projects as to whether they are viable or not
 - Discuss issues of sustainability of projects to be worked on
 - Above will need many follow up meetings
 - Leaders must be elected by communities
 - Need for literacy classes for purposes of reading written communication
 - Transparency of operations in terms of property
 - Leaders to explain on just any decisions made regarding community issues

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- Sharing of responsibilities at local level and not investing power in one person
- Improving existing business skills training in money handling and long term planning. Access to credit which goes along with counselling
- Creation of associations credit unions and farmers associations.
- Better awareness and workshops participation through using influential people use community multipliers feedback should be obtained and monitored
- Coordination with politicians and other organisations who may have different approaches
- Share more information through meetings like we are doing now
- Training in skills for survival so that people can sustain themselves in small groups.

ADMINISTRATION

GSDP activities to be taken over by Sinazongwe NGO

Administration ceases to exist by the year 2000

PRIORITIES STEPS TO BE TAKEN

- Hold workshops/Seminars with project components on how to go about financial handling (eg making statements)
- Slowly handing over project components correspondence to individual project component eg files to be held by each component, typing to be done by each components.
- Limiting loans, transport costs etc
- Need for telephone system to reduce transport costs.
- Each individual project component to be linked direct to GRZ related departments, eg water programme water affairs

STAFFING

- Need for one last chairman with three or five years contract, for monitoring project components as they become sustainable
- Try to run administration with GRZ funds and Gossner Mission funds to be used for projects

WATER PROGRAMME/RURAL WORKS

INTEGRATION INTO EXISTING STRUCTURES:

Some staff are government employees so could continue in government service, but most are doing jobs they would not be doing in government.

Government is releasing existing staff so would be unlikely to take on GSDP staff in District departments.

Service provision ie water/dams/roads already a problem for government departments - no funds

OPTIONS

1. Introduce government structure (see above)
2. Formation of new NGO in valley to provide services
- Needs co-funding from a donor agency
3. Carry on as GSDP with a new donor to replace or complement Gossner Mission

WATER/RURAL WORKS

2. Need to know Gossner Mission plans exactly to make a detailed action plan for the future
3. ie standing alone could be done but would need full support from a donor for administration ie houses, offices, store etc.
4. Programmes have not had a Gossner Mission Advisor - could continue without. Donor ie wateraid, will fund training of GSDP staff and can give an advisor for around 3 years - but want self sufficiency
5. Already project funds come from outside. Wateraid, Pam, Christian aid.
- - Service components need co-support to continue

FEMALE EXTENSION PROGRAMME

ACTIVITIES AND TIME FRAME

1. Formation of a sounding board - by end of 1995
2. Gender awareness - continuous process/activity and will continue up the year 2000 (slow process)
3. Leadership training - continuous activity also but by the year 2000 some groups will have achieved this goal
4. Income generating encouragement - by the year 2000 some group will have to do it
5. Identification of women's training needs - we are doing it right now, so it will continue up to the year 2000.
6. Exchange visits of women's groups - will continue up to the year 2000.

PRIORITIES AND STEPS TO FOLLOW

- Formation of sounding board - in progress
- Gender awareness - through workshops, formal and informal means
- Leadership training - will be done to strengthen the groups

- Coordination with other NGOs and NGOs - to sustain the programme technically eg with agriculture extension, education, health, etc for continuity up to the year 2000 and thereafter

STAFFING

- By beginning of 1996, the adviser will be withdrawn
- Female Extension animator, a government employee will remain there by making a need for coordinated efforts with NGOs and government.

FINANCE PLANS

- No heavy finances are required to run the programme
- Women to also take it as revolving funds from other groups

BULEYA MALIMA IRRIGATION SCHEME

ACTIVITY AND TIME FRAME

1. Board administering marketing truck - edn of 1995
2. Training in basic book keeping
3. Control of farmers:
 - Put farmers in forefront
 - Farmers have been given tasks eg on holding of meetings, giving reports, organising farmers for communal work, water distribution
4. Assist in running the scheme (farmers are already involved in
5. Auditing books:
 - Farmers need training seriously as soon as possible
 - Check on income and expenditure on weekly basis (farmers are doing it) especial group authorises expenditures
 - Need training of farmers on profit and loss accounting system. Staff also need such training
6. Need to register the scheme as a cooperative
 - immediately after the scheme has been registered as a cooperative, training will be done through involvement of the cooperative college
7. Market research:

This will be on the same line after and exchange visits will be done to expose farmers to other cooperative societies

GRADUAL WITHDRAWAL OF GOSSNER MISSION STAFF

- The present adviser is the last staff from Gossner Mission after February 1996.

- Farmers will be in total control of the scheme
- Manager is an agriculturist (sustainability technically)
- Hopefully by the year 2000 the manager will be fully employed by the scheme

FINANCE

- On electricity, the scheme is struggling and paying the bills
- There is need for awareness creation through workshops so that farmers feel and take the scheme as their own property
- The board is actually firm and strong on decisions they make eg on defaulters
- Will not need external heavy finances with the establishment of the new orchard for sustainability purposes

SUSTAINABLE AGRICULTURE

ACTIVITY AND FRA TIME FRAME

1. Participatory research and rapid rural appraisal - by end of 1995
2. Training of villagers/farmers in new agriculture methods including soil and water conservation - by end of 1996
3. Involvement of local leaders in environmental protection by end of 1996
4. Expansion and improvement on the nursery - by end of 1996
5. Need to work hand in hand with forestry department, Ministry - will continue up the year 2000 (since the programme is just starting especially in areas of where to establish aforestation)

SMALL SCALE VILLAGE INDUSTRIES (SSVI)

Goal to identify entrepreneurs and then organise the following activities

- Organising training in skills
- Organising training in business
- Organising counselling
- Organising starting capital

STEPS OR METHODS

- Formation of the Executive Board
- The executive board should look for partners which could cooperate with.

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- SSVI is not production unit, it's a service unit which creates entrepreneurs
- Title deed, provision
- Creation of an association of entrepreneurs
- 3. DETACHMENT: should be done after 5 years and let the Executive Board decide
- 4. INTEGRATION: through Executive Board and GSDP (future steering committee)

FUTURE RELATION: SSVI is dispensable because it is quite normal for artisans to train their own people (the concept of on the job training is finally established in people's mind)

VALLEY SELF HELP PROMOTION (VSP)

1. AIM OR GOAL: is to support self help and provision of services.

CURRENT MANAGEMENT AIM: to transfer the management responsibility of VSP to people.

STEPS

- Definate system to generate income
- More training to be followed for the beneficiary

DETACHMENT: One step to people and change the name building of own offices and accommodation

STEERING COMMITTEE

Formation of a steering committee for GSDP has come up in a number of discussions. Who should be members of such a committee and what would be its task?

Below are the suggestions:-

COMPOSITION:

1. Chairperson of the Sinazongwe NGO Developkent Committee
2. The Provincial Agricultural Officer
3. Planning Division (Ministry of Agriculture Food and Fishers)
4. The 2 Chiefs
5. The Project Coordinator
6. The Council Secretary
7. The Provincial planning Unit

COMPOSITION

- Ex-Committee
- Traditional rulers

- Council chairman
- Honourable Member of Parliament
- Council Secretary
- Ministry of Agriculture Food and Fisheries
- Christian Council/Other development projects
- Provincial Agricultural Officer

TASKS

To share ideas with GSDP

To think about long term policy by the year 2000

To make recommendations how to improve the project components

COMPOSITION

1. Coordinator, Chairman
2. Female Extension
3. MAFF - Planning Division
4. Provincial Agricultural Officer - Southern
5. Area chiefs
6. Council Secretary
7. District chairman
8. Two local Business people (a man and woman)
9. Provincial Planning Unit

TASKS

- Act as an advisory board ie Internal Evaluation
- Help formulation of policies as need arises
- Act as mediators between the project and donor agencies

TASKS

- To guide GSDP up to year 2000 in terms of all the practical steps involved in winding up of Gossner Mission eg finances agreement with GRZ
- Policy matters pertaining to GSDP after year 2000
- Welfare of staff in general
- Monitoring and Evaluation

REFLECTION

- It was very hot
- Day has been very interesting and we are getting more gender sighted
- Pleased about day especially the morning. We should have proper timing cut down on topics and getting to 18
- Interesting day and participation was fruitful
- As we leave this room, we should practice what we discussed
- For us old people, it was too much and too long in future reduce groups to match with time
- Agree, it was a long day. Despite that we managed well and got food for thought for future, the morning had good ideas
- From similarities of the resolutions of different groups there is need for joint cooperate work to implement what has been resolved without waiting for occasional events.
- A day to remember in Kariba, happy to be with enthusiastic staff, interested in planning and implementation of plans for the benefit of masses of the valley
- Very educative and very hot
- Keep time proposed to keep down complaints at end of day
- By working together we have come up with good ideas. It showed the value of previous workshops
- Its been a nice day with fruifful contributions on empowerment and 5 year plan
- Happy to cover both empowerment and 5 year plan in one day
- Good occasion to have a chance to discuss with colleagues.
- Good day at least I have learnt something
- Good day it was work and fun to facilitate.

PARTICIPANTS

1. Davinson Munsanda
2. Monica Meja
3. Karl Waldschütz
4. Marriet Kapongo
5. Michael B. Phiri
6. Solomon Siadibbi
7. Joachim Franke
8. Edna Maluma
9. Birgit Groth
10. Patricia Siatwiko

11. Richard Makala
12. Winifred Diets
13. Wilson Ncote
14. Allan Syabunkululu
15. Tony Yates
16. Lillian Hamusiya
17. Kingsley Mulemwa

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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

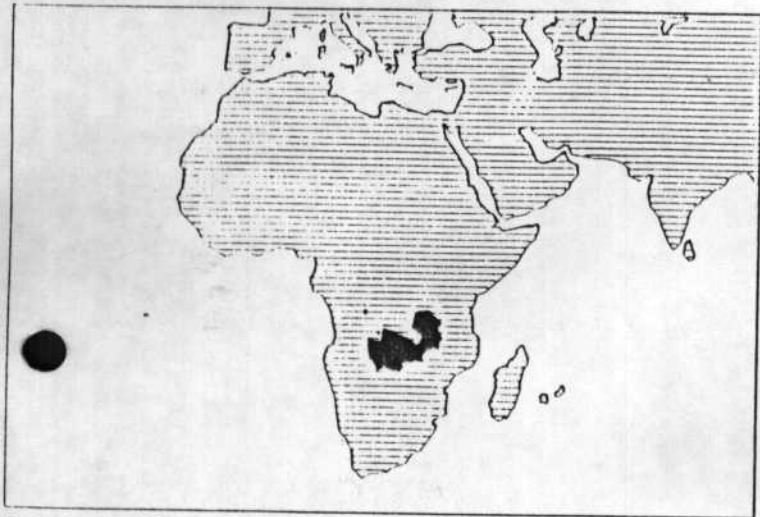
Please for details of each components' sustainability refer to individual programming to the year 2000.

S.D. MUNSANDA
PROJECT COORDINATOR.

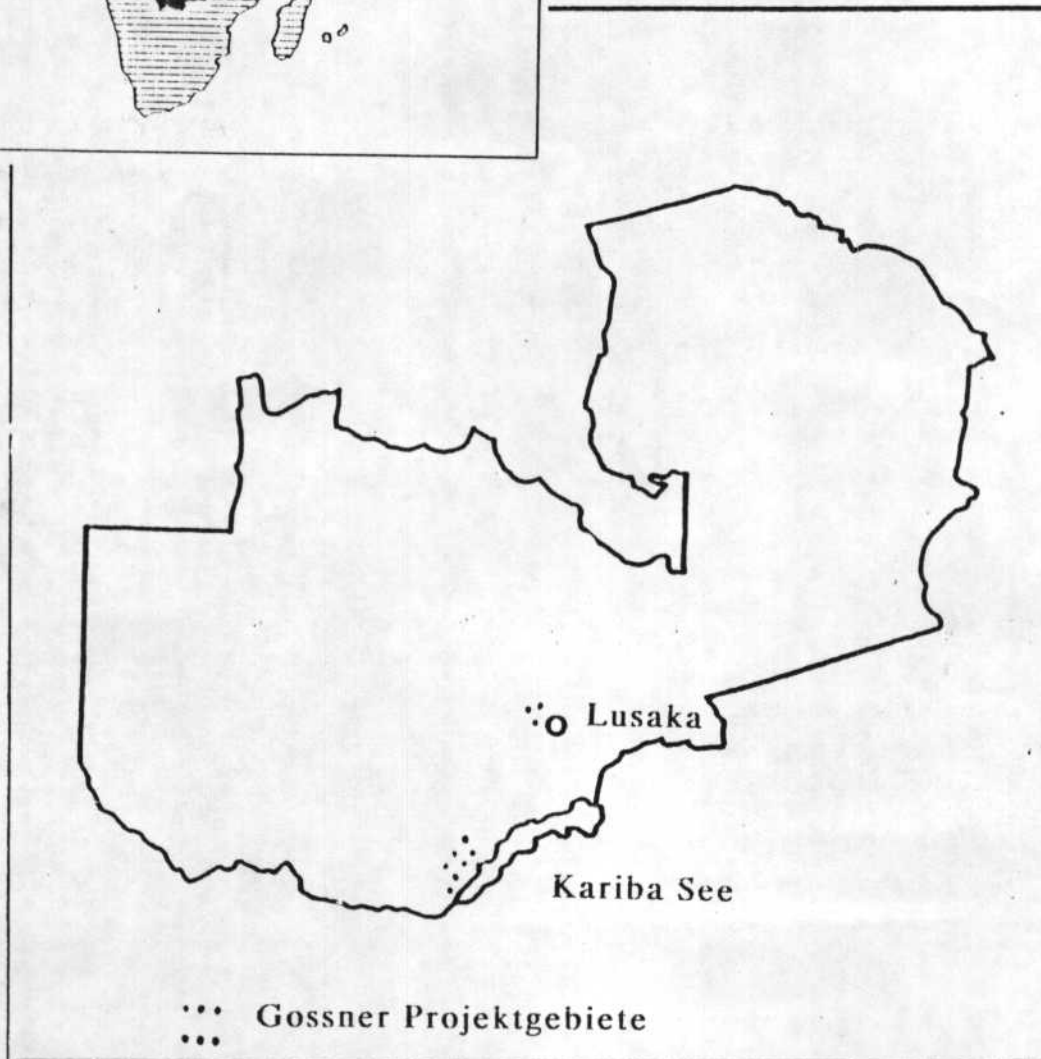
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27th October, 1994

DIE GOSSNER MISSION IN ZAMBIA



ZAMBIA



Eingegangen

10. Feb. 1994

Erledigt:

GOVERNMENT OF THE REPUBLIC OF ZAMBIA

GWEMBE SOUTH DEVELOPMENT PROJECT

BRIEF MINUTES ON THE
PROJECT AND PROJECT COMPONENTS -
A DISCUSSION BETWEEN
REV. W DAMM, MRS A STRITTMATTER
AND LOCAL LEADERS OF
SINAZONGWE DISTRICT

DATE 01-12-1993

CHAIRMAN BY:
R.F. Brødt
GSDP CHAIRPERSON

RECORDED BY:
S D Munsanda
PROJECT COORDINATOR

01. INTRODUCTION

On the 1st December, 1993 a meeting was arranged with local leaders and a Gossner Mission (GM) visiting team from Germany. The team was composed of Rev. Damm (Desk officer) and Mrs Strittmatter (Assistant to the Desk officer) Additionally the GSDP Chairman and Administrative Coordinator had the task to introduce the two parties and the project.

02. Agenda

01. Prayer/welcome remarks by the GSDP Chairman/introduction of participants.
02. Discussion on project components performance as viewed internally and externally.
03. A O B

IN ATTENDANCE

- | | |
|-----------------------------|---|
| 1) Chief Siaazongwe | - Traditional Ruler |
| 2) Senior Chief Mweemba | - " |
| 3) Mr J J Namaiko | - Councillor |
| 4) Deaconess E S Siatwiinda | - Deaconess |
| 5) Mrs A Strittmatter GM | - Assistant to the Zambian Secretary - Berlin |
| 6) Miss Mary Siatwiinda | - Member-Women's club |
| 7) Rev. J Manyanina | - Minister - United Church of Zambia. |
| 8) Rev. W Damm | - GM Desk Officer |
| 9) Rev. M Madyenkuku | - Local leader |
| 10) Deaconess Mabbolobbolo | - UCZ Kan̄hindu consistory |
| 11) Rev. R C Mulowa | - Minister, UCZ |
| 12) Mr G K Madyenkuku | - VSP Vice chairman |
| 13) Mr R Sinamusanga | - Buleya Malima Irrigation Scheme Vice chairman |
| 14) Mr R F Bredt | - GSDP Chairman |
| 15) S D Munsanda | - GSDP Coordinator |

02-01 PRAYER/WELCOME REMARKS BY THE GSDP CHAIRMAN/INTRODUCTION OF PARTICIPANTS

The meeting opened in the morning with a prayer. GSDP Chairman welcomed the participants to a tripartite meeting i e Gossner Mission - Berlin, Local leaders of Sinazongwe District and GSDP management.

Following welcome remarks participants introduced themselves as per the list above. Later the GSDP chairman enlightened the members on the project composition in terms of components and related staff. The components were listed as follows:

- Administrative unit
- Small Scale Village Industries
- Sustainable agriculture
- Valley self-Help Promotion Society
- Water Programme
- Rural Works
- Irrigation Schemes
- Female Extension
- Church work/social activities

A. Administration (service unit)

The meeting was briefly informed that administration basically composed of the chairman of the project and Administrative Coordinator backed up by accounts, typing, registry and transport/Administrative assistant staff. Following this brief elaboration participants wanted to know if there has been any evaluation of project performance of late, especially from government point of view. A reply was given that not as yet, let alone visits quite minimal from government.

Additionally there was concern over not releasing all budgeted and approved capital funds to the project for ease of operation. Gossner Mission was found to be fulfilling the agreement in both funding and personnel.

RESOLUTIONS

- (a) GSDP administration to invite the Ministry of Agriculture Food and Fisheries for this purpose of evaluation.
- (b) The Ministry of Agriculture Food and Fisheries to be requested to honour the approved budget by:
 - i) releasing funds in good time
 - ii) releasing funds as per budget in order to facilitate easy operation of project tasks.

B. SMALL SCALE VILLAGE INDUSTRIES

The component is composed of the following sections:-

SINAZEZE CRAFT CENTRE

- Stone House Carpentry
- Fair Bicycle repair
- Leather work
- Tannery
- Blacksmith

SIABASWI

- Carpentry
- Metal work

SIKANKULI

- Carpentry

Following a briefing on composition of SSVI the issue of Title Deed rose and a discussion followed suit. The meeting was informed that discussions on possibilities of obtaining Title Deed was underway as a basic for further discussion within GSDP and with all parties concerned. Each group of artisans is endeavouring sustainability. Meanwhile each group still deserves advice in one way or another, for example in marketing, securing of raw material and book keeping.

QUESTION

Mr G K Madyenkuku posed a question pertaining to possibilities of turning the Centre (Sinazeze Craft Centre) into a training school for school drop outs.

ANSWER: Mr R F Bredt - Each group is geared to train other artisans independently. The programme is not meant as a training centre. Equally Rev. Damm emphasised that the Centre is there for the promotion of Small Scale Village Industries. It is not easy to cater for large groups.

Government should find other ways of dealing with school drop outs. GSDP should just continue with the task of promotion of small industries.

The issue of assisting tannery section was raised, in obtaining skins by Valley Self Help promotion society. After some discussion it was resolved that Small Scale Village Industries as a programme should assist the tanners.

C SUSTAINABLE AGRICULTURE

The meeting was informed that the programme was new and is to start in Kanchindu area. A Gossner Mission Zambian personnel would be employed to man the programme. Chief Sinazongwe advised that the officer be employed immediately since areas like that of Muziyo is threatening

D VALLEY SELFHELP PROMOTION SOCIETY

The programme is semi independent. It is manned by a Board referred to as EXCO (Executive Committee). In due course after obtaining a plot they will move to Sinazeze. At the moment it is still getting support from GSDP (Gwembe South Development Project)

QUESTION - Senior Chief Mweemba wanted to know why second hand clothes are not coming forth, and who actually stopped them? The chairman in reply informed the meeting that postage was becoming too expensive, instead Gossner Mission advised to send money there after VSP could buy locally just like any other trader.

Rev. Mark Madyenkuku asked for the distribution of plough spare parts and seed in all places. It was then discovered that seed was already in the process except for lack of adequate advertisement.

QUESTION - Councillor Namaiko posed a question on progress in the erection of VSP offices. In reply the meeting was informed that the manager of VSP said they were still seeking for authority from local leaders. Finally it was found out that wrong procedure was used, there by causing delays.

RESOLUTION

After a lengthy discussion it was resolved that before a Title Deed for the plot can be given, the plot could be obtained by approaching Chief Sinazongwe then Headman of the area in question thereafter ask the Land use Officer to demarcate and produce a plot map. After that have signatures done then present it to the Council Chamber for Councillors to debate on issuing of a Title Deed.

E) WATER PROGRAMME

A number of questions were raised and answers given as follows:

QUESTION: Senior Chief Mweemba - how does Mr Siabunkululu operate?

ANSWER: Chairman - repairs on request including setting up of new water points. However water points have to be protected. The council is supposed to assist but is doing it in a small way only.

QUESTION: Type of transport used?

ANSWER: Pool car

QUESTION: Councillor Namaiko - Number of boreholes being dealt with?

ANSWER: Chairman - No specific figures, just at random

QUESTION: Councillor Namaiko - When is the new rig operational?

ANSWER: Chairman - no new rig except for a Tripod stand for wells.

REQUEST: Can Mweemba Primary School be considered too for a well?

ANSWER: Chairman - put in written. Well digging is done by the community. GSDP is just there to assist with experts and some possible equipment. However there is need to educate people in the area in both maintenance and digging let alone general hygiene.

Areas concerned (in need of wells) should come forward to GSDP since money is set aside.

RESOLUTION

Wells and boreholes to be fenced by the community.

F RURAL WORKS

This section deals with small earth dams, weirs and Muziyo road at the moment. As part of post draught recovery programme the project has applied for funds to set up small dams and weirs.

Applications from the community are therefore invited.

G IRRIGATION SCHEMES

The following questions were raised.

QUESTION: Chief Sinazongwe - what is GSDP doing, for example in Nkandabbwe Irrigation Scheme where vegetables are dying due to lack of water? Equally in Siatwiinda Irrigation, any plans for electrification, like what Mr Jordan has done?

ANSWER: Chairman - Donors have been approached but are reluctant to do the whole electric line. They say it is an infrastructure for the Government. Nkandabbwe dam wall is now raised, there will be enough water during the next season.

QUESTION: Chief Sinazongwe - insisted on electricity. Why not have some dams with electricity since it is cheaper than diesel as it is likely some years to come there might be no rains at all?

ANSWER: Chairman - Informed the meeting that Mr Partson Mangunje told Gossner Mission - Berlin personnel that they are doing fine and as such would like to work on their own. Siatwiinda Irrigation is under the P A O's Choma therefore any form of assistance would be sort from that office. He further indicated that the setting of Siatwiinda Irrigation was wrong since the lake distance becomes too long, making it difficult to pump water during dry spells.

Mr Grey Madyenkuku, however, still emphasised that installing cost would be high but eventually running cost would be cheap with electricity.

RESOLUTION

Government to have a clear study of Siatwiinda Irrigation for its revival.

Mr G Madyenkuku requested also for the revival of Kasika river dam which used to supply water by gravity too. Nkwenga and Sinakoba dams to be protected from damage by animals.

H FEMALE EXTENSION

It was reported that Miss Maluma since her arrival this year 1993 she has gone round the valley encouraging women in their programmes and seeking support for women in development.

Chief Sinazongwe suggested that women should be encouraged now during rain season to grow groundnuts and let alone selling seed of the same.

Mr Mark Madyenkuku commented that Miss Maluma should be patient in handling valley ladies since they still need more education. Equally she should not wait for requests but rather encourage fellow ladies to come forward.

Senior Chief Mweemba - the Female Extension Advisor should not only go to clubs but villagers too. Before talking to women there is need to pay a courtesy call at the headman's home and other men basing topics on how to encourage women to go to clubs.

Deaconess Siatwiinda - She commended Miss Maluma's work. The ladies she approached were already doing very well in their clubs.

Rev. Mulowa - Miss Maluma is trying hard in her work.

Rev. Manyanina - Let her utilise the headmen more for ease of work.

Rev. Madyenkuku - During the rain season she should reduce her work due to gardening and field operations.

Rev. Damm - Happy to have Miss Maluma in the project, she is a hard working lady.

I CHURCH WORK/SOCIAL ACTIVITIES

The Church being supported by Gossner Mission is United Church of Zambia. Lay training is undertaken. Social activities involve supporting football clubs, toilet programme and ambulance service.

03 ANY OTHER BUSINESS

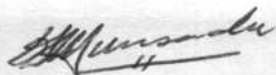
At this point there were no any other business that needed the presence of the GSDP Chairman and Coordinator. The two were asked to leave, as a result after thanking them over introduction of project components no further minutes were taken. The meeting remained in a closed session.

R F Bredt
GSDP CHAIRMAN

S D Munsanda
GSDP COORDINATOR
SEC

SECURITY IN THE CAMP

- ① The fence repairs
nearing completion.
- ② T.O.F. and Notes - meeting
with Police Officer-in-
charge.
- ③ Changes - Senior Watchman
selected and given duties
MR. MUKUNI



S.D. MUNSANDA
PROJECT COORDINATOR

3/12/93

19-11-93

GSDP TERMS OF REFERENCE FOR THE SENIOR WATCHMAN

PREMISES: GSDP Camp

SUPERVISING OFFICER: Admin. Coordinator

DUTIES

In addition to your normal duties you are requested to perform the following:

- a) parade the watchmen reporting on duty
- b) Take roll call and ensure that they report in time.
- c) Replace watchmen absent with or without permission. In case of absence without permission inform the supervising officer for disciplinary action.
- d) Carry out inspections whenever necessary during the day and night time.
- e) You have the authority to warn the watchman of any discipline behaviour twice only of which the third time he should be reported to the supervising officer.
- f) Ensure that handing over duties is in accordance to the laid down regulations.

If there be any other duties not listed above you will be called upon to perform.

MANAGEMENT

gmh

~~OFFICER~~

MEETING WITH THE WATCHMEN BY THE ~~POLICE~~ IN CHARGE - ZAMBIA POLICE
17-11-93

ADVICE GIVEN

- If a thief steals in the night the first suspect is the watchman. So a watchman should work very hard.
- The premises belong to Sinazongwe District. The property in the environment belong to the people of Sinazongwe - watchmen in particular are the first owners.
- At night the watchmen take over the premises. Staff are out of bounds in office areas.
- If things get stolen you should be concerned. Report anybody you suspect to police. The one who reports is never revealed.
- If you drink sleep in the morning up to 1100 hours or 1200hrs Drink up to 1500 hours or 1600 hours then rest, take a bath and come for work at 1800 hours you will be sober.
- Never bring girlfriends nor friends at work. Watchmen and Police are targets. While on duty no friendship with anybody not even your employers. Check doors and windows that they are closed.
- People who left employment should not be allowed in the premises should be chased. If he insists to see any officer contact the officer first.
- No driver should be allowed to hoot by the gate. Identify the vehicle before entry (visitors)
- Inform the police or Coordinator of any suspicious character.
- If the officer leaves the house guard that house and never allow any person by the house.
- Patrol from time to time at a fast rate. Keep on rotating and washing your face. In addition never bring beer at work as it will force you to get drunk and sleep.
- When knocking off handover your duties by checking together all premises.
- Report on duty in time. Advise your friend to come on time to enable you knock off in time.

MEETING WITH OFFICER IN CHARGE - ZAMBIA POLICE - SINAZONGWE
MR SANKALIMBA - 17-11-93

SUGGESTIONS TO ADMINISTRATION

- No fence but in midst of villagers. Fence the place since lives are in danger.
- Burglar bars on windows of all offices and other important buildings.
- Introduction of visitors' book at the gate.
- Small gates to be closed during 1800 hours.
- Neighbourhood watch - Each officer should inform the neighbour when he goes out. Any suspicious character can be arrested by neighbour, the law allows that. All workers should abide.
- People dismissed from work should not be allowed to loiter around the camp. Watchmen should chase or report to the Police.
- Watchmen should not have their friends visiting them while on duty.
- Vehicles must be thoroughly checked by gate.
- Permanent watchman at the workshop. Four watchmen in the night to work in shifts - 1800 -2400 hours, 2400 -0600 hrs.
- Items leaving the premises should be counterchecked.
- Drivers when they come late should indicate items to the watchmen including receipts.

SDM/gmh

7/8/92

G.S.D.P.

Box 3,

SINAZEZE

TERMS OF REFERENCE FOR GSDP WATCHMEN

NAME: 11-----

POST: GSDP Watchmen

RESPONSIBILITY - Security of Nkandabbwe Camp

Responsible to:- GSDP Administrative Co-ordinator

Place of work: Nkandabbwe Camp

INTRODUCTION

The GSDP is a Regional Rural Development Project covering the Sinazongwe District. The overall aims of GSDP is the improvement of living conditions of the people in the Sinazongwe District.

The Camp (Nkandabbwe) is the centre of activities of GSDP. Its offices, workshop, houses and general environment need tight security.

2) WATCHMEN DUTIES

- a) Report for work as instructed
- b) Put on proper attire and carry all the necessary equipment to ease up your work recommended by management.
- c) Watch the following premises:
 - i) Gate and Fence
 - ii) VSP offices
 - iii) Workshop
 - iv) Housing area, stores and packing premises
 - v) Water tanks and Taps
 - vi) GSDP Administrative offices and two Guest Houses
- d) Enter any outside vehicle in the visitors' book.
- e) Direct visitors to the administrative block during working hours.
- f) Contact the officer to be visited before allowing the visitor into the camp.
- g) No outsider is allowed to pass through or into the camp without permission.
- h) Do not knock off before handing over your duties to the next squad.

3) PENALTIES/DISCIPLINARY ACTION

- a) Three days hourly late coming in a month will warrant a deduction of one day's salary.
- b) Reporting drunk on duty will be instant dismissal from employment.
- c) Found sleeping on duty you lose that day's salary
- d) Absenting yourself without permission will warrant a deduction of that day's salary plus a charge equivalent to the kilometres covered to and from the place of a replacement watchmen.
- e) If sick or for some other reason a watchmen wishes to be excused from not reporting on duty management must be notified not less than three hours in advance. Failure to doing so the penalty above (d) will apply.

BE ALERT!!

MANAGEMENT

SDM/gmh...

G. S.D.P.

SENIOR STAFF EDUCATIONAL
TOUR REPORT OF ZIMBABWE
5/9/93 - 8/9/93

REPORTER

S.B. MUNSANDA

GSDP ADMINISTRATIVE COORDINATOR

gmh

~~GWEMBE SOUTH DEVELOPMENT PROJECT SENIOR STAFF EDUCATIONAL TOUR~~
REPORT OF ZIMBABWE 5/9/93 - 8/9/93

01. INTRODUCTION

Once in a year funds are made available through the GSDP budget by Gossner Mission for an educational tour of Senior members of staff in the project. This is basically meant to:

- encourage staff in their project components deliberations
 - gain new ideas from outside the project
 - compare their findings with own undertaking
 - Good for staff to know that they are not alone in rural, national or Global development
- above all on return can sit down and plan own programmes with experience gained from the tour.

02. COMPOSITION OF STAFF

a) Administration:

Mr R F Bredt - GSDP Chairperson
Mr S D Munsanda - GSDP Coordinator
Mrs C M Meja - Administrative Assistant
Mr S Madyenkuku - Book keeper
Mr S Siadibbi - Acting Book-keeper

b) Small Scale Village Industries:

Mr W Diete - SSVI Advisor
Mr B M Phiri - SSVI programme officer

c) Valley Self Help Promotion Society:

Mr K Waldschütz - VSP Advisor
Mr R Makala - VSP Manager

d) Female Extension:

Ms E Maluma - Female Extension Advisor

e) Buleya Malima Irrigation Scheme:

Mr A Kreiter - BMIS Advisor
Mr S K Mulemwa - BMIS Manager

f) Programme to Prevent Malnutrition:

Mr J Franke - PPM Coordinator

g) Rural Works Programme:

Mr W Ncote - Rural Works Assistant

h) Water Programme:

Mr A Syabunkululu - Water Programme Assistant

03) MODE OF TRANSPORT

Three twin cab Toyota Hilux Gossner Mission personnel private vehicles.

04) DESTINATION

Harare city - Zimbabwe

05) Tour in detail

Staff in question left Nkandabbwe camp at 0745 hours via Chirundu border post and arrived in Harare at 1700 hours. Accommodation was booked in advance at Russel Hotel. Mr M Schumacher welcomed the entourage to Harare during the evening meal at the hotel and gave a briefing on the programme that was to follow the next day.

05-01 Cold Comfort Farm Trust

Monday 6/9/93

1010 hours - arrival at cold comfort farm trust.

The Director of the Trust briefed the group on the history and operations of the Trust. It was said that the Trust started in 1965 as a demonstration place for Non racialisation. Basically it was meant as an area forum for political discussion (Justice to prevail) from agricultural point of view. In 1971 it was closed due to liberation wars and only to be restarted later in 1981 on economic cooperation base. Added to agriculture were carpentry and weaving before the Trust turned into a rural development sector in 1987.

Finally Cold Comfort is Independent from overseas. It is however split into two components i.e. Trust and Society. The departments are manned by managers.

The following sections of Cold Comfort were visited with the help of Mr Schumacher.

a) Milling section:

This comprises of three electrical maize grain mills

b) Piggery unit:-

has a total of 40 pigs. The group was briefed that due to high costs of feeding it is not possible to expand the unit.

c) Fish and Duck units:-

The two are in one place on a symbiotic type of habitation i.e. fish benefiting from the droppings of ducks and vice versa. However it was noted that wild birds do a lot of harm to the ponds by eating fish in large quantities.

d) Weaving section:-

Quite an interesting place where the group saw a good number of women making door and wall mats, from sheep and goat fur.

e) Metal workshop:-

This is termed as an income generating section, where they are producing Windlasses on a large scale for the rural area. A report was given that so far 7000 windlasses were produced between January and September, 1993.

- f) Carpentry workshop:-
Chairs, tables, cabinets, doors, sofas and many other items are made from wood.
- g) Display Gallery:-
Items from other sections especially weaving and painting are displayed and sold here.

At 1300 hours the staff had packed lunch at the Schumachers residence. The afternoon was set for site seeing and shopping (free). In the evening from 1800 hours to 2300 hours Mr and Mrs Schumacher invited the group again to their home for supper and a video show. The group enjoyed the video as it was very educative based on Gender issues. The Schumachers lent the Female Extension Advisor for her programmes in Zambia, which was very encouraging.

05-02 WEYA

Tuesday 7/11/92

At 0700 hours after breakfast senior staff off for Weya in company of Mr Schumacher. The group arrived in this place which is due East of Harare. A briefing on the operation of Weya which is partly being assisted by Cold Comfort was done by the Acting Director. Weya is an Institution that aims to develop self reliance of women and school leavers through skills training and back up services. Weya also train for sustainable agriculture through a permaculture approach aiming at self reliance. The centre started in 1985. The following sections exist:-

- metal work
- carpentry
- permaculture
- art and
- garment

The carpentry and metal courses are for three year duration. Other courses range from three ^{months} to one year. Ladies mostly work in their homes and just bring up produce for quality control. A German donor agency WFD in partnership with Cold Comfort assists the centre. In addition to such services the centre has a Tuckshop and warehouses from which products of students are sold. Canada only assists the centre in sinking wells.

The group also learnt that Weya has a policy that is specifically biased to skills which allows production of produce that is soluble. In permaculture too they are getting away from use of fertilisers and other chemicals.

Enrolment procedure or conditions are such that only local people are accepted at least of four years primary school attained to four years of secondary school education. Slowly however focus is drifting away from school leavers to families since they own land and animals giving them shorter courses of two to three months. In money terms there is no support from government except for verbal Extension services.

On a gender note it was learnt that in Weya there is all the co-operation from both husbands and wives by participation in centre programmes.

The group toured the centre as follows:

- a) tailoring:-
clothes of different types & that are on demand are made.
- b) Art:-
Colourful paintings are done on both cloth and boards.
- c) Display room:-
Paintings and garments are stored and sold from this room.
The majority of customers are tourists.
- d) Carpentry:-
Tables, wardrobes, window curtain rails and other types of furniture is made. To the surprise of the group there was a lady carpenter displaying her almost finished wardrobe.
- e) Metal work:-
in this section staff were shown items made by artisans in form of Scotch carts, vices, tool boxes, spanners, moulds and window frames.
- f) Agriculture:-
Rearing of turkeys, rabbits and pigs.

After such a success tour of Weya and Commending both Mr Schumacher and staff of the centre the group left. Had a stop over at Macheke Hotel at 1400 hours for lunch. At 1900 hours the group had supper in a Greek restaurant (Harare).

05-03: HOME WARD BOUND GSDP - ZAMBIA

Wednesday 8-9-93

0700 hours - Breakfast at Russel Hotel
0800 hours - Departure for Zambia through Chirundu
1000 hours - Stop over at Chinhoyi
1215 hours - Stop over for lunch at Clouds End Hotel in Makuti
1450 Crossed the border and arrived home late in the afternoon.

COMMENTS

This report is subject to scrutiny. Staff ^{are} advised to make use of valuable information. A report that you may keep or discard but however something that reminds you of that trip you took part.

Thanks for the donor agency that made it possible - Gossner Mission.

Thanks to the organisers for a commendable job.

And finally word of appreciation and many thanks to the Schumachers for their hospitality and interest in their former work-mates - GSDP STAFF!!

gmh

G S D P P R O G R A M M E S

1. Name of Programme
2. Type of Programme
3. Main Objectives
4. Year of start
5. Brief History
6. Planned End of Programme *a) time b) perspectives for handing over*
7. Organizational set-up
8. Staff position by category
 - a) national
 - GRZ
 - GM
 - Programme
 - Total
 - b) Expatriate
 - GM
 - Other
 - Total
 - c) Further perspectives for personnel requirements
9. Expenditure *emoluments operational training capital total*
 - a) 1989
 - GRZ
 - GM
 - self generated *income*
 - other donor funds *turnover*
 - Total
 - b) 1990 (budgeted) *- saving*
 - GRZ
 - GM
 - self generated
 - other donor funds *turnover*
 - Total *- saving*
 - c) Further perspectives for fund requirements
 - GRZ/GM/Self generated/ Other donor funds
10. Target group
 - a) Area(s) of operation
 - b) Number of participants
 - c) Number of people directly affected by programme
 - d) Number of people indirectly affected by programme
 - e) General comments on target group
11. Key problems

(ie. problems that hamper severely programme implementation or long term sustainability of programme and cannot be overcome by improved management or planning at present)
12. Objectives for medium term planning (1990-1992)
13. Objectives for long term planning (1990 - end of programme or finanl handing over)
14. General comments

*missing: Maare
CUSA
Landuse*

GSDP OBJECTIVES

2

GSDP assists people in Gwembe South to improve their living conditions. GSDP plans, coordinates, finances, and monitors its different programmes to reach this aim by an integrated approach.

1. GSDP programmes aim to facilitate the formation and operation of economically self-supporting services and production units at village level.
2. GSDP assists District Council efforts to provide necessary services to people in Gwembe South.
3. GSDP supports local initiatives to promote economic, social, cultural, and spiritual development of people in Gwembe South.

-.-.-.-.-

needs?

GSDP extraordinary staff meeting on 23/2/90

Comments on GSDP programmes:

GSDP management: should function as service unit for GSDP programmes

Nkandabbwe irr.: - has been handed over to farmers - why to take it up again?
- is existing management system not sufficient?
- is increased production and improved management really wanted by farmers?
- technical problems: operation of pumps during drought periods
rehabilitation of canal system
- GSDP should restrict its involvement to assist with solving technical problems

Buleya Malima irr.: - does size and complexity of the scheme contradict to the aim of self-management?
- remote control system implemented by GRZ offices should be established before handing over

Siatwinda irr.: - success of trial phase is still doubtful

Training programme: - programme was started without real involvement of scheme managements
- training should be organized within the respective schemes as part of the management

Seed programme: - future of DCMU is very unclear
- what is the relation between GSDP seed programme and DCMU?
- 80% of seeds were distributed by VSP during last season; should not seed programme officer be attached to VSP and also do other things?
- make seed programme a private business?
- integrate it into an existing programme?

VSP: - what are the plans for ensuring sustainability?
- number of VSP activities contradict aim of self-management
- heavy dependency on own transport
- staff development should be also an objective, is a value in its own

GSDP workshop: - what is the relation between workshop and small scale industries programme?
- workshop should concentrate on metal work
- is expansion to other fields (carpentry, tanning) really necessary?
- workshop has no future without GSDP

Small scale village industries:

- erosion will be increased with expansion of wood works
- are there enough skilled artisans in Gwembe South who are interested to open up a permanent workshop together with others?
- training on a low scale (on the job) needs to be organized

Rural works: programme should be continued under District Council

- negotiations should be started with District Council on their contributions to road programme
- infrastructural programmes should be handed over to DC while GSDP continues to support them (how, to what extent?)

Relation to District Council:

1. Name of programme: Project coordination and project planning
2. Type of programme: Project management
3. Main objectives: - to ensure project administration on GRZ and GM side
 - to ensure coordination of GSDP programmes
 - to monitor planning and implementation of GSDP programmes
 - to represent GSDP to GRZ and non-GRZ offices on district and provincial level

4. Year of start: 1970

5. Brief history: In the past, project management was done by the Gossner Service Team being represented by the GST chairman. GRZ was represented in GSDP management by an administrative coordinator. The GST chairman was elected for 1 year from GST members, and project management was only a side job to his other obligations in one of the GSDP programmes.

Since 1987, GSDP project management was re-organised in such a way that the GRZ coordinator was the head of GSDP, cooperating with the GST chairman as his counterpart. The GSDP coordinator represents GRZ and the GST chairman represents GM within the project. Both form the project management and have to ensure smooth cooperation between GRZ and GM as partner organisations for GSDP.

6. Planned end of programme: end of GSDP

7. Organizational set up:

technically: PAO

administratively: PS(SP) - DES - CAO - GSDP coordinator/GMT chairman -

GM: HO - Lusaka office - staff meeting - ExCo - programme officers

8. Staff position by category:

a) national

GRZ(permanent): 1 project coordinator, 1 clerical officer, 1 typist
 1 office orderly, 1 general worker, 1 watchman

(temporary): 1 watchman, 1 guest house attendant, 1 office orderly

~~GM~~ total: 9

GM: 1 transport assistant, 3 drivers, 1 lorry mate,
 3 watchmen

total: 9

b) expatriate

GM: 1 GMT chairman, 1 GMT treasurer (part time)

c) Further perspectives for personnel requirements:

GRZ: (permanent): 1 driver, 1 general worker, 1 watchman, 1 guesthouse attendant

GM: 1 guesthouse attendant (part time)

9) Funds/Expenditure

a) 1989	emoluments	operational	training	capital	total
GRZ	55,927	40,212			
GM	68,139				

self generated (transport):

turnover:

expenditure:

surplus: (c/f for repairs)

b) 1990 (planned)

GRZ	28,000	82,800	75,000	185,800
GM				

self generated (transport)
 turnover:

expenditure:
 surplus:

(c/f for repairs)

c) further fund requirements:

budget planning must be adapted to inflation rate

I0. Target group: n/a

- II. Key problems:
- insufficient back-up system on GRZ side
 - lack of comprehensive project policy
 - insufficient recruitment procedures on GM side/vacancies
 - late release of GRZ funds
 - insufficient planning abilities of some GSDP staff
 - lack of transport for GRZ administration

I2. Medium term planning:

- to work out a comprehensive project policy/ project outline
- to evaluate most important GSDP programmes
- to strengthen cooperation with District Council on GSDP service programmes
- to establish a monitoring system for GSDP programmes

I3. objectives for long term planning:

- to ensure sustainability of self-supporting project components
- to integrate non-self-supporting programmes into existing structures

I4. General comments:

The size and complexity of GSDP makes it difficult to really ensure planning and coordination for all programmes.

G S D P P R O G R A M M E S

1. Name of programme: Buleya Malima Irrigation Scheme
2. Type of programme: Self supporting smallholder irrigation scheme
3. Main objectives: - to increase agricultural production through irrigated farming for cash income and home consumption
- to make the irrigation scheme economically and organizationally self-supporting

4. Year of start: 1970

4. Brief history: The scheme was started as pilot scheme by the Project Division. It involved 54 farmers. In 1977, the scheme was handed over to the Department of Agriculture. In 1979, GSDP was requested to take over which materialized in 1980. Due to the early 80th drought, the scheme was not in operation in 1983/84. A comprehensive rehabilitation was started in 1985. The water supply system was rehabilitated and electricity was brought to the scheme. The irrigated area was expanded from 14,5 to 28,5 ha. Another 15 ha are being prepared for irrigation.

x) and the pumping system was electrified in 1989. The scheme has a 3 ha citrus orchard which was established in 1974, and its income went to the Ministry of Finance. As part of the rehabilitation plan, GRZ agreed to let the income of the orchard remain at the scheme to facilitate further self-supporting of the scheme.

6. Planned end of programme: 1993

7. Organizational set up:

plot holders - board of directors - management staff - sectional committees - canal leaders; *ministry: legal body*

GSDP staff meeting - management staff / technical adviser

8. Staff position by category:

a) national

GRZ I scheme manager, I crop production officer, I engine attendant, 2 general workers, I tractor driver
total: 6

programme: I mechanic, I lorry driver, 2 sales men, I cashier, 2 casual workers
total: 7

~~GMxxxxixTxxxxixxxxxixxxxx~~

b) expatriate

GM I technical adviser
JOCV I Agriculture civil engineer

9. Funds/ expenditure:

a) 1989	emoluments	operational	training	capital	total
GRZ				170.000 ^x	
other donor funds				252.000 ^x	
self generated:					
turnover (scheme):	238,000				
expenditure (scheme):	143,199				
surplus (scheme):	94,823				
turn over (farmers):	500,000	(approx.)			
expenditure (farmers)	85,000	"			
surplus (farmers)	415,000	"			

b) 1990 (planned)

GRZ	8,400	59000	569,000 ^{x)}	578,500
xxxx turn over (scheme):		473,000		
expenditure (scheme):		253,000		
surplus (scheme):		220,000		
turn over (farmers):		1,200,000 ^{xx)}		
expenditure (farmers):		225,000		
surplus (farmers):		975,000		

x) for scheme rehabilitation

xx) after increasing the number of plot holders by 60

c) further perspectives for fund requirements:

Scheme will be entirely self-supporting, no external funding necessary.

107 II. Key problems: - - dependency on committed and skilled management
 - insufficient ability of board members to take appropriate policy decisions

II. Objectives for medium term planning:

- lining of in-fill canals for phase II and III
- consolidation of financial administrative system
- implementation of recommended cropping pattern
- organisation of new programme for management training for farmers
- ~~legalization of~~

III. Objectives for long term planning:

- to ensure economic and organizational sustainability of scheme
- to establish reliable market outlets for scheme produce
- to establish remote control system for the time after withdrawal of GSDP

IV. General comments: ?

High level of complexity

* Target group:

xx - Handover landbar, soil conservation, agreed appropriate agriculture
~~remote control system~~

*Extension work -
 Training required in all areas,*

In 1993 to early a deadline for handing over ?

G S D P P R O G R A M M E S

1. Name of programme: Siatwinda Irrigation Scheme
2. Type of programme: Agriculture production unit (on trial)
3. Main objectives: - to increase agriculture production for additional cash income and home consumption
- to try economic feasibility of the scheme

4. Year of start: 1971

5. Brief history:

The scheme was established in 1971 as a pilot scheme of 32^{ha} for irrigated farming and research on crop adaptability (5^{ha}). The scheme came into full production from 1976 onwards but left on its own from 1978 - 1980 because of the Zimbabwean war. In 1980, the expansion of the scheme for another 30 ha was started. Since 1980, ~~xxxx~~ years of severe drought caused a receding of the lake level which led to a collapse of the scheme in 1983. In 1985, a new pump system was established to pump water from the now distant lake shore for 12 ha, and the scheme was revived. At the same time, the need for a rehabilitation of the scheme was realized. German donor agencies (KfW and GTZ) were approached for funding but finally withdrew because of doubtful economic feasibility of the scheme. In 1990, a new trial phase on 6 ha with new management set up and altered cropping pattern was started.

6. Planned end: May 1991. (handing over to Dep. of Agriculture)

7. Organisational set up:

Siatwinda Irrigation Committee - scheme management - farmers
GSDP staff meeting - management staff

8. Staff position by category:

a) ~~national~~

GRZ	1 scheme manager, 1 Agriculture Assistant
	2 general workers
total:	4

b) expatriate

GM	1 technical adviser (part time)
----	---------------------------------

c) Further perspectives for ~~staff~~ personnel requirements: nil

9. Expenditure/funds

a) 1989	emoluments	operational	training	capital	total
GRZ					
GM	I3,932	I6,871		39,122	69,925
self generated		20,792			20,792
total:					

total turn over (scheme): 52,812

surplus (scheme): 6,848

total turn over (farmers): appr. 210,000

gross margin (farmers) appr. 170,000

b) 1990 (planned)

GRZ	64,000	150,000	214,000
self generated	36,000		36,000
total:			250,000

total turn over (scheme):

surplus (scheme):

total turn over (farmers): 330,000

gross margin (farmers) 205,000

c) Further perspectives for fund requirements:

GRZ allocation is still pending (was not budgeted)

availability of self generated funds (water fees) uncertain

IO. Target group

- a) area of operation: 5 villages in Siatwinda area
- b) number of participants: 24
- c) people directly affected: domestic water supply for 1 village
input sales to neighbouring villages
- d) number of people indirectly affected: 240
- e) General comments on target group:
The best farmers from 84 original farmers of scheme were selected for trial phase.
Conflicts and lack of cooperation among farmers still prevail.

II. Key problems

- uncertainty about availability of funds
- Slow GRZ administrative procedures
- unreliable input supplies
- response from farmers to new management system unclear
- reliability of existing equipment (pumps)

I2. Objectives for medium term planning: 2-3 years?

- lining of I in field canal
- implementation of new management system
- implementation of new cropping pattern
- implementation of new training/ extension programme
- to assess feasibility of the scheme

I3. Objectives for long term planning: nil

I4. General comments:

The new set up for the scheme is being implemented for the first time in 1990. Due to a number of limiting factors (see II.) it is not sure whether it will work out successfully.

*GM beabsichtigt nicht, die Hilfe v. lang v. wieder aus dem ind. Offiz
(in Siatwinda zu beenden und selbst zu seinem Entschluss), nicht das Schema
zu rehabilitieren.*

*Erklärung v. Auslaufen der GM-Hilfe im letzten
Protokoll des PBO-Sitz?*

Bedeutung der vorgeschlagenen Alternativen: Kleinstbewässerungsprojekte, Wasserversorgung

1. Name of programme: Nkandabbwe Irrigation Scheme
2. Type of programme: Self-supporting production unit (Cooperative) (planned)
3. Main objectives: - to increase agricultural production for improved home consumption and additional cash income
 - to strengthen self-management structures and managerial skills of participating farmers
 - to improve technical know how of farmers on irrigated farming

4. Year of start: 1956

5. Brief history: The scheme was started as a 3 ha irrigation scheme as part of the resettlement programme. The upper dam was constructed and the water channelled through pipe line to the scheme. As an attempt to save the coal pit, the dam was blown in 1967. After the arrival of GM and the formation of GSDP, the upper dam was rebuilt and the lower dam was constructed. In 1980 the lower dam was rehabilitated. ~~In 1979 the scheme was officially handed over to the farmers but collapsed thereafter due to lack of cooperation and quarrels among farmers. Since 1980, GSDP involved itself again in the management of the scheme, and succeeded to motivate the farmers to resume operation of the scheme. Since then, the scheme has been operating continuously with limited support from GSDP, now at 10 ha.~~

6. Planned end of programme: 1994 (provided the posting of a skilled GRZ scheme manager)

7. Organisational set up:

Farmers society - 7 members Farmers Executive Committee - Scheme manager - plot holders
 GSDP staff meeting - technical adviser - scheme manager

8. Staff position by category

- a) national
 GRZ I scheme manager (vacant)
 programme: I water attendant (part time)
 b) expatriate
 GM I technical adviser (part time)

c) Further perspectives for personnel requirements:

Beside the skilled scheme manager I full time general worker (paid by programme) will be needed.

9. Expenditure/funds

a) 1989 emoluments operational training capital total

GRZ

GM

self generated 775^x) 230

I,005

total turn over (scheme): 9,465.48

savings (scheme): 4,303.68

total turn over (farmers): appr. 250,000

total surplus/gross margin (farmers): appr. 200,000

b) 1990 (planned)

GRZ

4,800

80,000 84,800

GM

15,000 15,000

self generated 2,500^x) 19,500^{XX})

22,000 22,000

total turn over (scheme):

total turn over (farmers):

gross margin (farmers):

^x) for part time water attendant

^{XX})

- c) further perspectives for fund requirements:
- K 150,000 for rehabilitation of canal system required
 - building up a revolving fund for input supplies by programme

10. Target group

- a) area of operation: 7 villages in Nkandabbwe area
 b) number of participants: 86 farmers?
 c) number of people directly involved in programme: 1 general worker, marketeers coming to buy from scheme or family members to sell produce, grinding mill owner and his customers
 d) number of people indirectly affected: appr. 750
 e) general comments on target group: farmers from 7 neighboring villages, resettled and non-resettled families

II. Key problems: and lack of cooperation

- constant conflicts among farmers and FEC members, ~~lack~~
- insufficient technical know how of farmers on scheme management (~~control~~ of water supply, maintenance of canal system, financial administration) and plot management (cultivation, marketing strategies)
- dependency on commitment and qualification of posted GRZ staff (scheme management)
- unreliability of input supplies (seeds, fertilizers)

12. Objectives for medium term planning

- rehabilitation of canal system
- formation of legal organisational structure (cooperative)
- establishment of an improved scheme management
- improved organisation of input supplies (buying in stock)
- establishment of an effective training programme for farmers?

13. Objectives for long term planning

- Gradual disengagement of GSDP
- establishment of a remote control system

14. General comments

Expansion of the scheme to 30ha is technically possible but should be planned and implemented by self managed scheme (cooperative) and not by GSDP.

Grund f. Techn. Probl. ist bei den Farmern - Organis.

Initiative

*Techn. muss verbessert werden, Plümpen usw. unterstützen
 alles d.h. kanalsystem muss funktionieren*

*Dass d. Scheme Manager immer und nicht ausgetauscht werden,
 ist ein Hauptproblem.*

Neuer Manager ↔ DAO

Self managed. Schema über Gef. assistance

Kabonadihidi ist im bes. werden.

Progr. Nkand. geht weiter

Neuer Manager ab 8/90

Kronau Nachf. für Landw. + soz. Organis.?

1. Name of programme: Training programme for smallholder irrigation Schemes
2. Type of programme: Extension programme
3. Main objectives: - to support and train the Farmers Executive Committees/ Board of Directors in their development to become the managing body of their scheme
- to train farmers of the irrigation schemes to enable them to calculate ~~ix~~ the input - output relationship of their farming
4. Year of start: 1987 Functional literacy programme was stopped in late 87 due to ill-attendance.
5. Brief history: Based on a survey on the effectiveness of Farmers Executive Committees at the 3 GSDP irrigation schemes the programme was started for 1 year by a GM expatriate. It comprised regular training sessions with the 2 FECs (Siatwinda and Nkandabbwe) and a functional literacy programme for all farmers. In late 1988 a Zambian officer took over, who actually started his work in April 1989 due to transport problems. In January 1990 Siatwinda irr. was dissociated from the training programme as part of the re-organisation of the management set up of the scheme.
6. Planned end of programme: depending on the results of the planned evaluation
7. Organisational set up:
GSDP staff meeting - training officer - agriculture coordination committee - scheme management - farmers
8. Staff position by category
 - a) national
GRZ I training officer
 - b) expatriate: nil
 - c) Further perspectives for personnel requirements: depending on the results of the planned evaluation
9. Expenditures/funds:
 - a) 1989

emoluments	operational	training	capital	total
GRZ				
GM	4,386	18,641.86	motorbike	
 - b) 1990

GRZ	4,200	1,400		5,600
GM		10,000	33,600	8,000
total				51,600
				57,200
 - c) Further perspectives for fund requirements: evaluation
10. Target group
 - a) area of operation: Nkandabbwe² and Buleya Malima
 - b) number of participants: 16 + 186 = 202
 - c) number of people directly affected: scheme managements and relevant GRZ offices
 - d) n.a.
 - e) general comments: most of the FEC members at Nkandabbwe are related to each other (same clan). At B/M there are a good number of educated school leavers.

11. Key problems:

- poor cooperation with scheme management on drawing up a curriculum
- farmers do not see the need for training as long as there is an reliable management doing the actual work for the scheme
- lack of training in adult education for training officer

12. Objectives for medium term planning: implementation of an evaluation of programme and probable replanning

13. long term objectives: see I2.

14. General comments:

Excursion to other projects have proved to be successful because farmers adopted new methods of production (e.g. banana growing). Farmers should be encouraged to contribute financially to the training programme.

Training of farmers should also include scheme related agricultural subjects.

Copy this and file for Phil. deal. notes.

1. Name of programme: Female Extension Programme

2. Type of programme: Extension programme

3. Main objectives: - to develop basic skills of women (e.g. needle work, cooking, household budgeting, literacy) to enable them to improve living conditions of their families.
 - to improve locally available food resources
 - to initiate income generating activities of women
 - to facilitate better cooperation among women
 - to develop new attitudes in health care and social relations

4. Year of start: 1980

5. Brief history:

The programme was started with a nutrition programme in cooperation with RHCs in Gwembe South. Later on, the programme focussed on women clubs, introducing needle work first. Gradually the programme was extended to development of other skills and income generating activities.

6. Planned end: depending on GSDP operations

7. Organizational set up:

staff meeting - programme officer/technical adviser - women clubs

8. Staff position:

a) national

GRZ

I home economist

b) expatriate

GM

I technical adviser (part time)

c) Further perspectives for personnel requirements: -

9. Funds/ Expenditure:

	emoluments	operational	training	capital	total
a) 1989					xxxxxx
GRZ					
GM		48,407 ^{x)}	3,029		₤
self generated savings (clubs):	5,000				
x) including nutrition programme					
b) 1990 (planned)					
GRZ	4,200				
GM		26,000	19,000		
self generated:	5,000				
c) Further perspectives for fund requirements					
programme expenses (external funds) will decrease while self-generated funds will increase.					

10. Target group

a) area of operation: Sinanjola, Buleya Malima, Siatwinda

b) number of participants: 140

c) number of people directly affected by programme: num- club members for seminars

d) number of people indirectly affected by programme: 1400

e) General comment on target group: Especially younger women are interested in women clubs. Degree of cooperation differs from club to club.

II. Key problems: - limited time of women due to family obligations
- availability of materials (e.g. textiles)

I2. Medium term objectives: - to evaluate the programme
- to open one more club at Nkandabbwe irr
- to put more emphasis on the role of women in agriculture
- to concentrate on income generating activities of women

I3. Objectives for long term planning:
- to make women clubs self supporting

I4. General comments: replanning of programme may result from outcome of planned evaluation

Auch Frauenproblematik als programmatische Essential
im neuen Vorhaben.

Frauenbefragung?

Frauen der G.L. sind interessiert mit dem Halten?
zu weiterer Entwicklung des Progs.

Eine Plan d. G.L. sollte dort, da keine feste Frau
zum Unt. gehört, werden

Geräte bekanntheit auf diesen Stellen nicht negativ.

GSDP PROGRAMMES

1. Name of Programme: Seed Programme
2. Type: Service Programme
3. Main objectives:
 - to provide agricultural inputs (seeds) for local farmers in Gwembe South
 - in appropriate varieties
 - in manageable quantities
 - in due time
4. Year programme was started: 1984
5. Brief history of programme:

The programme was suggested by the Scudder/Colson evaluation of GSDP in 1982 and was actually started in late 1984 after the arrival of a GM Technical Adviser (Mrs. U. Gröhn-Wittern). A Zambian Seed Programme Assistant (Mr. J. Bbuka) was employed in 1985 who was appointed Seed Programme Officer in January 1988 after the GM Technical Adviser had left.

An attempt to start local seed multiplication in cooperation with Mount Makulu Research Station (Zamseed) ended in 1987 due to management problems.
6. Planned end of programme: open
7. Organizational set-up:

GSDP staff meeting - GSDP agriculture coordination committee - seed programme officer - distributing agents/agencies - local farmers
8. Staff position by category
 - a) national
 - GM I Seed Programme Officer
 - temporary casual workers (for re-packing seeds)
 - Total: 1
 - ~~9xxxExxxxxxxxxxxxx~~ b) expatriate
 - Regular consultation with GM Treasurer (financial) and GMT Chairman (implementation)
 - c) Further perspectives for personnel requirements

If programme will be continued as at present, the staff arrangement shall remain as it is.
9. Expenditure

	emoluments	operational	training	capital	total
a) 1989					
GM	I3,565.20	I3,210.06	--	motorbike 26,775.2	
self-generated		I46,223.00			I46,223.0
Total:					I72,998.2
b) 1990 (budgeted)					
GM	I7,500.00	25,000.00	--	--	42,500.0
self-generated		200,000.00	--	--	200,000.0
Total:					242,500.0
c) Further perspectives for fund requirements					
It is planned to make the programme financially self-supporting. The need for building up a revolving fund in order to provide sufficient operational capital depends on long-term objectives. At present, GM provides the needed operational capital as short term loan from GM/GSDP project funds. Sufficient funds (K I50,000 - 200,000 must be available by the beginning of the agricultural season (September/October).					
10. Target group
 - a) Area of operation: Gwembe South Sub-District
 - b) Number of participants: approx. 500 farmers
 - c) Number of people directly affected: 530
 - d) Number of people indirectly affected: 6,500
 - e) general comments on target group!

Approx. 25% of customers are women who buy seeds for their own fields. Only a few customers are emergent farmers.

II. Key problems:

a) Programme implementation

- not all required varieties are available at Zamseed when needed
- difficulties to assess well in advance how much and where DCU will be selling seeds.

b) long term sustainability

- heavy dependency of programme on GM/GSDP logistics (purchases, transport, financial administration);
- heavy dependency on other GSDP programmes as network for distributing seeds (VSP, Maaze Consumers Cooperative)
- heavy dependency on GM/GSDP administration (calculation of prices, operational planning etc.).

~~12. Medium term objectives (1990-1992)~~

- difficulties to assess how DCMU as main distributor for agricultural inputs will develop. In case DCMU will be able to supply all needed inputs at reasonable prices, there will be no need for GSDP seed programme any more. *Not planned*

12. Objectives for medium term planning

- to make the programme financially self-supporting
- to organize supplies of vegetable seeds for gardening during dry season
- to organize supplies of insecticides for gardening during dry season
- to collect and evaluate more planning data on seed distribution (needed varieties and quantities of seeds, definition of strategic distribution points)

13. Objectives for long term planning (1990 - end of programme)

- to check on possibilities to overcome key problems as stated under 9.
- if programme is not likely to sustain after withdrawal of GM, close cooperation with DCMU for final handing over should be established.

14. General comments

- Seed-progr. → VSP?

- relation DCMU - Seed Progs?

- as private business?

- integration in another existing programme

- GfL muß Policy erlab. f. die Nt. von Landw., die sie im GSDP zu unterstützen / od. zu bestimmten Zedebef!

- Vorteile machen und / oder anbieten, z.B. an Maaze, od. VSP

G S D P P R O G R A M M E S

1. Name of programme: Valley Selfhelp Promotion Society

2. Type of programme: Self-supporting Society

3. Main objectives: - to provide needed services to people in Gwembe South such as:
 - supplies of needed staple food
 - supplies of basic commodities
 - transport
 - supplies of agricultural inputs/implements
 - to initiate and support projects on local level
 - to generate sufficient income to support VSP operations and local projects

4. Year of Start: 1980

5. Brief history: VSP was started to function somehow as a local successor organisation for Gossner Mission in Gwembe South with the aim to serve to local population and to channel donor funds to Gwembe South without the involvement of Gossner Mission. Therefore, it was tried to attach non-GRZ funded GSDP programmes (e.g. Water programme, Tonga crafts etc.) to VSP. Since 1986, an attempt was made to include a Community Development approach in VSP operations. Meanwhile, VSP has developed into a multi-purpose extension programme within GSDP.

6. Planned end of programme: GM personnel and financial involvement until 1995
 Further external monitoring until 2000

7. Organisational set up:

Approx. 500x members - 12 ExCo members - management and staff - local agents
 GSDP staff meeting - technical adviser - VSP management

8. Staff position by category:

- a) national fulltime:
 programme: 1 coordinator, 1 business manager, 1 book keeper
 1 driver, 1 lorry mate, - 1 shop keeper, 1 watchman
 1 office orderly, 3 agents
 full time total: 81
 part time: 4 tailors, 2 oil mill operators, 6 agents
 part time total: 12
- b) Expatriate:
 GM: 1 technical adviser
- c) ~~long term~~ Further perspectives for personnel requirements
 Qualification of existing personnel needs to be increased through in-service training

9. Funds/Expenditure

a) 1989	emoluments	ppreational	training	capital	Total
GM	2,880				2,880
programme:	total turn over: 1,464,724x)				
	surplus: 258,686x)				

b) 1990 (planned)				
GM	30,000	<i>mainly salary Good (80%)</i>	20,000	40,000
programme:	total turn over: 2,000,000			
	surplus: 200,000			

x) including sale of 3 banana boats, stocks and assets

- c) Further perspectives for fund requirements
 GM management support being provide d, VSP can meet its own operational expenditure on medium term and about K 10,000 can be generated pe annum for local projects. Other donor funds will be required for special projects (investments).

10. Target group

- a) Area(s) of operation: all Gwembe South
- b) number of participants: varying by projects
- c) number of people directly affected by programme:
according to sales/services: 300 (school uniforms), 40 (oil extractors), 600 (mealie meal), 300 (maize), 100 (transport)
50 (scotch carts), 700 (second hand clothes)
approx. total: 2,000
- d) number of people indirectly affected by programme:
approx. 10 - 15,000
- e) general comments on target group: about 50% of all customers of VSP sales live around Sinazeze

11. Key problems:

- lack of skilled staff
- dependency of management on external adviser
- dependency on GM provided forex for transport replacement
- heavy dependency on availability of transport and proper transport management for almost all VSP operations

12. Medium term objectives:

- consolidation of income generation
- integration of projects into local structures
- training of staff

13. long term objectives:

- to improve self-management abilities as much as possible
- to make local projects economically and organisationally self-supporting
- to continue providing services to people in Gwembe South on a cost covering basis

14. General comments:

*Kann man VSP rationalisieren,
den. Mitglieder den auf festen Füße stellen?
nicht immer vergrößern nach Personalbedarf;
[self help ist nicht mehr Ansatz f. ldl. u. h. Mithaka,
während die wirtsch. inputs wichtiger sind]*

G S D P P R O G R A M M E S

1. Name of programme: Church work ~~UCZ~~
2. Type of programme: Service/extension programme in Gwembe South
3. Main objectives: - to assist UCZ congregations with preaching and lay training activities
- to represent Gossner Mission as a christian Mission Society.
4. Year of start: 1970
5. Brief history: Being a christian mission society, GM has always attached a reverend to GSDP with a three-fold objective: to take care of the spiritual aspects of development, to be involved into some fields of GSDP activities and to support UCZ church work as the partner church of GM in Zambia. Most of the GM reverends were involved in project management as team chairmen/leaders. Until 1987, the reverends had the status of an associated minister to UCZ. Since then, the reverend is a seconded minister to UCZ on a part time basis.
6. Planned end of programme: open
7. Organisational set up:
Presbytery moderator - consistory chairman/lady - reverend - congregation
GM liaison office/Lusaka - reverend
GSDP staff meeting - reverend - church groups
8. Staff position by category:
b) expatriate
GM I reverend (part time)
c) Further perspectives for personnel requirements: nil
9. Expenditure/funds:
a) 1989 emoluments operational training capital total
GM I,460 I,460
b) 1990(planned)
GM I5,000 4,000 I9,000
c) Further perspectives for fund requirements:
Special GM funds may be needed for support of UCZ activities
10. Target group
a) area of operation: Sinazongwe consistory
b) number of participants: Trinity congregation/ participants in short lay training courses (appr. 100)
c) number of people directly affected: see b)
d) number of people indirectly affected: UCZ congregations represented at lay training courses
e) General comments on target group: UCZ congregations are not likely to be involved in development activities. The response to lay training activities is very good.
- II. Key problems
- Church work is not integrated into general GSDP activities
- present part time involvement of reverend in church work is a limiting factor to effectiveness of programme
12. Objectives for medium term planning:
- to establish regular working relations with UCZ lay training programme in Southern Province
13. Objectives for long term planning:
- depend on policy decision on further cooperation GM - UCZ
14. General comments: Since programme has always been a part time job of the GM reverend, programme planning and implementation depends to a great extent on the person and the type of involvement into other GSDP activities. Clearer GM policy will be needed.

Probl. Integr. in GDP

z.B. kein Proj. i. z. Gem.

Verh. Ghr - VCZ:

(nicht unterschätzen an, sd. auf dem Boden - Belief wertlos für,
weil einziger Schlüsselpunkt GDP - ^{in Gerichte} ~~ist~~ statt. Loop.

TEEZ als kleiner Zoonfeld., Beitrag des Ghr
keine Loop., auch personell, nicht nur finanziell:

- Med. Hilfe f. d. Sonntage, Gel. Tests etc.
- Training v. L. u. R. in Finanzwesen
- baut. Wissen v. GDP aus
- Transporthilfe f. VCZ

Exk. Malen vereinb. mit VCZ machen

Zus. ab. mit VCZ ist integrierter Bestandteil d. Ghr Arbeit im
Projekt -> TEEZ Zoonf.

Von Zamb. Seite wird wie ab. beide im Projekt angesehen,
entspr. Verhalten

Transportantrag: verbleibt bis nach Zamb. Seite

Leit. Oluj u. Nyam TEEZ - Loop. bepr.

Clund Work als integraler Bestandteil des Proj. wie fern, ist,
und nicht extra Komponente.

VCZ als Partner

Die Entscheidung, ob Clund Work Teil des GDP sein soll,
müß von beiden Vorkommen !!

G S D P P R O G R A M M E S

1. Name of programme: Tonga Museum and Crafts Project (TMCP)(Gwembe S.
2. Type of programme: Self-supporting society (planned)
3. Main objectives: cash
 - to provide an additional source of income to local artisans
 - to develop crafts production in the area
 - to develop local artisanal skills
 - to preserve the cultural heritage of Valley Tonga people
 - to contribute to the development of awareness of cultural identity among Valley Tonga
4. Year of start: early 70ies/ 1988
5. Brief history:

The crafts programme and collection of traditional artefacts was started by GM in the early seventies and was continued on a low scale until 1987. Since then, the Dutch Government and SNV took over in terms of funding and sending personnel. The Tonga Crafts programme was reorganised and a museum was put up in Choma. A local registered society was formed in 1988. The project is meant to operate in all Southern Province. However, Gwembe South will remain the most important part of project operations during the initial stage and during the coming years.
6. Planned end of programme: until local society is entirely self-supporting. (Dutch involvement granted until 1996).
7. Organisational set-up:

Board - TMCP director - staff - local artisans. Both organisations (TMCP/GSDP) are mutually represented in their decision making bodies (staff meeting/board).
8. Staff position by category
 - a) national

programme: I crafts officer, I crafts assistant, I cleaner, I caretaker, 2 general workers, 3 skilled workers, 2 watchmen

total: II
 - b) expatriate

SNV I project coordinator, I museologist

total: 2
 - c) further perspectives: employment of I Senior crafts officer, I museum assistant, I extension worker, 2 more junior staff
9. Expenditure/funds
 - a) 1989

other donor funds Dfl. 170,000.00

self-generated income: K 15,000

stock value/saving K 80,000

annual turn over: K 50,000
 - b) 1990 (budgeted)

other donor funds Dfl. 380,000

self-generated income: K 80,000

stock value: K 100,000

annual turn over: K 250,000
 - c) further perspectives for fund requirements:

It is planned to cover 50% of all museum expenditure and 100% of all crafts programme expenditure by self-generated income. Substantial donor funds (Dutch Government) are granted until 1992. Thereafter, supplementary funding may be granted by Dutch Government if approved. Other supportive sources will have to be found on the long run.

for museum

I0. Target group

- a) area of operation: Gwembe South
- b) participants: appr. 500
- c) people directly affected: local customers of crafts
- d) indirectly affected (family members) 2500
- e) general comments:
participants are men and women, production units on household basis are emerging. An increasing number of participants can be expected. Traditional artisanal skills are improving due to strict quality control on offered crafts for programme. Almost forgotten traditional crafts production is being revived by operations of programme.

II. Key problems:

- a building up a viable institutional set-up
 - heavy dependency on expatriate managerial skills
 - formation of a sound financial basis for museum operations

I2. Objectives for medium term planning (1990 - 92)

- to make crafts programme organisationally and economically self-supporting
- to establish a reliable intake network for crafts within Gwembe South
- to reach a monthly crafts intake worth K 40,000
- to ensure basic functioning of Tonga Museum (display, storing, documentation etc.).
- to start organizing regular cultural events on local level
- to organize seminar/workshops on crafts on local level

I3. Long term objectives

- to ensure organizational and economic sustainability of Crafts programme
- to ensure professional management of Tonga museum
- to establish a viable institutional frame work for Tonga Crafts and Museum Project

I4. General Comments

The programme in its present way of operation is in its 2nd year of implementation. External (Dutch) support is only ensured up to 1992. Further Dutch involvement in programme can be assumed.

*Tonga Co - als eigenband. Organis. möchte in af-
hanges Mitglied i. GSDP bleiben. Mr. Masson und Ulenel
sind Mitgl. des Tonga Co. Board
"Application"*

G S D P P R O G R A M M E S

1. Name of programme: GSDP workshop

2. Type of programme: Service programme

3. Main objectives: - to provide mechanical services to people in Gwembe South (repairs, maintenance)
 - to design and manufacture simple spares and implements
 - to serve as central workshop for GSDP programmes and Nkandabbwe Camp

4. Year of start: 1974

5. Brief history: The workshop was established by GM which provided funds and expatriate workshop supervisors until 1983. The workshop operated as a service unit for GSDP (equipment, vehicles) and the public (bicycles, farm implements). Since 1979 small projects on appropriate technology (turbine at Nkandabbwe lake, bio gas plant) were implemented. At times, local mechanical skills were identified and trained on the job up to trade test. Since 1983, the workshop was headed by a Zambian civil servant and was entirely funded by GRZ.

6. Planned end of programme: depending on ~~xxxx~~ future of GSDP

7. Organisational set up:

GSDP staff meeting - workshop supervisor, workshop staff - customers

8. Staff position by category:

a) national

GRZ 2 agriculture engineers, 3 welders (incl. water programme officer), 1 mechanic, 1 stores clerk
 1 pump attendant
 Total: 8

9) Further perspectives for personnel requirements:
 Supplementary training of staff will be required (visiting tours, short courses)

9. Expenditure/funds:

a) 1989 emoluments operational training capital total
 GRZ
 self generated: 20,723 x)
 x) channelled to Min. of Finance

b) 1990
 GRZ 20,000 143,000 -- 30,000 193,000
 self generated: appr. 100,000

c) Further fund requirements:
 Replacement and purchase of equipment, operational costs

10. Target group

- a) area of operation: Gwembe South
- b) target group: farmers, GSDP programmes, various customers
- c) people directly affected by programme: according to jobs done: hirees of private farm implements, users of hammer mills and hand grinders, users of transport (offices, lifts, transport of supplies), users of GRZ lorry (schools, local farmers, shopkeepers), beneficiaries of camp maintenance (GSDP staff members and GSDP programmes for offices, stores etc., people from surrounding villages for water supplies).
- d) people indirectly affected: family members and customers
- e) General comment on target group: local farmers are in great need of workshop services for repairs of farm implements

- II. Key problems:
- late release of GRZ funds hamper workshop operations
 - unstable prices make purchases by GRZ admin. procedures difficult
 - dependency on transport for procurement of materials and field work

I2. Objectives for medium term planning:

- to expand workshop activities to carpentry, tanning and construction of improved rural structures (e.g. storing facilities on village level)
- to organize short training courses on maintenance of farm implements and simple tanning
- to organize regular mobile workshops on village level
- to continue present activities

I3. Objectives for long term planning: depending on future plans ~~xxxxxxxx~~ for GSDP

I4. General comment: GSDP workshop is the only public metal workshop in the area (besides Maamba mines).

G S D P P R O G R A M M E S

1. Name of programme: Small Scale Viallge Industries Programme
2. Type of programme: Extension programme
3. Main Objectives:
 - to identify and organize local artisans
 - to assist with establishing and monitoring local production units
 - to organize and provide further training facilities for local artisans
 - to identify potentials of local markets for promotion of further small scale production
 - to assist local production units with organizing their raw materials supplies
4. Year of start: 1987
5. Brief history:

As a reaction to the collaps of Gwembe South Builderxs Cooperative, the programme was started on small scale with skilled local artisans. The groups were expected to stand on their own feet right from the beginning with minimum assistance of the programme in form of provision of staring capital on loan basis and some management training. After a vacancy in the post of the technical adviser since December, 1987, the programme started afresh in May, 1989 after the arrival of a new technical adviser.
6. Planned end of programme: open (6 - 10 years)
7. Organisational set-up:

GSDP staff meeting - programme officer (adviser) - advisory committee (planned) - crafts groups
8. Staff position by category
 - b) Expatriate
 - other I technical adviser (GVS)
 - c) Further perspectives for personnel requirements:

I technical adviser will be sufficient
9. Expenditure/ funds

	emoluments	operational	training	cpaital	total
a) 1989					
GM	---	72,250.50	---	--	72,250.5
b) 1990 (budgeted)					
GM		9,500	18,000	--	27,500
other donors (GVS)					800,000
total					800,000 807,000
c) Further perspectives for fund requirements					
Building up a revolving fund of K 800.000 in near future for provision of starting captial for local production units					
10. Target groupx
 - a) area of operation: Gwembe South Sub-District
 - b) number of participants: 12
 - c) number of people directly affected: customers
 - d) number of people indirectly affected: 40
 - e) General comments on target group

Participants are mainly male school leavers and skilled local artisans who need workshop facilities. All do farming beside their artisanal activities. Average age is mid-twenties.

II. Key problems:

- availability of needed materials and specific tools
- transport facilities

I2. Medium term objectives (1990 - 92)

- formation of about 6 carpenter groups
- establishment of 2 - 3 metal workshops
- training of tanners and leather workers
- completion of Sinazeze Crafts center

I3. Long term objectives (1990 - end of programme)

- to make production units ~~in~~ self-supporting in all aspects
- to establish most needed trades in Gwembe South

I4. General comments

G S D P P R O G R A M M E S

1. Name of programme: Rural works programme
2. Type of programme: Service programme
3. Main objectives:
 - to maintain and improve infrastructure in Gwembe South
 - to assist local self-help activities with technical advise and supervision
 - to supplement District Council activities in the field of infrastructure (e.g. maintenance of feeder roads and public buildings)
4. Year of start: 1986
5. Brief history:

The programme was launched to assist people at Kafwambila area with constructing a new road from Kafwambila to Siawaza. In the course of these works the need for maintaining feeder roads was seen by GSDP and the programme was planned to be continued. While working in the ~~fixxi~~ area, also the need to assist local self-help groups (e.g. schools) with technical advise and supervision of construction works was discovered.
6. Planned end of programme: open
7. Organizational set-up:

Staff meeting - programme officer - casual workers/self-help groups
8. Staff position by category:
 - a) national

GRZ I programme officer/works supervisor
casual workers
 - b) expatriate nil
 - c) further perspectives for personnel requirements:

Employment of an assistant supervisor
9. Expenditure

	emoluments	operational	training	capital	total
a) 1989					
GRZ		25,000.00			25,000.00
GM		105,547.67	--	--	105,547.67
Other donor funds		140,539.37	---	--	140,539.37
Total					271,087.04
b) 1990 (budgeted)					
GRZ	6,300.00				6,300.00
GM	10,000.00	30,000.00	--	10,000.00	50,000.00
Other donor funds		767,600.00	--	--	767,600.00
Total					823,900.00
c) Further fund perspectives for fund requirements					
The programme will have to be funded mainly by other donor funds which have to be applied for specific projects.					
10. Target group
 - a) area of operation: Gwembe South Sub-District
 - b) Number of participants: varies according to project
 - c) Number of people directly affected: all villages that benefit from improved infrastructure facilities
 - d) Number of people indirectly affected: Extension services, traders
 - e) General comments on target group: Except from schools (PTA), it is usually difficult to motivate people to start self-help projects (especially for road construction). Therefore, the programme uses paid labour recruited from nearby villages.

II. Key problems:

- a) programme implementation
 - limited availability of transport for carrying materials
 - limited supervising capacities
 - occasional non-availability of materials (e.g. cement)

b) long term sustainability

- heavy dependency on GSDP logistics (financial administration, purchases and transport of materials)
- heavy dependency on GM as NGO for access to other donor funds
- limited capacities of District Council to implement infra-structural project

I2. Objectives for medium term planning (1990 - 1992)

- to identify feasible projects
- to improve cooperation with District Council offices
- to maintain adequate staffing of programme

I3. Objectives for long term planning (1990 - end of programme)

- to plan for gradual handing over of programme to District Council

I4. General comments:

G S D P P R O G R A M M E S

1. Name of programme: Water Development Programme
2. Type of programme: Service Programme
3. Main Objectives:
 - to assist local communities to overcome draught caused problems with water supply for domestic and livestock use
 - to clean, deepen, maintain and service existing wells and boreholes in the area
 - to provide materials and technical supervision for maintaining and sinking wells on self-help
4. Year of start: 1975
5. Brief history:

The programme was started in response to the severe problems with sufficient water supply in the area. In the first years, a good number of wells and boreholes were sunk or maintained by the programme. Due to lack of adequate technical expertise the programme continued slowly with maintaining existing wells and boreholes. Until 1986 the programme was directly under GM administration, thereafter attached to VSP and is now a GSDP programme of its own.
6. Planned end of programme: open
7. Organizational set-up:

GSDP staff meeting - programme officer - casual workers/self-help group
8. Staff position by category:
 - a) national

GRZ	I Assistant Water Dev. Officer
GM	casual workers
 - b) expatriate nil
 - c) Further perspectives for personnel requirements:

Close cooperation with District Council personnel.
Employment of 1 works supervisor/ Training of staff
9. Expenditure

a) 1989	emoluments	operational	training	capital	total
GRZ					
GM	60.00	41,330.35	--	--	41,390.35
Total:					
b) 1990 (planned budgeted)					
GRZ	6,300.00	1,500.00	--	--	7,800.00
GM	7,000.00	68,000.00	--	45,000	120000.00
Total:					127800.00
c) Further perspectives for fund requirements	Depending on implementation capacities, other donor funds may be required				
10. Target group
 - a) Area of operation: Gwembe South Sub-District
 - b) Number of participants: depending of self-help project
 - c) Number of people directly affected: All families depending on well or borehole
 - d) Number of people indirectly affected
 - e) General comments on target group: Education on proper water utilization would be required.

II. Key problems:

- availability of materials (cement, chains)
- unsufficient supervision facilities of casual workers
- heavy dependency on GM funds and administration
- weaknesses of DC administration in the field of water development

I2. Medium term objectives (1990 - 92)

- to continue present programme implementation
- lining of 3 existing wells p.a.
- to train and monitor local people to maintain wells regularly
- to strengthen cooperation with relevant offices of DC

I3. long term objectives (1990 - end of programme)

- to establish a reliable monitoring and maintenance system for water supplies in Gwembe South
- to strengthen DC operational facilities in the field of water development
- to gradually integrate GSDP water dev. programme into DC structures.

I4. General comments:

Extension work on water utilisation and maintenance of local water supplies in cooperation with other programmes/offices (e.g. Health Dpt) would be recommendable.

- GT & Santo District water progr.

- Close co-op. with DC

Bei der Muschikly war den Dörfern versprochen worden, die Wasserstellen werden vom DC gewartet.

Wie Wasserstellen verlassen, od. wie i.d. Trockenzeit genutzt, sind Dörfer und einbezogen

Water progr. in DC integrieren?

ca 80% der Valley Bevölk. versorgen s. aus Flüssen

I. BACKGROUND INFORMATION

1. Gwembe South Sub-District

Before the Lake Kariba resettlement in the late fifties, the Gwembe Valley was one of the remotest areas in Zambia. Because of the adverse climate and extremely poor road conditions the Valley Tonga lived almost cut off from the rest of the country on the basis of their subsistence economy mainly along the river banks of the Zambezi. Government officials, missionaries and traders would occasionally enter the valley, migrant workers and visitors to relatives on the plateau (especially at times of famine) would leave the valley for some time and come back thereafter.

The construction of the Kariba dam required the resettlement of most valley population, because large areas were being inundated after the dam was closed. Prior to the resettlement, the infrastructure in the valley was substantially developed by construction of roads, wells, schools and other public buildings. However, these efforts made by the government could hardly compensate the loss of the most fertile soils as a consequence of the formation of the lake and numerous other problems the Valley Tonga encountered after resettlement.

The well established social system and the traditional mode of production were seriously disturbed and had to be re-established under rather new and less favourable conditions. Due to the loss of the now inundated land and the growing population, the land pressure increased while the natural environment deteriorated. The introduction of cash crops and cash economy subsequently integrated the valley rapidly into the national market.

Even today, agriculture and stockholding (cattle and goats) are still the main source of income. However, decreasing soil fertility, erratic rain falls and population growth make it more and more impossible to provide enough food and income to meet the costs of living. Other sources of income like fishing, crafts and trades are developing but they are limited by a low standard of artisanal skills, insufficient starting capital and expensive and unreliable transport. It can be assumed that about 60 to 80 % of the total population in Gwembe South has to live below the poverty line.

Timely supplies of agricultural inputs and implements is hardly assured and create further problems. Services to be rendered by government services and parastatals (like the Cooperative Union which is in charge of input supplies and marketing of cash crops) are seriously handicapped by lack of funds, transport shortages and management problems. The activities of the District Council is being restricted more or less to general administration.

In the absence of a sufficient amount of locally grown subsistence crops, the majority of farm families in Gwembe South depend on external supplies of maize or mealie meal and other basic commodities. A poorly maintained road network and heavy transport problems during the rainy season (i.e. the months before harvest) cause famine even if cash is available. In remote villages (especially in Mweemba area) people have to walk between 60 to 90 km to reach the nearest shops.

Inadequate water supplies for domestic use and livestock cause serious problems, too. Next to malaria, malnutrition and use of polluted water for drinking are major causes of poor health conditions, especially during the rainy season which is the busiest time for an average farm family. Venereal diseases and AIDS are increasingly spreading. On the other hand, the few Rural Health Centers sometimes even lack the most essential drugs, like chloroquine or antibiotics.

However, for the last 20 years, also the formal sector has developed. Commercial fishing companies and the big farm at Sinazongwe (GVDC) employ hundreds of unskilled workers, Maamba Collieries absorbs a great number of skilled and semi-skilled labour as well. In addition, government services and parastatals provide a good number of places to work. Though most of this employment is not permanent but often seasonal or on short term and forces the labourer to return to agriculture after some time or to look for employment elsewhere. In general, the impact of the formal sector on the development in Gwembe South is still rather limited.

As compared with Gwembe North Sub-District, there are only a few donor agencies operating in Gwembe South. The GWEMBE SOUTH DEVELOPMENT PROJECT (GSDP) was the only development agency for a long time since it was started in 1970. The CHURCH OF CHRIST started a small development project at Nyanga (now ended) and the CATHOLIC CHURCH at Maamba got involved in health care and home economics for women. In 1986, WORLD VISION INTERNATIONAL opened a branch in Gwembe South which is supporting selected foster children, various self-help projects and health care (immunization). AFRICARE started a small agricultural project for some farm families which were displaced in the course of the establishment of GVDC. The German Society for Technical Cooperation (GTZ) is mainly operating in Gwembe North but may also support some projects in Gwembe South in the implementation phase of the Gwembe District Development Plan.

2. Gwembe South Development Project (GSDP)

The Gwembe South Development Project was started as a joint venture of the Government of the Republic of Zambia/Ministry of Agriculture and the Gossner Mission of the Federal Republic of Germany in 1970. The original objective was to start a pilot scheme for agriculture under irrigation as one means to increase agricultural production in the Gwembe Valley. This pilot scheme was established at Siatwiinda and was funded by GRZ whereby Gossner Mission sent expatriate professional personnel.

As a consequence of the Gossner Mission philosophy to address man by a wholistic approach, the Gwembe South Development Project as a multifaceted rural development project was founded in 1972. Responding to the most urgent needs as observed in Gwembe South, GSDP embarked on quite a number of programmes:

AGRICULTURE:

Promotion of irrigated and dry land farming by management assistance to existing smallholder irrigation schemes, input supplies (seeds) and promotion of credit unions and savings associations.

CRAFTS PROMOTION:

Sale of traditional Tonga crafts, establishment of workshops for local artisans, GSDP metal workshop.

SOCIAL DEVELOPMENT:

Formation and monitoring of women clubs, promotion of self-help groups and cooperatives on village level, UCZ church work and lay training.

HEALTH:

Support of various health programmes in cooperation with Sinazongwe hospital, support of "Under Five Programme" on nutrition in cooperation with Rural Health Centers.

INFRASTRUCTURE:

Maintenance and construction of feeder roads, maintenance/sinking of wells and boreholes, construction of clinics schools and other buildings.

TRANSPORT AND SUPPLIES:

Hiring out GSDP vehicles to farmers, shopkeepers and development agencies, sales of mealie meal/maize and other basic commodities in remote areas, management and logistic support of relief programmes.

GSDP programmes are designed to assist local communities on village level to overcome most urgent problems by making better use of locally available materials and manpower. The ultimate aim is to establish economically and organizationally self-supporting productive units which can sustain on the long run. Experience show that this objective is more likely to be achieved if these units are relatively small, avoid sophisticated management and are based on personal interest of the participants.

Some of the GSDP initiated projects have developed into independent societies or programmes. Maaze Consumer Cooperative has become a business of its own. Local credit unions are incorporated into CUSA/ZAMBIA. The Tonga Museum and Crafts Project is being re-organized and is now supported by the Dutch Government. Smallholder irrigation schemes at Buleya Malima and Nkandabwe are economically self-supporting and are heading towards sustainable self-management in the framework of a cooperative.

GSDP is considered by Gossner Mission as an instrument of facilitate long-term development in Gwembe South, based on utilization of local resources and the initiative and interest of people on grassroot level. The success of such progress in development, of course, is greatly dependent on the general conditions in Zambian society. In view of the critical state of the national economy, exploitation of local resources, manpower development and mobilisation of initiative on grassroot level seems to be the most appropriate way to achieve improvement of living conditions of people in Gwembe South.

After 20 years of existence and experience, GSDP has now entered into a new decade of development work in Gwembe South. Gossner Mission Head Quarters has firmly expressed its readiness to continue sending expatriate personnell and funding GSDP operations for the next 10 years. It is hoped that GRZ will also continue to support GSDP operations. This 10 years operational plan shall serve as a basis for further development work in one of the mos disadvantaged areas in Zambia.

II. GENERAL PROJECT OUTLINE FOR 1990 - 2000

1. GSDP Objectives

- A. GSDP assists people in Gwembe South to improve their living conditions by better utilization of the existing potentials (material and human resources) within the area by an integrated approach.
- B. GSDP programmes aim to facilitate the formation and effective operation of economically self-supporting production units, trades, and other self-help activities on grassroot level.
- C. GSDP supports initiatives to strengthen the role of women in the process of rural development.
- D. GSDP supports initiatives to preserve and rehabilitate the natural environment within Gwembe South.
- E. GSDP supports local initiatives to promote material, social, cultural and spiritual development among people in Gwembe South.

2. GSDP Development Approach

- A. GSDP programme implementation is based on the needs, interest and initiative of the people concerned.
- B. GSDP programmes aim to identify and develop local skills and to organize small groups for self-employment or other income generating activities and thus, create income and supply the local market at the same time.
- C. Projects or other ventures supported by GSDP are planned in a way that they are financially self-supporting or at least cost covering in order to avoid dependencies on external aid. Assistance will be given mainly as starting capital (preferably on loan basis), training and monitoring/professional advise.
- D. The development of regional sub-centers shall be supported by concentrating production units and trades at certain strategic geographical points. In this way, supplies and services for surrounding villages can be easier facilitated and realised surplus capital can be re-invested more easily.
- E. GSDP programmes shall be implemented by an integrated approach in cooperation with District Council and other GRZ Offices and development agencies.

3. Priorities for GSDP Programmes

Although GSDP aims at promotion of development in the whole of Gwembe South, efforts have to be concentrated on specific fields and areas. Based on experiences made during the history of the project and on the knowledge about the present situation in Gwembe South, the following programmes will be implemented by GSDP for the coming years:

A. Agriculture

- Management assistance and monitoring of smallholder irrigation scheme at Buleya Malima and Nkandabbwe until economic and organizational sustainability.
- Promotion of better utilization of local water resources for small scale farming, domestic use and livestock.

B. Promotion of Self-Supporting Small Scale Village Industries

- Assistance to establish self-supporting rural workshops.
- Assistance to better utilization of locally available materials.
- Training of local artisans and management training for production groups.

C. Female Extension

- Assistance to self-organization of women (women clubs, production groups) for social and income generating activities.
- Training of women in fields of agriculture, home economics, health care etc.
- Integration of women affairs into other GSDP programmes.

D. Self-help Promotion

- Support to local initiatives to organize transport and supplies of basic commodities effectively.
- Trading in agriculture inputs (seeds) and implements in cooperation with District Cooperative Union.
- Assistance to planning and implementation of self-help projects and initiatives.

E. Church Work

- Assistance to UCZ lay training programme.
- Assistance to self-help activities of christian congregations in Gwembe South.

Some GSDP programmes will have to operate wherever favourable conditions for programme implementations are found. Under the aspect of regional planning, however, the following places should be considered for development of regional sub-centers:

Sinamalima / Buleya Malima / Sinazeze / Siabaswi / Siameja

At all these places a school, a clinic, some shops and extension services are already operating which serve the surrounding villages. Except for Buleya Malima, all these emerging centers are located along the main roads and are accessible almost throughout the year. Therefore, these are ideal places to for development of crafts and trades which will find a ready market for their products and goods, and transport problems can be reduced. The emergent townships at Maamba and Sinazongwe are already established regional centers.

4. GSDP Staff

In principle, GSDP programme shall be manned by 1 expatriate programme officer and 1 locally recruited counterpart who jointly shall be responsible for programme planning and implementation. In such a combination, profound knowledge about the social and cultural background including command of Tonga language can be combined with expatriate professional expertise and thus, meet the necessary staff requirements for a successful programme implementation.

Those programmes which have developed their own management set up (irrigation schemes, VSP) require, of course, more staff. Such staff must be considered as part of a self-supporting structure which is expected to remain after GSDP involvement will have ceased.

On the whole, there are different categories of employment within the GSDP:

Gossner Mission employed:

- a) expatriate professionals
- b) local counterparts for GSDP programmes
- c) local junior staff for GSDP administration and operations

GRZ employed:

- a) GRZ senior staff for GSDP coordination and administration
- b) senior staff attached to GSDP programmes
- c) junior staff for GSDP administration

GSDP programmes (project) employed:

- a) self-employed staff
- b) programme (project) management staff
- c) programme (project) junior staff

5. GSDP Funds

As GSDP programmes will focuss on extension (social organization and training), major capital investments will not be required. Project funds will mainly be spend on:

- a) Emoluments
- b) GSDP operations (transport, administration)
- c) training (workshops, courses, training materials)
- d) programme promotion (starting capital or assistance)

GSDP will continue to operate on the basis of a mixed funding system. Sources of project funds will be:

Gossner Mission:

Gossner Mission will allocate approximately DM 150.000,- (about Kw 3.3 mio) per annum to GSDP (excluding overhead costs for expatriate personel). This amount will suffice for covering most of the recurrent project expenditure.

GRZ:

GRZ is expected to continue contributing recurrent expenditure for GRZ personnel (emoluments). In case of needs arising for capital investment, respective applications will be submitted.

Other donor funds:

In case of cooperation with other donor agencies in one of GSDP programmes or extraordinary fund requirements may arise from GSDP programme implementation, other donor funds will be applied for. Also in the past, GSDP operated with other donor funds (EEC, German or Dutch Government, German Church funds).

Gossner Mission and other donor funds will be handled by Gossner Mission administration within GSDP, and financial statements will be attached to project progress reports.

GRZ funds will be controlled and administered by the Office of the P.A.O..

GSDP budgets estimates for the next coming year will be submitted to Ministry of Agriculture and Gossner Mission Head Office.

6. Organizational set-up of GSDP

GSDP senior staff (expatriate programme officers and their counterparts) are responsible for implementation of their programmes on the basis of agreed programme planning and the respective budget allocation.

All GSDP senior staff sit monthly for the GSDP staff meeting. The staff meeting is the main consultative and coordinating body within GSDP. Planned programme implementation, programme progress reports and project matters of general importance and interest are brought to the staff meeting for discussion and approval. Representatives of affiliated organisations to GSDP may attend staff meetings as invitees if the staff meeting decides so.

The GSDP Executive Committee deals with project administration or other subjects assigned by the staff meeting. Members of the Executive Committee are elected by the staff meeting.

The Chairman of the Gossner Mission Team and his Zambian counterpart are responsible for GSDP project management. This includes project planning and coordination, project administration, monitoring of GSDP programmes, compilation of budget estimates and progress reports, project representation, official contacts to relevant offices and other agencies.

According to the Agreement of Cooperation between GRZ/Ministry of Agriculture and Gossner Mission, GSDP operates under the direction of the Gwembe District Council. Technically, GSDP operates under the P.A.O./Southern Province. Close cooperation with all relevant GRZ offices will be maintained.

III. GSDP PROGRAMME PLANNING

1. Irrigation Schemes

1.1. Buleya Malima Irrigation Scheme

1.1.1. Background information

Buleya Malima Irrigation Scheme was started as a pilot scheme by the Project Division in 1970. It comprised a 17,5 ha trial unit, a 3 ha citrus orchard, and 54 ha to be used by local farmers. In 1977, the scheme management was taken over by the Department of Agriculture, and was again shifted to GSDP in 1980. Due to early 80th drought, the scheme was not in operation in 1983/84. A comprehensive rehabilitation of the scheme was started in 1985 which was completed in early 1990. A new intake was constructed, the water supply system was rehabilitated, electricity was brought to the scheme, and the area under cultivation was extended to 45 ha, providing plots for 150 farmers. The management system was re-organized and the organizational set-up was established in a way that it meets the requirements for formation of a registered cooperative.

Today, Buleya Malima Irrigation Scheme is financially self-supporting, i.e. All operational costs including depreciation are covered by the scheme's income. Farmers grow two crops per year on their plots. The average gross margin per farmer has been calculated at K 28.235,00 for 1990. In addition, the scheme provides the means for safe production of food crops (maize) which is of particular importance for the Gwembe valley.

In future, GSDP assistance to Buleya Malima Irrigation Scheme will focus on strengthening farmers abilities in adequate decision making, on improving managerial skills of the staff to ensure smooth running of the scheme and on agriculture/horticulture irrigation extension and water management.

Based on the substantial income generated by the scheme, Buleya Malima has the potential to embark on other activities which can enhance development of the area. The availability of cash (starting capital), electricity and motivated people provide the ground for other income generating ventures and improvement of living conditions. To monitor such further developments will also be the concern of GSDP staff attached to Buleya Malima Irrigation Scheme.

1.1.2. Objectives

- to strengthen farmers decision making skills for making the scheme organizationally self-supporting;
- to improve the managerial skills of the management staff;
- to train farmers for improved agricultural/horticultural production and water management;
- to consolidate the financial administration of the scheme;
- to monitor further income generating ventures and other development activities undertaken by farmers of Buleya Malima area.

1.1.3. Staff

The scheme has its own staff which is partly GRZ employed and partly employed and paid by the scheme itself.

GRZ supports the scheme by posting 1 scheme manager, 1 crop production officer, and 4 junior staff.

7 more junior staff are employed by the scheme.

1 technical adviser under Gossner Mission contract will be attached to the scheme until final handing over.

1 horticulturist under Japanese JOCV contract for horticultural extension at the scheme will be attached until 1992.

On medium term, possibilities shall be explored whether the scheme can also employ and pay its own management staff.

1.1.4. Funds

Except from externally paid staff (GRZ, Gossner Mission, JOCV) Buley Malima Irrigation Scheme is financially self-supporting.

The income from the citrus orchard (1989: K 108.000,-) is kept for future replacement of technical equipment (e.g. pumps) and other major expenditures while the water fees paid by plot holders (1989: K 58.000,-) are planned to cover the operational costs of the scheme (operational costs could be reduced considerably after changing from diesel pumping to electric pumping.)

The 3 t lorry owned by the scheme is operated on a cost covering basis including depreciation.

1.1.5. Planned end of programme

It is hoped that by 1995 organizational self-supporting of the scheme can be achieved and the scheme can be run by the scheme management under the direction of the farmer's cooperative without the assistance of an external adviser. However, a remote control system on management and financial administration will have to be established.

In case some other development projects evolve as a result of the favourable impacts of the scheme, GSDP involvement may have to be continued even after the final handing over of the irrigation scheme.

1.2. Nkandabbwe Irrigation Scheme

1.2.1. Background Information

Nkandabbwe Irrigation Scheme was established in the mid-fifties as a 3 ha gravity fed irrigation scheme. In 1967, the dam was blasted in connection with the nearby coal pit's operations and the scheme came to a standstill. In the early seventieth, GSDP rehabilitated the scheme by constructing a new dam and by rehabilitating the canal system, and the scheme started to operate again. In the beginning of the eightieth, the dam was raised and re-inforced which made it possible to extend the scheme by 7 ha to 10 ha. In 1984, the scheme was handed over to the plotters who managed to run the scheme on their own thereafter. The scheme management is handled by an elected Farmer's Executive Committee (FEC) which is responsible for plot allocation, organizing scheme maintenance on self-help (e.g. fencing, canal repairs etc.), water management, financial administration, input purchases, and organization of produce sales.

The scheme has 84 farmers, the plot size is 0,1 ha. The scheme is used for 3 seasons a year. Maize is grown during rainy season, and vegetables during dry season. Growing of field crops (wheat, dry beans) during dry season instead of vegetables would reduce marketing problems. It is technically possible to extend to scheme to altogether 40 ha if the dam would be raised by 3 meter. Since such an extension would consequently increase management problems, it should only be undertaken by the farmers themselves when they are strong enough to handle it.

Due to the simplicity of the scheme's technology, scheme management can be dealt with by the farmers themselves. However, a technical adviser (NRDC/GRZ) should be posted at the scheme to advise farmers on improved water management, planning of cropping pattern, improved agricultural methods and record keeping. Posting will be necessary for about 4 - 5 years. Posting of an expatriate technical adviser will not be necessary. Technical supervision can be provided by the technical adviser of Buleya Malima Irrigation Scheme.

The scheme is economically and organizationally self-supporting but lacks a legal frame work. Registration as an irrigation cooperative and of respective land title deeds is still to be done. GSDP should remain as a supporting organization on stand by for another 5 years.

1.2.2. Objectives

- to assist farmers to register as an irrigation cooperative,
- to assist farmers to develop improved marketing strategies,
- to assist farmers to improve water management and maintenance of the scheme,
- to assist farmers to apply improved cultivation methods.

1.2.3. Staff

One GRZ irrigation engineer (NRDC) should be posted at the scheme or, alternatively, a qualified and committed Agriculture Assistant.

A water attendant is employed by the scheme.

1.2.4. Funds

The scheme being financially self-supporting does not need external funds. Only major repairs (e.g. on the dam) would require financial assistance. Operational costs of the scheme have been estimated for at K 22.000,- for 1990 which will be paid by the farmers themselves (water fees per farmer/year are K 250,-).

In 1989, the total turn over of the scheme was estimated at K 250.000,- (K 2,976 per farmer). Total expenditure was estimated at K 50.000,- (K 595,- per farmer), leaving a gross margin of K 200.000,- (K 2,381 per farmer).

1.2.5. Planned end of programme

Since the scheme has been managed by the farmers through their FEC for several years, very limited involvement of GSDP will be required. Latest in 1995 GSDP can completely withdraw from Nkandabbwe Irrigation Scheme.

2. Small Scale Subsistence Irrigation and Water Development

2.1. Background information

Improved utilization of available water resources during dry season is one important means of increasing agricultural production. Water resources are lake water, ground water and rivers or streams. Farmers in the Gwembe Valley do make use of these resources during dry season. After lake level starts receding in July/August the alluvial soils along the lake shore are used for Zilili gardening at some suitable sites. Gardening along some of the bigger rivers is widely known and practised, and some gardens have been put up next to existing boreholes and wells.

The programme is planned to assist small groups of farmers to better utilize these water resources and increase agricultural production during dry seasons. Before the actual start of the programme, a feasibility study will be carried out which will concentrate on the following subjects:

- distribution of soil quality and identification of suitable areas for irrigated farming during dry season;
- identification of appropriate technics to increase water supplies (wells, boreholes, weirs, dams);

- establishment of a forecasting system on rainfall and lake level movements for assessing available water resources for the coming season;
- development of appropriate cropping pattern;
- organization of input supplies;
- introduction of simple lifting devices;
- organization of water distribution for agriculture, domestic use and livestock;
- social organization for self-help activities (construction and maintenance of supply system) and water management.

According to the findings of this study, a pilot phase for the programme will be planned and implemented. After an evaluation of the pilot phase the implementation phase will be started.

2.2. Objectives

- to identify appropriate devices at right sites to increase water supplies for small scale irrigated farming, domestic use and livestock;
- to assist local farmers to improve their water supplies on self-help;
- to assist farmers to increase agricultural production by irrigated farming during dry seasons.

2.3. Staff

For the implementation of the pilot phase the programme will be staffed with one expatriate irrigation engineer and one Zambian counterpart. Further planning for staffing will depend on the outcome of the evaluation of the pilot phase.

2.4. Funds

In addition to the planned self-help component in the implementation of the programme, project funds will be needed for necessary materials (cement) and tools/equipment.

2.5. Planned end of programme

The pilot phase is being planned for 3 years (1991-1993). Thereafter, programme implementation will continue up to the end of the decade.

3. Valley Self-help Promotion Society

3.1. Background information

When GSDP was started in 1970, all its activities were supposed to be run under the Ministry of Agriculture. Since Gossner Mission tried to follow an integrated approach, various activities were started in other fields but agriculture (crafts promotion, health, infrastructure etc.). In order to set up an organizational frame for these non-agricultural project activities, VSP was formed and was registered as a local society in 1979. It developed its own set up and is now well-known in Gwembe South for supplying basic commodities and assisting projects on village level. VSP being an integral part of GSDP operations, is supported by Gossner Mission fundwise and by providing an expatriate technical adviser to support VSP management.

After having been involved in various activities in the past, VSP has concentrated its efforts on 3 fields in recent years:

- promotion of self-supporting community projects and other self-help activities;
- to assist local communities to plan and implement projects on self-help;
- to assist local communities with supplies of agricultural inputs, implements, basic commodities, and transport on cost covering rates.

3.3. Staff

At present, VSP has 11 full time staff and 10 part time depot agents under employment. 1 Gossner Mission contract holder assists the VSP management and works as counterpart to the VSP Coordinator. Further personnel planning will be done by VSP executive committee depending on the actual operations and needs of VSP.

3.4. Funds

In general terms, operations of VSP are self-supporting. In 1989, the total turn over amounted to K 1.464.724,10. Since the working capital of VSP is not sufficient to cope with additional activities (like emergency supplies of staple food or seeds), Gossner Mission funds are needed as short term loans for purchase of traded goods. In future, Gossner Mission funds will have to be made available to supplement costs for personnel, training, and transport. Also, financial contributions to self-help projects will have to be raised by Gossner Mission.

3.5. Planned end of the programme

VSP operations are expected to be continued self-supporting. Future involvement of GSDP in VSP activities will depend on further development of VSP. An expatriate technical adviser and provision of Gossner Mission funds should be planned, at least, until 1996.

4. Female Extension

4.1. Background information

Women in Gwembe South have been addressed by various GSDP activities in the history of the project. Health programmes of different types, teaching in cooking and nutrition, and production and income generating activities for women were initiated. Some of the activities were started by wives of Gossner Mission contract holders and ceased after the expatriate lady had left the country.

Since beginning of 1986, a female extension programme was started and was staffed with 1 GM expatriate and 1 GRZ counterpart. The programme focussed on setting up women's clubs as a mean to organize and train women in rural areas. 3 clubs at Siatwiinda, Sinanjola and Buleya Malima were formed and still exist. Needle work, cooking demonstrations and some income generating activities were the main subjects dealt with in the clubs.

In May/June 1990, a comprehensive evaluation of the GSDP female extension programme was carried out by the Institute of African Studies, Lusaka. On the basis of its findings the programme will be reviewed and re-planned. In view of the fact that women in Gwembe South are a prime, but unconscious force in determining development, more emphasis will be put on consciousness building, training and grouping of women. At the same time, women affairs have to be made an integral part of all other ongoing GSDP programmes.

4.2. Objectives

- to facilitate women's maximum possible participation in development activities;
- to facilitate discussion, conceptualization, and problem-solving among women regarding their situation;
- to train women, supporting and maximising their efforts towards improvement of their situation at home and in the community;
- to facilitate women's organization and cooperation by putting up women's clubs.

4.3. Staff

The programme shall continue with one expatriate officer and one Zambian counterpart.

4.4. Funds

Funds will be mainly required for training activities, including teaching materials. Other fund requirements may evolve in the course of further programme implementations.

4.5. Planned end of the programme

The programme as such shall be continued up to the end of the decade. However, direct involvement of programme officers in club activities should be limited to a certain period (e.g. 3 years) to give chance to other clubs to be opened.

5. Promotion of Small Scale Village Industries

5.1. Background Information

In the history of GSDP, promotion of small scale village industries played a major role and various attempts were made to assist local artisans with putting up small workshops on self-employment and serve the local market at the same time. However, most of these attempts failed mainly because of insufficient follow up and lack of continuity in programme implementation.

In 1989, a long term programme was started on promotion of small scale village industries. The aim of the programme is to facilitate the formation of small production groups who utilize local materials and produce for the local market. These groups are expected to operate self-employed and self-managed right from the beginning. Assistance is given by the programme in form of starting capital for tools and materials (given in kind and preferably on loan basis), management advise and training (on the job training or short courses).

Production groups or workshops should preferably be concentrated at regional sub-centers to be easily accessible for customers and to make cooperation among different groups possible. At present, carpentry, metal works, blacksmithing, tanning and leather works are the major crafts in operation or planning.

5.2. Objectives

- to identify and organize local artisans;
- to facilitate the formation of local production units/workshops;
- to provide monitoring services and technical advise until final self-supporting is achieved;
- to organize and provide further training facilities for local artisans.

5.3. Staff

The programme shall be manned by one expatriate programme officer and one Zambian counterpart.

5.4. Funds

A revolving fund is to be established for cases in which national lending organizations cannot provide loans. The project has to provide funds for training and needed constructions.

5.5. Planned end of programme

An evaluation of the programme should be made in 1991 after 3 years of implementation. Thereafter, the programme will be reviewed and continued up to the end of the decade.

6. Church Work

6.1. Background information

As a christian mission society, Gossner Mission understands it's development work as part of christian witness to man as a whole. In view of the existence of christian churches in Zambia and in line with Gossner Mission policy, not to form an own church, ecumenical cooperation has been maintained with the United Church of Zambia (UCZ) in particular, since Gossner Mission is one of the international partners of UCZ.

An ordained protestant reverend has always been working within the frame work of GSDP, having the status of an affiliated or seconded minister of UCZ. All reverends were partly involved in one of GSDP programmes and partly in church work,. Besides preaching at local UCZ congregations, emphasis was laid on lay training activities of UCZ and the interdenominational TEEZ programme. In addition, UCZ congregations in Gwembe South were assisted financially for special projects (e.g. church buildings).

This involvement in church work will continue in future. Possibilities should explored, however, how local congregations can embark on self-helb projects of productive and income generating nature.

6.2. Objectives

- to promote spiritual development and christian life among people in Gwembe South;
- to assist UCZ congregations with preaching and lay training activities;
- to represent Gossner Mission as a christian mission society.

6.3. Staff

One reverend under Gossner Mission contract will implement the programme in close cooperation with local UCZ ministers and the UCZ lay trainer for Southern Presbytery.

6.4. Funds

Limited funds will be required for training activities (teaching materials, seminars etc.). Special funding of other UCZ ventures will have to be agreed by Gossner Mission Head office.

6.5. Planned end of programme

Church work will be continued as long as Gossner Mission is working in Gwembe South.

DAS GWEMBE SÜD ENTWICKLUNGSPROJEKT

I. Allgemeine Informationen

1. Der Unterbezirk Gwembe Süd

Vor der Umsiedlung am Karibasee in den späten 50er Jahren war das Gwembetal eines der entlegendsten Gebiete in Zambia. Wegen des widrigen Klimas und extrem schlechter Straßenbedingungen lebten die Tal-Tonga fast abgeschnitten vom Rest des Landes, hauptsächlich entlang den Ufern des Zambesi. Subsistenzwirtschaft war ihre Lebensgrundlage. Gelegentlich besuchten Regierungsvertreter, Missionare und Händler das Tal; Wanderarbeiter und Leute, die Verwandte auf dem Plateau besuchten - besonders zu Hungerzeiten -verließen von Zeit zu Zeit das Tal, um danach wieder zurückzukehren.

Der Bau des Karibadamms erforderte die Umsiedlung fast der ganzen Talbevölkerung, weil große Gebiete überflutet wurden, nachdem der Damm 1958/59 geschlossen war. Vor der Umsiedlung bestand die Infrastruktur des Tales im wesentlichen aus Straßen, Brunnen, Schulen und anderen öffentlichen Gebäuden. Jedoch diese Anstrengungen, unternommen von der Regierung, konnten kaum den Verlust der zumeist fruchtbaren Böden, eine Folge der Bildung des Sees, aufwiegen; dazu kamen zahlreiche andere Probleme, denen die Tal-Tonga nach der Umsiedlung begegneten.

Das alt eingeführte Sozialsystem und die traditionelle Art der Produktion waren ernsthaft gestört und mußten unter neuen und weniger günstigen Bedingungen wieder aufgebaut werden. Durch den Verlust des überfluteten Landes und die wachsende Bevölkerung nahm der Landdruck zu, während sich der Zustand der natürlichen Umwelt verschlechterte. Die Einführung der für den Verkauf bestimmten Anbaufrüchte und der Geldwirtschaft integrierte folglich das Tal sehr schnell in den nationalen Markt.

Auch heute sind Ackerbau und Viehzucht (Rinder und Ziegen) noch die Haupteinkommensquellen. Jedoch machen es die abnehmende Fruchtbarkeit des Bodens, sturzbachartige Regenfälle und das Bevölkerungswachstum zunehmend unmöglich, genug Nahrungsmittel und Einkommen zu erwirtschaften, um die Lebenshaltungskosten zu tragen. Andere Einkommensquellen wie Fischerei, Handwerk und Handel entwickeln sich, aber ihre Möglichkeiten sind begrenzt wegen des niedrigen Standards handwerklicher Fähigkeiten, ungenügendem Startkapital sowie teurem und unzuverlässigem Transport. Eine Folge ist die Abwanderung, die sich auf das Vorhandensein guter Arbeitskräfte negativ auswirkt. Es wird angenommen, daß ein hoher Prozentsatz der Bevölkerung in Gwembe Süd unterhalb der Armutsgrenze lebt.

Rechtzeitige Bevorratung mit landwirtschaftlichen Produktionsmitteln und Geräten ist kaum sichergestellt und schafft weitere Probleme. Dienstleistungen durch Regierungsabteilungen und halbstaatlichen Unternehmen (wie der cooperative union, die verantwortlich ist für landwirtschaftliche Produktionsmittel und Vermarktung von Feldfrüchten) sind ernsthaft behindert durch den Mangel an Finanzen, durch Transportengpässe und Probleme im Management. Die Aktivitäten der Bezirksverwaltung sind mehr oder weniger begrenzt auf allgemeine Verwaltung.

Da die Menge an lokal angebauten Nahrungsmitteln nicht ausreicht, ist die Mehrzahl der Bauernfamilien in Gwembe Süd abhängig von fremder Unterstützung mit Mais oder Maismehl und anderen Grundnahrungsmitteln. Ein ungenügend unterhaltenes Straßennetz und schwere Transportprobleme während der Regenzeit - d.h. der Monate vor der Ernte - verursachen Hunger, selbst wenn Geld vorhanden ist. In entlegenen Dörfern, besonders im Mwemba-Gebiet, müssen die Menschen etwa 60 - 90 km zu Fuß gehen, um die nächsten Läden zu erreichen.

Ungenügende Wasserversorgung für Haushalt und Vieh verursachen ebenso ernste Probleme. Neben der Malaria, Bilharziose und inneren Wurmkrankheiten sind Fehlernährung und der Gebrauch unreinen Wassers zum Trinken die Hauptursachen für schlechte Gesundheitsbedingungen besonders während der Regenzeit, der arbeitsreichsten Zeit für eine normale Bauernfamilie. Geschlechtskrankheiten und AIDS breiten sich zunehmend aus. Auf der anderen Seite fehlt es den wenigen ländlichen Gesundheitszentren manchmal sogar an den wichtigsten Medikamenten wie Chloroquine u.a. In den letzten zwanzig Jahren hat sich jedoch auch der formale Sektor weiterentwickelt.

Gewerbliche Fischereigesellschaften und die große, kommerzielle Farm in Sinazongwe (die Gwembe Valley Development Company) beschäftigen hunderte von ungelernten Arbeitern; die Maamba Kohleminen beschäftigen eine große Zahl von ausgebildeten und halbausgebildeten Arbeitern. Zudem bieten Regierungs- und halbstaatliche Betriebe eine erhebliche Anzahl von Arbeitsplätzen. Aber ein Großteil dieser Beschäftigungsmöglichkeiten ist nicht dauerhaft. Oft sind sie saisonal oder durch Kurzzeitverträgen begrenzt. Die betroffenen Arbeiter sind gezwungen, nach einiger Zeit in die Landwirtschaft zurückzukehren oder an anderer Stelle Arbeit zu suchen. Generell ist die Bedeutung des modernen Sektors für die Beschäftigung in Gwembe Süd noch ziemlich eingeschränkt.

Im Vergleich zum Unterbezirk Gwembe Nord gibt es nur wenige Entwicklungshilfegesellschaften, die in Gwembe Süd arbeiten. Das Gwembe Süd Entwicklungsprojekt (GSDP) war seit ihrem Beginn 1970 für lange Zeit die einzige. Die Church of Christ begann ein kleines Entwicklungsprojekt in Nyanga, das nun beendet ist. Die Katholische Kirche in Maamba arbeitete mit in Gesundheitsfürsorge und Hauswirtschaftskursen für Frauen. 1986 eröffnete World Vision International einen Arbeitszweig in Gwembe Süd, der ausgewählte Kinder unterstützt, verschiedene Selbsthilfegruppen betreibt sowie Gesundheitsfürsorge (Immunsierung). Africare startete ein kleines Landwirtschaftsprojekt für einige Bauernfamilien, die im Laufe der Gründung der kommerziellen Farm (GVDC) entwurzelt worden waren. Die Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) arbeitet hauptsächlich in Gwembe Nord, aber könnte auch einige Projekte in Gwembe Süd unterstützen.

2. Das Gwembe Süd Entwicklungsprojekt (GSDP)

2. A. Geschichtlicher Hintergrund

Das Gwembe Süd Entwicklungsprojekt 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. Dieses Versuchsprojekt 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. Als Reaktion auf die dringendsten Bedürfnisse, wie sie im Gwembe Süd festgestellt wurden, eröffnete GSDP eine recht große Anzahl von Programmen in mehreren Bereichen:

Landwirtschaft:

Förderung von Bewässerungs- und Trockenlandwirtschaft durch Hilfe im Management für vorhandene Kleinbewässerungssysteme, Versorgung mit Produktionsmitteln (Saatgut usw.), Förderung von Kredit- und Spargenossenschaften.

Handwerksförderung:

An- und Verkauf traditionellen Tonga-Kunsthandwerks, Gründung von Werkstätten für lokale Handwerker, eine GSDP-Metallwerkstatt.

Soziale Entwicklung:

Bildung und Begleitung von Frauenclubs, Förderung von Selbsthilfegruppen und Kooperativen in einzelnen Dörfern, Mitarbeit in der Vereinigten Kirche von Zambia im Gottesdienst sowie im Laientraining.

Gesundheitsfürsorge:

Unterstützung verschiedener Gesundheitsprogramme in Zusammenarbeit mit dem Hospital in Sinazongwe, Unterstützung des "Unter-Fünf-Ernährungs-Programms" in Zusammenarbeit mit den ländlichen Gesundheitszentren.

Infrastruktur:

Unterhaltung und Bau von Verbindungsstraßen, Unterhaltung und Bau von Brunnen und Bohrlöchern, Bau von Kliniken, Schulen und anderen Gebäuden.

Transport und Versorgung:

Ausleihe von GSDP-Fahrzeugen an Farmer, Ladenbesitzer und Entwicklungshilfegruppen, Verkauf von Mais und Maismehl sowie anderen Grundnahrungsmitteln in entlegenen Gebieten, Management und logistische Unterstützung bei Hilfsprogrammen.

2. B. Das GSDP am Ende der 80er Jahre

GSDP-Programme zielen darauf, die lokalen Gemeinschaften auf Dorfebene zu unterstützen, die dringendsten Probleme zu bewältigen, indem sie lokal vorhandene Materialien und Arbeitskräfte besser nutzen. Fernziel ist die Gründung und der Aufbau von wirtschaftlich und organisatorisch unabhängigen Produktionsgemeinschaften, die auf lange Sicht überleben können. Die Erfahrung zeigt, daß dieses Ziel eher erreicht wird, wenn diese Einheiten relativ klein sind, wenn hochkompliziertes Management vermieden wird und die Einheiten auf dem persönlichen Interesse der Teilnehmer begründet sind. Einige der von GSDP initiierten Projekte arbeiten jetzt mehr oder weniger unabhängig von GSDP. Die Maaze Consumer Cooperative ist ein selbständiges Geschäft geworden. Lokale Kreditgenossenschaften sind in CUSA Zambia integriert. Das Tonga-Museum und das Handwerksprojekt wurden reorganisiert und werden jetzt unterstützt von der holländischen Regierung. Die Bewässerungssysteme Buleya Malima und Nkandabwe sind wirtschaftlich unabhängig und bewegen sich im Rahmen einer Kooperative auf ein tragfähiges Selbstmanagement zu. Die Valley Selfhelp Promotion Society (VSP) arbeitet als staatlich registrierte Gesellschaft und mit eigenem organisatorischen Aufbau.

Die Gossner Mission betrachtet GSDP als ein Instrument, gezielte Langzeitentwicklung in Gwembe Süd zu unterstützen. Die Nutzung der lokalen Ressourcen sowie der Initiative und des Interesses der Menschen an der Basis ist dabei die Grundlage. Fortschritt und Erfolg in der Entwicklung sind dabei natürlich auch abhängig von den allgemeinen Bedingungen der zambischen Gesellschaft. Mit Blick auf den gegenwärtig kritischen Zustand der Entwicklung des Landes und die Ausbeutung lokaler Ressourcen, scheinen Arbeitsmarktentwicklung und Mobilisierung von Initiativen an der Basis der angemessenste Weg zu sein, eine Verbesserung der Lebensbedingungen der Menschen in Gwembe Süd zu erreichen.

Nach 20 Jahren Tätigkeit und Erfahrung steht das GSDP nun am Beginn eines neuen Entwicklungsjahrzehnts in Gwembe Süd. Die Gossner Mission in Deutschland hat ihre entschlossene Bereitschaft ausgedrückt, die Menschen im Gwembetal weiterhin zu begleiten, ausländisches Fachpersonal zu entsenden und die Aktivitäten von GSDP für die nächsten 10 Jahre zu finanzieren. Es besteht die Hoffnung, daß die zambische Regierung ebenso fortfährt, GSDP in seinen Aktivitäten zu unterstützen. - Dieser Aktionsplan für die nächsten 10 Jahre soll als Grundlage dienen für die weitere Entwicklungsarbeit in einem der meistbenachteiligten Regionen Zambias.

II. Allgemeine Projektbeschreibung für 1990 - 2000

1. Die Ziele des GSDP

- A. GSDP unterstützt die Menschen in Gwembe Süd durch einen integrierten Ansatz, ihre Lebensbedingungen zu verbessern durch verantwortbare Nutzung der vorhandenen Ressourcen.
- B. GSDP unterstützt örtliche Initiativen, um die wirtschaftliche, soziale, kulturelle und geistliche Entwicklung unter den Menschen in Gwembe Süd zu fördern.
- C. GSDP Programme zielen hin auf die Ermöglichung von Ausbildung und einer effektiven Arbeit von wirtschaftlich unabhängigen Produktionseinheiten, Handel und andere Selbsthilfeaktivitäten an der Basis.
- D. GSDP unterstützt Initiativen, die die Rolle der Frau im Prozeß der ländlichen Entwicklung stärken.
- E. GSDP unterstützt Initiativen, die die natürliche Umwelt in Gwembe Süd erhalten bzw. wiederherstellen.

2. Der Entwicklungsansatz des GSDP

- A. Die Durchführung der GSDP-Programme gründet sich auf die Bedürfnisse, das Interesse und die Eigeninitiative der betroffenen Menschen.
- B. GSDP-Programme haben zum Ziel, örtlich vorhandene Fähigkeiten zu entdecken und zu entwickeln, kleinen Gruppen für eigene Tätigkeiten oder andere einkommensschaffende Aktivitäten zu organisieren. Auf diese Weise soll Einkommen geschaffen und zugleich der lokale Markt versorgt werden.
- C. Projekte oder andere Unternehmungen, die von GSDP unterstützt werden, sind so geplant, daß sie sich finanziell selbst tragen, um Abhängigkeiten von Hilfe von außen zu vermindern bzw. zu vermeiden. Hilfe wird vor allem gegeben in Form von Startkapital (hauptsächlich auf Kreditbasis), Training, fachlicher Begleitung und Beratung.
- D. Die Entwicklung regionaler Unterzentren soll gefördert werden durch Konzentration von Produktionseinheiten und Handel an bestimmten, strategisch bedeutsamen Orten. Auf diese Weise können Versorgung und Dienstleistungen für Dörfer in der Nachbarschaft leichter ermöglicht werden. Erwirtschaftetes Kapital kann einfacher reinvestiert werden.
- E. GSDP-Programme sollen durchgeführt werden nach einem integrierten Ansatz, d.h. auch in Zusammenarbeit mit dem Gwembe Bezirksrat, mit anderen Regierungsstellen und Entwicklungshilfeorganisationen.

3. Die Arbeitsfelder des GSDP

Obwohl GSDP darauf zielt, die Entwicklung im gesamten Gwembe Süd zu fördern, müssen die Anstrengungen auf spezifische Felder und Gebiete konzentriert werden. Auf dem Hintergrund der Erfahrungen, die mit dem Projekt bisher gemacht wurden, und in Kenntnis der gewärtigen Situation in Gwembe Süd wird das GSDP für die kommenden Jahre in den folgenden Bereichen arbeiten:

A. Landwirtschaft

- Management und die Begleitung der Bewässerungsprojekte in Buleya Mali-ma und Nkandabwe bis zur wirtschaftlichen und organisatorischen Unabhängigkeit.
- Unterstützung des Trockenfeldbaus mit dem Ziel einer unabhängigen Landwirtschaft und des Schutzes der vorhandenen Ressourcen.
- Förderung einer besseren Nutzung der lokalen Wasserressourcen für Kleinstbewässerungsmöglichkeiten, für Hauswassergebrauch und Viehversorgung.
- Handel mit landwirtschaftlichen Produktionsgütern wie Saatgut, Geräten und Gebrauchsgegenständen in Zusammenarbeit mit den zuständigen Organisationen.

B. Förderung von Selbsthilfeaktivitäten in dörflichem Kleinhandwerk

- Unterstützung bei der Gründung von unabhängigen, ländlichen Werkstätten.
- Unterstützung für eine bessere Nutzung von lokal vorhandenen Materialien.
- Schulung von Handwerkern und Management Training für Produktionsgruppen.

C. Frauenarbeit

- Bewußtseinsbildung bezüglich der Rolle der Frauen im sozialen und wirtschaftlichen Leben.
- Unterstützung bei der Selbstorganisation der Frauen (Frauenclubs, Produktionsgruppen) für soziale und einkommensschaffende Aktivitäten.
- Fortbildung von Frauen in Landwirtschaft, Hauswirtschaft, Gesundheitsfürsorge usw.
- Einbeziehung der Frauen in alle GSDP-Programme.

D. Förderung der Selbsthilfe

- Unterstützung örtlicher Initiativen, den Transport und die Versorgung mit Grundnahrungsmitteln wirksam zu organisieren.
- Unterstützung in Planung und Durchführung von Selbsthilfeprojekten und Eigeninitiativen.

E. Kirchliche Arbeit

- Unterstützung der Vereinigten Kirche von Zambia in ihrem Laientrainingsprogramm.

- Unterstützung von Selbsthilfeaktivitäten in Kirchengemeinden im Gebiet Gwembe Süd.

Einige GSDP-Programme werden dort durchgeführt, wo immer günstige Bedingungen für solche Programme vorhanden sind. Unter dem Aspekt einer Regionalplanung, jedoch sollten folgende Orte für eine Entwicklung von regionalen Unterzentren berücksichtigt werden:

Sinamalima, Buleya Malima, Sinazeze, Siabaswi und Siameja. In all diesen Dörfern befinden sich eine Schule, eine Klinik, Läden; Dienstleistungen werden schon angeboten, die den jeweils umliegenden Dörfern zugute kommen. Außer für Buleya Malima gilt, daß all diese im Entstehen begriffenen Zentren sich entlang von Hauptstraßen befinden und so ziemlich das ganze Jahr über zugänglich sind. Deshalb sind dies günstige Orte für eine Entwicklung von Handwerk und Handel. Ein Markt für ihre Produkte und Güter ist schon vorhanden, und Transportprobleme können verringert werden. Die sich vergrößernden Orte von Maamba und Sinazongwe sind schon solche regionalen Zentren.

4. Mitarbeiter des GSDP

Grundsätzlich sollte ein GSDP-Programm mit einem ausländischen Berater und einem zambischen, fachlich qualifizierten Mitarbeiter besetzt werden. Sie sollen gemeinsam verantwortlich sein für die Programmplanung und -durchführung. In dieser Kombination können grundlegendes Wissen über die sozialen und kulturellen Hintergründe einschließlich der Beherrschung der Tongasprache verbunden werden mit ausländischem Fachwissen. Auf diese Weise können die notwendigen Anforderungen an die Mitarbeiter für eine erfolgreiche Programmdurchführung erfüllt werden.

Programme, die schon ihr eigenes Management entwickelt haben (die Bewässerungsprojekte, VSP) brauchen natürlich mehr Mitarbeiter. Diese sind zu sehen als Teil der selbständigen, unabhängigen Struktur, die bestehen bleiben soll auch, nachdem GSDP seine Beteiligung zurückgezogen hat.

Generell gibt es zwei Beschäftigungskategorien im GSDP:
von der Gossner Mission angestellt sind

- a) ausländische Berater
- b) zambische Fachkräfte für GSDP-Programme
- c) zambische Angestellte für die GSDP Verwaltung und Aktivitäten;

von der zambischen Regierung angestellt sind

- a) zambische Regierungsbeamte für die Koordination des GSDP und die Verwaltung
- b) Beamte, die GSDP-Programmen zur Verfügung stehen
- c) Angestellte für die GSDP Verwaltung.

5. GSDP-Finanzen

Da sich die GSDP-Programme auf Fortbildung, Sozialorganisation und Ausbildung konzentrieren werden, sind außer für Transport größere Kapitalinvestitionen nicht erforderlich. Projektmittel werden hauptsächlich bereit gestellt werden für:

- a) Gehälter/Löhne
- b) GSDP Aktivitäten (Transport, Verwaltung)
- c) Ausbildung (Workshops, Kurse, Unterrichtsmaterial)
- d) Programmförderung (Startkapital, Einzelhilfen).

GSDP wird weiterhin auf der Basis eines gemischten Finanzierungssystems arbeiten. Die Quellen für die Projektfinanzen sind einmal

- die Gossner Mission: der GSDP-Haushalt, Personalkosten für ausländische Fachkräfte und Kosten für Transport werden zur Zeit von der Gossner Mission getragen;
- zum anderen von der Regierung der Republik Zambia: es wird erwartet, daß die zambische Regierung weiterhin die laufenden Kosten für das zambische Personal abdeckt. Sollte die Notwendigkeit für zusätzliche Investitionen auftauchen, werden entsprechende Anträge an die Regierung gestellt;
- andere Entwicklungshilfeorganisationen: Im Falle einer Zusammenarbeit mit anderen Entwicklungshilfeorganisationen in einem der GSDP Programme oder im Falle, daß besondere Mittel notwendig werden für die Abwicklung eines GSDP Programmes, sollen andere Entwicklungshilfemittel beantragt werden. Schon bisher hat GSDP Nutzen gezogen aus Mitteln etwa der Europäischen Gemeinschaft, der deutschen oder der holländischen Regierung und auch aus deutschen kirchlichen Finanzmitteln.

Die Verwaltung im Projekt wird die Mittel der Gossner Mission oder auch anderer Quellen verwalten. Die Abrechnungen werden dem jeweiligen Projektreport beigelegt und von der Gossner Mission geprüft.

Die Mittel der zambischen Regierung werden kontrolliert und verwaltet durch das Büro des Provincial Agricultural Officers in Choma. Die Voranschläge des GSDP Haushaltes werden für jedes Jahr dem Landwirtschaftsministerium und der Geschäftsstelle der Gossner Mission vorgelegt.

6. Organisationsstruktur des GSDP

Die GSDP-Mitarbeiter sind verantwortlich für die Abwicklung ihrer Programme auf der Basis der vereinbarten Programmplanung und der entsprechenden Mittelzuteilung.

Alle GSDP-Projektmitarbeiter treffen sich monatlich zur **GSDP-Mitarbeiterversammlung**. Sie ist das eigentliche beratende und koordinierende Organ innerhalb des GSDP. Die geplante Programmabwicklung, Programmberichte und Projektangelegenheiten von allgemeiner Bedeutung und allgemeinem Interesse werden der Mitarbeiterversammlung zur Diskussion und zur Zustimmung vorgelegt.

Der **GSDP-Verwaltungsrat** ist verantwortlich für die Projektverwaltung und andere Aufgaben, die ihm von der Mitarbeiterversammlung zugeteilt werden. Die Mitglieder des Verwaltungsrates werden von der Mitarbeiterversammlung gewählt.

Für den Sprecher des Teams der Gossner Mission hat sich der Begriff **Chairmann** eingebürgert. Der Chairman und sein zambischer Counterpart sind verantwortlich für das **Projektmanagement** im GSDP. Dies umfaßt die Projektplanung und -koordination, die Projektverwaltung, die Kontrolle der GSDP-Programme, Aufstellung der Haushaltspläne und der Jahresberichte, die Vertretung des Projektes nach außen, offizielle Kontakte zu einschlägigen Dienststellen und zu anderen Organisationen.

Laut Kooperationsvertrag zwischen der Regierung der Republik Zambia und der Gossner Mission arbeitet das GSDP hinsichtlich der Verwaltung unter der Weisung des Gwembe Bezirksrates. Technisch ist das GSDP der Abteilung des Landwirtschaftsministeriums in der Südprovinz (Provincial Agricultural Office) verantwortlich. Die enge Zusammenarbeit mit allen relevanten Regierungsdienststellen wird fortgesetzt.

III. Die GSDP-Programme

1. Die Bewässerungsprojekte

1.1. Das Buleya Malima Bewässerungsprojekt

1.1.1. Hintergrundinformation

Das Buleya Malima Bewässerungsprojekt wurde 1970 als Pilotprojekt der Projektabteilung des Ministeriums für Ländliche Entwicklung begonnen. Es umfaßte eine 17,5 ha große Versuchsfläche, eine Zitrusplantage von 3 ha, und 45 ha, die von örtlichen Bauern genutzt werden sollten. 1977 wurde die Verwaltung des Projektes von der Abteilung Landwirtschaft der Regierung übernommen, und 1980 dem GSDP übertragen. Aufgrund der Dürre in den frühen 80er Jahren lag das Projekt 1983/84 vollständig still. - 1985 wurde mit einer umfassenden, technischen Rehabilitierung des Projekts begonnen, die dann 1990 abgeschlossen war. Ein neues Wasseraufnahmesystem wurde gebaut, das Kanalsystem rehabilitiert, das Pumpensystem wurde elektrifiziert; die bebaute Fläche wurde endlich auf 45 ha ausgedehnt, so daß 150 Bauern eine Parzelle von 0,25 ha bekamen. Das Leitungs- und Verwaltungssystem wurde neu geordnet und eine Organisationsstruktur geschaffen, die den Anforderungen zur Bildung einer staatlich registrierten Genossenschaft entspricht.

Heute ist das Buleya Malima Bewässerungsprojekt finanziell unabhängig, d.h. alle laufenden Kosten einschließlich der Abschreibung werden vom Einkommen des Projekts gedeckt. Die laufenden Kosten konnten erheblich gesenkt werden, nachdem der Pumpetrieb von Diesel auf elektrischen Strom umgestellt wurde. - Die Parzellen erlauben den Farmern zwei Ernten pro Jahr. Für 1990 wurde pro Farmer ein Bruttoeinkommen von Kwacha (Kw) 28.235 kalkuliert. Zusätzlich bietet das Projekt die Möglichkeit einer sicheren Produktion von Grundnahrungsmitteln (Mais), die für das Gwembetal von größter Bedeutung ist. - Ein Lastwagen (3 t), den die Bauern im Bewässerungsprojekt weitgehend selbst erwirtschaftet haben, wird auf kostendeckender Basis eingesetzt.

Auf der Grundlage eines soliden Einkommens, das durch das Projekt erwirtschaftet wird, haben dann die Bauern von Buleya Malima die Möglichkeit, andere Aktivitäten aufzunehmen, die die Entwicklung in der Gegend fördern können. Motivierte Menschen, Kapital (als Startkapital) und Elektrizität sind eine gute Basis für andere, einkommensschaffende Unternehmungen und für die Verbesserung der Lebensbedingungen. Um solche weiteren Entwicklungen zu begleiten, steht dem Buleya Malima Bewässersprojekt der GSDP-Mitarbeiterstab zur Verfügung.

1.1.2. Ziele sind,

- die Entscheidungsfähigkeit der Bauern zu verbessern, um das Projekt organisatorisch unabhängig zu machen; die Fähigkeiten der Mitarbeiter im Management zu verbessern;
- die Bauern auszubilden, die landwirtschaftliche bzw. gärtnerische Produktion sowie die Wasserverwaltung zu verbessern;
- die Finanzverwaltung des Projektes zu konsolidieren;
- weitere, einkommensschaffende Unternehmungen sowie andere Entwicklungsaktivitäten, die von den Farmern in der Gegend von Buleya Malima unternommen werden, zu begleiten und zu kontrollieren.

1.1.3. Die Mitarbeiter

Das Bewässerungsprojekt hat seine eigenen Mitarbeiter, die teilweise von der Regierung der Republik Zambia angestellt sind, z. T. vom Projekt selbst angestellt und bezahlt werden.

Die Regierung unterstützt das Projekt mit einem Manager, einem Anbauverwalter und 4 Angestellten. - 7 weitere Angestellte sind von dem Projekt selbst bezahlt. Ein Technischer Berater unter Vertrag mit der Gossner Mission wird bis zur endgültigen Selbständigkeit des Projekts zur Verfügung stehen. Bis zum Frühjahr 1991 steht ein japanischer Gartenbauingenieur, unter Vertrag mit dem japanischen Entwicklungsdienst, dem Projekt für Gartenbauberatung zur Verfügung. - Mittelfristig sollen Möglichkeiten erkundet werden, ob das Projekt selbst seine Mitarbeiter im Management anstellen und bezahlen kann.

1.1.4. Finanzen

Abgesehen vom fremdfinanzierten Mitarbeiterstab (Regierung, Gossner Mission, japanischer Entwicklungsdienst) ist das Bewässerungsprojekt Buleya Malima finanziell unabhängig.

Der Gewinn aus der Zitrusplantage (1989: Kw 108.000,-) wird zurückgelegt für den Ersatz der technischen Ausrüstung, d.h. der Pumpen und für andere größere Ausgaben, während das Wassergeld, das von den Bauern auf den Parzellen bezahlt wird (1989: Kw 58.000,-), dafür bestimmt ist, die laufenden Kosten des Projektes abzudecken.

1.1.5. Die vorgesehene Beendigung des Programmes

Es wird angenommen, daß etwa 1995 das Projekt organisatorisch unabhängig sein kann und daß es unter der Leitung der Bauerngenossenschaft selbst gemanagt wird ohne die Hilfe eines von außen kommenden Beraters. Jedoch wird ein Fernsteuerungssystem für das Management und die Finanzverwaltung eingerichtet werden müssen.

1.2. Das Nkandabwe Bewässerungsprojekt

1.2.1. Hintergrundinformationen

Das Nkandabwe Bewässerungsprojekt wurde Mitte der 50er Jahre als ein 3 ha großes Schwerkraftsystem gegründet. 1967 brach der Damm im Zusammenhang mit den Arbeiten der benachbarten Kohlemine; damit brach das Bewässerungsprojekt zusammen. In den frühen 70er Jahren hat GSDP das Projekt rehabilitiert, indem ein neuer Damm konstruiert und das Kanalsystem erneuert wurde. Das Bewässerungsprojekt nahm die Arbeit wieder auf. Zu Beginn der 80er Jahre wurde der Damm erhöht und verstärkt, so daß es möglich wurde, das Projekt auf 10 ha zu vergrößern. 1984 wurde es dann an die Bauern übergeben, die es danach schafften, das Projekt selbst zu managen. Ein gewählter Verwaltungsrat der Bauern ist verantwortlich für die Zuteilung der Parzellen, für die Organisation der Erhaltung des Projektes auf Selbsthilfebasis - z.B. die Einzäunung, Kanalreparaturen - die Wasserverwaltung, Finanzverwaltung, Besorgung von Produktionsmitteln und die Organisation des Absatzes der Produkte.

84 Bauern gehören zum Projekt eine Parzelle ist 0,1 ha groß. Das Projekt wird für bis zu drei Ernten im Jahr genutzt. In der Regenzeit wird Mais angebaut, in der Trockenzeit verschiedene Gemüsearten. Der Anbau von Feldfrüchten (Weizen, Trockenbohnen usw.) während der Trockenzeit anstelle von Gemüse würde die Probleme des Absatzes verringern. Technisch ist es möglich, das Projekt auf insgesamt 40 ha zu vergrößern, wenn der Damm um 3 m erhöht würde. Da aber eine solche Ausdehnung zu erhöhten Managementproblemen führen würde, sollte sie ausschließlich von den Farmern selbst unternommen werden, wenn sie zusammen stark genug sind, ein so großes Projekt zu handhaben.

Wegen der einfachen Technologie dieses Projektes kann das Management von den Farmern selbst geleistet werden. Jedoch sollte ein zambischer technischer Berater dem Projekt zur Verfügung gestellt werden, um die Bauern zu beraten bei der Verbesserung der Wasserverwaltung, der Anbauplanung, der Anbaumethoden und der Buchhaltung. Solch ein Posten sollte 4-5 Jahre besetzt sein. Ein ausländischer Berater wird nicht mehr nötig sein. Die technische Überwachung kann nebenher vom Berater des Buleya Malima Bewässerungsprojektes geleistet werden.

Das Projekt ist wirtschaftlich und organisatorisch unabhängig, aber es hat keinen gesetzlichen Rahmen. Die Registrierung als Bewässerungsgenossenschaft und der damit zusammenhängenden Dokumentation des Landbesitzes muß noch vollzogen werden. Bis zu diesem Punkt sollte GSDP organisatorisch weiterhin zur Verfügung stehen.

1.2.2. Ziele sind,

- den Bauern zu helfen, das Projekt als Bewässerungsgenossenschaft registrieren zu lassen,
- den Bauern zu helfen, um verbesserte Absatzstrategien zu entwickeln,
- die Wasserverwaltung und die Erhaltung des Projektes zu verbessern,
- den Bauern zu helfen, verbesserte Anbaumethoden anzuwenden.

1.2.3. Mitarbeiter

Es sollte ein Bewässerungsingenieur von der Regierung angestellt werden oder aber ein qualifizierter und engagierter landwirtschaftlicher Assistent. Ein Wasseraufseher ist schon vom Projekt angestellt.

1.2.4. Finanzen

Da das Projekt finanziell unabhängig ist, braucht es keine Fremdmittel. Nur größere Reparaturen (z. B. am Damm) würde finanzielle Mittel notwendig machen. Die laufenden Kosten für das Projekt liegen etwa bei Kw 22.000,- für 1990, die von den Bauern selbst bezahlt werden; die Wassergebühren pro Farmer und Jahr betragen Kw 250,-.

1989 war das Gesamteinkommen des Projektes etwa Kw 250.000,- (Kw 2.926,- pro Farmer). Gesamtausgaben lagen etwa bei Kw 50.000,- (Kw 595,- pro Farmer), so daß ein Bruttogewinn von Kw 200.000,- (Kw 2.381,- pro Farmer) erwirtschaftet wurde.

1.2.5. Das vorgesehene Ende des Programmes

Für eine Reihe von Jahren ist das Projekt von den Bauern selbst durch ihr Verwaltungskomitee geleitet worden. Nach der Registrierung als Bewässerungsgenossenschaft kann sich GSDP vollständig aus dem Nkandabwe Bewässerungsprojekt zurückziehen.

2. Kleinstbewässerung und Wasserentwicklung

2.1. Hintergrundinformationen

Ein wichtiges Mittel, die landwirtschaftliche Produktion zu vergrößern, ist die bessere Nutzung vorhandener Wasserressourcen während der Trockenzeit. Als Wasserressourcen gelten Seewasser, Grundwasser, Flüsse und Bäche. In der Tat nutzen die Bauern im Gwembetal diese Ressourcen während der Trockenzeit. Wenn im Juli/August der Wasserspiegel des Sees sinkt, werden die alluvialen Böden in günstigen Abschnitten entlang des Ufers für die Zililigärten - Gärten in den Überflutungsbereichen - genutzt. Gartenkultur entlang einiger größerer Flüsse ist weitgehend bekannt und wird praktiziert, und einige Gärten sind auch eingerichtet worden an vorhandenen Bohrlöchern und Brunnen.

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Ein Programm ist geplant, um kleine Bauerngruppen für eine bessere Nutzung dieser Wasserquellen zu unterstützen und landwirtschaftliche Produktion während der Trockenzeit zu vergrößern. Vor dem tatsächlichen Start des Programmes sollte eine Studie durchgeführt werden, die sich auf folgende Themen zu konzentrieren hat:

- Verteilung der Bodenqualität und Identifizierung günstiger Gebiete für eine Bewässerungslandwirtschaft während der Trockenzeit;
- Vorschläge für angemessene Möglichkeiten, Wasserversorgung zu verbessern (Brunnen, Bohrlöcher, Wehre, Dämme);
- Gründung eines Vorhersagesystems für Regenfälle und die Veränderung des Seewasserspiegels, um für die jeweils bevorstehende Saison die vorhandenen Wasserressourcen festzustellen;
- Entwicklung eines standortgerechten Anbauplanes;
- Organisation für die Beschaffung von landwirtschaftlichen Hilfsmitteln;
- Einführung von einfachen Pumpgeräten;
- Organisation der Verteilung des Wassers für Gartenbau Hauswasserversorgung und Versorgung des Viehs;
- Sozialorganisation für die Selbsthilfeaktivitäten (Bau und Erhaltung der Versorgungssysteme) und der Wasserverwaltung.

Je nach den Ergebnissen dieser Studie wird eine Pilotphase für das Programm geplant und durchgeführt. Nach einer Evaluierung der Pilotphase kann das Projekt in Angriff genommen werden.

2.2. Ziele sind,

- den Bauern zu helfen, ihre landwirtschaftliche Produktion zu vergrößern durch ein Bewässerungssystem während der Trockenzeit;
- angepasste Geräte an den richtigen Stellen anzuwenden, um Wasserversorgung für Kleinstbewässerung, Hauswasser- und Viehversorgung zu verbessern;
- den Bauern zu helfen, ihre Wasserversorgung durch Selbsthilfe zu verbessern.

2.3. Mitarbeiter

Für die Durchführung der Pilotphase wird das Programm mit einem ausländischen Bewässerungsingenieur und einem zambischen Counterpart arbeiten. Die weitere Personalplanung wird abhängen vom Ergebnis der evaluierten Pilotphase.

2.4. Finanzen

Zusätzlich zu der eingeplanten Selbsthilfekomponente bei der Durchführung des Programmes werden Projektmittel nötig sein für das notwendige Material wie Zement und Werkzeuge sowie weitere Ausrüstung.

2.5. Das vorgesehene Ende des Programmes

Die Pilotphase ist für drei Jahre gedacht (1991-1993). Danach wird das Programm durchgeführt werden bis zum Ende des Jahrzehnts.

3. Die Selbsthilfe-Förderungsgesellschaft (VSP)

3.1. Hintergrundinformationen

Als GSDP 1972 die Arbeit aufnahm, sollten alle Aktivitäten unter dem Landwirtschaftsministerium abgewickelt werden. Seitdem die Gossner Mission versuchte, mit integriertem Ansatz zu arbeiten, wurden verschiedene Aktivitäten begonnen in anderen Bereichen als der Landwirtschaft (Förderung des Hand-

werks, Gesundheit, Infrastruktur usw.). Um ein organisatorisches Rahmenwerk für diese nicht-landwirtschaftlichen Aktivitäten zu bilden, wurde VSP gegründet und 1979 als Gesellschaft staatlich registriert. Es entwickelte seine eigene Organisation, die mittlerweile im ganzen Gwembetal bekannt ist für die Versorgung mit Waren und Grundnahrungsmitteln und für die Unterstützung von Projekten in den Dörfern. VSP ist ein integrierter Bestandteil der Aktivitäten des GSDP, wird unterstützt von der Gossner Mission durch finanzielle Hilfe vor allem beim Transport sowie durch die Gestellung eines ausländischen technischen Beraters im VSP-Management.

Nachdem VSP an vielfältigen Aktivitäten beteiligt war, hat es in den letzten Jahren seine Anstrengungen auf drei Bereiche konzentriert:

- Unterstützung von dörflichen Gemeinschaften bei der Planung und Durchführung von Gemeinschaftsprojekten, die zu wirtschaftlicher Unabhängigkeit und durch Selbsthilfe zum Ausbau der Infrastruktur führen sollen;
- Unterstützung von dörflichen Gemeinschaften durch Versorgung mit landwirtschaftlichen Gütern und Geräten;
- Handel mit Grundnahrungsmitteln und Angebot von Transportmöglichkeiten.

3. 3. Mitarbeiter

Gegenwärtig beschäftigt VSP 12 Vollzeitmitarbeiter und 10 Teilzeitgeschäftsführer in den einzelnen, auf den Unterbezirk verteilten Depots. Ein Berater der Gossner Mission unterstützt das VSP-Management und arbeitet als Counterpart zusammen mit dem VSP-Coordinator. Die Personalplanung liegt in den Händen des VSP-Verwaltungsrates und hängt ab von den jeweiligen Aktivitäten und dem Bedarf.

3.4. Finanzen

Grundsätzlich arbeitet VSP auf Selbsthilfebasis durch einkommensschaffende Aktivitäten. 1989 betrug der Gesamtumsatz Kw 1.464.724,10 (ca. DM 73.000,-). Da das Arbeitskapital nicht ausreicht, um weitere Aktivitäten wie z.B. ein Eselskarrenprogramm oder ähnliches zu ermöglichen, sind manchmal Kurzzeitkredite seitens der Gossner Mission notwendig. Auch werden Finanzen der Gossner Mission für die Gestellung des Transports weiterhin notwendig sein. Zudem werden finanziellen Unterstützungen bei Selbsthilfeprojekten durch die Gossner Mission oder andere Geberorganisationen erforderlich sein.

3.5. Das geplante Ende der Beteiligung seitens GSDP

Es kann erwartet werden, daß die VSP-Aktivitäten in Selbsthilfe fortgesetzt werden. Die zukünftige Beteiligung von GSDP an den VSP-Aktivitäten wird an dessen weiterer Entwicklung hängen. Solange GSDP sich beteiligt, sollte ein ausländischer technischer Berater und die Bereitstellung von Finanzen der Gossner Mission geplant werden, mindestens bis zum Jahr 1996.

4. Frauenarbeit

4.1. Hintergrundinformation

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 Frauen der Berater der Gossner Mission begonnen und dann beendet, nachdem die Ausländerin das Land verlassen hatte. - 1980 wurde eine volle Planstelle für die Frauenarbeit eingerichtet. Die ausländische Fachkraft hatte einen zambischen Counterpart. Das Programm konzentrierte sich auf Fortführung und Ausbau der Clubarbeit mit Frauen als eine Möglichkeit, Frauen aus ländlichen

Gegenden zu organisieren und fortzubilden. Die drei Frauenclubs in Siatwiinda, Sinanjola und Buleya Malima existieren noch heute. Die Hauptbereiche, auf die man sich konzentrierte, waren Nadelarbeit, Kochdemonstrationen und einkommensschaffende Arbeiten.

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 wird 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, wird ein neues Programm mehr Gewicht legen auf Bewußtseinsbildung, Fortbildung und Gruppenbildung der Frauen. Zugleich sollen die Frauen besser integriert werden in alle anderen GSDP-Programme.

4.2. Ziele sind,

- die höchstmögliche Beteiligung der Frauen in Entwicklungsaktivitäten zu ermöglichen;
- Problembewußtsein, Diskussion und Problemlösung unter Frauen im Blick auf ihre eigene Situation zu ermöglichen;
- durch Schulung der Frauen ihre Anstrengungen zu unterstützen und zu verstärken, die sich auf eine Verbesserung ihrer Situation daheim und in der Gemeinschaft richten;
- die Frauen zu unterstützen bei der Einrichtung von einkommensschaffenden Aktivitäten;
- durch die Einrichtung von Clubs die Organisation und Zusammenarbeit unter den Frauen zu unterstützen.

4.3. Mitarbeiter

Das Programm soll weiterhin mit zwei Fachkräften fortgesetzt werden.

4.4. Finanzen

Finanzielle Mittel werden hauptsächlich erforderlich sein für Schulungsaktivitäten und damit auch für Unterrichtsmaterial. Zusätzliche Forderungen mögen sich im Laufe der weiteren Programmentwicklung ergeben.

5. Handwerksförderung

5.1. Hintergrundinformation

Die Förderung des dörflichen Kleinhandwerks hat in der Geschichte des GSDP eine herausragende Rolle gespielt. Es wurde eine Reihe von Versuchen gestartet, dörflichen Künstlern und Handwerkern zu helfen, indem kleine Werkstätten auf Selbsthilfebasis errichtet wurden, um somit gleichzeitig den lokalen Markt zu versorgen. Die meisten dieser Versuche jedoch waren nicht von Dauer, hauptsächlich wegen einer unzulänglichen Fortsetzung der Programme bzw. aus Mangel an Kontinuität.

1989 wurde ein Langzeitprogramm gestartet, um das Kleinhandwerk zu fördern. Das Programm zielt auf die Bildung von kleinen Produktionsgruppen, die örtlich vorhandenes Material nutzen und für den lokalen Markt produzieren. Diese Gruppen sollen auf Selbsthilfebasis arbeiten und von Anfang an sich selbst verwalten. Hilfe von außen wird dem Programm nur gegeben in Form von Startkapital, etwa für Werkzeug und Material, die vorzugsweise auf Kreditbasis gegeben werden; sodann durch Beratung in Verwaltung und durch Schulung (on the job training oder Kurzzeit-Schulung).

Solche Produktionsgruppen oder Werkstätten sollten vorzugsweise konzentriert sein an regionalen Zentren, die für Kunden leicht zugänglich sind und die eine Kooperation von verschiedenen Gruppen erleichtern. In folgenden Handwerksbereichen wird derzeit gearbeitet: Tischlerei, Metallarbeiten, Schmiede; Gerberei und Lederverarbeitung sind gegenwärtig in der Planung.

5.2. Ziele sind,

- lokale Handwerker anzusprechen, zu trainieren und zu organisieren;
- die Bildung neuer, dörflicher Produktionseinheiten oder Werkstätten zu ermöglichen;
- professionelle Begleitung und technische Beratung anzubieten, bis die endgültige Selbständigkeit erreicht wird;
- Weitere Trainingsmöglichkeiten für örtliche Handwerker zu organisieren und einzurichten.

5.3. Mitarbeiter

Das Programm hat einen ausländischen Berater und soll zusätzlich einen zambischen Counterpart haben.

5.4. Finanzierung

Es wird ein Fonds zur Reinvestition gegründet für Fälle, in denen nationale Kreditorganisationen keine Kredite geben können. Die Gossner Mission stellt Finanzen zur Verfügung für Schulung, notwendige Bauten und für Transport.

5.5. Geplante Beendigung des Programms

Das Programm wird evaluiert werden und sollte bis zum Ende des Jahrzehnts fortgesetzt werden.

6. Kirchlicher Dienst

6.1. Hintergrundinformation

Als christliche Missionsgesellschaft versteht die Gossner Mission ihre Entwicklungsarbeit als Teil des christlichen Zeugnisses am Menschen in seiner Ganzheit. Mit Rücksicht auf das Vorhandensein christlicher Kirchen in Zambia und im Einklang mit ihrem eigenen Selbstverständnis wird die Gossner Mission keine Kirche gründen. Besonders mit der Vereinigten Kirche von Zambia (UCZ) besteht ein intensiver, ökumenischer Kontakt. Die Gossner Mission ist eines der internationalen Mitglieder der UCZ.

Ein von der Gossner Mission entsandter ordiniert, evangelischer Pfarrer hat jeweils im Rahmen des GSDP mitgearbeitet. Er hat den Status eines der UCZ angegliederten oder an sie abgeordneten Pfarrers. Alle Pfarrer waren teilweise tätig in einem der GSDP-Programme und teilweise in kirchlicher Arbeit. Neben Predigtdienst in Gemeinden der UCZ wird besonderer Nachdruck gelegt auf die Mitarbeit im Laientraining und im interkonfessionellen TEEZ-Programm (Theologische Erwachsenenbildung). Zudem werden gegebenenfalls Gemeinden in Gwembe-Süd bei bestimmten Projekten - z.B. bei Kirchbauten - finanziell oder praktisch unterstützt.

Diese Beteiligung an kirchlicher Arbeit wird sich in Zukunft fortsetzen. Es sollten dabei Möglichkeiten aufgetan werden, wie örtliche christliche Gemeinden mit Selbsthilfeprojekten beginnen können, die auf Produktion und Einkommensschaffung ausgerichtet sind.

6.2. Ziele sind,

- geistliche Entwicklung und christliches Leben unter den Menschen in Gwembe-Süd zu fördern;
- Gemeinden der UCZ im Predigtdienst und im Laien-Training zu unterstützen;
- die Gossner Mission als eine christliche Missionsgesellschaft in Zambia darzustellen.

6.3. Mitarbeiter

Ein Pfarrer oder ein für kirchlichen Dienst qualifizierter Laie - er/sie wird in Zambia als Missionar verstanden -, der mit der Gossner Mission im Vertrag steht, wird weiterhin das Programm in enger Zusammenarbeit mit örtlichen Pfarrern der UCZ und mit dem Verantwortlichen für Laien-Training der Südlichen Kirchenprovinz durchführen.

6.4. Finanzierung

Begrenzte Finanzmittel werden notwendig sein für das Laien-Trainingsprogramm (Unterrichtsmaterial, Seminare usw.) und sind Teil des GSDP-Jahresetats. Spezielle Finanzmittel für andere Unternehmungen der UCZ werden der Zustimmung der Geschäftsstelle der Gossner Mission bedürfen.

6.5. Geplante Beendigung des Programms

Die kirchliche Arbeit wird fortgesetzt werden, solange die Gossner Mission im Gwembetal arbeitet.

Eingegangen

18. Jan. 1993

Erledigt:.....

1

Gwembe South Development Project

Proposal

07.02.92

TERMS OF REFERENCE

The GSDP Coordinator is bound by decisions of the GSDP Staff meeting and all plans and reports on GSDP have to be presented.

The aim of GSDP is the improvement of living conditions of the people in the rural area of Sinazongwe District. The operations of GSDP are based on the agreement between the Government of the Republic of Zambia and the Gossner Mission in Berlin, Germany.

The Gossner Mission sees its involvement in GSDP as part of its Christian witness and aims to contribute towards services rendered to the whole human being as an individual as well as any grouping of people.

The planning and implementation of GSDP has to be done in close cooperation with the target group as well as the Sinazongwe District Council.

2) Position of GSDP Coordinator

Responsibility: To coordinate all GSDP activities and to represent GSDP.

Responsible to: Director of Planning Division in the Ministry of Agriculture, Food and Fisheries and internally to the GSDP staff meeting.

Cooperation: To cooperate closely with the Gossner Mission Team Chairman, who is the GSDP Coordinator's Counterpart and GSDP Adviser.

Place of work: Mkandabwwe Camp, GSDP main offices

3) Duties ~~of the South Development Project~~

3.1) Planning, Monitoring, Evaluation and Reporting.

28.02.70 The GSDP Coordinator is bound by decisions of the GSDP Staff meeting and all plans and reports on GSDP have to be presented at the GSDP staff meetings.

- to liaise between the different components and activities within GSDP
- to initiate and organize planning workshops to work out medium and long term plans for GSDP.
- to ensure yearly planning session for each GSDP activity as well as for GSDP as the whole.
- to improve the existing monitoring and evaluation system
- to initiate external evaluations were needed.
- to be responsible to write yearly and half yearly progress reports and any other reports needed.
- to ensure that the different interests of the Ministry, the District Council, Gossner Mission and GSDP are taken into account when planning GSDP activities.

3.2) GSDP budget and funds

GSDP budget is financed by GRZ and Gossner Mission. Specific project components may be funded by additional donations.

- to ensure that financial planning and preparation of annual budget for GSDP is done properly and in time.
- to ensure that regular financial statements (at least quarterly) are submitted to the staff meeting and budget control is exercised.
- to be responsible for proper administration and handling of GRZ funds.
- to keep an up to date inventory of all GSDP property.
- to ensure that GSDP property is well taken care of and used appropriately.

3.3) GSDP Administration

The office of the GSDP Coordinator is the central administration unit.

- to handle all official correspondence for GSDP and to ensure that all official correspondence and documents are passed on to the GSDP Adviser (GSDP Coordinator Counterpart).
- to ensure proper filing of all correspondence and distribution of information.
- to ensure an adequate handling of the registry.
- to be responsible for proper office administration.
- to ensure that decisions of the GSDP staff meeting are followed up and action is taken.

- to call for monthly staff meetings where the coordinator is the chairperson and ensure that the agenda is well prepared and minutes are taken and produced.
- to call for any meetings when need arises.
- to distribute GSDP accommodation facilities in close consultation with the GSDP Adviser.
- to ensure that GSDP guest houses are kept in good standard and that the use of the guest houses is properly organised.
- to maintain security and discipline within all accommodation facilities and offices of GSDP.
- to ensure that all GSDP property and buildings are properly maintained and water supply and other services are kept in good standard.

3.4) Supervision of GSDP staff

GSDP staff is composed of GRZ personnel, Gossner Mission employees (Zambians and expatriates), and non-governmental personnel.

- to ensure that GSDP section heads are assisted in the implementation of their work.
- to be responsible for all GSDP staff administratively.
- to keep personnel files for GSDP staff members.
- to ensure discipline and proper work performance of all GSDP staff members.
- to consult the Gossner Mission Team Chairperson (GSDP Adviser) on any problem arising with Gossner Mission employees before any action is taken.

R.F.Bredt, GSDP Chairperson

March 1992

PROJECT PROPOSAL

REQUEST FOR FUNDS FOR ELECTRICITY SUPPLY TO SINAZEZE AND
NKANDABBWE, SINAZONGWE DISTRICT, ZAMBIA.1. PROJECT BACKGROUND

The Sinazongwe District covers the southern part of the Gwembe Valley along Lake Kariba. The rural area in the District belongs to the least developed areas of Zambia. The population of Sinazongwe district is overwhelmingly people of Tonga origin (Valley Tonga) although since the creation of Lake Kariba peoples of other origin (mainly Bemba and Lozi) settled along the lake as fishermen.

The Valley Tonga always had to deal with a harsh environment. The Gwembe Valley is the hottest and driest part of Zambia. The well established social system and the traditional mode of production were seriously disturbed by forced resettlement which was required with the construction of the Kariba dam end of the 1950ies. Nearly 50,000 people were directly affected by the resettlement. They lost their river gardens along the Zambezi river which enabled them to have two or three crop harvests a year. They are now left with less fertile land and with the possibility to have one harvest a year only with risky dryland farming.

The initial development of basic infrastructure by the Zambian government was again seriously disrupted by the ravages of the liberation war for Zimbabwe. The Valley became a war zone up to 1980. Thereafter the declining economy of Zambia left the Valley Tongas with little support by the central government. Erratic rainfall, decreasing soil fertility, land shortage, population growth (according to the 1990 census 3.5%), inadequate water supplies for domestic use and livestock, poor health conditions of people, poor educational facilities and infrastructure are common features of life in the valley. The average food production fails to meet the nutritional requirements of the local population, often even famine relief is required. Just this year they have to suffer from the worst drought in living memory.

With the development of a huge commercial farm (Buchi Farm) between Sinazeze and Sinazongwe for wheat and cotton growing several hundred people had to move again to other places. Buchi Farm couldn't keep the promise of jobs but for a few.

There are little other employment opportunities and other sources of income. Maamba Collieries, Irrigation Schemes and fishing belong to the major ones. Crafts and trades are developing but they are limited by low standard of artisanal skills, insufficient starting capital, expensive and unreliable transport and poor infrastructural development.

All these factors of adverse living conditions result in migration which hits back on the availability of skilled labour.

2. PROJECT APPROACH

Gwembe South Development Project (GSDP) is one of the few development organisations working in the Gwembe Valley. GSDP is a joint venture between The Government of the Republic of Zambia (GRZ) and the Gossner Mission, a protestant Mission Society based in Berlin, Germany. Since 1970 the project is responding to the most urgent needs of the people with a number of programmes: agricultural development, crafts promotion, social development, health, infrastructure, transport and supplies. GSDP is a multifaceted rural development project based on the philosophy of the Gossner Mission to address people by a wholistic approach and with Christian affirmation. It is an instrument for facilitating long term development based on utilization of local resources and the initiative and interest of people at grass root level. Activities also include United Church of Zambia (UCZ) church work and lay training.

The Valley Self-help Promotion Society (VSP) is one of the off springs of GSDP. In order to set up an organisational frame for infrastructural activities, implementation of self supporting community project, trading of basic commodities and supplies of agricultural inputs and implements and for provision of transport, VSP was formed. It has its own Executive Committee and management which operates independently from GSDP. It was registered as a society in 1979, has developed its own set up and is now well known in the Sinazongwe district. Operations of VSP are in general terms self supporting through income generating activities, but financial contributions to community projects still have to be raised for larger activities.

VSP has been organizing several community projects like the construction of a clinic building in Sikaneka, the construction and rehabilitation of rural feeder roads to Siameja, Kafwambila and Sikaneka, setting up of grinding mills for maize and oilpressing mills. These projects were executed with a combination of local initiative and mobilisation, own funds and supportive donor funds from church bodies, other NGOs and development agencies including the EEC - Microproject Unit. The successful implementation and the proven accountability of VSP was leading to the involvement into the electrification project. The local Management Committee suggested VSP as the project

executing organisation, being responsible for the encouragement of individuals, local traders and local institutions and organisations to come up with funds as a local contribution and being the body for contacts to District Council, GRZ and donor institution.

3. OBJECTIVES

The project was started in order to support and accelerate the existing trend that Sinazeze / Nkandabbwe grows into a regional centre which can supply improved services to the surrounding population and the district as a whole, as well as offering increased employment and self-employment possibilities and counteract deforestation by supplying electricity to the area.

4. PROJECT DESCRIPTION AND AIMS

Sinazeze is situated along the Batoka - Maamba tarmac road, which is the only road from the plateau into the Sinazongwe district. It is a crossing point of roads branching off to Sinazongwe (place of the district administration) and Malima/Chiyabi, the most productive area in the district. Therefore it is the most central place even compared to Maamba and Sinazongwe, who win their importance with their colliery and the Boma (administrative centre) respectively.

*Schools
Clinic*
Sinazeze occupies nearly 8,000 people, is an important market place with substantial trading in fish and vegetables, some commodity shops and ware houses, several small restaurants, one bar, a few government offices and a post office, a central water supply system and two grinding mills, all operated with diesel engines. Together with the nearby villages Sinazeze caters for about 1/3 of the population of the Sinazongwe District (ca 75,000) with services and supplies and Sinazeze is the entrance gate to the whole district.

Nkandabbwe is situated 5 km from Sinazeze along the tarmac road. It entails a few shops and the GRZ owned camp which is used by GSDP as project headquarters and VSP administration as well as a workshop.

With the installation of a powerline to the nearby large commercial irrigation farm electricity has come into reachable distance of only 13 km.

Reasons for this application are:

- 1) Better services to the community.

The existing public institutions will be able to extend and improve their services. Schools can improve their adult education and their night classes, specially during the cold season, when it becomes dark at 18.00 hours already. The hot

season, which has longer daylight, is also the rainy season, where people have to cultivate their land and especially women are busy in their gardens the whole day. The clinic can attend to small operations and child births during nights in a better way and radio communication to Maamba hospital can be installed to have serious cases transported in a reasonable time.

2) Employment opportunities.

One of the main problems for the population is the search for additional income and employment opportunities. With electrification further investments can be expected with new companies, with new shops and expanding companies.

3) Self employment

An indirect result of improved infrastructural development would be the possibility of self employment on a larger scale, from traders, craft production, small scale business to casual labour.

4) Communication

With electricity as a precondition for telephone service communication links would be provided between this rather remote area and the outside world, especially on the plateau. PTC (Post and Telecommunication Company) has already distributed application forms.

5) Improved local production

Workshops, shops and restaurants would improve the quality of goods with electrical equipment and increase production and sales. For example, the carpentry workshop is planning to modernize its machinery, some local businessmen are already seriously considering buying cooling facilities and producing of ice blocks for fish trading.

6) Environmental protection

The ecological pressure by extensive deforestation is already clearly visible. Soil erosion is caused by every downpour. Firewood and charcoal is the main source of energy, with electricity this can be reduced. In addition GSDP is planning to start a programme of education and practical execution in the field of environmental protection and reafforestation which would accelerate the efforts for changing to less nature damaging energy.

7) Better living conditions

Availability of electricity will improve general living conditions in parts of the valley, therefore making it more attractive for qualified staff and younger people. They would have access to mass communication media, new social facilities and more individual comfort. This will contribute to reduce migration and brain drain.

8) Reduce of diesel consumption

Diesel is so far the only source of energy besides wood. It is widely used for transport, grinding mills, pumps and generators. It has to be bought on the plateau at a distance of 80 km one way (Choma town). It is sold at a price of K 58,00 (ca. DM 0.80) not even included the transport costs down to the valley.

9) Availability of electricity in Zambia

Electricity is abundantly produced and even exported in Zambia with hydro electrical power stations at Siavonga, Kafue and Livingstone, therefore not endangering the environment with pollution.

10) Cost of electricity

Electricity is currently sold at a very cheap rate of 1000 units (Kw) = K 300.00 (ca 4,00 DM), therefore affordable even by people with low income.

11) Development benefit for the people

Last not least electricity will finally bring the benefits of electricity to the very people who had and still have to suffer from the resettlement due to the construction of the Kariba Dam for the sole purpose of electricity generation. Resentments can be easily felt towards government and development organisations who always promise developmental benefits without coming forward with the basically needed infrastructural improvements.

Under the currently prevailing economical situation in Zambia the Government can not be expected to finance the electrification project but with the support of the local MP the District Council has already committed itself to substantial contributions for their dependencies. Also parastatals like LINTCO, development agencies like World Vision, VSP and GSDP are willing to contribute as well as local business men and private households.

The local management committee is meeting regularly and has taken first steps of mobilizing the people, establishing organisational structures, getting a quotation from ZESCO.

This quotation was produced on 19.12.1991 valid for 3 months. With the rapid devaluation of the Kwacha and high inflation rate a 35% increase of costs every 3 months has to be calculated with. This mainly is a problem for the local contribution but not so much for donations from outside because of the adapting exchange rates.

5. PROJECT EXECUTION

The Project will be executed by ZESCO (Zambia Electricity Supply Corporation Limited) in conjunction with Valley Self-help Promotion Society (VSP), Gwembe South Development Project (GSDP), Sinazongwe District Council and the local community.

6. PROJECT COSTS ESTIMATES

The ZESCO quotation amounts to K 23, 106,306.00 (1,- DM = K 75 therefore ca DM 300.000-). At the time of writing this proposal we have to estimate the costs already with ca K 30,000,000- (ca DM 400.000-) because of a recent 30% devaluation of the Kwacha.

The local community can contribute in the range of 5-7 million Kwacha: government bodies are expected to come up with K 200,000.00 each, companies and agencies are willing to give the same, GSDP could give about K 2 million, businessmen and individuals have to be charged according to their possibilities. This leaves us with a gap of approximately K 25 million.

The first meetings of the local Management Committee tried to tackle the practical organizational tasks. A survey was done about possible consumer needs. It was clearly stated in the Management Committees that individual installation and consumer costs are not covered by the quotation and that each consumer has to finance this him/herself. It is planned to open a bank account and to start collection of contributions, as soon as a donor has indicated willingness to support the project. Possible donor organisations were approached (German Embassy, EEC - Microproject Unit, African Development Foundation) but without success. Either the project does not meet their objectives or the amount required is too high.

It was also enquired about project implementing costs. Expected bank charges and fees are in the range of K 600,000 (six hundred thousand Kwacha). Engagement of an independent external auditor for checking the handling of both local and donor contributions is regarded necessary and will cost up to K 1,500,000 (one million five hundred thousand Kwacha) for the whole period.

k.w.

GWEMBE SOUTH DEVELOPMENT PROJECT

November 1991

1992 Work Programme and Budget

1. BACKGROUND

The Sinazongwe District covers the southern part of the Gwembe Valley along Lake Kariba. The rural area in the district belongs to the least developed areas of Zambia. The Gwembe people have always had to deal with a harsh environment; the Gwembe valley is the hottest and driest part of Zambia. Additionally the people suffered disruptions caused by forced resettlement during creation of Kariba Lake and just 11 years ago the ravages of rebellion wars.

The average food production fails to meet the nutritional requirement of local population. Food is shipped regularly into the district and sometimes famine relief is required. In the last years land shortage for farming is more and more observed.

2. OBJECTIVES

GSDP assists people in Sinazongwe District to improve their living conditions by better utilization of existing potentials (human and Material resources) within the area through an integrated approach by:

- support of local initiatives to promote economic, social, cultural and spiritual development among people.
- facilitating formation and effective operation of economically self-supporting production units, irrigation schemes, trades and other self-help activities at grassroot level.
- support of initiatives to strengthen the role of women in the process of self-reliance and rural development.
- introduction and support of initiatives to preserve and rehabilitate the natural environment within Sinazongwe district.

3. MAIN PROJECT ACTIVITIES

During the year 1990 and beginning of 1991, GSDP underwent a mayor reorganisation and streamlining of its activities. Out of its 19 activities 4 were discontinued, 3 became independent activities which had received self reliance, and 4 were combined with existing once. At present they are next to GSDP administration 7 GSDP programmes:

- Irrigation Schemes
 - Buleya Malima Irrigation Scheme
 - Nkandabwe Irrigation Scheme
- Dryland farming and erosion control
- Support of Valley Self-Help Promotion Society
- Female Extension
- Promotion of Small Scale Village Industries
- Village Water supply
- Church work and social activities

4. WORKPLAN

4.1 ADMINISTRATION

Objective: Management and back up services for GSDP projects provided and GSDP policy formulated.

- monitor and evaluate project activities
- coordinate activities with district council and ministries
- represent GSDP at all levels
- insure correct accounting of funds
- maintain GSDP staff houses and offices
- supervise project administration
- conduct one planning seminar
- arrange for one educational tour
- make mech. workshop to a self financing unit
- participate in the process to bring electricity to Sianzeze township and Nkandabbwe Camp

Responsible officer: Chairperson and Coordinator

Funding: see budget attached. Total: K 4.868.400
(58% GRZ ; 42% Gossner Mission)

4.2 IRRIGATION SCHEMES

Objective: Increase food production and improve nutritional status among the involved communities through economic self supporting irrigation schemes.

4.2.1 BULEYA MALIMA

- advise farmers committee in organisational questions
- insure proper management by the management team and farmers committee.
- supervise the project orchard
- assist farmers committee in running the marketing truck on a self supporting base
- advise farmers in agricultural and irrigation practices
- maintain the irrigation system
- rehabilitate irrigation system (only if additional funds can be made available)
- maintain GRZ property (houses and domestic water supply)
- establish a tree nursery (50 citrus trees, 500 multipurpose trees)

Responsible officers: Scheme Manager, Irrigation Adviser,
Horticulturist

Funding: see budget attached. Total K 717.500
(36% GRZ ; 64% Gossner Mission)

and self-generated funds

4.2.2 NKANDABBWE IRRIGATION SCHEME

- advise farmers committee in organisational questions
- advise farmers in agricultural and irrigation practices
- maintain the irrigation system
- improve the economic independence of the scheme further

Responsible officers: Irrigation Adviser

*on a decreasing
sustainability basis!*

Funding: see budget attached. Total K 83.500
(98% GRZ ; 2% Gossner Mission)

4.3 DRYLAND FARMING AND EROSION CONTROL

Objective: food production stabilised and erosion control introduced in one ward.

- insure arrival of Adviser (latest by June 92)
- work out project proposal (latest March 92)
- discussion with target group on implementation (July 92)
- preparation for activities during rainy season
- execute proposals with target group together (from October onwards)

Responsible officer: Agricultural Adviser, GSDP Chairperson

Funding: see budget attached. Total K 2.993.700
(19% GRZ ; 81% Gossner Mission)

4.4 SUPPORT OF VALLEY SELF HELP PROMOTION (VSP) SOCIETY

Objective: Basic commodities are supplied at an economic base and projects at village level are assisted by VSP.

- VSP Manager trained in improved management (3 month course)
- training for Bookkeeper and Trading Officer arranged
- turn over of hard ware shop in Sinazeze increased (K 1.2 mill)
- supervise lorry transport (at least K 600.000 set aside for replacement)
- maize and mealie meal to rural areas supplied (1500 bags of 90kg maize and 3000 bags of 25 kg mealie meal)
- distribute 10 tons of seeds (5 tons maize, 4 tons sorghum, 1 ton sunflower)
- supervise running of 6 grinding mills
- provide assistance to projects in rural area, especially business ventures

Responsible officers: VSP Manager, VSP Adviser,

Funding: see budget attached. Total K 2.475.000
(0% GRZ ; 100% Gossner Mission)

and self-generated funds

4.5 FEMALE EXTENSION

Objective: rural women engaged in economic viable activities and aware of their important role in development

- work out detail workplan for 92 (March 92)
- start with two economical viable activities
- train 3 women groups in book keeping
- hold one seminar one women affairs with local women as participants
- decide about the employment of programme officer (July 92)
- work out proposals for women involvement in other GSDP projects.

Responsible officer: Female Extension Adviser

Funding: see budget attached. Total K 920.300
(17% GRZ ; 83% Gossner Mission)

4.6 SMALL SCALE VILLAGE INDUSTRY (SSVI)

Objective: local artisans effectively use their skills and provide service to the community at economical prices

- Two years apprenticeship in carpentry of 6 young men end in July 92
- arrange a 3 months training course for 4 rural metal workers
- insure upgrading and further training of
 - 6 carpenters in roof construction (2 weeks course)
 - 6 carpenters in cabinet making (2 weeks course)
 - 7 tanners in improved vegetable tanning (2X 2 weeks course)
 - 7 shoemakers in improved quality production (2X 2 weeks courses)
 - 25 artisans in business and management (3 weeks course)
- provide extension work to:
 - Tannery Sinazeze Crafts centre (exp. turn over K 24,000 per month)
 - Leather workshop Sinazeze Crafts centre (exp. turn over K 20,000 per month)
 - Carpentry Sinazeze Crafts Centre (exp. turn over K 30,000 per month)
 - Bicycle repairs Sinazeze crafts Centre (exp. turn over K 6,000 per month)
 - Metal workshop Syabaswi Crafts Centre (exp. turn over K 10,000 per month)
- assist to establish a metal workshop at Sinazeze Crafts Centre
- assist to establish a carpentry workshop at Syabaswi Crafts Centre
- assist to establish a carpentry workshop in Siameja
- provide loans through a revolving fund to artisans for their first tools and first working capital.

Responsible officers: SSVI Adviser, SSVI officer

Funding: see budget attached. Total K 903.700
(22% GRZ ; 78% Gossner Mission)

4.7 WATER DEVELOPMENT PROGRAMME

Objective: Rural communities assisted in been responsible for their own clean water supply

- repairs of bore holes (15)
- cleaning and/or deepening of wells (20)
- repairs of windlasses (5)
- providing material for new wells and giving technical advise (5)
- replacement or installation of new pumpheads on boreholes (5)
- assist communities in making fences and drainage around their water collecting points
- maintain and repair domestic water supply in GSDP houses

Responsible officers: Water Development Officer

Funding: see budget attached. Total K 441.400
(75% GRZ ; 25% Gossner Mission)

4.8 RURAL WORKS PROGRAMME

Objective: rural roads improved by supplementing the effort of district council

- assist the district council in road maintenance
- assist the district council in building of slaps
- participate in the maintenance work of GSDP property

Responsible officers: Rural Works Officer

Funding: see budget attached. Total K 507.600
(70% GRZ ; 30% Gossner Mission)

4.9 CHURCH WORK AND SOCIAL ACTIVITIES

Objective: Christian witness expressed by serving the whole human being also in church work and social activities

- participate in lay training activities of UCZ congregations and the interdenominational TEEZ programme
- encourage congregations to take up development work
- provide material for building of latrines in the villages
- encourage football clubs and theatre groups
- provide ambulance service in serious cases only
- pay outstanding claims from 1989 (K 361.970)

Responsible officers: GSDP Chairperson

Funding: see budget attached. Total K 844.970
(59% GRZ ; 41% Gossner Mission)

5. SUMMARY

The total budget 1992 for GSDP is K 14,756,070 out of which GRZ will pay 33% and Gossner Mission 67%. The Gossner Mission pledge of 67% of the budget is done in ~~Deutsch~~ ^{German} Mark and equals to 170.000,00 DM.

It is hoped that during the year GSDP can receive further funding through donations from individual people in overseas and other donor agencies for specific activities, which could not be budgeted for. 2

Salaries for civil servants (1991 5; 1992 6) are not included in the budget but their possible subsistence allowance.

Emoluments for Gossner Mission staff members (6²) are not included in the budget as well as for the ~~whole~~ ^{entire} VSP staff (10).

R.F.Bredt
GSDP Chairperson



Date of Brief: October 1991

PROJECT BRIEF

1. PROJECT TITLE: Gwembe South Development Project (GSDP)
2. LOCATION AND ADDRESS OF PROJECT: GSDP chairperson 2
P.O.Box 3
Sinazeze via Choma
or
Gossner Mission 2
Liaison Officer
P.O.Box 50162
Lusaka
tel: 01-250580
fax: 01-250580
3. GEOGRAPHICAL COVERAGE: Sinazongwe District in Southern Province
4. STARTING DATE: 1971 2
5. ORIGINAL DURATION: long term, first agreement between GRZ and Gossner Mission was over 6 years. 2
6. CURRENT DURATION: 21 years
7. CURRENT TERMINATION DATE: present agreement between GRZ and Gossner Mission is up to 1996, but intention to continue and long term planning goes up to the year 2000.
8. BACKGROUND

The Sinazongwe District covers the southern part of the Gwembe Valley along Lake Kariba. The rural area in the district belongs to the least developed areas of Zambia. The Gwembe people have always had to deal with a harsh environment; the Gwembe valley is the hottest and driest part of Zambia. Additionally the people suffered disruptions caused by forced resettlement during creation of Kariba Lake and just 11 years ago the ravages of rebellion wars. The average food production fails to meet the nutritional requirement of local population. Food is shipped regularly into the district and sometimes famine relief is required. In the last years land shortage for farming is more and more observed.

In 1970 GRZ and Gossner Mission signed the first agreement for technical cooperation. This agreement was for provision of experts in agriculture, animal husbandry, health and community development, to assist GRZ personnel and agencies in the development of the Gwembe Valley. Extensions of this agreement have taken place in 1976, 1983, and 1991.

9. OBJECTIVES

GSDP assists people in Sinazongwe District to improve their living conditions by better utilization of existing potentials (human and Material resources) within the area through an integrated approach by:

- support of local initiatives to promote economic, social, cultural and spiritual development among people.
- facilitating formation and effective operation of economically self-supporting production units, irrigation schemes, trades and other self-help activities at grassroot level.
- support of initiatives to strengthen the role of women in the process of self-reliance and rural development.
- introduction and support of initiatives to preserve and rehabilitate the natural environment within Sinazongwe district.

10. MAIN PROJECT ACTIVITIES

During the year 1990 and beginning of 1991 GSDP underwent a mayor reorganisation and streamlining of its activities. Out of its 19 activities 4 were discontinued, 3 became independent activities which had received self reliance, and 4 were combined with existing once. At present they are next to GSDP administration 7 GSDP programmes:

- Irrigation Schemes
 - Buleya Malima Irrigation Scheme
 - Nkandabwe Irrigation Scheme
- Dryland farming and erosion control
- Support of Valley Self-Help Promotion Society
- Female Extension
- Promotion of Small Scale Village Industries
- Village Water supply
- Church work and social activities

10.1. IRRIGATION SCHEMES

10.1.1. BULEYA MALIMA

In 1991 the scheme has 45.5 ha under irrigation with 172 farmers using plots of 0.25 ha each. 3 ha are used as a citrus orchard to generate funds to support of the whole scheme.

Achievements:

- Over 80% of farmers have paid by Middle of October already their water fees in 1991.
- Farmers' Committee has improve his functions
- Technically the scheme works smoothly

Constrains:

- Prices for maintenance and running costs of the scheme are rising faster than expected. Expected level of self-reliance could not be achieved as expected.
- Management of the scheme still relies heavily on the Adviser. Most of GRZ staff members are not qualified and committed enough to manage such scheme.
- Mayor rehabilitation of water channels within the scheme is needed.
- Trees in citrus orchard are 21 years old and about 60% are diseased or already dead. A Mayor rehabilitation of the orchard is needed.
- Rehabilitation of domestic water supply to GRZ staff houses is urgently needed.

10.1.2. NKANDABWE IRRIGATION SCHEME

The scheme has 84 farmers with plots of 0.1 ha. It is running smoothly with very little assistance from outside.

Achievements:

- Farmers Committee is in full control of the scheme
- Marketing problems are reduced by farmers themselves by deciding on crops to be grown. Production of tomatoes and cabbage is reduced in favour of green maize, okra, onion and beans.
- small repairs of channels and dam are done by farmers without supervision.

Constrains:

- placement of an Agricultural Assistance to the scheme is needed to give adequate agronomic advise.
- in years of low rainfall Nkandabwe lake does not give enough water till the beginning of the next rainy season and pumping has to take place...

10.2. DRYLAND FARMING AND EROSION CONTROL

No mayor work was done in this field because project proposal has to be worked out and a new staff members have to be engaged. It is planned for 1992 to have an Adviser been send by Gossner Mission and project proposal been worked out.

10.3. SUPPORT OF VALLEY SELF-HELP PROMOTION (VSP) SOCIETY

In order to set up an organisational frame for trade and self-help activities VSP was formed and registered as a local society. It has developed its own set up and supplies basic commodities into the remote areas in the district and its assists projects at village level.

*Minumb deo?
Jeta 3*

Achievements:

- The audited account for 1990 states that VSP improved its performance tremendously. VSP increased ^{its} working capital during 1991 and achieved its goal of being economically self reliant.
- in 1991 VSP received a new 10 ton lorry
- VSP assisted the district council in maintaining some of the roads in remote areas
- VSP provided maize and mealie meal specially in the deficit areas of the district.
- 2 engine driven grinding mills and 1 animal driven grinding mill were installed and are in operation
- trading with agricultural implements and building material was started
- over 10 ton of agricultural seed (mainly maize) was sold through a net of rural depots
- VSP evaluation ended in September 91 but report is not yet available

= achievement?

Constrains:

- availability of mealie meal
- availability of appropriate agricultural seed
- further training for Zambian staff

10.4. FEMALE EXTENSION

By the end of 1990 the female extension programme was evaluated. The evaluation indicated the need to shift from a pure women club approach to a more to a more open approach which should cover economic viable activities as well as awareness building amongst girls and women.

Since middle of 1991 GSDP is trying to employ a qualified woman, who could be the adviser to the female extension programme. It is hoped to fill this post before the end of 1991

10.5. PROMOTION OF SMALL SCALE VILLAGE INDUSTRIES (SSVI)

The programme is assisting artisans through training and provision of technical advise, starting capital on loan basis and monitoring service.

Achievements:

- In 1990 6 young man started training as apprentice in carpentry by local carpenters for 2 years. All 6 have continued and will end their training next year.
- 7 women and 7 men were trained in a three month course in Chipata in tannery and leather work. They all started work at Sinazeze Crafts Centre. Money for the training was raised through the German Embassy in Lusaka and the German Voluntary Service. This money was not part of the budget 1991.
- At Siabaswi Crafts Centre a welder is running his business quite well and produces spare parts and does repair work
- Sinazeze Crafts Centre has a bicycle repair shop, a carpenter group called 'Tusole Woodwork', and buildings for tannery and leather work is under construction.

to construction
 Constrains:

- / lack*
- Building work at Sinazeze Crafts Centre is not progressing as planned
 - Planned training for blacksmiths was postponed to 1992 because of *lack* of funds *the*
 - Search for a counterpart for Adviser is continuing. It is hoped that this place can be filled by beginning of 1992.

10.6. VILLAGE WATER SUPPLY

This programme is assisting the district council in repairs and maintenance of bore holes and wells as well as assisting villagers in digging and building new wells.

when?
 Achievements:

- 16 bore holes and 22 wells maintained and repaired
- 4 new wells were dug and fixed with a windlass, chain and bucket.

(when?) lack /
 Constrains:

- Co-operation with the district council is laborious because of *lack* of transport and commitment as other tasks receive higher priorities
- most people in the district feel that supply of water is the task of the Council/Government and therefore are not too willing to help in repairs or maintenance.
- most communities need to be educated in keeping the surrounding of the wells / bore holes clean and do simple maintenance work.

10.7. CHURCH WORK AND SOCIAL ACTIVITIES

As a Christian mission society, Gossner Mission understands its development work as part of Christian witness to human being as a whole.

Achievements:

- participation in lay training activities
 - support of local football clubs
 - support of building 6 latrines in villages
- } 2 odwad*

11. COSTS OF PROJECT

The 1991 Minister's Brief states for GSDP a total of K 2,240,000 , K1,440,320 from Gossner Mission and 799,680 as GRZ contribution. In a letter written in May to the Permanent Secretary, Ministry of Agriculture this was corrected, as the Gossner Mission contribution was far higher (K9,124,680) and the actual budget for 1991 was K 9,924,186. In addition donations from Germany and funds from other donor agencies are used during the year 1991.

For 1992 the Gwembe South Development Project has requested for a budget total of K 14,756,070 (GRZ K 4,831,784; Gossner Mission K 9,924,186 = DM 170,000). Detailed budget is attached. This figure do not include salaries for GTZ officers and GRZ permanent workers and Gossner Mission advisers.

By the end of 1991 financial statement for GSDP will be produced. Statement for period January to September 1991 is attached. By September 1991 GSDP received K 600,000 so far from GRZ, the remaining K 199,680 are promised for the end of October.

12. TYPE OF FINANCE

GRZ capital fund.

Gossner Mission funding is a grand Special donations are not included in the budget. They are a grand.

13. ORGANISATIONAL ASPECTS

The project worked administratively under the direction of Gwembe District Council (since April 1991 it is under Sinazongwe District Council) and technically under the Ministry of Agriculture represented by PAO/Southern Province. Gossner Mission, as the partner organisation in GSDP is represented by the Gossner Service Team Chairperson.

The Gossner Service Team Chairperson is the head of GSDP and represents the project at all levels. The GSDP Administrative Coordinator represents GRZ within the project. The staff meeting is the main co-ordinating body within GSDP where all programme officers report on their programmes and agree on general matters of project planning and implementation.

During 1991, an application was made to shift GSDP from the Department of Agriculture to the headquarters of the Ministry of Agriculture (Planning Division), as GSDP is not an agricultural project only but a rural development project. This application was granted. From 1992 onward GSDP will report all technical matters to the Ministry of Agriculture directly.

14. STAFF

I. GRZ staff members:

I.a. Senior staff:

- 1 GSDP Adm. Coordinator
- 1 Workshop Supervisor
- 1 Rural Works Officer
- 1 Water Dev. Officer
- 1 Manager Buleya Malima Irrigation Scheme

I.b. Junior staff:

- 1 Agricultural Assistant, Buleya Malima Irrigation Scheme
- 1 Secretary/Typist
- 1 driver
- 2 watchman
- 2 welder
- 3 general workers

II. VSP employees (all paid from VSP):

- 1 Manager
- 1 Trading Officer
- 1 bookkeeper
- 1 watchman
- 3 tailors
- 1 lorry driver
- 2 general workers

III. Gossner Mission

III.a. Senior staff:

- 1 GSDP/GST chairperson (expatriate)
- 1 VSP Adviser (expatriate)
- 1 Irrigation Adviser (expatriate)
- 1 treasurer (expatriate, half time job)

III.b. Junior staff:

- 1 Assistant Transport Officer
- 1 Bookkeeper
- 1 driver
- 2 general worker
- 1 guest house/office attendant
- 8 watchmen

IV. Volunteers

- 1 SSVI Adviser , German Volunteer
- 1 Horticulturist, Japanese Volunteer

In 1992 the following senior staff members are expected to join GSDP:

- 1 GSDP Coordinator (GRZ)
- 1 Female Extension Adviser (Gossner Mission)
- 1 Agricultural Adviser (Gossner Mission, expatriate)
- 1 SSVI Officer (Gossner Mission)

15. TRAINING

It is planned to send the VSP Manager on 4 to 8 weeks training course.

All programmes have an on the job training component.

Ok... !

16. ACHIEVEMENTS AND MAIN CONSTRAINS

Achievements:

- the main achievements are mentioned under point 10. of this brief.
- acceptance of GSDP activities is high in rural areas
- in 1991 GSDP administration improved.
- spending of GRZ funds were more strictly controlled.

Constrains:

- High inflation in the country makes it more difficult for the individual projects and entrepreneurs to achieve the set targets to become self reliance.
- to have replacement of staff members in adequate time remains a problem
- to receive qualified GRZ staff in GSDP is a major problem
- roads in the district are in a very poor state
- cooperation with the new Sinazongwe District Council is still low

Stil!

Datum ?

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6/2/11

v. H. Munsaka Chaiten 2/3/93

3

TERMS OF REFERENCE

POST: GSDP Administrative Coordinator

Responsibility: Administer GSDP

Responsible to: GSDP/GMT Chairperson

Place of residence: Nkandabbwe camp

Place of work: Offices of GSDP in Nkandabbwe camp

Introduction

The GSDP is a regional development project covering the Sinazongwe District.

The overall aims of GSDP is the improvement of living conditions of the people in Sinazongwe District.

The operations of GSDP are based on the agreement between the Government of the Republic of Zambia and the Gossner Mission. The agreement states "The Gossner Mission consiers its services as part of its christian witness, which pursues a comprehensive approach towards God's people including the spiritual and material well being as well as the social and cultural side of life of the people".

Technically GSDP falls under the Ministry of Agriculture represented by the PAO of Southern Province and administratively under the Sinazongwe District Council.

2. Duties

- a) administer the GSDP office
- b) supervise all staff members within GSDP on administrative matters
- c) ensure discipline and proper work performance of GSDP staff.
- d) supervise and check the camp maintenance.
- e) guarantee that proper records of project properties are kept within GSDP.

-/2

- f) handle administrative matters concerning GSDP personell.
- g) advise the GSDP staff members in planning and spending of GSDP funds.
- h) represent GSDP at district, provincial and national level in close co-operation and under arrangement with the GSDP Chairperson.
- i) chair the GSDP staff meetings and insure proper documentation of the meetings proceedings and activities taken.
- j) prepare GSDP progress reports and all other reports.
- k) assist in planning of GSDP activities and GSDP budget.
- l) supervise the workshop manager in his duties.
- m) responsible for camp maintenance in Nkandabbwe in close co-operation with all occupants.

July, 1991

DRAFT

GWEMBE SOUTH DEVELOPMENT PROJECT

TERMS OF REFERENCE

POST: GSDP Administrative Co-ordinator

Responsibility: Administer GSDP

Responsible to: GSDP/GMT Chairperson

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Place of work: Offices of GSDP in Nkandabbwe camp

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- l. supervise the workshop manager in his duties
- x m. responsible for camp maintenance in Nkandabbwe in close co-operation with all occupants.

July, 1991

Chart on G S D P - P r o g r a m m e s

Programme	Irrigation Extens.	Irr. Farming + Water	Female Ext.	VSP Trading	Small Scale Village Ind.	Church Work
Objectives	Management assistance and training of farmers at irr. schemes	Formation and monitoring of small scale irrigation units, water development		- agric. inputs and hardware - staple food and basic commodities, Promotion of selfhelp proj.	Formation and monitoring of small production units	Lay training for UCZ congregations
Target group	Irr. farmers at Buleya Malima and Nkandabbwe irr. scheme	subsistence farmers	women	farmers and selfhelp groups	local artisans and school leavers	UCZ congregations
Staff	1 Expat, scheme management	1 Expat, 1 local counterpart	1 Expat, 1 local counterpart	1 Expat, VSP management	1 Expat, 1 local counterpart	1 Expat, 1 UCZ trainer
Funds*	self generated, GM and other donor funds*	self generated, GM and other funds*	self generated and GM funds*	self generated and GM funds*	self generated and GM + other donor funds*	self generated and GM funds
Station	Buleya Malima Irr. Scheme	Kanchindu	Nkandabbwe	Nkandabbwe	Nkandabbwe	Nkandabbwe
Cooperation with	PAO/DAO/DC	PAO/DAO/DC, Landuse water development		DCMU/DC, Maaze Coop.	SIDO, TMCP, VSP	UCZ (integrated programme)
Comments		Programme outlines need to be designed	Programme will eventually be re-planned after evaluation	sustainability of organisational set up needs to be assessed	local counterpart structure needs to be developed	GM policy on partnership with UCZ needs to be defined

* external funds can be applied for through PAO, DC or donor agencies if necessary

General policy: Support of local initiatives by extension (low funding, based on self generated funds).
 Programme planning and implementation should be designed on long term.
 Cooperation with relevant GRZ offices should be maintained.
 Gossner Mission has to ensure necessary project management.

May 16, 1990

Ulrich Luig
 Gossner Mission Chairman

Programme	IRRIGATION EXTENS.	IRR. FARMING + water	FEMALE EXT.	VSP Trading	SMALL SCALE VILLAGE INDUSTRIES	CHURCH WORK
OBJECTIVE	Management assistance and training of farmers at irr. schemes	Formation and monitoring of small scale irrigation units Water development		Distribution of - agric. inputs and hardware - staple food and basic commodity Promotion of self help projects	Formation and monitoring of small production units	Loy training for UC2 congregations
TARGET GROUP	Mr. farmers at Buleya Malima and Nkandabawe irr. scheme	subsistence farmers	women	farmers and self help groups	local artisans and school leavers	UC2 congregations
STAFF	1 Expat scheme manager	1 Expat 1 local counterpart	1 Expat 1 local counterpart	1 Expat VSP management	1 Expat 1 local counterpart	1 Expat 1 UC2 trainer
FUNDS*	Self generated GH and other donor funds*	Self generated GH and other funds*	Self generated and GH funds*	Self generated and GH funds*	Self generated and GH + other donor funds	Self generated and GH funds
STATION	Buleya Malima irr. scheme	Kanchinda	Nkandabawe	Nkandabawe	Nkandabawe	Nkandabawe
Cooperation with	PAO / DAO DC	PAO / DAO / DC Land use Water development		DCHU / DC Maize Coop.	SIDO THCP VSP	UC2 (integrated programme)
Comments		Programme outline needs to be designed	Programme will eventually be replanned after evaluation	Sustainability of organizational setup needs to be assessed	Local counterpart structure needs to be developed	GH policy on partnership with UC2 needs to be defined

* external funds can be applied for through PAO, DC or donor agencies if necessary

~~Nkandabawe comp should be vacated by CH/CSAP on medium term~~

was height class?

General policy: Support of local initiatives by extension (low funding, based on self generated funds)

Programme planning and implementation should be designed for about 10 years on long term

Cooperation with relevant GR2 offices should be maintained
GH has to ensure necessary project management

16/05/90 U. LUG

BRIEF PROGRESS REPORT 1989

INTRODUCTION

In 1989, the Gwembe South Development Project and its various project components made considerable progress in project implementation and coordination. Although the project encountered some shortcomings like insufficient transport and late release of GRZ project funds, project implementation could be kept in line with planning.

1. Project Coordination and Administration

A new system of quarterly workplans and progress reports was developed and introduced. Meetings and workshops on District, Provincial and National level were attended. Cooperation with District and Provincial offices was maintained and developed. The clerical officer was sponsored to attend a 6 months course at ZIMCO Institute of Management at Lusaka.

2. Project Planning and Promotiion

A seminar on development perspectives in Mabinga and Mweenda wards was held and an agricultural show was organised at Siameja in cooperation with the District Council. Surveys on don-key utilisation and the potential of production units of local schools were conducted.

3. Agricultural Projects

a) Buleya Malima Smallholder Irrigation Scheme

The technical rehabilitation of the scheme was completed by lining the water reservoir of the scheme. As a result, 50 more farmers were given plots of 0.2 ha each which were first cultivated during the dry season 1989. Works on preparing another 15 ha for cultivation (phase III) have started. The electrification of the scheme was commissioned on 12/10/1989. The scheme continued to generate its own funds from which a 3t lorry was bought.

b) Siatwinda Smallholder Irrigation Scheme

During rainy season 88/89 rice was grown at the scheme which proved to be successful. During dry season 56 farmers grew vegetables on 16 ha under irrigation. After the plans for a rehabilitation of the scheme were rejected by the Government of the Federal Republic of Germany an evaluation of the scheme was done by Provincial offices. A committee has been set up by the PAO which shall prepare plans for future perspectives of the scheme and Siatwinda area.

c) Nkandabbwe Smallholder Irrigation Scheme

This gravity fed irrigation scheme has been utilised by farmers for 2 seasons as in previous years. Scheme management is done by farmers themselves through their executive committee. Sufficient rainfall and improved water management by farmers made additional pumping unnecessary.

d) Training Programme for Farmers at Irrigation Schemes

After the training officer was provided with a motor bike in March, he conducted training sessions at each scheme regularly. A curriculum for the training was developed in cooperation with the respective scheme managements. An excursion for farmers at the 3 schemes was done to irrigation scheme in Gwembe North.

e) Seed Programme

During 1988/89 agricultural season 11.02 tons of maize seeds were sold in 2 kg units to local farmers. During dry season vegetable seeds were sold for river gardening on a trial basis. For the coming 89/90 season 12 tons maize seeds will be purchased and resold. Sales are done in close cooperation with the District Cooperative Union to avoid duplication.

4. Social Projects

a) Valley Selfhelp Promotion Society

VSP has been assisted by the project with a Gossner Mission technical adviser and 60% of the salary of the assistant coordinator. VSP organised mealie meal and maize supplies to remote areas through its various depots. Selfhelp projects have been sponsored and monitored. The Rural Health Center at Sikaneka could be completed and was officially handed over to the Ministry of Health on 13/10/1989.

b) Female Extension Programme

At the 3 women clubs monitored by the programme teaching and demonstrations were done. The needle work lessons concentrated on sewing clothes and blankets filled with locally grown cotton. The cockerel exchange programme was continued as well as the nutrition programme in cooperation with Rural Health Centers in Gwembe South.

c) Credit Unions and Savings Associations (CUSA)

CUSA was assisted with 60% of the salary for a bookkeeper at the newly formed Credit Union at Malima. CUSA seminars in Gwembe South were sponsored.

d) Maize Consumers Cooperative

The cooperative was assisted with payment of part of the salary for its bookkeeper. Although the lorry of the cooperative was on breakdown throughout the year, it managed to run its shop and guest house at Siabaswi. An affiliated consumers cooperative at Muuka was formed.

e) Tonga Museum and Crafts Project

After having been a GSDP programme for many years, the programme became legally independent in 1989. A technical adviser and substantial funds are provided by the Dutch Government. The rehabilitation of the new Tonga Museum in Choma were completed in October. The crafts buying programme has been reorganised. Local crafts production has considerably increased since the programme provides additional cash income for women in particular. The crafts purchases in Gwembe South amounted to K 41,802.85 from January to October, 1989.

f) Church Work

The Gossner Mission reverend assisted local UCZ congregations with regular preaching and conducting short seminars in lay training. Local churches were assisted with transport for their congregational work at 50% of the normal km charge.

5. Mechanical and Infrastructural Projects

a) GSDP Workshop

The workshop is the only metal workshop which is serving the rural areas in Gwembe South. Therefore, it concentrates on repairs of farm implements and other implements. In 1989, 48 farm implements such as ploughs and scotch carts were repaired and 52 other spares and implements were manufactured or repaired. A survey on maintenance of farm implements was conducted and a mobile workshop tour in Gwembe South was organised.

b) Small Scale Village Industries Programme

After the arrival of a new expatriate technical adviser in May, 1989 contacts with local artisans were established to form new production groups. Sinazeze Crafts Center has almost been completed which shall accommodate a carpentry group and one other group in the near future. Another carpentry workshop is about to be opened at Siabaswi.

c) Rural Works Programme

The construction of 20 km feeder road from Siawaza to Kafwambila was completed and officially commissioned on 3/11/89. 45 km of the main bottom road from Siabaswi to Siampondo was repaired with manual labour in cooperation with the District Council. One wing of Siampondo School was re-roofed with the involvement of local people on selfhelp.

d) Water Programme

Several wells and boreholes in Gwembe South were repaired and maintained in cooperation with the District Council. The water system at Sikaneka Rural Health Center was completed. A programme for cleaning wells in Kafwambila/Siampondo area was conducted by involving local manpower.

e) Landuse Programme (GSDP)

Six dangerous gullies along Maamba-Nkandabbwe road have been stone pitched.

7th November, 1989

D. K. Masowe
GSDP Project Coordinator

Rev. U. Luig
Chairman of the
Gossner Mission Team

I. BACKGROUND INFORMATION

1. Gwembe South Sub-District



Before the Lake Kariba resettlement in the late fifties, the Gwembe Valley was one of the remotest areas in Zambia. Because of the adverse climate and extremely poor road conditions the Valley Tonga lived almost cut off from the rest of the country on the basis of their subsistence economy mainly along the river banks of the Zambezi. Government officials, missionaries and traders would occasionally enter the valley, migrant workers or visitors to relatives on the plateau (especially at times of famine) would leave the valley for some time and come back thereafter.

The construction of the Kariba dam required the resettlement of most valley population, because large areas were being inundated after the dam was closed. Prior to the resettlement, the infrastructure in the valley was substantially developed by construction of roads, wells, schools and other public buildings. However, these efforts made by the government could hardly compensate the loss of the most fertile soils as a consequence of the formation of the lake and numerous other problems the Valley Tonga encountered after resettlement.

The well established social system and the traditional mode of production were seriously disturbed and had to be re-established under rather new and less favourable conditions. Due to the loss of the now inundated land and the growing population, the land pressure increased while the natural environment deteriorated. The introduction of cash crops and cash economy subsequently integrated the valley rapidly into the national market.

Even today, agriculture and stockholding (cattle and goats) are still the main source of income. However, decreasing soil fertility, erratic rain falls and population growth make it more and more impossible to provide enough food and income to meet the costs of living. Other sources of income like fishing, crafts and trades are developing but they are limited by a low standard of artisanal skills, insufficient starting capital and expensive and unreliable transport. It can be assumed that about 60 to 80% of the total population in Gwembe South has to live below the poverty line.

Timely supplies of agricultural inputs and implements is hardly assured and create further problems. Services to be rendered by government services and parastatals (like the Cooperative Union which is in charge of input supplies and marketing of cash crops) are seriously handicapped by lack of funds, transport shortages and management problems. The activities of the District Council is being restricted more or less to general administration.

In the absence of a sufficient amount of locally grown subsistence crops, the majority of farm families in Gwembe South depend on external supplies of maize or mealie meal and other basic commodities. A poorly maintained road network and heavy transport problems during the rainy season (i.e. the months before harvest) cause famine even if cash is available. In remote villages (especially in Mweemba area) people have to walk between 60 to 90 km to reach the nearest shops.

Inadequate water supplies for domestic use and livestock cause serious problems, too. Next to malaria, malnutrition and use of polluted water for drinking are major causes of poor health conditions, especially during the rainy season which is the busiest time for an average farm family. Veneral diseases and AIDS are increasingly spreading. On the other hand, the few Rural Health Centers sometimes even lack the most essential drugs, like chloroquine or antibiotics.

However, for the last 20 years, also the formal sector has developed. Commercial fishing companies and the big farm at Sinazongwe (GVDC) employ hundreds of unskilled workers, Maamba Collieries absorbs a great number of skilled and semi-skilled labour as well. In addition, government services and parastatals provide a good number of places to work. Though most of this employment is not permanent but often seasonal or on short term and forces the labourer to return to agriculture after some time or to look for employment elsewhere. In general, the impact of the formal sector on the development in Gwembe South is still rather limited.

As compared with Gwembe North Sub-District, there are only a few donor agencies operating in Gwembe South. The GWEMBE SOUTH DEVELOPMENT PROJECT (GSDP) was the only development agency for a long time since it was started in 1970. The CHURCH OF CHRIST started a small development project at Nyanga (now ended) and the CATHOLIC CHURCH at Maamba got involved in health care and home economics for women. In 1986, WORLD VISION INTERNATIONAL opened a branch in Gwembe South which is supporting selected foster children, various self-help projects and health care (immunization). AFRICARE started a small agricultural project for some farm families which were displaced in the course of the establishment of GVDC. The German Society for Technical Cooperation (GTZ) is mainly operating in Gwembe North but may also support some projects in Gwembe South in the implementation phase of the Gwembe District Development Plan.

2. Gwembe South Development Project (GSDP)

The Gwembe South Development Project was started as a joint venture of the Government of the Republic of Zambia/Ministry of Agriculture and the Gossner Mission of the Federal Republic of Germany in 1970. The original objective was to start a pilot scheme for agriculture under irrigation as one means to increase agricultural production in the Gwembe Valley. This pilot scheme was established at Siatwinda and was funded by GRZ whereby Gossner Mission sent expatriate professional personnel.

As a consequence of the Gossner Mission philosophy to address man by a wholistic approach, the Gwembe South Development Project as a multifaceted rural development project was founded in 1972. Responding to the most urgent needs as observed in Gwembe South, GSDP embarked on quite a number of programmes:

AGRICULTURE: Promotion of irrigated and dry land farming by management assistance to existing smallholder irrigation schemes, input supplies (seeds) and promotion of credit unions and savings associations.

CRAFTS PROMOTION: Sale of traditional Tonga crafts, establishment of workshops for local artisans, GSDP metal workshop.

SOCIAL DEVELOPMENT: Formation and monitoring of women clubs, promotion of self-help groups and cooperatives on village level, UCZ church work and lay training.

HEALTH: Support of various health programmes in cooperation with Sinazongwe hospital, support of "Under Five Programme" on nutrition in cooperation with Rural Health Centers.

INFRASTRUCTURE: Maintenance and construction of feeder roads, maintenance/sinking of wells and boreholes, construction of clinics schools and other buildings.

TRANSPORT AND SUPPLIES: Hiring out GSDP vehicles to farmers, shopkeepers and development agencies, sales of mealie meal/maize and other basic commodities in remote areas, management and logistic support of relief programmes.

GSDP programmes are designed to assist local communities on village level to overcome most urgent problems by making better use of locally available materials and manpower. The ultimate aim is to establish economically and organizationally self-supporting productive units which can sustain on the long run. Experience show that this objective is more likely to be achieved if these units are relatively small, avoid sophisticated management and are based on personal interest of the participants.

Some of the GSDP initiated projects have developed into independent societies or programmes. Maaze Consumers Cooperative has become a business of its own. Local credit unions are incorporated into CUSA/ZAMBIA. The Tonga Museum and Crafts Project is being re-organized and is now supported by the Dutch Government. Smallholder irrigation schemes at Buleya Malima and Nkandabbwe are economically self-supporting and are heading towards sustainable self-management in the framework of a cooperative.

GSDP is considered by Gossner Mission as an instrument to facilitate long-term development in Gwembe South, based on utilization of local resources and the initiative and interest of people on grassroot level. The success of such progress in development, of course, is greatly dependent on the general conditions in Zambian society. In view of the critical state of the national economy, exploitation of local resources, manpower development and mobilisation of initiative on grassroot level seems to be the most appropriate way to achieve improvement of living conditions of people in Gwembe South.

After 20 years of existence and experience, GSDP has now entered into a new decade of development work in Gwembe South. Gossner Mission Head Quarters has firmly expressed its readiness to continue sending expatriate personnell and funding GSDP operations for the next 10 years. It is hoped that GRZ will also continue to support GSDP operations. This 10 years operational plan shall serve as a basis for further development work in one of the most disadvantaged areas in Zambia.

II. GENERAL PROJECT OUTLINE FOR 1990 - 2000

1. GSDP Objectives

- A. GSDP assists people in Gwembe South to improve their living conditions by better utilization of the existing potentials (material and human resources) within the area by an integrated approach.
- B. GSDP programmes aim to facilitate the formation and effective operation of economically self-supporting production units, trades, and other self-help activities on grassroot level.
- C. GSDP supports initiatives to strengthen the rôle of women in the process of rural development.
- D. GSDP supports initiatives to preserve and rehabilitate the natural environment within Gwembe South.
- E. GSDP supports local initiatives to promote material, social, cultural and spiritual development among people in Gwembe South.

2. GSDP Development Approach

- A. GSDP programme implementation is based on the needs, interest and initiative of the people concerned.
- B. GSDP programmes aim to identify and develop local skills and to organize small groups for self-employment or other income generating activities and thus, create income and supply the local market at the same time.
- C. Projects or other ventures supported by GSDP are planned in a way that they are financially self-supporting or at least cost covering in order to avoid dependencies on external aid. Assistance will be given mainly as starting capital (preferably on loan basis), training and monitoring/professional advise.
- D. The development of regional sub-centers shall be supported by concentrating production units and trades at certain strategic geographical points. In this way, supplies and services for surrounding villages can be easier facilitated and realised surplus capital can be re-invested more easily.
- E. GSDP programmes shall be implemented by an integrated approach in cooperation with District Council and other GRZ Offices and development agencies.

3. Priorities for GSDP Programmes

Although GSDP aims at promotion of development in the whole of Gwembe South, efforts have to be concentrated on specific fields and areas. Based on experiences made during the history of the project and on the knowledge about the present situation in Gwembe South, the following programmes will be implemented by GSDP for the coming years:

A. Agriculture:

- Management assistance and monitoring of smallholder irrigation schemes at Buleya Malima and Nkandabbwe until economic and organizational sustainability.
- Promotion of better utilization of local water resources for small scale farming, domestic use and livestock.
- Trading in agriculture inputs (seeds) and implements in cooperation with District Cooperative Union.

B. Crafts Promotion:

- Assistance to establish self-supporting rural workshops.
- Assistance to better utilization of locally available materials.
- Training of local artisans and management training for production groups.

C. Female Extension:

- Assistance to self-organization of women (women clubs, production groups) for social and income generating activities.
- Training of women in fields of agriculture, home economics, health care etc.
- Integration of women affairs into other GSDP programmes.

D. Self-help Promotion

- Support to local initiatives to organize transport and supplies of basic commodities effectively.
- Assistance to planning and implementation of self-help projects and initiatives.

E. Church Work

- Assistance to UCZ lay training programme.
- Assistance to self-help activities of christian congregations in Gwembe South.

Some GSDP programmes will have to operate wherever favourable conditions for programme implementation are found. Under the aspect of regional planning, however, the following places should be considered for development of regional sub-centers:

Sinamalima / Buleya Malima / Sinazeze / Siabaswi / Siameja

At all these places a school, a clinic, some shops and extension services are already operating which serve the surrounding villages. Except for Buleya Malima, all these emerging centers are located along the main roads and are accessible almost throughout the year. Therefore, these are ideal places to for development of crafts and trades which will find a ready market for their products and goods, and transport problems can be reduced. The emergent townships at Maamba and Sinazongwe are already established regional centers.

4. GSDP Staff

In principle, GSDP programmes shall be manned by 1 expatriate programme officer and 1 locally recruited counterpart who jointly shall be responsible for programme planning and implementation. In such a combination, profound knowledge about the social and cultural background including command of Tonga language can be combined with expatriate professional expertise and thus, meet the necessary staff requirements for a successful programme implementation.

Those programmes which have developed their own management set up (irrigation schemes, VSP) require, of course, more staff. Such staff must be considered as part of a self-supporting structure which is expected to remain after GSDP involvement will have ceased.

On the whole, there are different categories of employment within GSDP:

Gossner Mission employed:

- a) expatriate professionals
- b) local counterparts for GSDP programmes
- c) local junior staff for GSDP administration and operations

GRZ employed:

- a) GRZ senior staff for GSDP coordination and administration
- b) senior staff attached to GSDP programmes
- c) junior staff for GSDP administration

GSDP programme (project) employed:

- a) self-employed staff
- b) programme (project) management staff
- c) programme (project) junior staff

5. GSDP Funds

As GSDP programmes will focuss on extension (social organization and training), major capital investments will not be required. Project funds will mainly be spend on:

- a) Emoluments
- b) GSDP operations (transport, administration)
- c) training (workshops, courses, training materials)
- d) programme promotion (starting capital or assistance)

GSDP will continue to operate on the basis of a mixed funding system. Sources of project funds will be:

Gossner Mission:

Gossner Mission will allocate approximately DM 150,000 (about K 3.3 mio) per annum to GSDP (excluding overhead costs for expatriate personnel). This amount will suffice for covering most of the recurrent project expenditure.

GRZ:

GRZ is expected to continue contributing recurrent expenditure for GRZ personnel (emoluments). In case of needs arising for capital investments, respective applications will be submitted.

Other donor funds:

In case of cooperation with other donor agencies in one of GSDP programmes or extraordinary fund requirements may arise from GSDP programme implementation, other donor funds will be applied for. Also in the past, GSDP operated with other donor funds (EEC, German or Dutch Government, German Church funds).

Gossner Mission and other donor funds will be handled by Gossner Mission administration within GSDP, and financial statements will be attached to project progress reports.

GRZ funds will be controlled and administered by the Office of the P.A.O.

GSDP budget estimates for the next coming year will be submitted to Ministry of Agriculture and Gossner Mission Head Office.

6. Organizational set-up of GSDP

GSDP senior staff (expatriate programme officers and their counterparts) are responsible for implementation of their programmes on the basis of agreed programme planning and the respective budget allocation.

All GSDP senior staff sit monthly for the GSDP staff meeting. The staff meeting is the main consultative and coordinating body within GSDP. Planned programme implementation, programme progress reports and project matters of general importance and interest are brought to the staff meeting for discussion and approval. Representatives of affiliated organisations to GSDP may attend staff meetings as invitees if the staff meeting decides so.

The GSDP Executive Committee deals with project administration or other subjects assigned by the staff meeting. Members of the Executive Committee are elected by the staff meeting.

The Chairman of the Gossner Mission Team and his Zambian counterpart are responsible for GSDP project management. This includes project planning and coordination, project administration, monitoring of GSDP programmes, compilation of budget estimates and progress reports, project representation, official contacts to relevant offices and other agencies.

According to the Agreement of Cooperation between GRZ/Ministry of Agriculture and Gossner Mission, GSDP operates under the direction of the Gwembe District Council. Technically, GSDP operates under the P.A.O./Southern Province. Close cooperation with all relevant GRZ offices will be maintained.

7. Affiliated organisations to GSDP

Since it has always been the policy of GSDP to facilitate the formation of independent and sustainable local organisations, some organisations have emerged in the course of the history of the project: Maaze Consumers Cooperative, CUSA, Tonga Museum and Crafts Project. In future, Buleya Malima and Nkan-dabbwe Irrigation Schemes, VSP and other GSDP project components are expected to become independent entities as well. The status of an affiliated organization implies mutual information and cooperation on development work in Gwembe South.

Soweit der Entwurf des Projektrahmens für die kommende Dekade. Als Hintergrundinformation verweise ich auf meine 3 Papiere, die ich seit April 90 zugesandt habe. Leider haben sich weder Geschäftsstelle noch ~~Beirat~~ ^{* Ausschuss} dazu in irgend einer Form geäußert, obwohl es sich um policy-Entscheidungen von einiger Tragweite handelt. Diese ausgebliebene Abstimmung über die Grundlinien der weiteren Projektplanung sowie die Verschiebung des Planungsworkshops auf Ende November wirft für das Projekt folgende Probleme auf:

1. Das Budget 91 muß spätestens im August beim Ministerium vorgelegt werden. Da Projektpolitik sich auch in der Finanzplanung ausdrückt (insbesondere in Bezug auf die von uns in Frage gestellte GRZ-Beteiligung am Projekt), geraten wir in Zugzwang. Wir werden das Problem so lösen, daß wir den notwendigen Finanzierungsbedarf für GSDP Verwaltung und Camp-Instandhaltung in den Gossner Haushalt übernehmen und diesen separat einreichen. Auf der GRZ-Seite bleibt dann lediglich die GSDP Werkstatt, deren GRZ-Finanzierung von Koordinator und PAO beantragt werden sollte mit dem deutlichen Hinweis von unserer Seite, daß wir dafür nicht verantwortlich zeichnen. Eine auch von uns vertretbare Lösung für die Fortführung der Werkstatt habe ich bisher noch nicht gefunden.

2. Eine offene Diskussion im GSDP Rahmen über diese Planung (etwa im Staff meeting) ist ohne die Rückendeckung seitens Gossner/BRD nicht möglich, da GRZ Personal unmittelbar betroffen ist und eventuell Gegenstrategien entwickeln könnte, die den Umstrukturierungsprozess erschweren und die noch immer schwebenden Verhandlungen zum Agreement negativ beeinflussen könnten.

3. Es wäre sinnvoll, die wichtigsten Veränderungen noch von mir (d.h. vor Ende meiner Vertragszeit) umsetzen zu lassen. Für meinen Nachfolger wäre dies ein extrem schwieriger und mit erheblichen Risiken verbundener Start. Nach 3 Jahren Projekterfahrung ist man eben ein bißchen schlauer als am Anfang.

Und schließlich sollte die Umstrukturierung des Projektes koordiniert und zügig vorangetrieben werden, denn Verzögerungen oder halbe Lösungen schaffen nur zusätzliche Schwierigkeiten. Aber letztlich liegt die Verantwortung dafür bei Gossner/BRD. Dixi et salveam animam meam.

Zum Project Outline gehört noch eine Beschreibung der einzelnen Programme, die ich aber bisher noch nicht ausformulieren konnte (wird demnächst nachgereicht). Daher eine kurze Skizze mit erläuternden Anmerkungen:

AGRICULTURE:

1. Irrigation Schemes

1.1. Buleya Malima

Das Scheme ist mittlerweile technisch und organisatorisch soweit vorangeschritten, daß es sich selbst trägt. Es wird landesweit als gelungenes Entwicklungsprojekt betrachtet und ist daher von hoher politischer Bedeutung für GSDP als ganzes. Schwerpunkt der Gossner/GSDP Begleitung für die nächsten Jahre sollten sein:

- Konsolidierung des Erreichten bei Produktion und Management;
- Fortbildung der Bauern und des Managements vor allem in den Bereichen Organisation, Finanzabwicklung und Produktion;
- Begleitung von Folgeprojekten, die sich aufgrund der durch das Projekt entstandenen günstigen Ausgangsbedingungen (mehr Kaufkraft, Kapital, Elektrizität/Infrastruktur) anbieten.

Staff: Die personelle Ausstattung des Schemes ist ausreichend, Bessere Qualifizierung durch on the job training ist nötig.

Funds: Laufende Kosten und Investitionsrücklagen werden durch das Projekt selbst aufgebracht. Fremdmittel sind voraussichtlich nicht erforderlich, könnten aber im Notfall leicht über Drittmittel aufgebracht werden.

Übergabetermin: Realistischerweise nicht vor 1996. Sollten sich Folgeprojekte entwickeln, sollte die personelle Begleitung verlängert werden.

Comment: Buleya Malima hat alle Voraussetzungen für die Entwicklung eines growth centers in der Region. Sollte sich dies realisieren lassen, wäre es ein interessantes Modell, das ein längerfristiges Engagement von Gossner rechtfertigen würde.

1.2. Nkandabbwe

Nkandabbwe ist im Prinzip bereits selbständig, d.h. wird von den Bauern selbständig geführt. Dies sollte nicht durch ein verstärktes Engagement von Gossner/GSDP unterlaufen werden. Nandabbwe ist das einzige auf der Basis von Gravität operierende und von den Bauern selbst unterhaltene Bewässerungsprojekt in Zambia und insofern auch von nationalem Interesse.

Hilfestellung brauchte das Scheme jedoch bei der Eintragung als Genossenschaft, um dem Projekt einen rechtlichen Rahmen zu geben und damit auch juristisch abzusichern. Beratung wäre ebenfalls erforderlich für teilweise technische Rehabilitation (canal system, dam), Entwicklung von crop pattern und marketing Strategien, letzteres am besten in Kooperation mit Buleya Malima. Mehr Beratung über verbesserte Anbaumethoden wäre ebenfalls erforderlich.

Staff: Es ist für August 90 geplant, einen GRZ Fachhochschulabsolventen (NRDC) in Nandabbwe zu stationieren, der die wesentlichsten Aufgaben der Beratung übernehmen könnte. Der Gossner-Berater in Buleya Malima sollte ihn jedoch als Berater und Gesprächspartner unterstützen.

Funds: Das Projekt trägt sich gegenwärtig selbst. Für eventuelle Rehabilitierungsmaßnahmen müßten jedoch externe Mittel aufgebracht werden (GRZ, Gossner, andere), dürfte aber keine Schwierigkeiten bereiten, da es sich um einmalige Aufwendungen handelt.

Übergabetermin: fließend, da ohnehin nur mit minimalem Gossner-Anteil gearbeitet wird. 1996 wäre realistisch.

Comment: Aus projektpolitischen Gründen wäre es unklug, nach dem Rückzug aus Siatwinda nun auch Nkandabbwe forciert aus dem GSDP-Rahmen auszuschließen. Faktisch läuft es ohnehin selbständig, GSDP ist nur on stand by.

1.3. Local water resources

Muß auf der Basis der noch ausstehenden feasibility study geplant werden. Grundsätzlich soll mit kleinen Gruppen gearbeitet werden. Verbindung zum jetzigen Wasserprogramm und Beratung bei Saatgutverkauf wäre empfehlenswert.

Staff: 1 Gossner Officer plus counterpart, eventuell weiteres Personal.

Funds: hängt von der Programmplanung ab. Es ist jedoch wahrscheinlich, daß in diesem Programm ein erheblicher Mittelbedarf bestehen wird, da Wasserressourcen neu erschlossen werden müssen. Drittmittelfinanzierung halte ich für möglich und unproblematisch, da es sich um abgeschlossene Projekte auf grassroot level handelt.

1.4. Agricultural inputs/implements

Die Versorgung mit Saatgut ist von außerordentlicher Bedeutung für Bauern in Gwembe Süd, da staatliche Stellen extrem unzuverlässig und schwerfällig sind. Aber: ohne Saat keine Ernte. Verkauf von Saatgut sollte für dryland farming und vegetable gardening konzipiert werden. VSP führt den Saatgutvertrieb weiter, Handel mit landwirtschaftlichem Gerät sollte nach Bedarf ausgebaut werden, wenn die VSP-Kapazitäten dazu ausreichen. Reparatur von landwirtschaftlichem Gerät sollte über Werkstätten von Small Scale Industries angegangen werden.

Staff: Als Teilprogramm von VSP wäre u.U. eine personelle Verstärkung des VSP staff erforderlich. Wird noch diskutiert.

Funds: Programm trägt sich selbst. Vorfinanzierung durch Gossner wie bisher. Inflationsverluste machen einen revolving fund gegenwärtig nicht sinnvoll.

Übergabetermin: open end. Ein Modell für die gesicherte Versorgung mit Saatgut und Gerät muß noch gefunden werden.

Comment: Es ist nicht sicher, ob das VSP Management in der Lage ist, weitere Belastungen zu verkraften. Saatgut-Verkaufsplanung (Sortenwahl) und Anbauberatung sollte mit 1.3. koordiniert werden, Gerätereparatur mit Small S. V. I. Effiziente Koordination zwischen diesen Programmen ist dringend erforderlich.

2. Crafts promotion

Ist von der Zielsetzung her klar. Etablierung von 2 - 4 neuen Gruppen pro Jahr wäre realistisch. Identifizierung loaler Materialien und neuer Verarbeitungstechniken ist erforderlich, u.U. auch über eine Studie.

Staff: Anstellung eines lokalen Counterparts wäre sinnvoll.

Funds: Mittelbedarf ist größer als ursprünglich angenommen, da neue Gruppen kaum Anfangskapital haben und hohe Kreditrückzahlungen das entstehende Geschäft außerordentlich belasten. Auch hier Drittmittel möglich, da kleine Projekte auf grassroot level.

Übergabe: open end. Fließender Aufbau: Selbständigwerden der alten Gruppen, parallel dazu der Aufbau neuer usw.

Comment: Obwohl immer wieder in der Projektgeschichte Versuche in dieser Richtung gemacht wurden, gab es bisher nie ein längerfristig angelegtes Programm. Die seit einem Jahr gemachten Erfahrungen sollen durch eine externe Evaluierung ausgewertet werden.

FEMALE EXTENSION:

Siehe Evaluierungsbericht, Kommentar folgt demnächst. Ich halte die "kleine Lösung" (arbeiten mit clubs) für angemessen und eher im Rahmen der vorgeschlagenen Projektonzeption als die "große". Personalrekrutierung muß dringend angegangen werden.

VSP

Ist in letzter Zeit mehrfach diskutiert worden, Evaluierung dringend erforderlich.

Staff und Funds: wie bisher, keine erhebliche Aufstockung erforderlich, d.h. ist weitgehend selbst-finanziert.

CHURCH WORK:

Auch wenn kein Pfarrer entsandt werden sollte, halte ich die Aufrechterhaltung einer wie immer gearteten Kooperationsbeziehung zur UCZ für dringend erforderlich. Ich möchte noch einmal meinen Apell wiederholen (siehe Zambia-Ausschuß März 1990), daß Gossner ihr Selbstverständnis als Partnerkirche der UCZ abklärt und auf dieser Basis eine Policy für das Projekt entwickelt. Den gegenwärtigen Zustand halte nicht nur ich für ausgesprochen unklar und unbefriedigend. Dies bezieht sich nicht auf meine Rolle als UCZ-Pfarrer, sondern auf die Frage, was man voneinander zu erwarten hat.

INSGESAMT: Mit der Einstellung von counterparts und zambianischer Female Extension officer muß ein lokales Vertragssystem entwickelt werden, das klar und eindeutig ist und dauernde Anträge auf Nachbesserung ausschließt.

Juli 1990

U. Luig

6th November, 1989

Report No. 2/89 on GM/GSDP Operations and Developments

1. General Developments

There were 4 outstanding functions within the last 4 weeks which highlighted the progress in project implementation and at the same time, added to the reputation of GSDP in Zambian offices on district and provincial level.

The electrification of Buleya Malima Irrigation Scheme was officially commissioned by the MCC in the presence of high ranking officers from provincial and district offices. The electrification does not only decrease the pumping cost to one tenth of the previous diesel pumping with less maintenance problems but also makes other commercial activities possible (like fruit or vegetable processing). On the long run, Buleya Malima may turn into a development pole for the northern part of our project area.

The following day, 13th October, 1989 the MCC also officially opened the Sikaneka Clinic which turned into a big festival of the local people. Manfred and the VSP staff had a hard time to get everything ready in time. They finally managed very well and thus, closed a very long and somehow embarrassing chapter since the construction works were started as far back as 1982.

On 27th October the newly rehabilitated Tonga Museum in Choma was officially handed over from the National Monuments Commission as contractor to the board of the Tonga Museum and Crafts Project by the Provincial Political Secretary (PPS) on behalf of the MCC. After the building is completed now the works on the museum itself can start now. Also the crafts business is very well in progress. Since the Dutch SNV has taken over from Gossner Mission and is doing fine, this project component can be considered as more or less independent and be given the status of an affiliated organisation.

Finally, the Kafwambila road was commissioned and handed over to the District Council by the PPS on 3rd November. The grader completed its work just a few day before this date, and the road is in a very good condition by now. Some works on the river crossings remain to be done even next year, but (ilhamdulilla) the constant struggle with the heavy equipment has now come to an definite end.

For all staff members involved it was a big hustle but it was worth while and is a relief at the same time since all these functions marked the end of long struggles to get these projects finished.

2. Administration/funds

Funds: After Gisela had presented the financial statement for 3rd quarter 1989 it became obvious that Gossner Mission is facing a financial crisis due to outstanding loans which were given from project funds. We prepared an emergency plan for funding the most urgent project activities and discussed it in the staff and exco meeting thereafter. As the remaining GRZ project funds have been released now (6 weeks before the GRZ books have to be closed!), some repayments from GRZ can be expected soon. Mr. Masowe is now aware of the weaknesses of our GRZ/GSDP clerical office and is doing his best to get

things done in due time. Despite these problems the operations of GSDP will not be really hampered until the end of the year and we shall manage to master the situation by proper coordination of project activities and setting priorities for spending project funds.

However, this problem reveals the need for better financial planning in future which has to include improved cooperation between project and head office on spending project funds as well as putting up a policy on loans given by Gossner Mission.

Refund for houses at Nkandabbwe Camp: On 1st November the PAO informed us that due to administrative problems it will not be possible for GRZ to refund Gossner Mission for the newly constructed houses at the camp. This means that the K 220,000 spent on the houses have to be written off. Haja, Belayet, Jaap and myself discussed the matter after the meeting with the PAO and concluded to keep the houses as GM property and to use the staff house as GM guest house which is badly needed.

The lesson to be taken from this is 1. not to rely on verbal agreements when dealing with GRZ offices as far as funds are concerned and 2. to involve administrative staff on such matters instead of just dealing with top officers and 3. to follow strictly administrative procedures right from the beginning.

3. Contacts to Gwembe District

In October there were two meetings at Gwembe which were called and chaired by the Governor on how to overcome famine in the valley. Instead of constantly organising famine relief programmes we suggested to encourage farmers to grow enough subsistence to survive (instead of cash crops like cotton and sunflower), to better organise input supplies and to organise staple food supplies for those areas which cannot grow enough subsistence crops (like Siameja/Kafwambila). This line was taken by the Governor and cooperation between the District Cooperative Union (which is in charge of input supplies and marketing) and GSDP programmes like VSP and Seed Programme was agreed upon.

It seems to be very likely that Gwembe District will be divided into 2 independent districts from beginning of next year whereby Gwembe South will be a district of its own. These developments should be taken into consideration when drawing up an overall policy outline for GSDP.

4. Siatwinda

The final report from the evaluation team has been issued now. It basically recommends to give another grace period of 2 - 3 years for improving production under the present technical conditions (see report attached). However, we are still determined to hand the scheme over to the Department of Agriculture after the coming rainy season. The next meeting at the PAOs on the issue will take place on coming Friday, 10/11/1989.

U. Luig/ 6/11/89

Ulrich Luig

Eingegangen

- 2. Aug. 1988

Vertraulich!

Poliz

P.O.Box 4
SINAZEZE

28. Juli 1988

Lieber Dieter,
Vielen Dank für Deinen Brief vom 6. 6., den ich heute erhielt. Da am Sonntag die Besucher wieder nach Deutschland fliegen, will ich ihn schnell beantworten, ehe er unter dem vielen Papierkram verschwindet.

Brief an Hoechst habe ich bereits aufgegeben, da die Vorkommnisse, auf die er sich bezieht, nun mehr als ein halbes Jahr her sind. Inzwischen war ein Dr. Polzer von der DEG da, der uns ausdrücklich gebeten hat, ihn zu informieren, wenn solche Dinge wieder passieren.

Vertrag Hossain sollte Haja in die Hand nehmen und müßte auch mit ihm besprochen werden, bevor es ins staff meeting geht. Ich werde es mit ihr besprechen.

Vertrag Frau Schuhmacher: Ich gehe davon aus, daß sie sich hier erst einmal umsieht und dann nach einiger Zeit mit uns zusammen einen Vorschlag macht, wie ihre Mitarbeit aussehen könnte.

Demnächst kommt auch ein Vorschlag zur veränderten Job-description von Volker Wendschuh, der sich mehr oder weniger entschieden hat, seinen Vertrag auf 3 Jahre auszudehnen, was von hier aus gesehen sehr wichtig ist und auch von Euch ja tendenziell akzeptiert wurde. Er würde gern auch noch etwas anderes als Verwaltung machen, was ich gut verstehen kann.

Reisekosten für meine Frau ist o.k., genauso haben wir es uns vorgestellt.

Vielen Dank für Deine Anmerkungen und Dein Diskussionsangebot zum Thema Chairman. Es ist mir sehr wichtig, weil es natürlich meine eigenen Arbeitsbedingungen hier betrifft, ich es aber unabhängig von meiner Person für ein zentrales Problem der Projektleitung halte. Wir haben ja hier einige Male darüber gesprochen, und ich war auch sehr erleichtert, daß das Strukturproblem des Projektes als Problem anerkannt wurde. Ich finde den Vorschlag in Deinem Brief auch sehr gut, erst einmal einige Zeit mit der Rolle des Chairman Erfahrungen zu sammeln, bevor man das endgültig festschreibt. Ich weiß noch von Diskussionen mit S. Kriebel aus den 70er Jahren, daß das ein Dauerproblem des Projektes ist, das man jetzt ohne Eile lösen sollte. Es pressiert ja auch nicht.

Die Gefahr, daß der Chairman das Team ersetzt, sehe ich nicht so ganz und ich habe auch - ehrlich gestanden - die Diskussion in Lo-chinvar über den Mitarbeitervertreter nicht begriffen. Ich denke, das liegt daran, daß noch keine Klarheit darüber besteht, welche Funktion das "Team" eigentlich hat. Ich habe den Verdacht, daß dahinter unausgesprochen ein Teamkonzept steht, das der Idee einer Stärkung von GS DP mit seinen Gremien samt Koordinator, die ich von Anfang an vertreten habe, direkt entgegensteht. Ich gehe davon aus, daß alle projektbezogenen Probleme und Entscheidungen in die GS DP-Gremien gehören, in dem die Teammitglieder als Projektmitarbeiter vertreten sind. Was bleibt dann noch für das "Team" und für "Team-meetings" als wirkliche Aufgaben übrig? Meiner Meinung nach nur Themen wie: Welche Probleme haben wir als ausländische Mitarbeiter in diesem Projekt gemeinsam? Was verbindet uns als Mitarbeiter der Gossner Mission? Wie verwalten wir Finanzen und Sachwerte der Goss-

ner Mission im Projekt so, daß es den Spendern gegenüber verant-
wortet werden kann? Wie regeln wir den Besucherverkehr, der die
Gossner Mission direkt betrifft? Man kann aber nicht GSDP wollen
und gleichzeitig eine Parallelstruktur (Team) beibehalten, die lo-
gischerweise ständig mit den GSDP-Gremien in Konkurrenz treten muß.
Hier gibt es wirklich nur ein entweder - oder, sonst bekommen wir
nie Klarheit in dieses Projekt. Ein Beispiel für diese Unklarheit
ist der Vertrag mit J. Habarad, in dem er sowohl an GST wie an
GSDP verwiesen wird. Es ist nicht schwer, sich vorzustellen, was
dabei herauskommt: Erst diskutiert er seine Sachen im Team-meeting
und dann werden die Ergebnisse im Staffmeeting präsentiert mit dem
Erfolg, daß die zambianischen Kollegen den (richtigen) Eindruck
haben, daß im Grunde alles schon gelaufen ist. Und wenn es wirklich
auch im Staff meeting diskutiert werden soll, warum dann vorher
erst ein Teammeeting? So war es bisher immer: Offiziell ist von
Gossner Seite GSDP hochgehalten worden, aber faktisch sind die we-
sentlichen Diskussion in den Teammeetings gelaufen. Und die zambia-
nischen Kollegen haben sich an der Nase herumgeführt gefühlt. Des-
halb habe ich z.B. schon lange kein Teammeeting mehr einberufen
und denke, man sollte eher so etwas wie Lochinvar öfter machen.

Ich denke, daß diese Widersprüche auch die Diskussion über die Rol-
le des GST Chairman bestimmt haben. Entscheidet man sich für das
GSDP-Konzept (wie ich das tue), dann bleiben für ihn als Chairman
eigentlich nur 2 Aufgaben übrig: Einerseits sich um das Wohlergehen
der Gossner-Leute zu kümmern und andererseits zusammen mit den an-
deren beiden Funktionsträgern des Teams (Treasurer, Secretary) Fi-
nanzen und Sachwerte der Gossner Mission zu verwalten. Dienstrecht-
liche und -aufsichtliche Probleme sind beim Lusaka Office angesie-
delt.

Nun ist aber an die Rolle des Chairmans auch die Funktion des Ver-
treters der Gossner Mission vor Ort gekoppelt, der als counterpart
des Koordinators die Gossner Mission projektpolitisch zu vertreten
hat, wenn Alltagsprobleme des Projektes betroffen sind. Dieses Man-
dat kann er aber nicht vom Team erhalten (jedenfalls nicht, wenn
man die Rolle des Teams so sieht, wie ich es oben beschrieben ha-
be), sondern nur von der Gossner Mission als Partnerorganisation
in diesem Projekt. Deshalb ist er in dieser Funktion dem Lusaka
Office als der nationalen Repräsentanz der Gossner Mission und
nicht dem Team gegenüber verantwortlich. Wenn man so will, ist in

der Tat die inhaltlich Seite des früheren Teamkonzeptes jetzt auf
die Person des Chairmans konzentriert. Deshalb war es wohl auch
folgerichtig, daß die Diskussion über das Team an der Rolle des
Chairmans ihr vorläufiges Ende fanden (ich meine in Lochinvar).
Nun gibt es 2 Möglichkeiten: Entweder verzichtet die Gossner Mis-
sion darauf, direkt im Projekt projektpolitisch vertreten zu sein
und überläßt es Lusaka Office, dem Koordinator als Projektleiter
ihre inhaltlichen Interessen zu vertreten oder sie gibt ihrem Re-
präsentanten vor Ort dazu ein wirkliches Mandat und besetzt diese
Stelle mit einem qualifizierten Mitarbeiter (Planer). Ich habe in
Lochinvar für die zweite Lösung plädiert, weil ich der Meinung
bin, daß diese Gossner-Präsenz vor Ort notwendig ist und (in Form
des etwas konfuse Team-Konzeptes) auch immer da war, weil es wohl
nicht anders ging.

Man kann natürlich - wie von Frau Markmann u.a. in Lochinvar voge-
schlagen - die Funktion des Chairmans und die des Gossner-Reprä-
sentanten im Projekt (Planer) personell auseinandernehmen (Planer
und Mitarbeitervertreter), aber nur dann, wenn beide Funktionen
wirklich klar sind; sonst institutionalisiert man einen Konflikt
bei dem sich der eine auf sein Mandat von Gossner, der andere auf
"Volkes Stimme" des Teams beruft, wenn es ernst wird. Ob eine sol-
che Zweiteilung der Funktionen notwendig und sinnvoll ist, überlas-
se ich gern anderen zur Entscheidung. Auf jeden Fall muß dabei be-
dacht werden, ob das hier von den Zambianern verstanden wird.

Schließlich noch eine Bemerkung zur Rolle des Koordinators. Geht man davon aus, daß GSDP ein "joint venture" zwischen GRZ und Gossner Mission ist, dann ist klar, daß 1. der Koordinator der Projektleiter und offizieller Vertreter des Projektes ist (weil es ein Projekt in Zambia ist) und daß 2. er sich in Gestalt des GST Chairmans (Repräsentat der Gossner Mission/Planer) mit der Partner-Organisation zu arrangieren hat. Wie das im einzelnen geht, hängt natürlich von der Qualifikation und den Fähigkeiten des Koordinators ab und von dem Arbeitsverhältnis, das beide entwickeln. Grundsätzlich gilt natürlich: 'soviel Verantwortung an den Koordinator abgeben wie möglich. Letztlich wird es in der Praxis wohl auf eine Art Arbeitsteilung zwischen beiden hinauslaufen, die sich in der Praxis einspielen muß. 2 Unsicherheiten werden wohl langfristig bleiben. 1. Der immer wieder mögliche personelle Wechsel und 2. ob GSDP in dieser Form auch nach dem Abzug der Gossner Mission bestehen bleiben wird. Die Job-description für den neuen Koordinator haben wir so geschrieben (und mit dem PAO besprochen), daß er der Projektleiter, der Chef der Administration von GSDP und der Vertreter von GRZ im Projekt ist.

An der Länge des Briefes kannst Du ersehen, daß mich diese Probleme auch persönlich sehr beschäftigen. Dies aus dem schlichten Grund, weil sie meine persönliche Situation und meine Arbeitsbedingungen hier im Projekt unmittelbar betreffen. Diese Probleme müssen natürlich mit neuen Mitarbeitern (Jaap Verweij und später Schuhmachers) immer wieder neu durchbuchstabiert werden, was nicht immer einfach ist. Deshalb wäre es ganz schön, wenn eine halbamtliche Stellungnahme von Eurer Seite demnächst käme, damit wir diese Fragen hier weiterdiskutieren können. Das betrifft auch meine Anfrage in Bezug auf meine Terms of Reference als Adviser for Planning an Evaluation in dem Brief wegen der Evaluierung von Habarad. Wie gesagt, im Projektalltag sind das eben keine theoretischen, sondern sehr praktische und persönliche Probleme.

Jetzt ist es schon spät, und ich mache Schluß. Die Tippfehler lasse ich einfach; es ist zu mühsam, sie zu korrigieren. Laß mal von Dir hören, wie Du die Dinge siehst.

Herzliche Grüße,

Wiel

Ich habe Deinen und meinen Brief eben noch einmal mit Volker besprochen. Dabei habe ich gemerkt, daß es notwendig ist, genauer zu sagen, wie ich die Aufgaben des Chairmans als Gossner Vertreter vor Ort (Planer) sehe. Als Planer arbeitet er natürlich nicht eigenmächtig, sondern im Auftrag des Staff meetings. Als Gossner Vertreter im Projekt ist er vor allem Ansprechpartner für alles, was von außerhalb des Projektes kommt (zambianische Verwaltung, Anträge an die Gossner Mission, offizielle Besucher etc.). Dann muß er entscheiden, wie damit umzugehen ist (einbringen in GSDP Gremien oder Programme Officer oder Lusaka Office oder Team meeting oder was er einfach selber entscheiden kann, weil es im Grunde selbstverständlich ist). Er ist also in erster Linie eine clearing Stelle und muß vernünftig damit umgehen können. Er muß vor allem gut informiert sein und die verschiedenen Ebenen auseinanderhalten können. Aus diesem Grunde mein Vorschlag der Verbindung Chairman/Planer als Dauerlösung. Im Grunde läuft das in der Praxis jetzt schon so. Innerhalb des Projektes muß er diese clearing-Funktion zusammen mit dem Koordinator ausfüllen. Ziel dabei ist, daß jede/r Mitarbeiter/in in seinem/ihrer Fachbereich vernünftige Arbeitsbedingungen hat, selbständig arbeiten kann und nicht ständig zusätzlich mit Problemen der Projektleitung belästert wird.

Wiel

TERMS OF REFERENCE FOR
THE GSDP CO-ORDINATOR

Eingegangen

23. Aug. 1989

Erledigt:

1. Introduction

The overall aim of GSDP is the embetterment of the living conditions of the people in Gwembe South. This aim is persued by a comprehensive and co-ordinated approach of the different programmes of GSDP. Methodically, all GSDP activities aim at the establishment and training of local groups in order to build up selfsupporting selfhelp project to satisfy the basic needs of the people involved.

The operations of GSDP are based on an agreement between the Government of the Republic of Zambia and the Gossner Mission of the Federal Republic of Germany, which is the legal frame work for GSDP.

The planning and implementation of the GSDP programmes has to be done in close co-operation with the District Council, Gwembe District.

2. The Position of the GSDP Co-ordinator

- 2.1. The GSDP Co-ordinator represents GSDP officially on behalf of the Ministry of Agriculture and Cooperatives. He is technically responsible to the P.A.O. Administratively he is responsible to the District Council.
- 2.2. The GSDP co-ordinator works in close co-operation with the chairman of the Gossner Service Team (GST) who acts as his counterpart in the project.
- 2.3. In the actual project planning and implementation of all GSDP operations the GSDP co-ordinator is bound by the decisions of the GSDP staff meeting and/or executive committee to which he is chairman.

3. GSDP Administration

The office of the GSDP co-ordinator is the central administrative unit of GSDP.

- 3.1 To handle all official correspondence for GSDP.
- 3.2 To ensure that all necessary reports are submitted in time and are communicated to the respective offices there after.
- 3.3. All Official correspondence or documents have to be copied to the GST chairman and (if necessary) to the Gossner Mission representative, Lusaka Office.

4. Supervision of GSDP Staff

GSDP is made up of GRZ personnel, Gossner Mission expatriate advisors and non-government personnel. The GSDP co-ordinator is responsible for proper co-ordination of the various GSDP programmes. He is administratively responsible for all GSDP staff.

- 4.1. To ensure that the GSDP programme officers are assisted in the implementation of their work.
- 4.2. To ensure discipline and proper work performance of the GSDP staff.
- 4.3. To co-ordinate and approve applications for leave.
- 4.4. To call meetings and ensure that the agenda is well prepared and minutes are taken.
- 4.5. To ensure that decisions of the GSDP staff meeting and/or executive committee are followed up and action is taken.
- 4.6. If any problem arises with Gossner Mission employees, the GST chairman and the Gossner Mission representative, Lusaka Office, have to be consulted before action is taken.

5. GSDP Budget and Funds

GSDP is funded by GRZ and Gossner Mission. The GSDP budget is an independent component in the Yellow Book.

- 5.1 To ensure that financial planning and the preparation of the annual budget for GSDP is properly done.
- 5.2 To ensure that regular financial statements on GSDP programmes and administration are submitted and regular budget control is exercised.
- 5.3 To be responsible for the proper administration and handling of GRZ funds.
- 5.4 To ensure that GRZ property is well taken care of and used appropriately.

6. Nkandabbwe Camp

Nkandabbwe Camp is the center of the GSDP operations. It comprises offices, workshops, the GSDP guest house and living quarters.

- 6.1 To ensure that the camp grounds, buildings and services such as water and roads, are properly maintained and are in good standard.
- 6.2 To maintain security and discipline within the camp grounds.
- 6.3 To ensure that the GSDP guest house is kept in good standard and the use of the guest house is properly organised.
- 6.4 The allocation of accommodation facilities has to be done in consultation with the GST chairman.

D.H. Hakayobe
PROVINCIAL AGRICULTURAL OFFICER
SOUTHERN PROVINCE:

June 89

DHH/ccs*

J o b - D e s c r i p t i o n

for the Gossner Mission Representative, Liaison Office Lusaka

As holder of the Gossner Mission Liaison Office, Lusaka, the Representative serves as a link between Gossner Mission, Berlin, the Gossner Mission Team and the partners in Zambia.

On behalf of Gossner Mission, he/she negotiates with the Government of the Republic of Zambia and other related official bodies. He/she is es officio member of the Gossner Mission Team and the GSDP Executive Committee.,

The Representative is in charge of the following responsibilities:

- to represent Gossner Mission in Zambia. The Representative ensures that his/her position is in line with Gossner Mission policies.
- to hold the overall responsibility of Gossner Mission policy and activities as related to her presence in Zambia
- to supervise all financial movements concerning Gossner Mission funds and property in Zambia including contributions from third parties
- to handle all matters related to Gossner Mission contracts of Gossner Mission Team-members
- to receive reports from Gossner Mission contract holders all of whom being directly answerable to him/her
- to officially clarify all matters arising from any job description of Gossner Mission contract holders vis-à-vis local or Government authorities
- to administer the guesthouses at Ibexhill in agreement with Gossner Mission Team
- to manage the Tonga Crafts business in Lusaka.

W. Damm

Wilhelm Damm,
Zambia-Secretary, Rev.

Berlin, 28th of March, 1989

J o b - D e s c r i p t i o n

of the Gossner Mission Treasurer within the Gwembe South Development Project

The Treasurer is responsible for the administration of Gossner Mission property and for Gossner Mission funds made available to the Gwembe South Development Project.

He/she works in close co-operation with the Gossner Mission Chairman in the project and is answerable to the Representative, Liaison Office, Lusaka.

The duties are described as follows:

- to keep the analysis- and cash book
- to issue and keep all receipts on payments
- to keep all files for programmes, salaries and bank accounts
- to conduct monthly reconciliations
- to countercheck balances with the Lusaka accounts
- to prepare monthly financial statements for the staff meetings
- to prepare quarterly financial statements for Gossner Mission Lusaka and Berlin
- to prepare annual financial statements for Gossner Mission Lusaka and Berlin
- to pay km-allowances to Gossner Mission staff
- to administer the personal files of Gossner Mission employees
- to pay salaries to Gossner Mission employees
- to pay monthly contributions to ZNPF and Workmens' Compensation Fund on behalf of Gossner Mission employees
- to administer and control loans
- to administer the Gossner Mission guesthouse at Nkandabwe camp
- to keep an inventory on all Gossner Mission property in the project.

Berlin, 28th of March 1989

W. Damm

Gossner Mission

Procurement of vehicle spareparts

General outline

In principle, all registered vehicles and motorbikes made available for project purposes are supposed to be operational and on the road. Therefore, proper handling and control, periodical and professional maintenance and availability of spareparts is a must for the life and progress of the project.

Spares to be obtained locally and at reasonable prices should be purchased in Zambia.

Only spares for vehicles and motorbikes admitted within EEC and available in West-Germany can easily be obtained and handled by Gossner Mission office Berlin.

In view of scarcity of spares in Zambia, a feasible procurement system is to be established additionally.

Options

1. Order from Liaison Office Lusaka via local Toyota- (or else) dealer to Japan, spares directly to be obtained in Lusaka.
Forex needed to be advanced by Gossner Mission office Berlin through postal cheque to Japan (or elsewhere) on request from Liaison Office Lusaka.
2. Order from Gossner Mission office Berlin to resp. dealers in Berlin who handle directly with factory/dealer in Japan (or elsewhere):
 - sparepart received in Berlin and sent to Liaison Office in Lusaka, or
 - sparepart sent directly from Japan (or elsewhere) to Liaison Office in Lusaka.This option will work only on the condition that correct and comprehensive specifications, description and information is given on sparepart as well as resp. vehicle.
3. Exceptionally, spares ordered and received through official channels in Botswana, Zimbabwe or RSA.
Forex advanced by Gossner Mission office Berlin on request from Liaison Office Lusaka.
4. Future options to be sorted out:
 - a) to join other expatriate agencies in Zambia for case-to-case procurement of spares;
 - b) to set up an inter-agency co-operation system on sparepart procurement in Zambia. (pool etc.).

Remarks: 1. In order to facilitate proper budget control, higher expenses should be approved: above Kw 2.000,-- by the Liaison Office, above Kw 5.000,-- by Gossner Mission, Berlin.

2. Spareparts for private vehicles or motorbikes are to be charged to the owners. The responsibility for the use of private vehicles for project purposes is shared through the km-allowances.

Berlin, 17.03.1989

CONDITIONS FOR VOLUNTEERS OF GSDP

1. Objectives

The GSDP is prepared to accept volunteers for a certain period of time. The objectives of accepting volunteers are:

- to give the volunteer an opportunity to experience practical development work by participating in project work;
- to give the volunteer an opportunity to practise his/her theoretical knowledge;
- to communicate the daily work of a development project to those countries and/or societies where development work is not part of the daily life.

2. Minimum duration of stay

Because of the difficult living conditions and, the hard climate in the Gwembe Valley, and the time it will need to get familiar with a project component of GSDP for a volunteer, the minimum period of stay with the project has to be three months.

3. Procedure of acceptance of a volunteer

Each volunteer has to apply to the GSDP Co-ordinator, stating his/her reasons for applying, his/her educational or professional background including a statement that he/she is fluent in English (reading and writing), and the proposed length of stay.

Each application which can be considered has to be presented to the staff and the staff can accept the volunteer on the following conditions:

- that one staff member is responsible for the volunteer during his/her stay with GSDP;
- that accommodation is available for the volunteer. The accommodation includes a room or house with basic furniture, a stove, a refrigerator with a gas-bottle, cooking utensils, crockery and cutlery;
- that the accommodation will be ready for use before the volunteer arrives in the Gwembe Valley;
- that the staff-member who will be responsible for the volunteer presents a work-programme for the whole period of stay which has to be accepted by the staff;
- that the applicant has to be informed about the living and climate conditions of the Gwembe Valley and his/her duties by the staff-member responsible. A copy of this letter has to be presented to the GSDP Coordinator.

4. Duties of the volunteer

- All living expenses (including gas and paraffine) have to be paid by the volunteer.

- All immigration /visa matters have to be settled by the volunteer him/herself.
- The volunteer has to agree to the work-programme which will be sent to him/her, before the final confirmation by the staff can be given.
- The volunteer has to report monthly to the staff about his/her activities.

Only if the volunteer accepts these conditions the staff can decide his/her acceptance finally.

Because of the procedure of application every volunteer has to apply at least 5 months before his/her proposed arrival in the Gwembe Valley

5. Working conditions of the volunteer

The work-programme for the volunteer shall make proper provisions

- that the volunteer is introduced to the different aspects of GSDP as the overall framework for each project component;
- that the volunteer is given sufficient background information about the history, aims and objectives and the actual work of the particular programme he/she is working with;
- that his/her work-programme is designed in a way that his/her actual work will be finished by the end of the stay and will not create further obligations for GSDP, unless otherwise agreed upon beforehand;
- that a certain period of time will be left at the end of his/her stay in order to enable the volunteer to summarise his/her experiences of the work.

For volunteers who will stay up to 6 months only, no leave will be granted. Tourism can be done before or after the period of stay with GSDP. From the seventh month onwards, the volunteer is granted 2 calendar days leave per month with effect from the first date of engagement.

A final report of the volunteer's experiences shall be submitted to GSDP after his/her return home.

A certificate of the volunteer's stay with GSDP will only be issued after that report has been received by GSDP.

6. Duties of the staff-member responsible for the volunteer

It is the responsibility of the very staff-member responsible

- that the accomodation is ready for use before the volunteer arrives in the Gwembe Valley;
- that the volunteer has transport to ensure his/her living supply and his/her project activities;
- to confirm the volunteer's progress-report in the staff meeting;
- to notify the staff of any change of the volunteer's work-programme for the staff to approve.

7. Responsibilities of the GSDP Co-ordinator

It is the responsibility of the co-ordinator to deny the presence of all volunteers who have not fulfilled the procedures of the application. It is the responsibility of the co-ordinator to check the appropriate accomodation for the volunteer.

In cases of disagreement or constraints between the volunteer and the staff-member responsible, the co-ordinator has to be approached and his decisions have to be followed.

Gwembe South Development Project (1987)

*Re - draft according to
Gossner Mission to Zambia.*

PROVISIONAL GUIDELINES

FOR THE RELATIONSHIP BETWEEN GOSSNER MISSION, WEST GERMANY (GM/FRG),
GOSSNER MISSION LIAISON OFFICE, LUSAKA, GOSSNER SERVICE TEAM (GST)
IN THE GWEMBE VALLEY AND GWEMBE SOUTH DEVELOPMENT PROJECT (GSDP)

Preliminary Remarks

Gossner Mission is working in the Gwembe Valley in Zambia on the basis of her Agreement with the Government of the Republic of Zambia (GRZ) within the framework of GSDP. These Provisional Guidelines pertain mainly to the part of GM within this framework. The structures of GSDP as a whole are left out deliberately although they are most important and fully accepted by GM as a basis for her work in Zambia.

I. Relationship between GM and GST

1. General Outline

The basic concern of both GM and GST is the welfare and development of the people in the project area. It is understood that GM/FRG holds the overall responsibility for any operation of GM in Zambia. It is also understood that there exists mutual responsibility of GM and GST with regard to the current work and longterm planning in Zambia. This is particularly true in the fields of:

- definition of the general GM policy in Zambia,
- planning for and recruitment of GM personnel,
- budget planning and allocation of funds,
- cooperation in implementing the planning within the framework of GSDP.

2. Means of communication

The idea of mutual responsibility can only materialize if proper cooperation and clearly defined functions, responsibilities and means of communication are agreed upon.

Visits, regular reports and correspondence are considered to be the most important means of communication between GM and GST. The following alterations to the present practice are suggested for consideration by GM Board and the GSDP Executive Committee.

- The Zambia Secretary (GM/FRG) should visit the project area twice a year. Preferably, he should be accompanied by at least one member of the Zambia Committee or GM Board in order to enable close relations and personal commitment of the Committee and Board members in ongoing project affairs.
- Visits from abroad will be announced to the GSDP Coordinator.

- During all official visits to Zambia, a proper representation of ~~GST~~ and GSDP should be guaranteed. In the event of meetings, minutes should be taken of all agreements reached or commitments entered into.
- Once a year, a GSDP Planning and Evaluation Seminar should be held on the occasion of the visit of the Zambia Secretary and the GM Committee or Board member. The seminar programme should be worked out by the GSDP Executive Committee.
- The GM Liaison Officer, Lusaka, should be given the opportunity to visit GM/FRG at regular intervals for report and discussion of project matters.
- All matters related to the project including contract issues concerning the project should be communicated mutually by reports or other official correspondence through the Liaison Office, Lusaka. In order to ensure proper information flow, GM/FRG should be furnished with the minutes taken at ~~GST~~ and GSDP Executive Committee meetings. Direct correspondence of ~~GST~~ members with GM/FRG on project matters must be avoided.
- Each GM contract holder is to submit an annual report as well as a final report to GM at the end of the contract period.
- GM/FRG expects ~~GST~~ members to support her PR work through reports and other suitable information.

3. Functions and responsibilities within GM structures

a) GM Board

The Board holds an overall responsibility for policy matters, budget rules and regulations of GM.

b) Zambia-Committee of the Board

GSDP The Zambia-Committee is an advisory committee to the Board, to the Zambia Secretary and ~~GST~~ in all matters stated under 1. The Committee members should be provided with all official reports and policy related correspondence concerning the project by the Zambia Secretary.

c) Zambia Secretary

GSDP The Zambia Secretary serves as a link between GM/FRG and ~~GST~~ and the other partners in Zambia as well. He is to ensure proper support of the ongoing programmes (e.g. project policy, budgeting, recruitment and preparation of personnel, cooperation with other development agencies, contacts to related Church bodies). He represents the GM Board and the Zambia Committee to the partners in Zambia. He is reporting to these GM bodies while receiving directives from them.

d) GM Representative, Lusaka

GSDP The GM Liaison Officer, Lusaka, serves as the main link between ~~GST~~, *GSDP* the partners in Zambia and GM. She is ex officio member of ~~GST~~ Staff *GSDP* and GSDP Executive Committee. The following responsibilities are vested in this post:

- to represent GM in Zambia. The Liaison Officer ensures that her position is in line with GM policies,
- to supervise all financial movements concerning GM funds in Zambia including contributions from third parties,

- to handle all matters related to GM contracts of GST members, /
- to receive reports from GM contract holders, all of whom being directly answerable to her,
- to officially clarify matters arising from any job description of GM contract holders vis-à-vis local or Government authorities,
- to cooperate with GM/FRG and a contract holder in case a job description needs amendment if circumstances require.

II. Relationship between GSDP and GST

1. General Outline

GSDP is the overall framework of the project which is officially represented by the Coordinator. Therefore, all project matters including applications for funds must be brought into GSDP staff or the Executive Committee meetings to be discussed and decided there.

GST members are GM contract holders and as such part of GSDP staff.

GST meetings are to deal with topics relating to GST and GM only.

2. Functions of GST members

a) Team Chairperson

is appointed by GM/FRG
~~The Team Chairperson presently being elected by GST is responsible for the GST meetings (see above General Outline). He ensures requisite decision making and follow-up, himself being bound to those decisions. He acts on behalf of the GST members. He represents GM in the project and is in this capacity responsible for the official contacts. He is directly answerable to the GM Liaison Officer working in close cooperation with her.~~

b) Team Treasurer

him
The Team Treasurer is responsible for the book-keeping of GM project accounts. He administers the funds of these accounts and is not to make financial decisions on his own. Funds are to be released to the various programmes within the limits of the budget and according to GSDP staff decisions. He prepares quarterly financial reports to be submitted to the Liaison Office, Lusaka. Half yearly reports will be sent through the Liaison Office to GM/FRG. These should include a list of third party contributions to GM funds. Within 3 months after the end of a calendar year, the Team Treasurer is to prepare an annual financial statement which will be cross-checked by an appointed team member prior to submission to GM.

c) Team Secretary

The Team Secretary is responsible for the team-minutes and official correspondence of GST matters.

d) GST members

team
GST members are responsible for the implementation of their programmes. They are working under the Project Coordinator and are answerable to him. to GSDP Staff meeting. According to the GM contract, GST members are not to raise funds on their own or take up negotiations with third parties individually without agreement with the Team Chairman and the Liaison Officer, Lusaka, who will contact GM/FRG before any decision is taken or any commitment is entered into.

*all GM policy
✓ matters &
and the
official contacts
related
to GM.*

the chairperson

Wegmann, Off. als Anlege

III. Recruitment and preparation of GM contract holders:

Recruitment and preparation of GM personnel are essential issues for the functioning of the project and the well-being of the GM personnel involved.

Following principles should apply:

- Every GM contract holder should decide one year before the end of her/his contract whether she/he wants to extend the contract or not. If the end of the contract is decided, the post shall be advertised immediately thereafter.
- A precise job description for the post shall be agreed upon by GSDP staff meeting and submitted to Gossner Mission Berlin/Head Office.
- The preparation in Germany should start half a year before the end of contract in question. The preparation should be project-orientated (project history, evaluations, present project planning and implementation, major problems involved, long-term perspectives), Zambia orientated (history of the country, present situation, development problems, introduction into Tonga society) and should meet the particular requirements of the job-description. Proper language training (English) must be part of the preparation in Europe. Experience in First-aid is desirable.
- The preparation in Zambia should start 3 months before the previous contract holder leaves. It should include a general introduction to the country and to relevant organisations or projects, language training in vernacular and familiarisation with GSDP and the respective programme. The leaving contract holder should be involved in the in-country training.

GM should give due consideration to these principles in the budget.

Concluding Provision

These Provisional Guidelines are released for a trial period of 2 years. Thereafter, they will be re-examined on their workability and efficiency and duly revised.

Berlin, 20th October 1988

Allgemein
Ca 1985

Administrative Struktur für GDSP

NATIONAL LEVEL:

NCDF
(National Commission for
Development and Planning)

Director of Planning

=====

MAWD
(Ministry of Agriculture
and Water Development)

Director of Agriculture

PROVINCIAL LEVEL (LIVINGSTON, CHOMA):

PAO (in Choma)
(Provincial Agricultural Officer)

GWEMBE DISTRICT LEVEL (GWEMBE):

DISTRICT COUNCIL

DG (District Gouvernor)

DES (District Executive Secretary)

DAO (District Agricultural Officer)

SUB-DISTRICT LEVEL (GWEMBE-SOUTH, SINAZONGWE):

CAO (Chief Administrative Officer)

IRD (Integrated Rural Development Project)
(Gwembe-South Steering Committee)

GSDP (Gwembe South Development Project)

GSDP

INSTITUTION	RESPONSIBILITY	ACTIVITY
ADMINISTRATION:		
Administrator	)	
Book-keeper	)	
Secretary	) Administrator/	
Typist	) Co-ordinator (A/C)	
Cleaner	)	
pool-cars	)	organisation of car-use
CO-ORDINATION:		
Liason-officer	S. Krisifoe	Liason-work GSDP/Lusaka-Berlin, purchasing.
Staff-meeting	A/C	Monthly meeting: Zambian programme-officers. CAO
-	A/C	Keeping in contact with the different co-workers
-	A/C	Collecting of information/references etc.
Study-day/seminary	A/C//Berlin	Evaluation and planning of all programmes
PROGRAMMES:		
Agriculture:		
Siatwinda Irr. Progr. (SIP)	Farmers comm. (I. Wittern)	Irrigated farming, marketing, management etc.
Buleya Malima Irr. Progr.	Famers comm. (Mr. Hossein)	" " " "
Nkandabwe Irr. Progr.	Farmers comm.	" " " "
Seeds Programme	U. Grön-W./VSP	Purchasing and selling of seeds
Small-scale irrigation	I. Wittern	
Social work:		
Female extension	Mrs. Kalaula/ Mrs. Hossein	2 women's clubs: nutrition programmes, organisation of courses, groundnut-mills.
Technical help:		
Workshop	Cipili, Allen,	Car-maintenance, samll scale industries, repairs
Rural works	Joseph, Smart/ J. Brannai W. Heinelt	

NGOs, related to GSDP

INSTITUTION	RESPONSIBILITY	ACTIVITY
Valley Selfhelp Promotion Society (VSP)	Executive comm. (Chairm.:Chief Sina-zongwe). Manag.Adv.: M.J.Brannan	selling of second-hand cloth, self-help support mealie-meal transport, lake transport (3 boats) Tonga crafts sales, museum, tailoring (school uniform programme: 4 employees), small sale buisiness (blankets, salt etc.), seed-programme. Planning: local agents in villages for VSP.
Gwembe South Builders (GSB)	Adv.: W. Heinelt	concrete block-making, joinery, tailoring work. mealie-meal transport, road construction, self-help building-group. planned: hard ware shop, fishery equipment shop.
Maaze Consumer Co-operative		

Eingegangen

12. Dez. 1990

Erledigt:

GWEMBE SOUTH DEVELOPMENT PROJECT
P.O.Box 4
Sinazeze

GM Berlin

WD

Handing-over Notes
for the GMT Chairman/GSDP Project Coordinator

1. Introduction

These "handing-over notes" are written as some kind of a guideline for my successor. The complexity of GSDP makes the position of the leader of such project a rather difficult one. However, the proper handling of this post is essential for the smooth running of the project and consequently, for the benefit of the people in Gwembe South.

The project was recently re-organized as far as it's programmes and it's structure are concerned. In practical terms, the re-organization of the project will be almost completed by the end of 1990. The most substantial changes were the phasing out of regular GRZ funding of GSDP and, consequently, the transition of the project leadership from the GRZ Project Coordinator to the Gossner Mission Team Chairman. Since the previous GRZ Project Coordinator is on transfer, his successor will have a different role. A final decision on his job-description/terms of reference is still under discussion.

A general description of the project and the long term planning for GSDP programmes is laid down in the GSDP Project Out-line for 1991-2000. The draft Project Outline has been agreed by the Gossner Mission board in principle, but has to be presented to relevant Zambian offices next year before it can be officially used as a project document.

2. The frame work of GSDP operations

GSDP is a joint venture of GRZ/Ministry of Agriculture and the Gossner Mission. The legal basis for it's operations is the Agreement for Technical Co-operation. *Technically*, GSDP is under the Office of the Provincial Agricultural Officer (P.A.O.). This implies cooperation in all matters concerning GRZ staff, funds and properties but also programme planning and implementation (especially for the irrigation schemes and other activities in the field of agriculture). *Administratively*, GSDP operates under the District Council. This implies all administrative matters like administrative supervision of staff, visa etc. but also coordination of development activities in the sub-district and cooperation with ward officials.

As from January, 1991, Gwembe South will become a district of its own which will bring about some changes in the administrative set-up of the sub-district but will make communication with district officials somewhat easier than before when the administrative center of the district was located at Gwembe.

3. The position of the GMT Chairman/ Project Coordinator

The post combines 3 functions which have to be differentiated according to the actual situation. Problems which may come up have to be identified and dealt with on the respective level and in the respective function.

As the *Representative of Gossner Mission on project level*, he represents Gossner Mission as the partner organisation of GSDP in terms of policy, personnel and funds. He has to ensure that decision making in these fields are properly coordinated between himself, Gossner Mission Liaison Office, and Gossner Mission Head Office.

As *Chairman of the Gossner Mission Team*, he has to call and chair meetings of the Gossner Mission contract holders on contract matters or other matters directly related to Gossner Mission expatriate staff. At the same time he is responsible for the working conditions and the well being of Gossner Mission staff.

As *Project Coordinator*, he represents GSDP as a joint venture of GRZ and Gossner Mission. In this function he is responsible for the project management in close collaboration with his *Zambian counterpart*. He has to ensure proper planning and implementation of GSDP operations, proper working relations among GSDP staff, and a good spirit and atmosphere in the project.

4. Project planning

As a donor funded project, GSDP does not simply implement a prefabricated project policy but has to find a consensus with all parties involved (staff members, relevant offices, Gossner Mission) on policy matters. This process of finding a consensus on policy decisions needs a spirit of team work to prevent different officers or programmes heading into different directions. However, it is the duty of the project coordinator to facilitate planning of project/programme implementation in terms of compatibility of:

- general project policy
- economic and social feasibility
- staffing
- funding

In 1991, two GSDP programmes will have to be newly designed and planned. A programme out-line for the Female Extension Programmes has to be drafted and the programme has to be newly staffed (1 expatriate, 1 *Zambian officer*). The Small Scale Subsistence Irrigation Programme must be prepared by a respective survey and a programme out-line has to be drafted subsequently. Staffing and funding for this programme has to be planned as well.

Also in 1991, comprehensive evaluations of VSP and the Small Scale Village Industries Programme have to be done and respective conclusions for further programme implementation are to be drawn. For VSP, the Institute for African Studies, Lusaka, should carry out the evaluation, but terms of reference for the evaluators have to be drafted on the project level. For SSVI Programme, an evaluation team has to be recruited and terms of reference to be drafted.

5. Monitoring of programmes

Monitoring of GSDP programmes is necessary for the project management to be informed about the actual progress or constraints in these programmes, and to assess in how far programme implementation is in line with planning. Although every programme officer is responsible for his/her programme, the project management still has to monitor programme implementation. This combination of the respective officers responsibility for his/her programme and the management's responsibility for the project as a whole is likely to cause problems. Expatriate professional staff (especially when they are younger and less experienced) tend to take monitoring activities of the management as interference into "their" field and may react very sensitively to comments or advises. On the other hand, Zambian officers are not used to discuss problems or to defend their views but take comments by the management as instructions from higher authorities and act accordingly. Therefore, it needs some diplomatic skills on the side of the Project Coordinator to cope with this problem. The spirit of team work and mutual assistance must be enhanced and the suspicion of interference and competition must be avoided.

The monthly staff meetings where progress reports and monthly work plans have to be submitted by every programme officer are one means of monitoring GSDP programmes. The Project Coordinator is an ex officio member of every committee working within GSDP. Occasional visits or participation in programme activities are advisable. Major problems in programme implementation should be dealt with by special committees set up by the staff meeting.

6. Project coordination

Project coordination is to ensure a smooth running of the project by an integrated approach, both technically and administratively. It is the function of the Project Coordinator to maintain continuity and reliability of project implementation. He has to analyze and categorize problems and to decide how and on what level to deal with them. He has to ensure that decisions are taken and has to monitor the follow up of such decisions. Project coordination is mainly done through existing means of communication.

The monthly *staff meeting* is the main coordinating and decision making body of GSDP. The staff meeting serves as a means of mutual information, agreement on necessary cooperation, discussion and decision making on all major issues of the project as a whole or project components. Attendance to the staff meeting is compulsory for every GSDP senior staff. Monthly progress reports and work plans are to be presented to the staff meeting by every programme officer according to a given format. The Project Coordinator has to prepare the agenda for the staff meeting and has to chair it.

Problems of minor importance or preparation or follow up of staff meeting decisions should be dealt with by special committees appointed by the staff meeting. In view of the reduced number of members of the staff meeting, a separate executive committee may no longer be necessary.

Apart from the staff meeting and special committees, the Project Coordinator is responsible for the routine coordination of GSDP.

The office of the Project Coordinator is usually addressed by official correspondence from other offices or individuals. On the other hand, all outgoing project correspondence (including Gossner Mission correspondence) written by GSDP officers has to be copied to the Project Coordinator. Official correspondence to Gossner Mission head office must be passed through Gossner Mission Liaison Office.

Applications or other requests for assistance have to be addressed to the Project Coordinator and must be presented to the GSDP staff meeting. This is also applicable for GSDP programmes (e.g. in case of requests for extra funds which are not budgeted for).

All official visitors to GSDP or GSDP programmes must be introduced to the Project Coordinator. In case of visits by study groups or individuals on information tours, the Project Coordinator is responsible for necessary arrangements for their visit. The same applies to project visits by Gossner Mission officials.

Budget planning and compilation of the annual GSDP budget is to be done by the Project Coordinator in close cooperation with the GSDP programme officers and the Gossner Mission Treasurer.

Project reports have to be compiled and distributed by the Project Coordinator. The annual report consists of progress reports from all GSDP programme officers. Short bi-annual reports are to be written by the Project Coordinator on the basis of the monthly progress reports. Bi-monthly briefings on relevant developments in the project have to be sent to Gossner Mission Head Office.

In recent years, an excursion tour of all GSDP staff members was organized once a year to visit some other parts of the country and to see other development projects. Apart from the educative nature of such tours, it was a valuable contribution to social life in the project.

Unforeseen developments which may affect a GSDP programme or GSDP as a whole are to be dealt with by the Project Coordinator. Therefore, crisis management is an important part of the job of the Project Coordinator.

In general, it can be said, that everything which is not part of the routine programme implementation falls into the responsibility of the Project Coordinator. On the other hand, GSDP programme officers have to be informed or involved whenever their field of work may be affected. Clear definitions of responsibilities and mutual information or consultation help to avoid confusion or even conflicts and is an important prerequisite for sensible team work.

7. Administration

a) Financial administration

From January, 1991, onwards there will be only Gossner Mission funds to be administered. Handling of cash, bank account and bookkeeping is done by the Team Treasurer. Quarterly financial statements on project expenditure are prepared by the Treasurer. Budget control and planned or actual expenditure not budgeted for, have to be dealt with jointly by the Treasurer and the Project Coordinator. Monthly km claims submitted by Gossner Mission car holders have to be approved by the Project Coordinator before payments are made.

b) Personnel administration

Routine administration of Zambian staff is done by the Treasurer. Employment of new staff, disciplinary matters or termination of contract have to be handled jointly by the Treasurer and the Project Coordinator.

2 Administration and supervision of Gossner Mission expatriate staff is done by the Project Coordinator in collaboration with Gossner Mission Liaison Office. New expatriate staff is to be introduced to relevant offices (including immigration). Leave applications must be approved by the Project Coordinator and copied to the Liaison Office. Disciplinary or related matters have to be handled jointly by the Project Coordinator and Liaison Office. When expatriate staff leaves the country at the end of contract, immigration office must be notified about it in writing, stating name(s), date and flight number of departure.

c) Transport

Administration of Gossner Mission project vehicles (1 lorry, 2 pick ups) is done by the Zambian Transport Officer. Transport accounts are kept separately from project accounts because operational expenditure of transport must be generated by transport charges. Supervision of transport staff (Transport Officer, drivers) and handling of the transport bank account is presently done by the Technical Adviser to VSP.

d) Nkandabbwe Camp

Premises at Nkandabbwe Camp are GRZ property, with the exception of the Gossner Mission guest house and the Tonga Crafts store which are Gossner Mission property. Inventory lists are kept by the Team Treasurer. VSP and Tonga Crafts are occupying accommodation at the Camp and are responsible for maintenance of their buildings.

The Treasurer is also responsible for bookings, charges and maintenance of Gossner Mission guest house and for supervision of the guest house attendant. Supervision of other junior staff at the camp (typist, general workers) falls under the project management.

The project management is responsible for administration of houses, allocation of accommodation, discipline and security at the camp. All thefts must be reported to the police. Rents have to be paid to PAOs office, Choma. According to the Agreement for Technical Cooperation, Gossner Mission staff is provided with free housing including hard furniture by GRZ.

Supervision of camp maintenance is done by the project management. This includes maintenance of houses, water system, fence, gate, storing of materials, etc.

done by whom?

8. Project representation

GSDP is the biggest development project in Gwembe South and maintains working contacts with offices or agencies relevant to GSDP as a whole or GSDP programmes. A project like GSDP cannot work in isolation and Zambian authorities as the representatives of the host country must be kept informed about what is going on.

The *Office of the P.A.O.* and the *District Council* are the offices of immediate relevance to GSDP and must be visited regularly. The 2 chiefs in Gwembe South are the traditional representatives of their people and should be contacted occasionally. *Ward chairmen* should be kept informed or involved whenever GSDP activities take place in their ward. Policywise, ward chairmen should be addressed in their capacity as district councillors and not in their role as party representatives. GSDP cooperates with the Zambian authorities and administration but does not involve itself into party activities.

GSDP is to be represented at *District Council meetings* which are held quarterly. *Quarterly workshops of the Agriculture Extension Service* should be attended whenever possible. *Other meetings or workshops* on District or provincial level should be attended.

Gossner Mission as a Mission Society works in partnership with the *United Church of Zambia (UCZ)* and should be represented whenever necessary. The UCZ Moderator for Southern Presbytery should be contacted occasionally. Gossner Mission is supporting the *UCZ lay training programme in Southern Province* and therefore, contacts to the lay trainer must be maintained, too.

Contacts on national level (ministries, UCZ synod office) are taken care of by Gossner Mission Liaison Office. Whenever background information on GSDP operations are required, the Project Coordinator should represent GSDP together with the Liaison Officer. On the other hand, policy matters or other issues of major importance should be discussed on District or provincial level in the presence of the Liaison Officer. 2

November, 1990

Ulrich Luig, Rev.

24. Jan. 1991

Erledigt:.....

Ulrich Luig

Schillerstr. 15
1000 Berlin 37ABSCHLUSSBERICHTüber meine Tätigkeit in Zambia
von Juni 1987 bis Dezember 1990**1. Ausgangsmotivation**

Als ich mich 1986 für die von der Gossner Mission ausgeschriebene Stelle eines Pfarrers und Beraters des Projektleiters in einem ländlichen Entwicklungsprojekt in der Südprowinz Zambias bewarb, hatte ich fünfeinhalb Jahre in einer rheinhessischen Dorfgemeinde als Gemeindepfarrer gearbeitet und hielt die Zeit für einen Stellenwechsel gekommen.

Seit 1968 hatte ich mich mit Fragen der Entwicklungshilfe aktiv und in verschiedenen Funktionen (davon vier Jahre hauptberuflich) befaßt, so daß die in der Stellenanzeige beschriebene Kombination von Mitarbeit in der Projektleitung und kirchlicher Laienfortbildung in einer afrikanischen Kirche meinem persönlichen und beruflichen Hintergrund gut entsprach. Meine letzte Dienstreise nach Afrika lag nunmehr fast zehn Jahre zurück, und ich erwartete, durch einen dreijährigen Projektaufenthalt wieder den Anschluß an die heutige entwicklungspolitische Diskussion in Schwarzafrika zu gewinnen.

2. Das Gwembe South Development Project

Das Gwembe South Development Project (GSDP) ist ein ländliches Entwicklungsprojekt, das vom zambischen Landwirtschaftsministerium und der Gossner Mission gemeinsam getragen wird. Das Projektgebiet liegt im Gwembe-Tal am südwestlichen Rand des Kariba-Sees und umfaßt eine Bevölkerung von ca. 60.000 Einwohnern. Der größte Teil der Bevölkerung des Gwembe-Tals wurde 1959 im Zusammenhang mit der Anlage des Kariba-Sees umgesiedelt, was wirtschaftlich, sozial und kulturell erhebliche negative Auswirkungen hatte, die z.T. bis heute nachwirken.

Das Projekt wurde 1970 mit der Zielsetzung begonnen, die bis dahin in dieser Gegend unbekannte Bewässerungslandwirtschaft einzuführen. Daher bildete die Begleitung von nunmehr 3 Bewässerungsprojekten einen deutlichen Arbeitsschwerpunkt. Im Laufe der Jahre haben sich jedoch weitere Aufgabenbereiche entwickelt, die in den Gebieten Frauenarbeit, Handwerksförderung, Unterstützung von Selbsthilfeaktivitäten der Bevölkerung, Versorgung mit Nahrungsmitteln, Gütern des täglichen Bedarfs sowie mit Saatgut und der Verbesserung der Infrastruktur liegen. Zu Beginn meiner Tätigkeit umfaßte das Projekt insgesamt achtzehn Projektkomponenten. Der Arbeitsansatz ließe sich als pragmatisches Community Development beschreiben.

3. Die Vereinigte Kirche von Zambia

Die Vereinigte Kirche von Zambia (UCZ) ist eine methodistisch geprägte protestantische Kirche, die 1965 durch den Zusammenschluß von 4 ehemaligen Missionskirchen im Bereich Zambias entstanden ist. Die UCZ ist zentralistisch als Nationalkirche organisiert und vertikal in nationale Kirchenleitung, Kirchenprovinz, Dekanat und Kirchengemeinde gegliedert.

Seit Beginn der Arbeit der Gossner Mission in Zambia haben Kontakte zwischen der Gossner Mission und der UCZ bestanden, die sich im Laufe der Zeit zu einer zwischenkirchlichen Partnerschaft entwickelt haben. Ihrem Selbstverständnis als Missionsgesellschaft entsprechend hat die Gossner Mission stets einen Pfarrer in ihr Projekt entsandt, der einerseits Projektaufgaben und andererseits kirchliche Funktionen innerhalb der UCZ im Projektgebiet wahrzunehmen hatte. Da die UCZ trotz ihres amtskirchlichen Aufbaus de facto eine Laienkirche ist, hat sich die Gossner Mission in den achtziger Jahren vor allem im Bereich der Laienfortbildung engagiert.

4. Tätigkeitsübersicht

4.1. Die Anfangsphase 1987

Nach meiner Ausreise nach Zambia im Juli 1987 bemühte ich mich zunächst, in einer Umschauphase einen Überblick über das Projekt im Gwembe-Tal und andere kirchliche und nicht-kirchliche Einrichtungen zu gewinnen. Gleichzeitig mußte ich meine eigene Rolle im Projekt finden, da die Stelle in dieser Form neu geschaffen worden war und die damit verbundenen Aufgaben noch nicht eindeutig definiert waren. Da der zambische Projektleiter offiziell für das Projekt als ganzes und für den zambischen Teil der Projektverwaltung zuständig war, sah ich meine Aufgabe in der inhaltlichen Begleitung und Weiterentwicklung der Projektarbeit und in der Gesamtverantwortung für den Anteil der Gossner Mission im Projekt.

Nach einer gewissen Einarbeitungszeit im Projekt sah ich zunächst eine Veränderung mancher Teile der Projektorganisation als vordringliche Aufgabe an. Entsprechende Vorschläge wurden im Laufe der Zeit in die Praxis umgesetzt und führten zu einer deutlichen Verringerung früher vorhandener Reibungsverluste. Vor allem wurden dadurch die zambischen Mitarbeiter im Projekt stärker als bisher in die Entscheidungsprozesse innerhalb des Projektes einbezogen, was bald zu einer Verbesserung der Arbeitsatmosphäre führte.

In der kirchlichen Arbeit besuchte ich in den ersten Monaten Gottesdienste in den verschiedenen Gemeinden, um mich vorzustellen. Neben dem Predigtdienst begann ich im September mit einem Kurs zur Ausbildung von Laienpredigern, den ich jeweils über mehrere Tage hinweg in einem Fischerdorf im Norden des Projektgebietes abhielt. Im Oktober beteiligte ich mich an der Vorbereitung und Durchführung einer zweitägigen Evangelisationsveranstaltung in einem der größeren Dörfer im Projektgebiet.

4.2. Das Jahr 1988

Die Projektsituation im Jahre 1988 war wesentlich geprägt durch Vakanzen bei den Stellen der ausländischen Mitarbeiter. Drei Verträge waren zum Ende 1987 gleichzeitig ausgelaufen, ohne daß diese Stellen sofort wieder besetzt wurden. Zwei Stellen wurden im März 1988 frei und blieben bis zum Ende des Jahres vakant. Im Juni beendete die langjährige Mitarbeiterin der Gossner Mission im Koordinierungsbüro in Lusaka aus familiären Gründen ihren Vertrag. Gleichzeitig war die Stelle des Zambia-Referenten in der Geschäftsstelle der Gossner Mission seit Oktober 1987 vakant und wurde erst im August 1988 wieder neu besetzt.

Meine Aufgabe bestand in dieser Situation vorwiegend darin, die entstandenen Lücken soweit wie möglich zu überbrücken und die Neubesetzung der offenen Stellen durch die Formulierung von Aufgabenbeschreibungen vorzubereiten. Drei der vakanten Stellen konnten in der ersten Hälfte des Jahres neu besetzt werden, wobei es zu meinen Aufgaben gehörte, die neuen MitarbeiterInnen mit dem Projekt und ihren entsprechenden Arbeitsfeldern vertraut zu machen.

Im Juni 1988 organisierte ich ein zweitägiges projektinternes Evaluierungsseminar, an denen VertreterInnen aller Arbeitsgebiete im Projekt beteiligt waren. Ziel dieses Seminars war es, eine Einschätzung unserer Arbeit von den unmittelbar Betroffenen zu erhalten und ihre Vorstellungen über die weitere Arbeitsplanung kennenzulernen. Über den Verlauf und die Ergebnisse dieses Seminars habe ich einen ausführlichen Bericht verfaßt.

Von Juli bis September 1988 begleitete ich eine Teilevaluierung des Projektes, die von dem amerikanischen Sozialanthropologen Dr. J. Habarad durchgeführt wurde.

Im August wurde die Stelle des zambischen Projektleiters neu besetzt. Ich bemühte mich ebenfalls um eine sachgerechte Einarbeitung dieses neuen Mitarbeiters und unternahm mit ihm zusammen mehrtägige Erkundungsfahrten durch das Projektgebiet. So unternahmen wir in Zusammenarbeit mit der Distriktsverwaltung eine zweitägige Fahrt durch den südlichen Teil des Projektgebietes, um einen Überblick über die wichtigsten Probleme der Menschen in den Dörfern in Gwembe-Süd zu gewinnen. Bei Dorfversammlungen in ausgewählten Dörfern baten wir die DorfbewohnerInnen, ihre gemeinsamen Hauptprobleme zu benennen. Die Ergebnisse dieser kleinen Umfrage habe ich in einem Bericht zusammengefaßt (Basic Needs in Gwembe South), der an die jeweils zuständigen Regierungsdienststellen versandt wurde. Eine ähnliche Erkundungsfahrt zu Problemen der Wasserversorgung unternahm ich in der zweiten Jahreshälfte ebenfalls mit dem neuen Projektleiter und dem verantwortlichen Mitarbeiter für das Wasserprogramm.

Die Erstellung des Jahresberichtes 1987 und des Budgets für das folgende Jahr 1989 nahm ebenfalls einen erheblichen Teil meiner Arbeitszeit in Anspruch.

Für die kirchliche Arbeit blieb in diesem Jahr wenig Zeit. Ich führte den Fortbildungskurs zur Laienpredigerausbildung fort und unterstützte die benachbarte Kirchengemeinde in Nkandabbwe durch Predigtdienst und Gemeindeberatung.

4.3. Das Jahr 1989

Zu Beginn des Jahres 1989 waren die vakanten Stellen im Projekt fast vollständig wieder besetzt, so daß die Zeit der Vakanzvertretungen endlich ein Ende nahm.

In der ersten Hälfte des Jahres begleitete ich eine umfängliche Untersuchung zur Nutzung von Eseln im südlichen Teil des Projektgebietes, die ich auch auswertete und darüber einen Abschlußbericht verfaßte.

Mit dem leitenden Beamten für den landwirtschaftlichen Beratungsdienst im Distrikt führte ich eine Befragung von Lehrern der örtlichen Schulen über die landwirtschaftlichen Aktivitäten der Dorfschulen durch.

Im Juni 1989 organisierte ich in Zusammenarbeit mit der Distriktsverwaltung ein Seminar mit Ortsvorstehern, Vertretern der staatlichen Dienste und den politischen Repräsentanten auf Distrikts- und Provinzebene, bei dem langfristige Perspektiven für die Entwicklung eines Teils des Projektgebietes im Dialog zwischen Bevölkerung und Verwaltung entwickelt werden sollten. Einige der dabei erarbeiteten Vorschläge wurden in der Folgezeit aufgenommen und trugen zu einer Verbesserung der Lebensverhältnisse der Menschen in diesem Teil des Projektgebietes bei. Als unmittelbares Folgeprojekt zu diesem Seminar wurde eine Landwirtschaftsschau in einem zentral gelegenen Dorf dieser Gegend in Kooperation mit der Distriktsverwaltung abgehalten.

In der zweiten Jahreshälfte begleitete ich die Diskussionen um die Reorganisation eines der von GSDP begleiteten Bewässerungsprojekte und hatte dabei die Gossner Mission als Trägerorganisation zu vertreten. Da erhebliche Zweifel an der langfristigen Wirtschaftlichkeit dieses Projektes bestanden, mußte eine Wirtschaftlichkeitsanalyse sowie ein neues Projektkonzept erstellt werden. Meine Aufgabe bestand darin, in Kooperation mit den zuständigen staatlichen Stellen auf lokaler, Distrikts- und Provinzebene den Prozess der Entscheidungsfindung zu begleiten und in Gang zu halten.

Als Pfarrer versah ich in diesem Jahr vor allem den regelmäßigen Predigtdienst in der örtlichen Kirchengemeinde und arbeitete bei einem Laienfortbildungsseminar mit, bei dem ich über Grundprobleme der Gemeindeleitung referierte.

4.4. Das Jahr 1990

Im Jahre 1990 bereitete ich während des ersten halben Jahres eine Evaluierung des Frauenprogramms von GSDP inhaltlich und administrativ vor, die dann vom "Institute for African Studies"/Lusaka durchgeführt wurde. Die Studie erbrachte wich-

tige Daten für die weitere Arbeit und Planung dieses Programms. Im Rahmen einer internen Projektevaluierung erstellte ich einen Abschlußbericht über das Trainingsprogramm für Bauern in den Bewässerungsprojekten von GSDP. Ebenso erstellte ich eine Bedarfsanalyse für den Verkauf von Gemüsesamen für den Gemüseanbau während der Trockenzeit und organisierte den Vertrieb des Saatgutes im Projektgebiet.

Im April beantragte der Mitarbeiter der Gossner Mission in dem Bewässerungsprojekt in Siatwinda die vorzeitige Auflösung seines Arbeitsvertrages, was unter anderem zur Folge hatte, daß sich die Gossner Mission nach zwanzigjähriger Mitarbeit aus diesem Projekt zurückzog. Auch hier bestand meine Aufgabe darin, diesen Diskussionsprozeß sachlich und projektpolitisch im Auftrag der Gossner Mission zu begleiten.

Im Verlauf des gesamten Jahres 1990 arbeitete ich an der Erstellung eines Rahmenplanes für die Fortführung der Arbeit von GSDP in den kommenden 10 Jahren. Die Planungselemente wurden innerhalb des Projektes mehrfach diskutiert und schließlich von mir zu einem Grundsatzpapier zusammengefaßt. Auf der Basis meiner nunmehr mehrjährigen Erfahrungen in diesem Projekt initiierte ich eine weitere Reorganisation des Projektes, die in ihren Grundzügen bei meinem Vertragsende als abgeschlossen angesehen werden kann.

Im September 1990 erhielt ich auf Einladung der Gossner Mission die Gelegenheit, den Stand der Projektplanung dem Kuratorium der Gossner Mission während eines Deutschlandbesuches vorzutragen und zu erläutern.

Im kirchlichen Bereich führte ich den regelmäßigen Predigtdienst fort und beteiligte mich mit Referaten über den missionarischen Auftrag der Kirche an zwei Fortbildungsseminaren der UCZ. Auf nationaler Ebene arbeitete ich an einer Handreichung für Laienprediger mit, die Predigtentwürfe für jeden Sonntag des Kirchenjahres enthält. Druck und Vertrieb dieses Buches sind für 1991 geplant.

Im August 1990 vertrat ich die Gossner Mission bei einer Konsultation der UCZ mit ihren überseeischen Partnerkirchen sowie bei den Feiern zum 25jährigen Bestehen der UCZ.

5. Lernerfahrungen

Im Rückblick auf meine dreieinhalbjährige Tätigkeit in Zambia erscheint mir das Kennenlernen von konkreten Lebenssituationen der Menschen in diesem Land in ihren unterschiedlichen Bereichen als wichtigste persönliche Lernerfahrung. Bei der Reflexion von Alltagsbeobachtungen ist mir einerseits die erhebliche Andersartigkeit von Denk- und Verhaltensweisen der Menschen in Zambia bewußt geworden, andererseits aber auch meine eigene soziale und kulturelle Prägung. Bei der Verarbeitung dieser Beobachtungen und Erfahrungen haben mir vor allem die Gespräche mit meiner Frau und das Beschreiben von Alltagserfahrungen in Form von Rundbriefen an meine Freunde und Verwandte geholfen.

In entwicklungspolitischer Hinsicht sind mir die immensen Schwierigkeiten, mit denen die Menschen in diesem Land zu kämpfen haben, sehr viel bewußter geworden als bisher. Die ständige Verschlechterung der Lebensbedingungen für die breite Masse der Bevölkerung, die beginnende Destabilisierung des politischen Systems und die mittelfristig absehbaren Auswirkungen der AIDS-Epidemie (vor allem die drastische Dezimierung der nationalen Eliten) lassen m. E. die Zukunft Zambias in keinem günstigen Licht erscheinen. Vor diesem Hintergrund halte ich ein verstärktes Engagement für die Menschen in der 3. Welt für wichtig.

Durch meine Mitarbeit in der Vereinigten Kirche von Zambia hatte ich die Gelegenheit, eine afrikanische Kirche einmal "von innen" kennenzulernen. Ich habe dabei die erheblichen finanziellen und administrativen Schwierigkeiten dieser Kirche zu verstehen gelernt, bin aber auch einer Form des Christseins begegnet, das mir - vor allem in seinen Liedern - in afrikanischer Kultur verwurzelt zu sein schien und bei dem die Menschen in den Gemeinden mit Freude bei der Sache waren. Leider ließen mir meine Verpflichtungen in unserem Entwicklungsprojekt zu wenig Zeit, mich eingehender mit dieser Kirche und ihren Traditionen zu beschäftigen, was ich stets bedauert habe. Daher habe ich vor, dies auf privater Basis im kommenden Jahr nachzuholen.

Die Mitarbeit im Gwembe South Development Project und das Leben im Projektzentrum waren gerade wegen der damit verbundenen Mühen und Unzulänglichkeiten eine wichtige Lernerfahrung. Auf diese Weise hatte ich die Möglichkeit, mich an meiner Stelle an dem mühsamen und langwierigen Kampf um die Verbesserung der Lebensverhältnisse der Menschen in diesem Teil Zambias zu beteiligen. Ich halte dieses Projekt trotz aller seiner Schwierigkeiten für ein wichtiges Zeichen der Solidarität mit den Menschen im Süden dieser Welt und es durchaus für der Mühe wert, die begonnene Arbeit auch in Zukunft fortzusetzen. Aus der Sicht der Menschen im Gwembe-Tal ist dieses Projekt sicher kein so ganz kleiner Tropfen auf den heißen Stein.

6. Empfehlungen

Im Laufe meiner Mitarbeit im Gwembe South Development Project habe ich mich mehrfach schriftlich zu Grundsatzfragen dieses Projektes geäußert. Einige der noch offenen Probleme möchte ich an dieser Stelle noch einmal benennen und Vorschläge für deren Lösung machen.

- a) Ein immer noch offenes Problem ist das Verhältnis zwischen dem zambischen Projektkoordinator und dem Repräsentanten der Gossner Mission in der Projektleitung. Unter den neuen Bedingungen der Projektführung (Finanzierung aller laufenden Kosten durch die Gossner Mission, verstärkte Einstellung von zambischem Personal durch die Gossner Mission, Kontrolle von Finanzen, Fahrzeugen und Personal durch Mitarbeiter der Gossner Mission etc.) halte ich es für die einzig angemessene Lösung, die letzte Verantwortung für das Gesamtprojekt in die Hand des Repräsentanten der Gossner Mission zu legen unter der Bedingung, daß er mit einem zambischen Counterpart in der Projektleitung zusammenarbeitet.

- b) In der Vergangenheit hat sich immer wieder gezeigt, daß die Erfahrungen früherer ProjektmitarbeiterInnen nicht oder nur unzureichend bei der Fortführung der Arbeit im Projekt berücksichtigt wurden und damit eine kontinuierliche Weiterentwicklung des Projektes kaum möglich war. Eine Neuordnung des Projektarchivs, die Zusammenstellung wichtiger Grundsatzpapiere zu einzelnen Arbeitsfeldern und der Aufbau eines Kommunikationssystems zwischen Geschäftsstelle und ehemaligen MitarbeiterInnen können wichtige Hilfen sein, die Kontinuität der Projektarbeit besser zu wahren als bisher.
- c) Als gravierenden Mangel empfinde ich das fast vollständige Fehlen einer inhaltlichen und konzeptionellen Begleitung des Projektes. Die sachgerechte konzeptionelle Weiterentwicklung der Projektarbeit bedarf eines kontinuierlichen Reflexionsprozesses, für den es bisher innerhalb der Gossner Mission keinen ausreichend institutionalisierten Ort gibt. Ich möchte daher die Einrichtung eines externen Monitoring-Systems für das Projekt vorschlagen, das aus kurzen Projektevaluierungen im halbjährlichen oder jährlichen Rhythmus und einer angemessenen Rezeption der Ergebnisse durch die Beteiligten (Projekt, Geschäftsstelle, Zambia-Ausschuß) - etwa in Form von Policy-Workshops - bestehen könnte. Mit der Durchführung könnte entweder eine zambische Organisation (z.B. das Institute for African Studies) oder ein/e externer/e BeraterIn (etwa nach dem Backstopper-System der GTZ) beauftragt werden.
- d) Die Organisation von Entscheidungsprozessen bei Grundsatzfragen der Projektarbeit sollte noch einmal überdacht und gegebenenfalls geändert werden, um unnötige zeitliche Verzögerungen, Reibungsverluste und Frustrationen zu vermeiden. Eine sachlich sinnvolle Zuordnung von Kompetenzen und eine Stärkung der Rolle der Geschäftsstelle bei der Entscheidungsvorbereitung und -findung sind dabei m.E. vordringliche Aufgaben.

Lusaka, den 3. Advent 1990

Ulrich Luig

INVENTORY LIST FOR NKANDABBWE CAMP HOUSE No. 2 (below water tanks)

GRZ PROPERTY

3 iron beds (single) with foam mattresses
5 iron cabinets (big)
2 tables (big)
2 tables (small)
6 chairs
2 sofas
2 commodes (wood)
1 side board (wood)



Gossner Mission Property

1 fridge
1 oven (4 flames + toaster)
1 3/4 bed (wood) with mattress
1 radio set with microphone
1 radio aerial
1 solar panel with battery
1 Honda generator
4 gas bottles (45 kg)
1 writing desk (wood)
2 arm chairs (black with metal legs)
4 stools (white) with metal legs
1 wooden shelf long (green)
1 small wooden shelf (brown)
1 metal shelf (store room)
1 wooden door with metal table frame
1 small iron cabinet with drawers and safe

2/5/90 U. F.

INVENTORY GSDP-Workshop

Gossner Mission Property only:

- 1 Lister engine/3 cylinder - not working
- 1 pump plus 1 engine (Lister ST 1) working
- 1 pump plus 1 engine (Lister SR 1) - not working
- 1 vice, green - not working

There should be some more GM-Property (according to a handing over note and a container list from 1985), the Workshop promised to try hard to find out.

GM-Storeroom (near VSP-Offices)

- | | |
|--------------------------------|--------------------------|
| 2 Zementkompaktoren (Villiers) | Gossner Mission Property |
| 1 Startermotor (für LKW) | |

~~GM-Stix~~

Team¹storeroom (next to house no. 3)

- | | |
|--|--------------------------|
| 1 big metal shelf | Gossner Mission Property |
| 1 wooden baby bed | |
| xxxxxxx 1 fridge Electrolux (not working) | |

-
- | | |
|-----------------|--------------|
| 1 wooden drawer | GRZ-Property |
| 1 metal bed | |

INVENTORY GRZ-HOUSE NO. 7 (Winfried Diete)

Sept. 1, 90

3 gas bottles (1 x 45,2 x 23)
1 wooden desk

Gossner Mission Property

"

4 metal beds
3 metal cupboards
2 coffee tables
2 big wooden tables
6 chairs (3 not in order)
2 wooden drawers
4 easy chairs
5 pairs of curtains

GRZ-Property

1 fridge (gas/electric) Electrolux Gossner Mission Property
1 stove (Küppersbusch), 4 flames (3 working)
5 gas bottles 45 kg ~~xxxxx2~~, 1x 23 kg, 1x 18 kg
1 wooden bed (single) from GM Lusaka
1 mattress (foam, single)
3 arm chairs
2 cotton mattresses (single)
1 wooden desk
2 metal stools
1 metal drawer (beige)
2 pairs of curtains

3 big wooden tables GRZ-Property
2 coffee tables
2 small metal tables
7 chairs
1 sofa
4 metal cupboards
1 wooden drawer
2 metal beds (plus one borrowed to GM-Guesthouse)
1 mattress (foam, single, old) plus 3 single foam mattresses borrowed
to GM-Guesthouse
1 wooden bookshelf, small
~~2xxxxxxxfxxxxx~~

1 cashbox, red
1 calculator, electronic
1 manual calculator "Olivetti"
1 microscope plus equipment
1 stapler
1 pair of scissors
1 GM-stamp
1 metal drawer, green
1 desk
2 office plus 2 safe keys plus 1 outdoor key

Gossner Mission Property

1 small metal cupboard with 1 shelf (blue)
2 chairs
1 big table

GRZ-Property

=====

Office VSP-Adviser + Ass. Transport Officer

3 typewriters (one in office, one in house no. 3, one in VSP-office)
1 metal drawer, green
1 chair
1 armchair

GM-Property

2 metal cupboards
1 chair
3 armchairs
1 wooden table (borrowed from GM-Guesthouse)

GRZ-Property

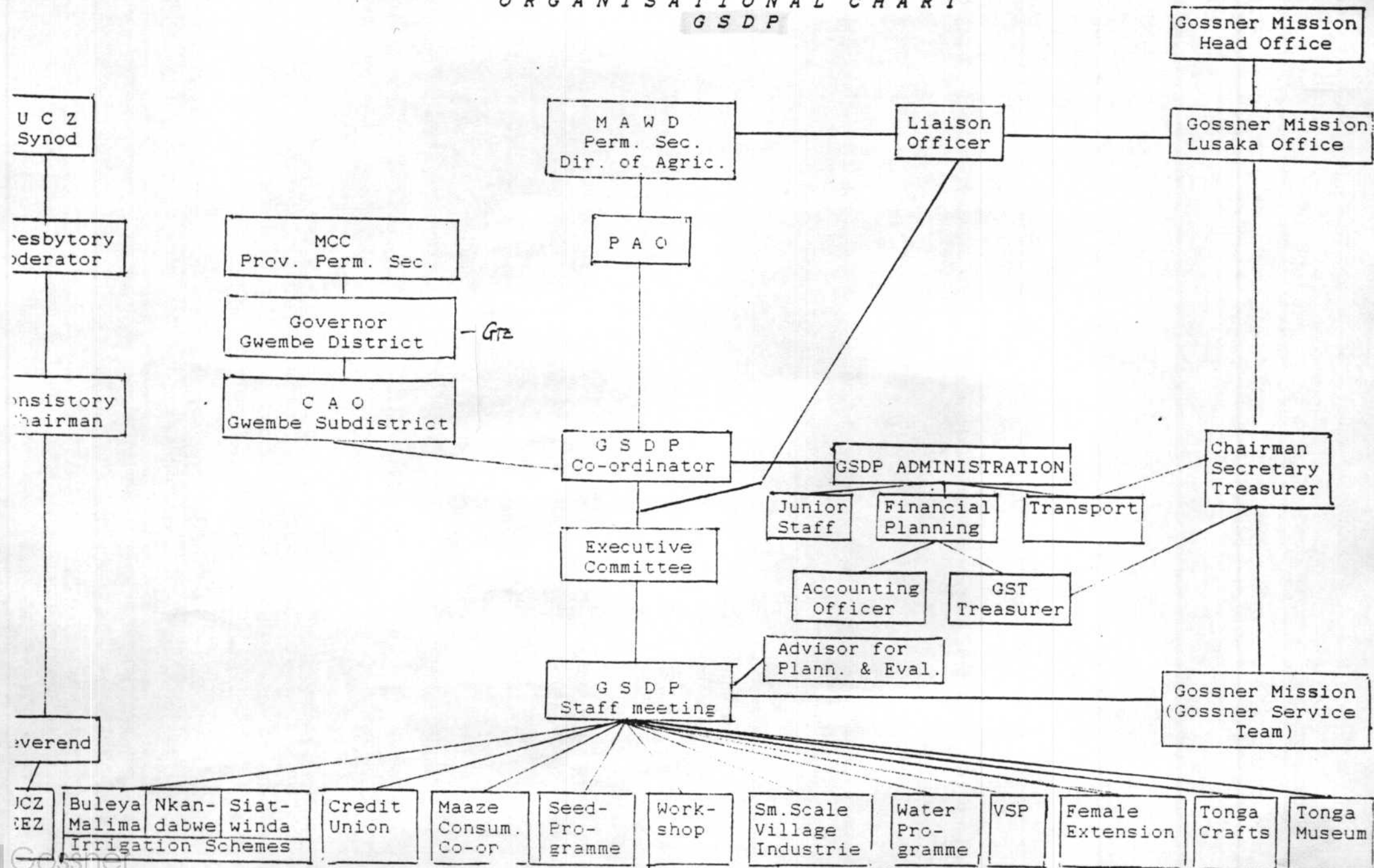
GM-Property

10 glasses, 14 cups, 3 milk jars, 7 big plates, 5 small plates, 5 spup dishes, 5 egg cups, 2 small plastic bowls, 1 big glass bowls, 2 sieves, 7 wooden boards, 2 measure cups, 1 fanel, 1 lemon squeezer, 1 teapot, 3 kettles, 2 frying pans, 3 small pots, 2 big pots, 1 pie dish, 2 bread pans, 2 cake pans, 4 graters, 1 plastic box, 1 cake plate, 1 cream mixer, 1 potatoe masher, 2 potholders, 1 tin opener, 1 peppermill, 1 small hand grinding mill, 2 big, 2 small, 2 very big plastic plates, 3 bread knives, 2 kitchen knives, 13 table spoons, 4 teaspoons, 15 forks, 17 knives, 2 wooden spoons, 2 cork screws, 2 bottle openers, 1 potatoe peeler, 1 basket, 1 table cloth (plastic), 2 tonga stools, 1 metal stool, 4 cotton mattresses, 2 mosquito nets (double), 5 mosquito nets (single), 9 blankets, 6 cushions, 16 bed sheets, 10 pillow cases, 1 quilt cover, 1 mattress cover, 4 table cloth, 6 tea-towels, 3 cleaning towels, 1 wash basin, small, 1 wash basin big, 1 bucket, 1 broom, 1 toilet brush, 1 pressure lamp, 1 small paraffin lamp, 1 gas light without gas bootle 1 gas stove (small, 2 flames, grill not working), 1 gas stove (big, not yet working), 1 big fridge (gas/electric), 2 gas bottles 9 kg, 2 gas bottles 23 kg and 18 kg), 1 wooden shelf, plenty of german books, 10 pairs of curtains, 2 mobile mosquito windows (wood), 4 new wooden chairs

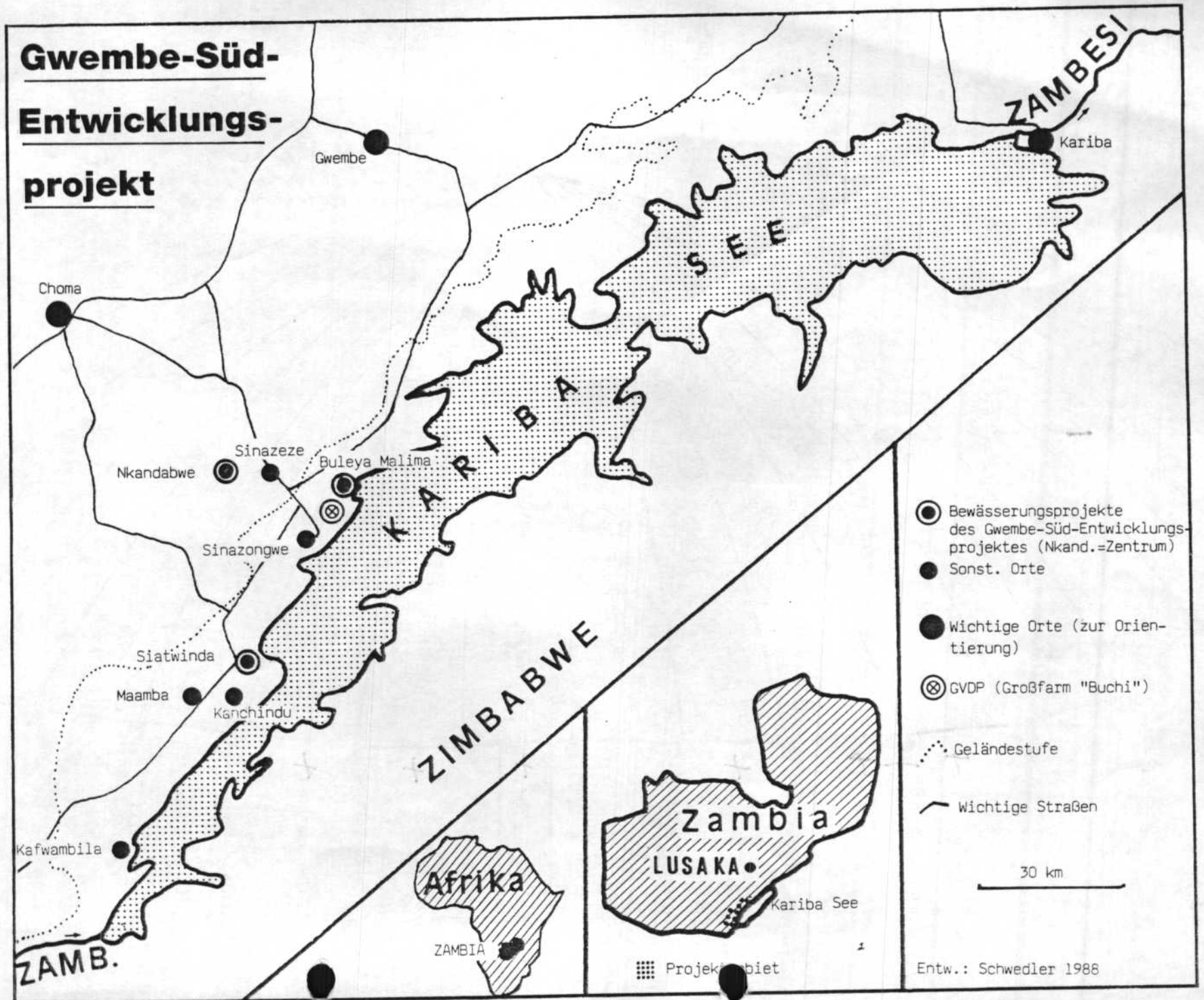
GRZ-Property

4 mattresses (foam), 6 metal beds, (3 mattresses plus 1 bed are borrowed from house No. 3), 3 cupboards metal, 1 sofa, 2 arm chairs, 4 chairs, 2 small tables (1 metal, 1 wood), 1 big wooden table (plus 1 borrowed to office of Transp. Officer), 7 forks

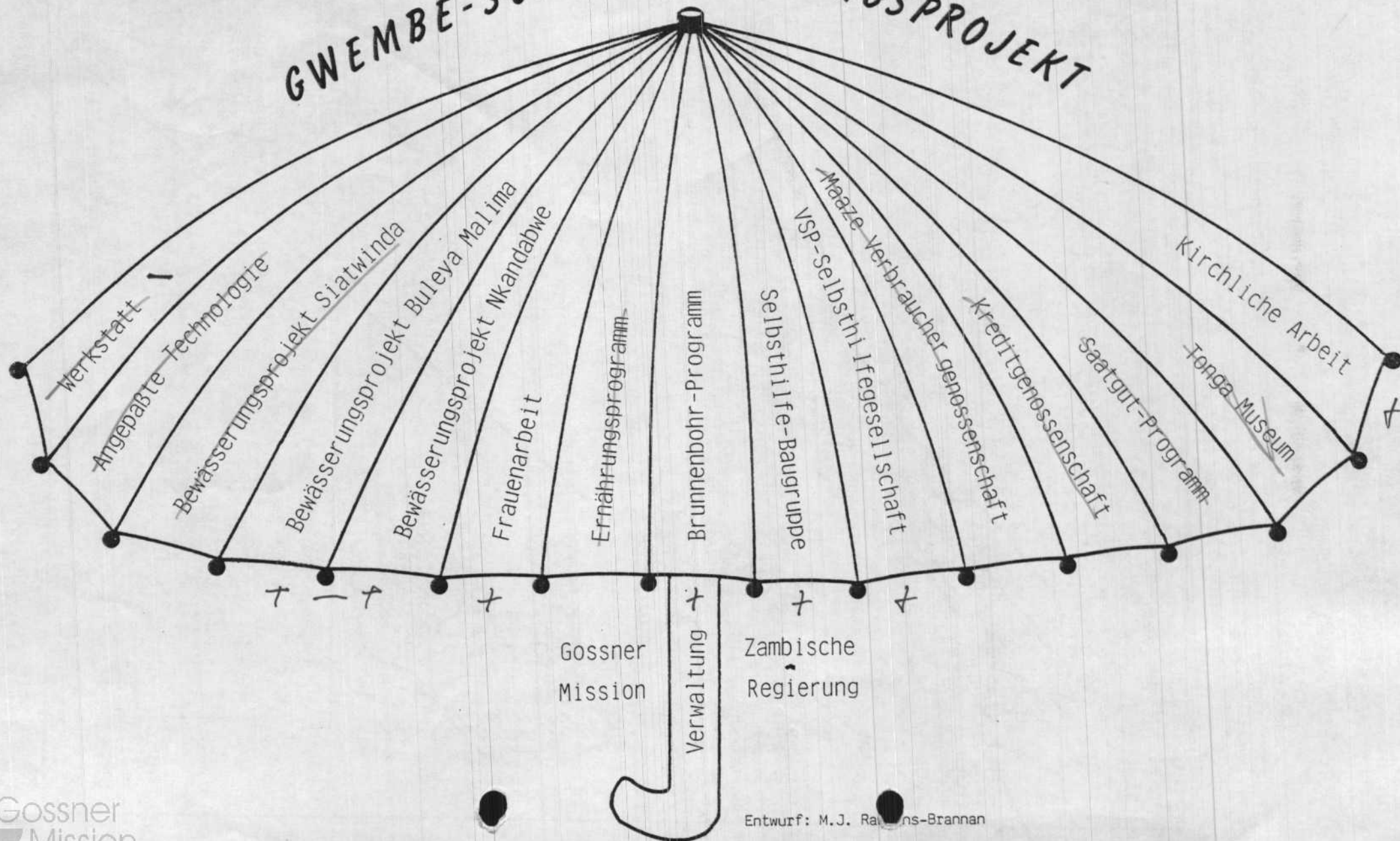
ORGANISATIONAL CHART GSDP



Gwembe-Süd- Entwicklungs- projekt



GWEMBE-SÜD-ENTWICKLUNGSPROJEKT



21. Sep. 1990

1. The Position of the Administrative Coordinator GSDP

- 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.

G. Unig
Herbst 1990
ausgegeben mit P.O.

- Abgesprochen mit PAO's Offia ? Ja
- Eindeutige Anhebung d. G.R. - Verantwort. +
Entsch. befugnis
- Welche G.R. - funds in Zukunft
zu implementieren ? 80 000 Dk
- Wer ist unmittelb. Vorgesetzter u. G.R. staff?
Preislaufbill f. G.R. mit
Inventarlisten
- Verkauf / G.R. - Personal / G.R. Eigentümern
jetzt 5 Leute
3 gemügend
Camp - Verwaltung?
maintenance

● G.R. Pers. Kosten durch G.R.

Vorbereitungsplan (vorläufig !)

20. - 31.08.90 Vorbereitung in der Berliner Geschäftsstelle:
- Kennenlernen des Aufbaus der Gossner Mission, ihrer Geschichte, Ziele und Arbeitsweise
 - Gespräche mit allen Mitarbeitern
 - Selbststudium: Geschichte Zambias, der T-onga und ihrer Sozial- und Wirtschaftsstruktur
 - Studium des Projekts der Gossner Mission im Gwembetal
 - Probleme der Agrarentwicklung in Süd-Zambia
- 03.-16.09.90 Teilnahme an ZOPP-und GTZ Management Kursen der GTZ bei DSE in Bad Honnef
- 17.-26.09. Projektbezogenes Selbststudium, Tropentauglichkeitsuntersuchung, persönliche Vorbereitung
- 27.28.09.90 Teilnahme an der Sitzung des Zambia-Ausschusses
Teilnahme an Sitzungen des Kuratoriums der Gossner Mission
- 01.-09.10.90 Urlaub
- 10.-23.10.90 Teilnahme am Ausreisekurs von DÜ in Riedenberg
- 25.-26.10.90 Abschlußgespräche in der Berliner Geschäftsstelle
Aussendung
- 29.10.-05.11.90 Persönliche Vorbereitung

CONSIDERATIONS CONCERNING GOSSNER SERVICE TEAM MEMBERS

1. PROBLEMS OBSERVED

1.1 The following observations have been made about many members of the Gossner Service Team over the last years.

1.2 The problems have been observed by Gossner Mission personnel visiting from Germany, by people in Zambia who interact with Team members, and by Team members themselves.

1.3 Observations:

1.3.1 Heaviness of spirit, constant complaining and even physical illness indicates anxiety.

1.3.2 Team members tend to talk only about their work and their problems. It appears that their work consumes them.

1.3.3 Team members show little evidence that they enjoy the people with whom they work or the place in which they work. Negative attitudes appear to be overwhelming.

1.3.4 Team members find little time to read for their own professional development or for personal relaxation.

1.3.5 Team members have little time for reflection, evaluation, future thinking and planning. Energy and attention is focused on immediate problems to the loss of greater goals and satisfactions.

1.3.6 Relationships among Team members have often been unhappy and even bitter.

1.3.7 Team members have decided not to renew their contracts, and look forward to the end of their stay in the Valley.

1.4 The fact that such symptoms have become common to many Team members seems to indicate that there are factors in their living and working conditions causing excessive stress.

1.5 These observations have serious implications. Therefore this paper is presented to the Board of the Gossner Mission for their consideration. They are responsible for their employees and for the selection and preparation of new Team members.

2. STRESS FACTORS

2.1 The following factors are part of the day to day living and working conditions of team members. Each factor contributes in part to the level of stress experienced by each individual. The accumulation of all factors places Team members under heavy stress constantly. There is little emotional reserve left to cope with additional anxieties.

2.2 Living Conditions:

2.2.1 Extreme heat, humidity and dust affect levels of patience and tolerance.

2.2.2 Insects: there is a constant battle with ants and cockroaches, especially in the kitchen. Malaria carrying mosquitoes are a serious concern.

2.2.3 It is necessary to be aware of and alert for snakes.

2.2.4 Water supply is unreliable, has poor pressure, and is cold, especially at Nkandabwe Camp.

2.2.5 Extra time and energy is required when living without electricity.

2.2.6 Serious security concerns necessitate those Team members who live on the Camp to live behind burglar bars and to be surrounded by watchmen.

2.2.7 There is little personal privacy, especially at Nkandabwe Camp where the Team live at the same site and with the same people with whom they work.

2.2.8 Basic supplies such as fuel, food, gas, and services such as banking are located over 100 kilometres away. Coordination, planning and time are necessary to keep ample stocks.

2.2.9 Social activities are limited.

2.3 Working Conditions:

2.3.1 Team members work within an administrative structure which has serious weaknesses resulting in misunderstandings regarding decision-making and authority, and poor coordination of people resources and events. Job descriptions and areas of responsibility are not clarified for G.S.D.P. staff.

2.3.2 Team members work with both non-government institutions and personnel and with government officers and organizations - all of whom fall within G.S.D.P. Motivation, salary, working conditions and loyalties differ considerably between the two groups creating tensions and misunderstandings with which team members are constantly dealing.

2.3.3 Few Zambian staff are presently on staff who are qualified, capable and willing to carry responsibility skillfully and conscientiously.

2.3.4 Team members have no administrative support staff to assist them with time consuming typing, bookkeeping, filing and general management. Government staff are available but it is not always prudent for them to be familiar with team accounts and correspondence.

3.

2.3.5 Team members handle most money and banking transactions.

2.3.6 The function of Team Treasurer has been performed on a rotating basis by various Team members who often have little or no bookkeeping or accounting skills. The responsibility of handling and accounting for such a large and influential budget is timeconsuming and stressful.

2.3.7 Routine organization and supervision is required for peripheral workers such as watchmen, house servants and grounds-keepers.

2.3.8 Team members work long hours - frequently 12 or more hours per day. Both members of a couple work full time with heavy responsibilities but have agreed to only one and a half contracts.

2.3.9 Demands on time and energy from local leaders, the sick and local people for transport and other favours are often stressful.

2.3.10 Routine work includes driving long distances over hazardous and uncomfortable road conditions.

2.3.11 Simple tasks such as repairing of pumps or communicating messages are blocked or delayed often taking many days or weeks to complete.

2.3.12 The Gossner tradition in the Gwembe Valley has developed to include numerous meetings which Team members must attend. These can last a day and produce few concrete decisions. When there are many demands upon one's time these meetings appear time-wasting and cause frustration.

2.3.13 There is a constant flow of guests arriving at the Camp who need to be toured, fed and housed.

2.3.14 Most Team members have no office space away from their private homes.

2.3.15 Currently the Team is short staffed. The pastor couple has not been replaced and one team member has no spouse to augment the Team.

2.3.16 Dependencies on the Gossner Service Team have been established throughout the Gwembe Valley especially for leadership, decisions, financial assistance, transport and management. This presents responsibilities and conflicts for each Team member.

3. SUGGESTIONS FOR DISCUSSION - POSSIBLE WAYS TO RELIEVE STRESS

3.1 The administrative structure of the GSDP/GST should be evaluated. A policy making body should be established with authority to clarify the issues which have arisen from this unique model which tries to marry non government and government personnel and institutions.

Whereas the IRDP model was deemed inappropriate, it is necessary to study the complex structure in order to implement improvement.

3.2 Within this country there are Zambians capable of handling management and administrative responsibilities. Therefore poorly qualified GSDP staff should be trained and/or replaced by more capable personnel, even if they are not Valley Tonga. This would release Team members to do the technical assistance work for which they were employed.

3.3 Government officers are responsible for maintaining and managing the Camp. One Team member should be responsible to work with the GSDP coordinator to ensure that the Camp services run smoothly. This function should be defined and written clearly into the job description of the Team member.

3.4 Because of the stress associated with living at Nkandabwe Camp serious consideration should be given to moving Team members off the site to more private homes.

3.5 A lakeside cottage, complete with running water, cooking facilities and security could be rented on a permanent basis as a place for relaxation for Team members and for guests.

3.6 Each Team member should be encouraged to attend one seminar or conference per year for his/her professional development courtesy of the Gossner Mission. Information about such events should be provided by the Gossner Mission whenever possible.

3.7 Team members should participate together annually in a development seminar. Most development agencies working in Zambia hold such events for their staff to express and share concerns. Small agencies such as the GST could possibly join with larger more experienced development groups such as the German Volunteer Services.

3.8 Each individual working full time for the Gossner Mission under stressful conditions should have a complete independent contract. No one person's contract should depend on the contract of the spouse.

3.9 Guest house management should be included in the job description of one Team member. Guests should request bookings well in advance and should not assume that it will be convenient to provide accommodation.

3.10 Costs for distances driven to tour guests around the project should be covered by guests or by a separate mission fund. These kilometres should not be added to the limited kilometre allowance.

3.11 Additional administrative support staff should be hired specially for Team typing, filing, bookkeeping as well as routine management and supervision.

3.12 Team bookkeeping and budgeting should follow accepted standards and be audited annually by professional accountants, thus ensuring that poor bookkeeping practices are not allowed to be continued year after year. Monthly reconciliations and reports must be submitted to the Board.

Überlegungen zur weiteren Arbeit der Gossner Mission in
Gwembe Süd / Zambia

I. 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 ~~RKX~~ 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 an die UCZ 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 xxxxxxxx~~

3.1.4. Regionale Begrenzung

Das Projektgebiet sollte regional weiter begrenzt werden. Aufgrund der Projektgeschichte liegt 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 sollten 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



Warum Sinazeze und Nkandabwe Strom braucht

Hintergrund:

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

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

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

Wer könnten mögliche Interessenten/Nutznieser sein?

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

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

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

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

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

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

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

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

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

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

Von Sinazeze nach Nkandabwe/GM-Camp sind es 5 km. Auf halber Strecke (Nkandabwe turnoff) haben sich 3 Geschäfte angesiedelt. Zumindestens eine Beteiligung am Stromanschluß (der Laden des Wardchairman und einem der wohlhabensten Geschäftsleute in Gwembe Süd) ist zu erwarten. Im GSDP-Camp selbst könnten die Wasserpumpe, der Workshop, das Radiofunkgerät sowie die privaten Häuser und Gästehäuser angeschlossen werden.

Warum die Gossner Mission sich an der Elektrifizierung beteiligen sollte

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

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

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

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

H. Hummer, Jkt.

Anlage: Finanzierungsplan

Finanzierungsplan für die Elektrifizierung Sinazeze und Nkandabwe

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

Finanzierung:

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

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

PROVISIONAL GUIDELINES

FOR THE RELATIONSHIP BETWEEN GOSSNER MISSION, WEST GERMANY (GM/FRG),
GOSSNER MISSION LIASION OFFICE, LUSAKA, GOSSNER MISSION TEAM (GMT)
IN THE GWEMBE VALLEY AND GWEMBE SOUTH DEVELOPMENT PROJECT (GSDP)

Preliminary Remarks

Gossner Mission is working in the Gwembe Valley in Zambia on the basis of her Agreement with the Government of the Republic of Zambia (GRZ) within the framework of GSDP. These Provisional Guidelines pertain mainly to the part of GM within this framework. The structures of GSDP as a whole are left out deliberately although they are most important and fully accepted by GM as a basis for her work in Zambia.

I. Relationship between GM and GMT

1. General Outline

The basic concern of both GM and GMT is the welfare and development of the people in the project area. It is understood that GM/FRG holds the overall responsibility for any operation of GM in Zambia. It is also understood that there exists mutual responsibility of GM and GSDP with regard to the current work and longterm planning in Zambia. This is particularly true in the fields of:

- definition of the general GM policy in Zambia,
- planning for and recruitment of GM personnel,
- budget planning and allocation of funds,
- cooperation in implementing the planning within the framework of GSDP.

2. Means of communication

The idea of mutual responsibility can only materialize if proper cooperation and clearly defined functions, responsibilities and means of communication are agreed upon.

Visits, regular reports and correspondence are considered to be the most important means of communication between GM and GSDP. The following alterations to the present practice are suggested for consideration by GM Board and the GSDP Executive Committee / Staffmeeting:

- The Zambia Secretary (GM/FRG) should visit the project area twice a year. Preferably, he should be accompanied by at least one member of the Zambia Committee or GM Board in order to enable close relations and personal commitment of the Committee and Board members in ongoing project affairs.
- Visits from abroad will be announced to the GSDP Coordinator.

- During all official visits to Zambia, a proper representation of GSDP should be guaranteed. In the event of meetings, minutes should be taken of all agreements reached or commitments entered into.
- Once a year, a GSDP Planning and Evaluation Seminar should be held on the occasion of the visit of the Zambia Secretary and the GM Committee or Board member. The seminar programme should be worked out by the GSDP Executive Committee.
- The GM Liaison Officer, Lusaka, should be given the opportunity to visit GM/FRG at regular intervals for report and discussion of project matters.
- All matters related to the project including contract issues concerning the project should be communicated mutually by reports or other official correspondence through the Liaison Office, Lusaka. In order to ensure proper information flow, GM/FRG should be furnished with the minutes taken at GMT and GSDP Executive Committee meetings. Direct correspondence of GMT members with GM/FRG on project matters must be avoided.
- Each GM contract holder is to submit an annual report as well as a final report to GM at the end of the contract period.
- GM/FRG expects GMT members to support her PR work through reports and other suitable information.

3. Functions and responsibilities within GM structures

a) GM Board

The Board holds an overall responsibility for policy matters, budget rules and regulations of GM.

b) Zambia-Committee of the Board

The Zambia-Committee is an advisory committee to the Board, to the Zambia Secretary and GSDP in all matters stated under 1. The Committee members should be provided with all official reports and policy related correspondence concerning the project by the Zambia Secretary.

c) Zambia Secretary

The Zambia Secretary serves as a link between GM/FRG and GSDP and other partners in Zambia as well. He is to ensure proper support of the ongoing programmes (e.g. project policy, budgeting, recruitment and preparation of personnel, cooperation with other development agencies, contacts to related Church bodies). He represents the GM Board and the Zambia Committee to the partners in Zambia. He is reporting to these GM bodies while receiving directives from them.

d) GM Representative, Lusaka

The GM Liaison Officer, Lusaka, serves as the main link between GSDP, the partners in Zambia and GM. He/She is ex officio member of GMT Staff and GSDP Executive Committee. The following responsibilities are vested in this post:

- to represent GM in Zambia. The Liaison Officer ensures that her position is in line with GM policies,
- to supervise all financial movements concerning GM funds in Zambia including contributions from third parties,

- to handle all matters related to GM contracts of GMT members,
- to receive reports from GM contract holders, all of whom being directly answerable to her,
- to officially clarify matters arising from any job description of GM contract holders vis-à-vis local or Government authorities,
- to cooperate with GM/FRG and a contract holder in case a job description needs amendment if circumstances require.

II. Relationship between GSDP and GMT

1. General Outline

GSDP is the overall framework of the project which is officially represented by the Coordinator. Therefore, all project matters including applications for funds must be brought into GSDP staff or the Executive Committee meetings to be discussed and decided there.

GMT members are GM contract holders and as such part of GSDP staff. GMT meetings are to deal with topics relating to GMT and GM only.

2. Functions of GMT members

a) Team Chairperson

The Team Chairperson is appointed by GM/FRG. He/she represents GM in the project and is in this capacity responsible for all GM policy matters and the official contacts related to GM. He/she is directly answerable to the GM Liaison Officer working in close cooperation with him/her. *Rolle gegenüber dem Team / im Teamleben: Geschäftsführer o.ä.*

b) Team Treasurer

The Team Treasurer is responsible for the book-keeping of GM project accounts. He/she administers the funds of these accounts and is not to make financial decisions on his own. Funds are to be released to the various programmes within the limits of the budget and according to GSDP staff decisions. He/she prepares quarterly financial reports to be submitted to the Liaison Office, Lusaka. Half yearly reports will be sent through the Liaison Office to GM/FRG. These should include a list of third party contributions to GM funds. Within 3 months after the end of a calendar year, the Team Treasurer is to prepare an annual financial statement which will be cross-checked by the chairperson prior to submission to GM.

c) Team Secretary

The Team Secretary is responsible for the team-minutes and correspondence of team matters.

d) GMT members

GMT members are responsible for the implementation of their programmes. They are working under the Project Coordinator and are answerable to him. According to the GM contract, GMT members are not to raise funds on their own or take up negotiations with third parties individually without agreement with the Team Chairman and the Liaison Officer, Lusaka, who will contact GM/FRG before any decision is taken or any commitment is entered into.

Concluding Provision

These Provisional Guidelines are released for a trial period of 2 years. Thereafter, they will be re-examined on their workability and efficiency.

Berlin, 20th October 1988

W. Damm (Wilhelm Damm, Rev.)

by order of Zambia-Committee

U. Luig

Gossner Mission

G E S P R Ä C H S N O T I Z

über die Rolle des Gossner Service Teams und die noch ausstehende Job Description für Ulrich Luig

Wir gehen in der Geschäftsstelle davon aus, daß wir für die hier besprochenen Strukturveränderungen der Unterstützung des VA und des ZA sicher sein können.

1. Im Sinne einer schrittweisen Zambianisierung des Projektes werden die Aufgaben des GST in Zukunft interne Probleme betreffen wie
 - gemeinsame Fragen als ausländische Mitarbeiter im Projekt
 - Fragen der Loyalität gegenüber dem Gastland und den Auftraggebern
 - (- Mitsprache in der Verwaltung der Finanzen und der Sachwerte der Gossner Mission)
 - Regelung des Besucherverkehrs, soweit die Gossner Mission betroffen ist
 - Mitwirkung in der Öffentlichkeitsarbeit der Gossner Mission, u.ä.

Wie bisher soll das Team eine/n Sprecher/in wählen, und zwar für ein Jahr mit der Möglichkeit der Wiederwahl. Diese/r ist verantwortlich für die Team-Meetings, deren Beschlußfassung und entsprechende Durchführung. Als Vertrauensperson des Teams ist sie/er für die GST-internen, auch für soziale und kulturelle Belange (z.B. Orientierung im Lande, Tonga-Sprache) zuständig.

fiduciary

- 2.1. In der gegenwärtigen Situation ist die Verbindung der Funktion des Beraters des GSDP-Co-Ordinators mit der des Repräsentanten der Gossner Mission im Gwembe Valley auf jeden Fall zu erhalten.
2. Für die Funktion des Beraters halten wir die im Vertragswerk für Ulrich Luig (Anlage zur Anlage 1 der Rahmenvereinbarungen, Absatz 3.3) dargelegten Aufgaben für angemessen beschrieben.
1. Für die Projektpolitik ist der Repräsentant der Gossner Mission im Gwembe Valley zuständig. Seine Verantwortung für Policy-Fragen geht über das Gossner Mission - Liaison Office, Lusaka nach Berlin zum Zambia-Referenten der Gossner Mission. - Zu beiden o.g. Funktionen kommt die mit derzeit 25% der Arbeitskraft festgelegte Funktion des Seconded Minister der UCZ.
4. Diese Funktionen sollen in der Job Description ausgewiesen werden, womit die Beauftragung als Gossner Mission - Repräsentant im Gwembe Valley entsprechend zum Ausdruck kommt. Wir empfehlen, daß während mehr als 10-tägiger Abwesenheit des Repräsentanten der Gossner Mission der/die GST-Sprecher/in diese Funktion als Stellvertreter/in übernimmt.
3. Der Repräsentant im Gwembe Valley ist gleichberechtigtes Mitglied im GST, und in diesem Sinne auch wählbar als Sprecher. - Er informiert das GST über alle Policy-relevanten Fragen.
4. Gleichzeitig wird die letztes Jahr getroffene Entscheidung, die Aufgabe des Treasurers der Gossner Mission mit einem Mitarbeiter zu besetzen, der dazu von der Geschäftsstelle als Teil seines Vertrages beauftragt wird, beibehalten. Der Treasurer wird also in Zukunft ebenfalls nicht mehr gewählt. Es muß eine langfristige, kontinuierliche und bessere Organisation der Buchführung angestrebt werden.

5. Wir sind daran interessiert, daß Ulrich Luig in der Wahrnehmung der in 2. beschriebenen Funktionen fortfährt. Sein Vertrag soll entsprechend ergänzt werden.
Die Preliminary Guidelines, beschlossen vom ZA am 14.10.88, bleiben von diesen Veränderungen unberührt außer para 2a), dessen Neufassung dem ZA auf seiner nächsten Sitzung vorgelegt wird.

Berlin, den 12.1.1989

W. Damm

Wilhelm Damm

Dieter Hecker

Dieter Hecker

Änderungsvoorstellen für "Gesprächsnotiz"

para 2, 2 ^{te} ~~... sollten~~ ^{... sollen} folgende, ... dargestellten Aufgaben in die job descr. übernommen werden:

- a) ... zusammen mit dem zambianischen ^{Leiter} ~~Leitenden~~ der versch. Abteilungen des Projekts, zu koordinieren.
- b) den Jahreshaushalt aufzustellen
- c) Evaluierung workshops durchführen.

para 3 Es sollte nicht wählbar sein als Sprecher des GSD.

para 2.1 nach "Zuständig". Sofern in den einzelnen Projektkomponenten auftretende Fragen auftreten, wird es von den Verantwortlichen Ghr-Experten ^{regelmäßig} ~~regelmäßig~~ konzipiert. Es informiert die betreffenden Mitarbeiter, über alle policy-
relevanten Entscheidungen.

Vordray Titel: Ghr-Officer.

Alle anderen: Ghr-Experts.

D R A F T

for recommendations about the relationship between Gossner Mission, West-Germany (GM) - (Head Office, Zambia Committee, Board), Gossner Mission Office, Lusaka and the Gossner Service Team (GST) in the Gwembe-Valley and the Gwembe South Development Project (GSDP)

This draft was made at a meeting in Lochinvar on the 20th June 1988 by the members of GST with representatives of Gossner Mission in Germany on the basis of a preliminary draft from 23.9.87.

Preliminary Remark:

Gossner Mission ^{is working} ~~does its work~~ in the Gwembe Valley in Zambia on the basis of its Agreement with the Government of the Republic of Zambia (GRZ) within the framework of GSDP. This paper deals mainly with the part of Gossner Mission within this framework, ~~that means~~ ^{subsequently} the structures of GSDP as a whole are left out deliberately, although they are ^{very} important and fully accepted ~~as a basis for its whole work in Zambia~~ ^{by Gossner Mission}.

1. General outline:

The basic concern of both GM and GST is the welfare and development of the people in the project area. It is understood by GST that GM (FRG) holds the overall responsibility for any operation of GM in Zambia. ~~How-~~ ^{never}, It is also understood that there exists a ~~shared~~ ^{mutual} responsibility of GM and GST with regard to the ~~actual~~ ^{current} work and longterm planning in Zambia. This is particularly true in the fields of:

- definition of the general GM-policy in Zambia,
- planning for and recruitment of GM-personnel,
- budget planning and allocation of funds,
- implementation of the planning within the framework of GSDP

2. Means of Communication between GM and GST:

The idea of a ^{co-operation in the} ~~shared~~ responsibility ^{can} ~~is~~ only ^{materially} ~~feasible~~ if proper co-operation and clearly defined functions, ~~competences~~ ^{responsibilities} and means of communication are ~~mutually~~ ^{are} agreed upon.

~~The GST considers~~ ^{are considered to be} visits, and regular reports and correspondence, the most important means of communication between GM and GST. The following ~~propos-~~ ^{alternatives} ~~als~~ were brought up and agreed upon in the meeting:

- Instead of having one longer annual visit of the Zambia ^{Secretary} ~~officer~~ / Head ^{the present practice} ~~office~~, there should be 2 shorter ones in regular intervals. If possible, ^{are suggested} ~~the Zambia officer/head office~~ should be accompanied by 1 member of the ^{by GM Board and} ~~Zambia-committee or the Board of GM~~ ^{Ex Comm GSDP} ~~in order to get the committee and board members more informed and involved in the overall project affairs.~~

^{As to} ~~The Zambia officer~~ ^(W.D. and. Bradley W.D.) ~~should visit the project 2 or 3~~ ^{times a year. Preferably, he should be accompanied by at least} ~~once a year.~~ ^{one member}

all official and to be in
During US visit to Z

A proper before hand of GST and GSP should be given ahead

- 2 -

- During visits to Zambia the Zambia Secretary should be accompanied by the Liaison Officer and one member of the GST, if necessary, in all official contacts and talks. Proper minutes should be taken of all agreements or commitments of GM agreed upon during ~~that visit~~ *in such visit* ~~meetings~~ *opportunities*

V-T - Once a year there should be an evaluation and planning seminar of GSDP in the presence of the Zambia Secretary and one member of the board of GM.

- The ~~Gossner Mission~~ *Liaison Officer* / Lusaka should be given the ~~possibility~~ *opportunity* to visit Germany for report and discussion of project matters at regular intervals.

2 - ~~If personnel is selected for Zambia, the visit should be planned in a way that she/he can take part in the selection process, if possible.~~ *1/2*

- All matters related to the project including ~~contracts~~ *Staff contract issues concerning the project* should be communicated mutually by reports or official correspondence through Lusaka office. Private correspondence about project matters must be ~~strictly avoided~~ *Proper matters should be avoided in fact*

V-T - Annual reports to GM have to be given by each contract holder and a final report at the end of the stay.

- xt
3. Functions and ~~competences~~ *responsibilities* within GM structures:

a) Board of GM: *overall*
The board holds the ~~responsibility~~ *overall* for ~~all overall~~ policy matters, budget rules and regulations of GM.

2 b) Zambia Committee of the board: *to*
The Zambia Committee is an advisory committee ~~for~~ *to* the board of GM, the Zambia Secretary and the GST in all matters stated under 1. The committee members should be provided with all official reports and policy related correspondence concerning the project by the Zambia Secretary. ~~In addition to the general decision-making the committee should accept the function of collecting and preparing background information about major problems of the project planning and general developments problems of Zambia (e.g. by organising seminars, preparing statements, etc.). The findings should then be communicated to the project in the most appropriate way.~~ *2*

V c) Zambia-Secretary/Head office: *from Berlin*
The Zambia-Secretary serves as the link ~~in FRS~~ *between* GM and GST and the partners in Zambia. He/She ~~has~~ *has to* ensure proper support of the ongoing *as well* programmes ~~in all necessary aspects~~ (e.g. *concerning* project policy, budgeting, recruitment and preparation of new personnel, negotiation with other development agencies, etc). He/She represents the Board of GM and the Zambia-Committee to the ~~Zambian partners~~ *and is* ~~He has to report to these respective bodies and receives directives from them.~~ *while*

Liaison d) GM Representative/Lusaka office:

The GM *Officer* / Lusaka serves as the main link between GST, the partners in Zambia and GM. ~~She/He has to represent GM in Zambia. (It was discussed and agreed upon that)~~ *responsibilities* The following competences should be vested in this post:

X ~~Private correspondence on project matters of GST members with~~
~~the GM in on project matters must be avoided.~~

xt - *to support*
In Berlin expects GST members ~~also participate in full~~ *to support* ~~work~~ *its* ~~work~~ *work* through reports and suitable information
the is executive committee of GST staff and the GSDP Executive Committee

- to ensure proper information flow GMP should be furnished with
- minutes of GST meetings and Ex Comm meeting
- ~~have to be sent regularly to Gossner~~

1. - ^{to} handling of all matters related to GM contracts,
2. - ^{to} clarify officially matters arising from any job description of GM contract holders, *vis-a-vis / co-ordination with local or government authorities*
3. - ~~if need arises, to adjust job descriptions to a changing situation, if necessary~~
- being the one to whom GM contract holders are directly responsible,
4. - to run the budget of GM in Zambia,
5. - to interpret officially the position of GM for any matter which may need an official statement of GM,
6. - to act on behalf of GM whenever it is needed (e.g. formal agreements, financial commitments of GM, etc.).

The GM officer / Lusaka ~~has to make sure~~ ^{is} that her/his position is in line with the one of GM.

II. Relationship between GSDP and GST:

1. General outline:

The GSDP is the overall framework of the project which is officially represented by the co-ordinator. Therefore, all project matters, including applications for funds, must be brought into the GSDP Staff Meetings or Executive Committee to be discussed and decided there.

~~GST-members are GM contract holders. They are part of GSDP-Staff. GST meetings shall deal only with problems relating to GST and GM only. GST is not a decision making body in regard to GSDP-affairs!~~ 22

2. Functions of GST members:

(The following functions were discussed):

a) Team-Chairperson: *(Speaker) spokesman!*

The Team-Chairperson acts as the ^{representative} of the GST-members. His/her function is to ensure that necessary decisions are taken by GST and followed thereafter. He/She is bound by the decisions of the GST and is not considered to be superior in terms of hierarchy to any other GST-member.

He/She also acts as the representative of GM in the project and is in that function responsible for any official contact. He/She is directly answerable to the GM representative in Lusaka and shall work in close cooperation with her/him.

b) Team-Treasurer: *(Volker)*

The GST-treasurer keeps the books of the Gossner Mission accounts. He/She is acting as administrator of the funds of this account. (It is not her/his task to make financial decision on her/his own). ^{Money Funds} is to be released ^{to} various programmes in the frame of the budget and according to GSDP-Staff decisions. The Team-treasurer submits a financial statement within 3 months after the end of a calendar year to GM (which is to be ~~audited~~ ^{audited} by an appointed team-member). Quarterly financial reports are to be written and submitted to the Lusaka Office. Half yearly reports have to be sent to GM-Berlin. These should also include a list of third party contributions to GM funds. ?

c.) Team-Secretary:

The Team-Secretary ^{is responsible for} writes team-minutes and official correspondence of for GST matters.

d.) GST-members:

GST-members shall be responsible for the implementation of their programmes. They are working under the Project Coordinator and are answerable to GSDP-Staff meeting. According to the GM-contract GST-members are not to raise funds on their own or take up negotiations with third parties individually without agreement with the Team-chairmen and Lusaka office, who will inform the Head Office in Berlin, before any decision or commitment is taken.

III. Recruitment and preparation of GM contract-holders:

Recruitment and preparation of GM personnel are essential issues for the functioning of the project as well as for the well-being of the GM personnel involved. The following proposals were discussed and agreed upon:

- every GM contract holder should decide one year before the end of her/his contract, whether he/she wants to extend the contact or not. If the end of the contract is decided, the post shall be immediately thereafter advertised.
- A precise job-description for the post shall be agreed upon by GSDP staff meeting and submitted to Gossner Mission Berlin /Head office.
- The preparation in Germany should start half a year before the end of contract in question. The preparation should be project-orientated (history of the project, evaluations, present project planning and implementation, major problems involved, long-term perspectives), Zambia-orientated (history of the country, present situation, development problems, introduction into Tonga society and culture) and should meet the particular requirements of the job-description. Proper language training (English) must be part of the preparation in Europe. First-aid-course.
- The preparation in Zambia should start 3 months before the old contract holder leaves. It should include a general introduction to the country and to relevant organisations or projects, language training in vernacular and familiarisation with GSDP and the respective programme. The leaving contract holder should be involved in the in-country training.

GM is asked to give due consideration to these proposals in the budget.

Action

Änderungsvorschläge

S. 1 unten:

"... in order to enable close relations and personal involvement of the committee and board members in ^{ongoing} ~~overall~~ project affairs."

S. 2, , 2. Spiegelstrich:

"Once a year a GSDP evaluation and planning seminar should be held ² ¹ on the occasion of ^{or Committee} in the ^{first} ~~presence~~ of the Zambia Secretary and one GM Board member."

The seminar programme should be worked out by the GSDP Executive Committee, ~~in conjunction with the GM Liaison Office, Lusaka and the Adviser for Project Coordination and Project Management.~~

5. Spiegelstrich:

"Each GM contract holder is to produce an annual report as well as a final report to GM at the ^{submit} ~~expiration~~ ^{end} of contract ^{period}."

No. 3 b, 2. Hälfte - diskutieren.

S. 3 oben:

- to represent Gossner Mission in Zambia. The Liaison Officer ensures that her position is in line with GM policies. ← *Mr.*
- to handle all matters related to GM contracts of GST members
- to receive reports from GM contract holders being directly answerable to her
- to clarify officially matters arising from any job description of GM contract holders vis-à-vis local or Government authorities
- to co-operate with GR - Berlin and a contract holder in case a job description needs amendments if circumstances require

II. 1. 2. Hälfte

diskutieren.

II.2. a)

"The Team Chairman is directly answerable to the GM Representative in Lusaka working in close co-operation with her.- In line with his GM contract he acts as advisor to the GSDP Co-ordinator and as

to supervise all financial movements concerning B.G. funds
in Zambia including contributions from third parties

Co-ordinator of TEEZ in the Southern Presbytery of the UCZ.
As a representative of GM in the Project he is responsible for official contacts. The Team-Chairman is responsible for the periodical GST meetings and acts on behalf of the GST members.

Recommendations
about the relationship
between GM etc.

- 5.1, Ziff. 2.

PK 1

- $\sqrt{2}$, 2. Spiegelstrich

für eine "evaluation
und planning seminar"
spricht Rüter. Das sollte
schon sein. Allerdings
müßte man sich
auf Spielregeln grund-
sätzlich einigen.
Wenn man so will
auf "koms of reference"

- J. 2, 3. Spiegelstrich

Da stehen zwei durch-
aus verschiedene Dinge
da

- a) Heimreisen zu Berichtszwecken
- b) Bestellung an der Personalauswahl.

3.

a) Wird sich wohl kaum verwirklichen lassen, wenn zugleich die Lesefähigkeit der Referenten ausgeweitet werden soll.

b) ist sicher kontrovers. Nach Abwägung der verschiedenen Pros' und Cons' bin ich dagegen, die von Wunsche zu leiten zu sprechen. U.a. muß der "Coordinator" davor bewahrt werden vom "Kamm" für evtl. Fehlentscheidungen der GEM mitverantwortlich gemacht zu werden.

• S. 2, Ziff. 3b

Die Aufgaben, die der Zambian-Abteilung hier zugeordnet werden, überfordern diesen

m. E. total. Aber wie ich dafür hier etwas an Möglichkeiten aufzusuchen durch den Ausschuss Gutachten zu spez. Themen im Auftrag zu geben.

• S. 3, 2. Spiegelstock

Häufige spezifiziert werden. Kinetwegen in Bezug auf konkrete Aufgaben oder Abstimmung mit Behörden etc.

• S. 3, 3. Spiegelstock

Das geht so nicht! Zumindest müßte aufgenommen werden, daß dies erst nach detaillierter Abstimmung mit der GEM und mit deren ausdrückl. Zustimmung geschehen kann. Auf Realem

LM

PK 1

5
wären die Rechte
und Interessen der
Betroffenen zu be-
rücksichtigen.

- S. 3, letzter Spiegel-
strich

geht so wohl auch
nicht, die Hand-
felder für den
Coordinator sind
praktisch an fassen.

What formal agree-
ments? With whom?
~~What agreements~~

What financial
commitments? Up
to which amount?

- S. 3, II. Ziff. 1

Besser wäre es positiv
zu beschreiben, was
GNT können soll
und darf. Ist es
ein "sounding board"?

- S. 3, II. Ziff. 2.

Verweist zurück auf
II. / Ziff. 1

Hier ist plötzlich von
Entscheidungen die
Rede auf an die
man sich halten
soll.

- S. 3, II. / 2 b)

Ein "Kam member"
kann kein "aud." aufsetzen.

- S. 4, III.

Was da steht ist der
Idealfall, soll so
bleiben obwohl wir
wissen, daß wir
so keine Vorstell-
ungen realisieren werden
entsprechen können

Gruppe Zecher
Kündan

ULRICH LUIG, P.O.Box 4, Sinazeze

Nkandabwe, den 14. November 1987

Sambia-Referat
Sambia-Ausschuß



Lieber Dieter,
lieber Herr Mehlig,
sehr geehrte Damen und Herren,

zunächst möchte ich Sie alle herzlich aus dem Gwembe-Tal grüßen. Ich hoffe, Ihnen allen geht es gut, und der Arbeitsanfall, der sicher mit dem Weggang von Erhard Mische verbunden ist, drückt Dich/Sie in dieser Zeit nicht allzu sehr.

Ich selbst habe mich hier im Camp gut eingelebt und fühle mich auch ausgesprochen wohl. Langsam geht jetzt die Einarbeitungsphase zu Ende und die Aufgaben beginnen sich zu mehren. Vor allem durch den Weggang von Walter, Ingo und Ursula kommen einige zusätzliche Aufgaben vor allem auf Gudrun und mich zu. Auch die Arbeit mit den Laienfortbildungskursen (TEEZ) beginnt sich einzuspielen und die Rolle als GST chairman ist auszufüllen, so daß ich meine Arbeitsökonomie fest im Auge behalten muß.

Ursprünglich hatte ich vor, einen richtigen Quartalsbericht in Englisch zu schreiben, aber realistischweise wird es in der nächsten Zeit nicht dazu kommen. Dennoch halte ich es für wichtig, Sie über den Gang der Dinge hier im Projekt auf dem Laufenden zu halten, da die gegenseitige Information eben das A und O einer reibungslosen Zusammenarbeit ist. Daher ist mein Ziel, möglichst bald das Berichtswesen neu zu ordnen, was für ein Projekt dieses Zuschnitts auch dringend notwendig ist.

Aus den verschiedenen Papieren, die Sie bisher erhalten haben, konnten Sie ersehen, daß ich mich bisher auf die Fragen der Organisationsstruktur des Projektes konzentriert habe, weil mir dies am vorrangigsten erschien. Wir haben diese Papiere im Team zwar nicht ausführlich diskutieren können (weil sich praktische Dinge immer vor-drängten); ich habe sie aber im Team zirkulieren lassen und bin dabei auf generelle Zustimmung gestoßen. Da ich davon ausgehe, daß diese Papiere für Sie - fernab vom hiesigen Geschehen - nur sehr verkürzt verständlich sind, möchte ich mit diesem Brief einige Erläuterungen geben, damit Sie verstehen, in welche Richtung sich das Projekt dem-nächst entwickeln wird.

Ein erstes Grundsatzproblem ist das Verhältnis zwischen Team-Konzept und der Führung des Projektes als GSDP. Beides sind im Grunde konkurrierende Konzeptionen. Das Konzept, das mit dem Terminus "Gossner Service Team" verbunden ist, geht (jedenfalls wie ich es bisher verstanden habe) davon aus, daß eine Gruppe von Fachleuten, die sich dem Gedankengut der Gossner Mission verpflichtet weiß, in Teamarbeit das Projekt tragen. Praktisch drückt sich das bis heute so aus, daß das "Team" sowohl für die Leute hier vor Ort wie auch für Gossner in Deutschland der Ansprechpartner für alle Projektangelegenheiten ist. Hier im Tal heißt das Projekt nach wie vor "Gossiner", und auch für die Gossner Mission in Deutschland wird das Projekt in den normalen Arbeits- und Entscheidungsabläufen als Gossner-Projekt gesehen und behandelt. Einmal abgesehen davon, daß diese Art Teamarbeit wohl noch nie richtig im Projekt funktioniert hat, ist meines Wissens nach auch nie der Versuch unternommen worden, dieses Konzept auf seine Praktikabilität hin zu überprüfen. Es war offenbar nie mehr als ein Ideal, das den neuen Vertragsinhabern als Empfehlung mit auf die Reise gegeben wurde. Die vielen Teamkonflikte, die das Projekt in seiner

Geschichte erlebt hat, hätte eigentlich Anlaß sein sollen, dieses Konzept kritisch zu überprüfen. Rudi Buntzel hat in seiner Evaluierung von 1980 sehr deutlich auf dieses Problem hingewiesen, was aber wohl nicht zur Kenntnis genommen wurde.

G l e i c h z e i t i g ist mit dem Projekt aber immer auch der Anspruch verbunden worden, unter zambianischer Leitung stehen zu wollen. Die Gründung von GSDP im Jahre 1972 (also vor 15 Jahren!) weist in diese Richtung, ebenso die Anstellung von zambianischen Koordinatoren. Auch die Forderung, wichtige Beschlüsse (z.B. Personal- oder Budgetfragen) durch das GSDP Staffmeeting fassen oder bestätigen zu lassen, unterstreicht dieses Konzept der Zambianisierung. Und letztlich ist dieser Ansatz auch in dem Agreement mit der zambischen Regierung so festgeschrieben. Der Widerspruch ist offenkundig: In der Praxis war es immer ein Gossner-Projekt, in der Theorie ein Projekt unter zambianischer Leitung. Daß dieser Widerspruch nie bearbeitet (vielleicht noch nicht einmal erkannt) wurde, sehe ich als eines der Hauptprobleme des Projektes an.

In der Alltagspraxis des Projektes drückte sich dieses Problem dann so aus: Den zambianischen Mitarbeitern im Projekt (einschließlich des Koordinators) wurde nie eine wirkliche Chance gegeben, Mitverantwortung für das Projekt zu übernehmen; das Staffmeeting war aufgrund seiner Größe und Zusammensetzung nie in der Lage, qualifizierte Entscheidungen zu treffen und hat mehr oder weniger der Teambeschlüsse lediglich abgesegnet; das im Agreement für die Projektsteuerung zuständige "Steering committee" stand - bis auf die kurze Periode der Mitarbeit Klaus Schäfers - nur auf dem Papier. Das Mißtrauen der Zambianer im Projekt gegenüber den geheimen Teammeetings auf der einen Seite und das Unbehagen der verschiedenen Teammitglieder angesichts dieser Situation auf der anderen Seite haben dann das Klima im Projekt geprägt.

Gegenwärtig haben wir hier im Projekt mit Herrn Halupepe einen Koordinator, der nicht nur selbständig aktiv wird, sondern sich auch sehr bewußt als Leiter des Gesamtprojektes GSDP sieht. Aus diesem Grunde tritt er auch sehr entschieden dieser Sonderrolle des Teams entgegen, was mitunter zu massiven Konflikten führt, die zwar in der aktuellen Situation nicht besonders angenehm sind, aufs Ganze gesehen aber den Prozeß des Umdenkens ungemein beschleunigen. Zwei entscheidende Veränderungen haben diese Konflikte bisher hervorgebracht: 1. Es ist ein Exekutivkomitee gebildet worden, das (zumindest konzeptionell) das Entscheidungsgremium des Projektes werden soll. Alle Fragen, die bisher vom Team mehr oder weniger selbständig beraten und entschieden wurden, gehören nun ins Exekutivkomitee. Ihm gehören als geborene Mitglieder der Koordinator, der GST Chairman und die Gossner Vertreterin Lusaka Office an sowie 5 weitere Staffmember (gewählt wurden: Herr Chipili (workshop), Herr Hossain, Herr Mutinta (Siatwinda AA), M. J. Brannan, Herr Siankondo (CUZA)). Wie gut dieses Gremium arbeiten wird, muß sich noch zeigen, aber auf jeden Fall sind jetzt die Voraussetzungen für eine tatsächliche Entscheidungsfähigkeit von GSDP geschaffen. Eng damit zusammen hängt 2. die Reduzierung der Themen, die im Team verhandelt werden müssen, auf wirklich Gossner-interne Angelegenheiten (z.B. Besucher, Gossner Ansatz o.ä.). Entscheidungen über die Verwendung von Gossner-Geldern, die bisher den größten Raum in den Team-Meetings eingenommen haben, werden vom Chairman, Treasurer und Secretary (d.h. von mir, M.J. Brannan und B. Hossain) gemeinsam getroffen. Damit entfällt die Notwendigkeit regelmäßiger monatlicher Team-Meetings. Wie sich diese Regelungen in der Praxis bewähren werden, ist noch nicht so richtig abzusehen, aber in jedem Fall sind damit entscheidende Schritte in die richtige Richtung getan.

Die grundsätzliche Position, die wir zum Verhältnis GST - GSDP vertreten, ist die: GSDP ist ein Kooperationsprojekt zwischen Gossner Mission und der zambischen Regierung, d.h. für alle grundsätzlichen Fragen des Projektes gibt es eine gemeinsame Verantwortung. Diese gemeinsame Verantwortung muß auch institutionell im Projekt verankert werden. Keiner der beiden Partner darf den anderen übergehen.

Die Gossner-Vertragsinhaber arbeiten als integrierte Experten im GSDP und besprechen die Angelegenheiten, die sich aus ihrer besonderen Bindung an die Gossner Mission ergeben, in gesonderten Treffen. Ferner wählen sie die Funktionsträger des GST, nämlich den Chairman, Secretary und Treasurer (gegenwärtig qua Aufgabenbeschreibung festgeschrieben). Offiziell repräsentiert wird die Gossner Mission durch L.O. und auf lokaler Ebene durch den Chairman. Damit sind die wichtigsten Funktionen des bisherigen Teamkonzeptes gewahrt, gleichzeitig aber dieses Konzept in Richtung GSDP korrigiert. Ich kann nur hoffen, daß es auch so funktioniert.

Das zweite Grundsatzproblem des Projektes besteht m.E. darin, daß - zumindest in den letzten Jahren - auf die Entwicklung von Projektzielen und eindeutigen Programmplanungen offenbar weitgehend verzichtet wurde. Ich gewinne zunehmend den Eindruck, daß die - im Einzelfall sicher notwendige - Flexibilität mehr oder weniger zur Projektkonzeption erhoben wurde, so daß im Grunde niemand so richtig wußte, woran man sich gemeinsam in der Projektarbeit orientieren sollte. Evaluierungen wurden wahrscheinlich nur danach bewertet, ob die Gossner Mission dabei "gut wegkam" oder nicht. Diese fehlenden Zielvorgaben hatten dann zur Folge, daß jede/r neue Vertragsinhaber/in einfach machte, was er/sie für richtig hielt, was meist erst nach einer gewissen Einarbeitungszeit möglich war und dann auch bald mit dem Vertragsende aufhörte. So ist leicht einsichtig, daß mangelnde Kontinuität in der Projektarbeit ein vorherrschendes Problem des Projektes war. Insofern ist das häufig vorgetragene Argument, die Gossner Mission verfüge nunmehr über eine 17jährige Erfahrung im Gwembetal, leider nur von geringem Wert.

Wir sind gegenwärtig in einer Situation, in der sich die Gossner Mission eine solche Konzeptionslosigkeit nicht mehr leisten kann. Wie aus dem letzten Reisebericht von Erhard Mische hervorgeht, kommen zunehmend andere Organisationen nach Gwembe South (z.B. GTZ, Africare, der japanische Freiwilligendienst u.a.). Wir werden dann Rede und Antwort stehen müssen, was wir hier eigentlich tun oder zu tun beabsichtigen. Gelingt uns das nicht, werden wir wohl immer häufiger milde lächelnd übergangen werden. Die Zeit, in der die Gossner Mission eine Monopolstellung in Gwembe South hatte, aufgrund derer man ihr vielleicht manches nachgesehen hat, geht endgültig ihrem Ende entgegen.

Trotz aller konzeptioneller Unklarheit hat das Projekt dennoch eine deutliche Linie, die es auf den Begriff zu bringen gilt und die einfach nur schärfer zu konturieren und in eindeutige Planungsvorgaben umzusetzen ist. Die Konzentration auf Selbsthilfeaktivitäten der Bevölkerung, die Betonung der Selbständigkeit und des kooperativen Handelns in diesen Projekten, die deutliche Priorität der Schwachen und Benachteiligten in der Projektarbeit sind Elemente einer Konzeption, die eben formuliert und in langfristige Arbeitsansätze umgesetzt werden müssen. Im Mai nächsten Jahres wird die GTZ zu einem Workshop über die langfristige Entwicklungsplanung im Gwembetal einladen; spätestens dann werden wir eine solche Konzeption vorlegen müssen.

Das dritte Grundsatzproblem sehe ich in der für meine Begriffe absolut unzureichenden Personalpolitik. Neben der Frage nach den Rekrutierungskriterien sehe ich vor allem die völlig unzureichende Vorbereitung und die unverhältnismäßig langen Vakanzen bis zur Neubesetzung einer Stelle als Hauptprobleme an. Es liegt auf der Hand, daß unter solchen Bedingungen keine kontinuierliche Projektarbeit möglich ist. Frieder Brett, der das Projekt nun seit vielen Jahren kennt, meinte dazu: "Die Gossner Mission hat hier ein voll entwickeltes regionales Entwicklungsprojekt in Gwembe South und behandelt es, als säße da nur eine Krankenschwester irgendwo im Busch." Er hat dies in einem privaten Gespräch "unter Gossner-Leuten" gesagt. Es wäre schlimm, wenn sich diese Einschätzung als allgemeine Meinung

über das Projekt durchsetzen würde. Ich möchte daher diese Problem vor allem der Geschäftsstelle dringendst ans Herz legen. Was wir hier brauchen, ist gar nicht so sehr mehr Geld, sondern etwas mehr Professionalität.

Es tut mir leid, daß ich in meinem ersten ausführlichen Bericht so viel Kritisches schreibe; dabei gibt es durchaus viele positive Seiten des Lebens und der Projektarbeit hier im Tal. Aber die Probleme beschäftigen uns eben mehr als die angenehmen Seiten; und schließlich verstehe ich es auch als Teil meiner Aufgabe im Projekt, solche Grundsatzprobleme herauszuarbeiten und Lösungen dafür zu entwickeln. Diese Probleme beeinträchtigen nämlich nicht nur die Arbeit, sondern eben auch das persönliche Wohlbefinden der einzelnen Projektmitarbeiter/innen, was gerade eine Missionsgesellschaft als Arbeitgeber nicht aus dem Blick verlieren sollte. Z.B. laufen im Dezember zum gleichen Zeitpunkt 3 Verträge aus, ohne daß dafür Nachfolger überhaupt in Sicht sind; die Arbeit muß jetzt von den verbliebenen Mitarbeitern/innen zusätzlich mitgemacht werden. Ich denke, daß das eine Situation ist, die bei besserer Planung und Koordination durchaus vermeidbar gewesen wäre. Auch bin ich mittlerweile der festen Überzeugung, daß die Teamkonflikte der Vergangenheit weniger in den einzelnen Persönlichkeiten, sondern in den Strukturproblemen des Projektes begründet waren.

Als Beleg für diese These sehe ich die gegenwärtigen Entwicklungen im Projekt an: In dem Maße nämlich, in dem Zuständigkeiten und Verfahrensweisen eindeutig geregelt und durchgehalten werden, verlieren die anfänglich sehr deutlich spürbaren Animositäten im Team an Bedeutung. Allgemein kann ich nur sagen, daß wir hier durchweg gute, wenn auch sehr unterschiedliche Mitarbeiter/innen haben; schlecht waren eben nur die internen Arbeitsbedingungen, die sich aus der insgesamt ziemlich konfuse Projektsituation (s.o.) ergaben.

Schließlich möchte ich noch auf das Problem Siatwinda/KfW/GTZ eingehen, weil in dieser Frage eine klare (und gemeinsame) Projektpolitik gefordert ist, die sich sehr bald in Entscheidungen umsetzen muß. Gegenwärtig sieht die Lage so aus, daß die GTZ mit Rückendeckung der KfW finster entschlossen zu sein scheint, das Projekt zu übernehmen, wobei der Gossner Mission (bzw. GSDP) dann gern der Extension-Teil (Schulung der Bauern, Organisation und Vermarktung, wie in der AHT-Studie vorgeschlagen) überlassen wird. Ich denke, daß das nicht so einfach hingenommen werden sollte. Tatsache ist, daß die Gossner Mission den KfW-Antrag auf Finanzierung der Rehabilitierung von Siatwinda gestellt hat, und nun plötzlich das Geld in Aussicht ist, aber die Antragstellerin auch das Projekt loswerden soll. Man sollte auch von Berlin aus deutlich machen, daß das keine Art ist, mit kirchlichen Trägern umzugehen. D.h. im Klartext: Gossner sollte darauf bestehen, die Gesamtverantwortung für das Projekt zu behalten. Die GTZ kann gern einen Bewässerungsingenieur zur technischen Rehabilitierung des Projektes als integrierten Experten in GSDP entsenden und die technische Abwicklung übernehmen, aber das Projekt bleibt ein GSDP-Projekt. Buleya Malima ist ein klares Beispiel dafür, daß wir solche Art Projekte durchaus ökonomisch rentabel führen können. Organisationspolitisch ist es deshalb wichtig, in den Bewässerungsprojekten drinzubleiben, weil diese Projekte die Reputation bei den zambischen Behörden bringen, die wir dringend brauchen, um die übrige Arbeit machen zu können. Außerdem ist die Bewässerungslandwirtschaft gegenwärtig die wirksamste Methode, die Produktion zuverlässig zu erhöhen (vorausgesetzt, die Technik funktioniert). Die Bauern darin zu beraten, solche Projekte selbstverantwortlich zu führen, ist daher eine wichtige Aufgabe von GSDP. Leider wird von der GTZ argumentiert, daß am 28. 4. ein vorläufiges Abschlußgespräch mit allen Beteiligten stattgefunden habe, wozu die Gossner Mission aber ohne Begründung nicht erschienen sei. Bitte klären Sie das.

Von der oben beschriebenen Sachlage her ist auch überhaupt nicht einsichtig, warum sich Herr v. Toll von der AHT um den Bau von Häusern für künftige Mitarbeiter bemüht. Die Aufgabe der AHT ist meines Wissens nach mit der Vorlage der Studie erfüllt - es sei denn, sie rechnen damit, daß einer ihrer Consultants einen Vertrag bekommt. Schließlich sollte man nicht aus dem Auge verlieren, daß die endgültigen Entscheidungen noch nicht gefallen sind (auch wenn die GTZ so tut) und der früheste Termin für den Beginn der Rehabilitierung nach Aussagen der GTZ bei 1990 liegt. Wenn die KfW (die das Geld übrigens auf Kreditbasis an Zambia vergibt), aus irgendeinem Grunde wieder zurückzieht, ist es durchaus möglich, auch andere Geldgeber zu finden, die schneller entscheiden und nicht solche harten Auflagen machen. Alles in allem also ein ziemlich vertracktes Projektpoker, bei dem sich die Gossner Mission nicht so schnell bluffen lassen sollte. Dazu gehört dann aber eben auch jene Professionalität, die ich oben bereits erwähnt habe.

Wie die Dinge im Augenblick stehen, werde ich am 11. 12. d.J. nach Deutschland kommen, so daß wir (hoffentlich) genügend Zeit haben werden, all diese Dinge im persönlichen Gespräch zu klären. Ich gehe davon aus, daß ich bis Weihnachten für die Gossner Mission zur Verfügung stehe und danach mit meiner Frau meinen diesjährigen Resturlaub verbringe. Es wäre schön, wenn sich das zeitlich bei Ihnen so einrichten ließe.

Nun ist es doch ein langer Brief geworden, obwohl ich noch einiges mehr auf dem Herzen habe, was ich Ihnen gern mitgeteilt hätte. Als ich den Brief vorgestern begann, wußte ich noch nicht, ob das mit meiner Deutschlandreise überhaupt klappen würde. Trotzdem ist es sicher nicht schlecht, wenn Sie ihn vor meiner Ankunft gelesen ha-

ben; auf diese Weise haben wir dann eine Gesprächsgrundlage.

Seien Sie alle herzlich begrüßt und Gott befohlen,

Fr. U. Lütz