

SHANTUMBU

HUMAN DEVELOPMENT PROJECT



CONSULTATION
SUMMARY STATEMENT

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CONSULTATION SUMMARY STATEMENT

Prolegomena

- I. The Operating Vision
- II. The Underlying Contradictions
- III. The Practical Proposals
- IV. The Tactical Systems
- V. The Actuating Programmes

Epilogue

This is a publication summarising
Shantumbu Human Development Consultation
which took place in
Shantumbu Village, Central Province
Kenya
November 28 - December 4, 1978
organised by
The Institute of Cultural Affairs
Commission

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Introduction

I. The Operating Vision

II. The Underlying Assumptions

III. The Practical Program

IV. The Technical System

V. The Actual Program

Conclusion

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Consultants

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PROLEGOMENA

I

THE LOCATION

In the Shantumbu Human Development Consultation, the people of Shantumbu initiated a comprehensive development project for their cluster of nine villages in Central Province, Zambia. Linked to the capital city of Lusaka by a 16-kilometre gravel road, Shantumbu lies upon a series of low green ridges sprinkled with basalt outcroppings, scrub trees, and small fields connected by red clay paths. The Shantumbu Human Development Project consists of Chisompola, Shantumbu, Shiyala, Libubi, Chipwalu, Kambazuma, Kakote, Shibeleda, and Shikabeta villages, which understand themselves to be the Shantumbu area. The project is a comprehensive effort that involves both the social and economic development of the village. It was begun by villagers and concerned citizens of Lusaka with the encouragement of government officials. Its intention is to expand the economic base through physical and industrial development, to centralize the community structure, and to equip the residents with practical, up-to-date skills. This project is seen as a demonstration of methods which can be adapted by any rural community in Zambia and which, therefore, can be duplicated elsewhere.

SHDP

ZAMBIA

Zambia, in the heart of the vast African continent of waterfalls, rivers, lakes, grasslands and wildlife, has been home to man for over a million years. The modern era began in the late 18th century when Portuguese and Arab traders initiated traffic in ivory and slaves. Later, Afrikaaners and Europeans arrived to establish farms, develop the copper industry, and make Zambia a British protectorate called Northern Rhodesia. In 1964 Zambia won its independence and named itself after the Zambezi River. The years since have been a time of building toward economic freedom, with less dependence on the copper industry. Based on a philosophy of humanism, the nation honours common man by emphasising Zambianisation, educational restructuring, and self-help residential housing. Rural development as the key to the future is a national priority. Globally, Zambia has charted a new course as a non-aligned nation and maintained stability despite upheavals in all of the eight countries surrounding it. In spite of economic reprisals it has supported all African freedom movements. With less than five million people sparsely scattered over approximately 700,000 square kilometres of fertile

savannah plateau 96.5% uncultivated, agricultural experts are seen as a key to the future. The recently-completed Tanzania-Zambia railroad permits agricultural products to be shipped to East Africa, Arabia, and India. Releasing the nation's 100,000 farmers to grasp this opportunity is the task of rural development today. The Shantumbu Human Development Project will develop methods and models toward accomplishing this task.

The history and rapid growth of Lusaka, the nation's capital, reflects the atmosphere of the new Africa. Situated in the middle of the long grass Longa plateau between the Lenje tribe to the north and the Soli tribe to the east, it drew its name from a Lenje headman and elephant hunter named Lusaka. It began as a small farming centre and then became a railroad centre because of its strategic location between the northern Copperbelt and Salisbury. In 1929 the British colonial capital was shifted to Lusaka from Livingstone, 230 kilometres south. This inaugurated a long period of town planning. Lusaka became a city planned by and for Europeans and other non-Africans, who created a "garden suburb" city where distance was no object since the Europeans had cars. Since Zambian Independence in 1964, Lusaka has taken a new direction. The city council, which had been entirely European in 1957, was soon entirely Zambian. For the first time the city could reflect the needs and aspirations of the "new majority" of the population. Lusaka became a centre of activity. Many new government buildings, embassies, a National Assembly building, the new international airport and Zambia's first university were constructed. There was a boom in new office buildings, factories and international hotels. The population since 1964 almost quintupled to 500,000, 10% of the entire population of Zambia. Opportunities for employment in government increased, and Lusaka became a manufacturing and commercial centre as well. Main roads were widened and tarred, water resources greatly expanded, new sewage treatment plants constructed, public transport extended and many other items of basic infrastructure associated with urban growth were established. Presently, Lusaka is a demonstration of economic and social development for all of Zambia. The city is situated at the junction of rail routes north and south, and principal highways north, east, south and west. It is no wonder that this modern city of the new Africa houses the headquarters of many of the freedom movements for the majority of peoples throughout southern Africa.

LUSAKA

SHANTUMBU

The village of Shantumbu, "Place of New Birth," is made up of nine official villages. Nearly 1,500 residents live in unburnt brick and mud huts with thatch roofs and clay floors. Although a few people work in Lusaka, most live by farming small plots of maize and vegetables near their huts for their own subsistence. Their tribe and language are of the Soli people, in the past a linguistic, cultural unit, who originally settled on the land now occupied by the city of Lusaka. Many old Soli traditions remain, including the role of

village headman, who allocates land to each family and is the leader of his community. A village council representing all nine villages meets from time to time to discuss common issues such as health, education and development. While the City of Lusaka has made great advances in these arenas, Shantumbu has experienced slower progress. Clusters of four or five families are spread across an expanse of largely uncultivated land. The recent national decision to turn to rural reconstruction finds Shantumbu's small farmers struggling with oxen and hand hoe. The village people talk of mechanising their present farming methods and cultivating more land to upgrade their family income. The village leaders know that a new future for the community will require a new way of living, but they do not know how to journey the villagers into it.

Shantumbu is located 30 minutes south of Lusaka along a little-known dirt road on the southwest side of a forest reserve. On the west the project area is bounded by a large European-owned farm. The southern boundary is a sandy ridge and a small stream which flows into an army training camp, the site of a new Lusaka airport. The stream is fed by perennial springs and four smaller streams which are utilized to irrigate a few of the cultivated fields in the southern part of the village. Due to the lack of a water system and the limitations of oxen ploughing, most of this six kilometres of land is an untapped natural resource. Several small cattle herds roam at will in the area. The two deep wells are supplemented by family wells, one metre or more in depth. City services are 16 kilometres away. There are no electrical, health or sanitation services in the villages. The roads are gravel or dirt which turn to a slick red mud during the November to April rainy season. Residents walk the 16 kilometres to Lusaka and back for needed consumer items. A number of families have bicycles; there are seven cars and trucks. The freight transportation is a small railroad spur nearby where the agricultural board has a depot. Education for the village is provided through a five-room, four-shift primary school serving 492 students. The foundations for two additional school-rooms have been laid but work has been held up due to a lack of village funds. The ten teachers, the headmaster and their families live next to the school in concrete block houses. The daily life in the village occurs near the huts, ploughing the ground, cooking meals, and repairing the thatch roofs. The homes have a smeared mud floor and small windows. A wood or charcoal fire burns outside. It is subsistence living for most. The industries within the villages are two maize grinders, village-brewed beer, a tinsmith and two furniture makers. The off-season work for farmers is making charcoal.

BASELINE

II

THE CONSULTATION

AGENT

The Institute of Cultural Affairs is an intra-global research, training and demonstration group concerned with the human factor in world development. It is registered as the Institute of Cultural Affairs (ICA), a non-governmental, not-for-profit international rural development agency in Lusaka Province, Zambia. The Institute has headquarters in Brussels, Bombay, Chicago, Canberra, Hong Kong and Nairobi. In addition, there are ICA offices in more than 100 major cities serving 24 nations. The ICA, convinced that effective human development must be initiated at the local level, is engaged in planning and implementing community development projects in various parts of the world. The Institute's programmes around the world are supported by grants, gifts, and contributions from governmental departments and agencies on national, state, and municipal levels, and from private foundations, corporations, trusts, and concerned individuals.

ORIGIN

For the past two years the ICA has been in Zambia, training people concerned with the reformulation of community life. A group of graduates of these training programmes continued to work with the ICA. In August 1976 they decided to explore the possibility of a human development project (HDP) in Zambia. The Chairman of the Committee on Rural Development was contacted and was pleased to give permission for the ICA to locate a site in which to demonstrate its approach to community development. Several communities around Lusaka were visited, and Shantumbu, 16 kilometres southeast of Lusaka, comprising nine villages, was chosen. A rural community with clear economic and social need, its character and location made it a suitable site for the demonstration project. In meetings with the nine village headmen and their people, it was found that the 1,500 residents were willing to work together with the ICA in an HDP. Encouraged by this response, the ICA arranged further meetings with the appropriate government ministries to discuss the progress and preparations for an opening consult.

PARTICIPANTS

The Consult took place in Shantumbu from 28 November to 4 December 1976. There were 123 consultants, of whom three-fourths were residents of the project area. Over 100 additional residents were indirectly involved in the Consult through field interviews. In addition to the time spent in discussion and writing sessions, each of the five consult teams spent two to three hours per day visiting and talking with local people in their homes and places of work. Of the 33 non-resident consultants 18 came from Zambia, and the rest came from Belgium, Australia, U.S.A., Kenya and India. The visiting consultants, representing both the public and the private sectors, attended the consult at their own expense. Their expertise covered a broad spectrum of skills and experience. Specific professions

SHDP

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included commercial education, secondary school education, university physics, crop science, medicine, nursing, nutrition, planning analysis, civil engineering, community development, business administration, metal works, management consultation, farming, and veterinary science. The Shantumbu residents who attended also represented a wide range of occupations and expertise including farming, house building, decorating, cooking, tinsmithing, grinding mill operations, mechanics, hair styling, office administration, professional hunting, registry clerk, charcoal making and social work.

DESIGN

This diversified group of consultants acted as a unified research body using methods of comprehensive community reformulation. First, the Consult charted the Operating Vision of the people of Shantumbu. Second, they discerned the Underlying Contradictions which are blocking the realisation of that vision. Third, they built a set of overall Practical Proposals for dealing effectively with the Contradictions. Fourth, they created a set of Tactical Systems by which the proposals could be realised. Finally, they discerned the necessary Programmes which would allow the application of the Tactical Systems. The aim of this design was to release the citizens of Shantumbu to create the content of their project and to empower its impact upon the village.

IMPACT

The village people of Shantumbu were eager to see the Human Development Project begin. Representatives of all nine villages came to build the camp and set up the tents for the Consult in an open field near the village school. As the Consult began, 500 people gathered to participate and to witness the first evidence that something new was about to happen in Shantumbu. During the entire Consult, participants worked an average of 14 hours a day, followed by an hour's walk in the dark to their homes. "We can do that," was the spoken and unspoken response to the new possibilities that were raised. One young woman who said solemnly, "I don't do anything," on the first day of the Consult said at the end, "I can teach in the preschool." The public and private sectors of Zambia gave strong support to the Project through donations of food and beverages, an electrical generator and wiring, tents and furniture. Professors from the University of Zambia offered to come to demonstrate effective farming methods. A national dance group performed at the closing ceremonies. Songs written by villagers for the Consult spoke of the hopes that had been raised: "Shantumbu number one!" "We're going to Shantumbu!" At the close of the Consult the people were asking how many should come the next day to begin implementing the programmes for Shantumbu. A consultant from Lusaka put the mood into words: "This is the ending of the talking and the beginning of the doing."

The task following the Consult is to initiate the implementation of the tactics which are focused in the Actuating Programmes reported

FOLLOW-UP

in this document. First, this will involve the regular meeting of the local leaders, the residents of Shantumbu who participated in the Consult, and other interested community people to plan the programme implementaries. Second, special training sessions for the villagers who will bear responsibility for major aspects of the project will be needed, as well as an inclusive community consensus concerning all aspects of the project. Third, project initiation will require continuing and expanding relations with the public sector through the various Ministries. It will be necessary to develop support in the private arena with the Zambian business community and with professional and business contacts beyond the nation. Finally, project initiation will require that a catalytic staff reside in the community to begin training and building incentive that will raise this particular African sign of social renewal.'

III

THE PRESUPPOSITIONS

FORMATION

Virtually any local community contains the elements required for a Human Development Project. In the past 20 years, the work of the Institute of Cultural Affairs in rural villages, urban neighborhoods, and suburban towns across the globe has confirmed the fact that wherever there is local community, there is the readiness and the need for creative social change. There are five guidelines which serve as reference points in the formation of Human Development Projects. First, the selection of a community is guided by the understanding that the project is a demonstration of the possibility of comprehensive development in any local community. A project site has maximum demonstration potential when it is accessible. The use of effective social methods in widely diverse situations demonstrates the possibility of development in every local situation. Second, a potential location will be characterised by apparent hopelessness and the absence of community projects. The initiation of a project in the midst of visible human suffering dramatises the possibility of dealing with human need. Third, both social and economic development measures are necessary to provide comprehensiveness and depth. When one dimension is emphasised at the expense of the other, superficial social change results. Fourth, both local and outside perspectives are required in planning a Human Development Project. The creative interplay of local and outside viewpoints assures the project of local authenticity and global relevance. Fifth, it is necessary to discern from the beginning the viability of the systematic replication of the pilot across a more inclusive geographical area. This provides a context for anticipating the demonstration power of the pilot and for projecting the acceleration required if the pilot is to function as a training base for replication forces.

ECONOMIC

Effective economic development at the local level rests upon five principles. First, the community must be imagined as a self-contained independent economic entity whose development is a priority. Without this focus attempts toward economic development are easily dissipated. Second, schemes increasing the flow of money into the community need to be devised. This can be done by increasing the production of raw materials and goods sold outside the area, by employing local residents, by attracting non-resident shoppers, by borrowing money and extending credit lines, by using state and federal funds, and in some instances by soliciting special cash grants and donations in-kind. Third, as many externally injected funds as possible must be retained in the community as long as possible. This can be done by producing locally as many of the consumable goods and services as possible, by expanding local industry and business and by creating expertise on the local level. Fourth, the funds injected and retained must be rapidly and continuously circulated within the local economic unit. This is most crucial, for money needs to turn over many times before it is exchanged outside the community. Fifth, although the community must strengthen its own economy, it must also function in harmony with more inclusive economic realities on the municipal, state, regional, national, and international levels.

SOCIAL

There are five foundational guidelines in the arena of social development. First, the project has a clearly delineated geographical focus. This concentrates energy upon a social unit small enough to be dealt with, thereby avoiding needless dissipation of effort. This geographical approach also helps to catalyze community identity. Second, all community problems are dealt with simultaneously. The complex interacting relationships of community life consign a partial approach to failure. Third, the depth human issue beneath all the underlying socio-economic contradictions is discerned and addressed. As this occurs, people are released to see the possibility of effective engagement in arenas previously considered impossible. Fourth, particular effort is made to involve all social and age groups in the task of recreating the community. Finally, social symbols are employed as the key to mobilising community effort and occasioning profound transformation. Powerful symbols provide the basis for common effort in the daily practicalities of the project. Thus, they can be the difference between social despair and creative engagement.

The actuation of a Human Development Project involves the application of five guidelines to establish the support systems for effective implementation. First, the coordinated effort of both public and private sectors is needed. The combined assistance of both sectors in the form of consultant services, funding and material contributions provide sustained support for the project as a whole as well as its specific parts. Second, the widespread participation of community residents in the implementation of all

ACTUATION

the programmes is necessary from the outset. This role cannot be performed by someone else if local community development is to occur. Third, the presence of a catalytic staff of consultants is necessary for a period of time to generate momentum for leadership development. Through training in practical methods the community's motivity and decision to engage in the human development task is sustained. Fourth, actuating agencies to oversee the social and economic development programmes are required to ensure the co-ordination and direction of all implementation efforts in a unified thrust. Such agencies can take many forms but always represent a cross-section of the whole community thereby building the co-operation vital to effective results in every programme arena within a period of six to twelve months. Although the acceleration and stabilisation of leadership training and programme implementation must be phased over a number of years, dramatic signs of socio-economic development are required during the first year. These demonstrate the actuation of a comprehensive plan and thereby serve to constantly broaden local engagement and build human motivity. These are the marks of effective development.

IV

THE APPLICATION

DOCUMENT

The body of the following summary document contains the detailed findings of the Consult. It is divided into five parts. Part I deals with the Operating Vision, Part II the Underlying Contradictions, Part III the Practical Proposals, Part IV the Tactical Systems, Part V the Actuating Programmes. The first two paragraphs in each section explain the intent and the process of that phase of the Consult. Subsequent paragraphs discuss the particular findings of each phase. Each part of the document also contains one or more holding charts which illustrate specific aspects of the narrative and provide an overview for the entire section. The concluding section offers insights and recommendations about matters such as project funding, phasing, designs, staff requirements, and replication possibilities and procedures.

PRACTICALITY

This summary report is intended to be a highly practical tool. It summarises the results of the research which involved the people of Shantumbu in creatively focusing their efforts and concerns on the task of reshaping their village. As such, the document symbolises the residents' decision to participate in practical decision-making about the future of their community and thereby serves to call forth the incentive needed for project actuation. The document will also function as an educational tool for rapidly training local leaders in the principles and methods of comprehensive community reformulation. The opening paragraphs in each section explain the intent and the process of that phase of the Consult. Subsequent paragraphs discuss the practical results of each phase. Each section contains at least one holding chart which provides a broad overview and illustrates specific aspects of the prose discussion. Finally the document serves as a handbook for all those who will work in Shantumbu to supplement the project and as a guide to those who may replicate the Human Development Project elsewhere.

PART ONE

THE OPERATING VISION

I

VISION

The first task of the Consult consisted of objectifying the Operating Vision of the future shared by the people of Shantumbu. The vision of any people is never totally explicit. It is woven through their hopes and fears, their frustrations and yearnings. It is concealed in their stories and social structures and is suggested by their style, symbols and dreams. All of these are deeply a part of who they are and what they hope to become. Although such a vision may be initially unconscious, it represents a community's attitude toward itself and its destiny. Only when the vision is made manifest and a community consciously stands present to it, can local community development occur. The process of objectifying this vision in a formal model is lengthy because of its initially latent nature. This is explained in part by the fact that no community alone can grasp its own vision. It was only when the subjectivity of the local residents of Shantumbu was confronted by the objectivity of the guest consultants that the Operating Vision of the community emerged.

PROCESS

In order to discern this local vision, the consultants were divided into five teams and spent a whole day in the field becoming generally familiar with the community. In addition to an overall survey, each team was assigned to investigate a specific aspect of community life closely: agriculture, business and industry, services, social development and education. The teams covered the entire village, conversed informally with local residents, visited the farms and the fields, surveyed community facilities and were hosted by local residents in their villages. Through these activities, consultants were directly or indirectly in contact with almost all of the local residents. Workshop sessions were then conducted by each team to exchange reports on the hopes and desires of the community as discerned by the consultants. Finally, the 112 pieces of data from the five teams were ordered in the basic categories of the present model. Plate 1 gives rational objective form to the Operating Vision that exists in the understanding of the people of Shantumbu. It was in relationship to this model that the Underlying Contradictions could be discerned in the subsequent phase of the Consultation.

RESULTS

The Operating Vision Chart (Plate 1) is the result of the first phase of the Consult. The three overarching sections indicate the major arenas of concern held by the people of Shantumbu. Each section reflects a deep desire on the part of the residents to put their hopes into physical form. Section A, toward Meeting Physical Needs, shows a consciousness that economic structures and public utilities must be brought into Shantumbu if it is to grow and develop. Section B, toward Increasing Farm Production, articulates the community's firm conviction that the land holds the promise of the future and lays before them an enormous task. Section C, toward Promoting Village Co-operation, points to the people's strong drive to have access to the know-how of the twentieth century and to create a viable community identity. The chart is divided into seven master categories and holds twenty-eight components of the vision. Each component is sub-divided into four facets of the vision, giving a total of one hundred twelve separate items. These items hold the substance of Shantumbu's future dreams. The first two components of the vision deal with Economic Necessities and Living Conditions. The central three deal with Commercial Farming, Land Development and Farming Techniques. The final two deal with Training Centres and Community Forms.

II

ENVIRONMENT

A major theme emerging in the operating vision of the people of Shantumbu is their decision to develop basic services that allow for meeting the physical needs of all the people. Two aspects are evident: creating those structures that bring money and goods into the area and those that improve village living conditions. Considered essential to the basic development of the community are permanently graded and surfaced roads--including bridges--to the city and between all the villages. Also emphasised are a central market for selling goods, exchanging and distributing produce and a business centre with commodity stores. The Shantumbu residents hope for a credit service for loans and savings, bigger houses made of durable materials which secure it against insects and provide for utilities. The people want to improve their living conditions by building a health clinic to give immediate medical and nutritional service. They also wish to dig bore holes to set up a system of safe drinking water in each village, extend electric service to village homes and public areas, have regular transport service to the city and between villages, as well as establish means of inter-village communications.

The people of Shantumbu have a great desire to increase farm production. They envision accelerating commercial farming, developing the land, and making use of modern farm technology. Restoring cattle herds to larger size will increase meat and milk supplies and provide additional oxen for ploughing. The people see that there is great opportunity for moving beyond vegetable farming into poultry farms,

PRODUCTION

piggeries, fish farming and planting fruit orchards. A farm co-op would intensify vegetable farming by providing seeds and fertiliser and creating markets for their produce. There is concern that every piece of land be made available for agricultural use through an irrigation system of dams and water pumps and the increased cultivation of land, including land set aside for cattle grazing and common community use. In order to farm the land more effectively, people need to have the use of farming tools and equipment such as tractors and ploughs, the services of veterinarians, expert advisors, agricultural stations, and Namboard Depots and available training in up-to-date methods. Shantumbu is a community of farmers. The lands of Shantumbu are fertile and plentiful. The villagers see increasing farm production as the keystone to economic and social development.

SOCIAL

Humanism is a way of life in Zambia. The people of Shantumbu are eager to develop themselves through functional education and inter-village co-operation. Scattered across kilometers of countryside, citizens are concerned with creating a common community identity through providing a continuum of educational centres and social activities. They wish to have a pre-school which would provide play areas for children from all villages and prepare children for primary school. In order to provide education for all the citizens, the people want to enlarge the primary school, offer secondary education in the village, and promote adult education evening classes which would focus on English literacy and skills upgrading. A Trades School with job training and skills such as carpentry and village handicrafts would enable residents to develop their employable crafts. Their vision is to have greater co-operation based on creating new social structures. They wish to develop a community plan which allows for intense economic development. They see a village hall as an important place for total community meetings and celebrations. Tensions among the people would be reduced by bringing structures of security into the area and arranging recreational and entertainment activities. The village women also wish to begin learning special domestic skills.

OPERATING VISION CHART

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Plate 1

A - toward MEETING PHYSICAL NEEDS basic infrastructure		B - toward INCREASING FARM PRODUCTION foundational sustenance				C - toward PROMOTING VILLAGE CO-OPERATION social structures			
ECONOMIC NECESSITIES	LIVING CONDITIONS	COMMERCIAL FARMING	LAND DEVELOPMENT	FARMING TECHNIQUES	TRAINING CENTRES	COMMUNITY FORMS			
improving VILLAGE ROADS	Graded Roads Bridges System Permanent Surfacing Inter-village System Central Place	restoring CATTLE HERD	Big Dam Dam Network	Farm Equipment Farming Tools Leasing Scheme	forming VILLAGE PRE SCHOOL	enabling COMMUNITY PLAN	Primary Preparation Play Areas Early Education All Villages Increased Classrooms	enabling COMMUNITY PLAN	Village Relocation Reconstructed Village Secure Housing Economic Development Community Meetings
establishing LOCAL MARKET	building HEALTH CLINIC delivering PURE WATER	Meat Supply Cattle Dip	devising IRRIGATION SYSTEM Water Pumps	Mechanic Skills Veterinary Services	enlarging PRIMARY SCHOOL	instituting VILLAGE HALL	Basic Literacy Rural Library Total Population	instituting VILLAGE HALL	Total Representation Group Celebration Church Centre
beginning BUSINESS CENTRE	installing ELECTRICAL SYSTEM	expanding FARMING INDUSTRY	Field Irrigation Land Clearance	Agricultural Stations Young Farmers Club	offering SECONDARY EDUCATION	structuring LOCAL SECURITY	Local Facilities Functional Education Valid Certification Learning Clubs	structuring LOCAL SECURITY	Security System Police Station Court House Regular Communications
initiating CREDIT SERVICE	providing PUBLIC TRANSPORTATION	More Fertilizers Farm Credit Produce Marketing	Fenced Grazing Extension Scheme increasing CULTIVATED LAND	Namboard Depots Training Centre Expert Advice	supplying ADULT EDUCATION	arranging RECREATIONAL ACTIVITIES	English Literacy Evening Classes Skills Upgrading Activities Centre	arranging RECREATIONAL ACTIVITIES	Sports Area Entertainment Facilities Youth Centre Common Structures Household Training
creating BETTER HOUSING	connecting COMMUNICATION SERVICES	Public Phones Central Access Inter-village Messages Important Announcements	Community Cultivation	Up-to-date Knowledge Farming Methods	organising TRADES SCHOOL	founding WOMEN'S ASSOCIATION	Job Training Carpentry Shop Village Handicrafts Driving Experience	founding WOMEN'S ASSOCIATION	Nutrition Information Sewerij Lessons Health Education

PART TWO

UNDERLYING CONTRADICTIONS

CONTRADICTIONS

The second task of the Consult was to locate the basic social contradictions in Shantumbu. The term "contradiction", as it is used here, does not refer to obvious problems, but to coagulations of underlying blocks to the Operating Vision. Contradictions are closely related to relatively invisible, deep currents of history and, therefore, are difficult to discern. They cannot be located directly, but must be approached indirectly through identification of the deterrents and blocks to the Operating Vision of the people. It is by looking through the blocks in relation to the objective historical trends that the Underlying Contradictions can be located. If the Underlying Contradictions are not at least roughly discerned, there is little chance of success in planned social change. Effective socio-economic development does not come about by attempting to achieve the explicit or implicit goals of the Operating Vision in a direct fashion. Rather, social change occurs indirectly, by creating Practical Proposals to deal with the Underlying Contradictions to the Operating Vision. For this reason, contradictions are not negative categories, but bearers of significant creativity.

PROCESS

In order to generate local data relating to the contradictions, the consultants continued to work as teams in the field. Each team concerned itself first with discerning the blocks to the total Operating Vision (Plate 1) and then focused in depth on its particular assigned arena of the Vision. In this way, the values of both comprehensiveness and depth were held in the team's overall analysis. Keeping in mind the profound trends of history which had been the subject of an earlier conversation among the total consult, the teams discerned the subjective irritants as revealed by the field visits in order to identify the objective deterrents to the Practical Vision. Upon returning from the field each team listed its data and built a prioritized list of blocks to the total Vision. The 150 pieces of data were then organized into a comprehensive set of 10 Underlying Contradictions facing the people of Shantumbu.

RESULT

Ten fundamental contradictions were discerned as indicated by the accompanying chart (Plate 2). Under these ten contradictions are subsumed all the specific deterrents, irritants or socio-economic blocks identified in Shantumbu by the consultants. The chart's priorities read from left to right according to the number of items listed under each contradiction. The chart also delineates the sub-priorities within each of the ten columns as a further guide to understanding each major contradiction. This method of ordering is not the only criteria for discerning major contradictions. It is, however, an informative way to view the whole matrix of the contradictions operating in a given situation. The reader will note that the bottom of the chart delineates the number of responses in each column and reflects three overarching groups of contradictions. These figures are an additional aid to contradictional analysis. There are 150 items listed on the whole chart. The first four contradictions (I, II, III and IV) list 88 responses on 59 percent of the total when viewed as a group. The next two contradictions (V and VI) total 34 responses or 23 percent of all responses when seen as a group. The last four contradictions (VII, VIII, IX and X) include 28 responses or 18 percent of the whole. This pattern of contradictional analysis reveals several basic implications. The first set of contradictions is concerned with discerning and implementing a well-planned future on the basis of modern techniques and skills. The second set of contradictions calls for re-defining the basis of social and economic community through both agricultural and technological means. The last set of contradictions calls for rebuilding the economic fabric of the community by means of industrial and commercial enterprises and services and by improved physical health. These 10 contradictions provide the basis for future proposals. The following pages contain a concise one-paragraph statement for each contradiction.

UNDERLYING CONTRADICTIONS CHART

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Plate 2

I	II	III	IV	V	VI	VII	VIII	IX	X
PARTIAL PROVISION OF VILLAGE FACILITIES	REDUCED SCOPE OF VILLAGE IMAGES	UNDIRECTED APPLICATION OF FUNCTIONAL SKILLS	INCOMPLETE IMPLEMENTATION OF COMMUNITY DECISIONS	DISJOINTED PREPARATION OF VILLAGE LEADERSHIP	UNUTILISED METHODS OF AGRICULTURAL TECHNOLOGY	BLOCKED CHANNELS OF CAPITAL FLOW	INDIVIDUALISED DEVELOPMENT OF COMMERCIAL PRACTICES	UNDEVELOPED MECHANISMS FOR SERVICES DISTRIBUTION	LIMITED RESOURCES FOR PHYSICAL VITALITY
Incomplete construction plan	Family plot loyalties	Unsanitary well care	Technology access reduced	Inappropriate leadership	Unexplored outside resources	Local loans unavailable	Stores buy retail	Population increases dangers	Impure drinking water
Slow field ploughing	Reduced women's roles	Unlocated water supply	Unannounced clinic schedules	Unformed leadership skills	Inadequate local transport	Limited store inventories	Minimal farmer capital	Distance blocks co-operation	Water boiling impractical
Unfenced grazing land	Prevalent government reliance	Inadequate business training	Incomplete construction plans	Village projects unsupported	Unknown government assistance	Low business capital	Goods sold individually	Undeveloped community services	Limited protein intake
Inadequate cattle security	Inconsistent veterinary service	Undeveloped trade skills	Policing needs unmet	Poor depot administration	Outside expert dependence	High poultry investment	Low margin	Limited veterinary access	Required foods unavailable
Poor village roads	Fruit trees unfeasible	Inexperienced brick layers	Distance deters construction	Mismanaged external polity	Incorrect fertilizer usage	Expensive milk cows	Lengthy consumer transportation	Distant health services	
Impassable wet roads	Community vision indistinct	Few bricklaying skills	Veterinary service sporadic	Unarticulated education plans	Improper cattle feeding	Costly road materials	Limited farming technology	Unreacheable mobile clinic	
Partially maintained roads	Collapsed community identity	Poor building materials	Slow village communication	Misappropriated clinic funds	Poor breeding stock	Prohibitive cement costs	Undesignated market places	Inaccessible emergency care	
Unprovided health services	Fragmented community values	Unknown home remedies	Unprotected clinic stoppage	Mismanaged corporate money	Widespread cattle parasites	Exorbitant electricity fees			
Defunct dam sites	Inhibiting family traditions	Non-technical orchard growing	Limited rural education	Little economic leadership	Unanalyzed tree soil	Unsafe commercial road			
Unreliable water sources	Literacy records unattainable	Difficult cattle management	Untrained community organisers	Unstated financial risk	Continuous soil depletion	Scarce earning opportunities			
Limited ploughing time	Unacknowledged adult illiteracy	Minimal dairying knowledge	Secondary schooling unplanned	Low community income	Restrictive cash basis				
Undeveloped fish potential	Insufficient school materials	Unprofitable poultry raising	Infrequent village discussion	Immediate daily sustenance	Inadequate planning knowledge				
Shallow ploughing capability	Low community productivity	Outdated agricultural methods	Unco-ordinated village work	Outdated literacy methods	Uncertain job security				
Unused farm lands	Uncelerated vocational trades	Undiscovered farm trainees	Irregular community co-operation	Undefined literacy needs	Ineffective farmer training				
Land clearing difficult	Trade schools unmotivating	Fish farming unfamiliarity	Unstructured decision making	Unkept school records	Unused trade teachers				
Unfertilizable farm terrain	Insignificant teacher image	Untrained handicraft teachers	Vying village interests	Short-term farming	Unexposed educational needs				
Hand-tools limit cultivation	Few trained teachers	Illiteracy hinders progress	Inadequate corporate methods	Immediate investment	Expensive well drilling				
Unavailable building tools	Uncreated corporate training	Unrelated literacy training	Unsuccessful village action	Immediacy opposes investment					
Modern machinery non-existent	Blocked learning incentive	Cut-off practical education	Daily survival preoccupation						
Unprepared pre-school building	Ill-equipped training school	Teacher training undeveloped	Community organization strange						
Overcrowded primary school	Well irrigation questioned	Impractical teaching methods	Visual models unused						
Teacher housing shortage	Undeveloped teacher training	Farmer training unavailable							
Too few classrooms									
23	22	22	21	17	17	10	7	7	4
		I		II			III		

CONTRADICTION I

Partial Provision of Village Facilities

The first contradiction lies in the arena of providing mechanical and technical facilities. The technological world is available to every society and local community today. Equipment, buildings, tools and the accompanying technological knowledge have become essential ingredients in a developed community. The people of Shantumbu have had little access to modern equipment for farming, irrigation, improved roads and animal paddocks. Like many rural areas, they live a day-to-day existence, vaguely aware that a revolution is taking place scientifically and technologically, and at the same time are clear that they are not benefitting from such changes. The Village farmers use oxen to plough their fields, a slow process which limits the amount of land cultivated. Also, the ploughing is shallow and makes deep root growth difficult. The only practical image they have is the time-consuming process of ploughing behind a team of oxen. The advanced machinery available today would not only permit deep furrough ploughing but also extensive land clearing and cultivation. In construction, the present tools provide neither the quality nor the quantity of buildings and other facilities needed. In the past a five-room school and eight residences for teachers were provided. These are short of village needs, forcing four three-hour school shifts a day. The roads are not easily maintained. The few existing dams are small, making irrigation minimal and fish farming unheard of. A constant source of concern and disappointment is the number of cattle that are stolen or killed because of inadequate fences and sheds. Modern facilities are near at hand but currently out of reach. The serious challenge remains to provide access for the entire village population to simple, appropriate and effective means of improving total village life.

CONTRADICTION II

Reduced Scope of Village Images

The second contradiction lies in the arena of village image and a significant self-story. Communities around the world are finding their basic roles and images re-defined by 20th century technology, mobility and urbanisation. Shantumbu, once a heavily-populated, self-sustaining community, lies in close proximity to Lusaka. The impact of the city has exposed villagers to technological advancements and to an urban life style, bringing about a radical shift in operating images. Awakened to the resources of the city, villagers experience present modes of farming inadequate. Yet farmers continue to work bare subsistence plots on less than 10 percent of the land. Competition has intensified as farmers attempt to excel in small-scale production, blocking co-operative efforts at development.

Trade occupations are considered menial while the need is urgent to expand vocational enterprises to serve the village. Exposure to urban educational structures, inaccessible to most community residents, has blocked initiative in establishing relevant training programmes within the community. Women find themselves restless as they maintain traditional household roles, aware of the opportunities for broader community responsibility demonstrated by leading women in the nation. While attempting to hold on to a familiar village style, the people of Shantumbu see themselves as ineffective in bringing about change and are imaginably isolated from the city. The young and more prosperous people move away from the area as there is virtually nothing to engage them, thereby crippling the community's skilled manpower. Unless a motivating self-story is created that empowers the people to re-build their community, these people will continue to leave for a better life elsewhere.

CONTRADICTION III

Undirected Application of Functional Skills

The third contradiction may be found in the undirected application of functional skills present in the village. More and more educational agencies across the world are requiring that their programmes prepare people more practically with usable skills for daily life and work. Shantumbu residents have found the skills they have acquired in the past fall short of their actual daily needs. A number of villagers have learned enough bricklaying to build their own houses. However, they have not had sufficient experience to build durable seepage-proof homes. The bricks they use are unfired and made with insufficient pressure. Local trade skills present in the village have not been shared because of the absence of a common training structure through which these skills could be offered. Trade schools are too distant and require sponsorship. A few residents have informally acquired the rudiments of bookkeeping and financial management. As a result, village funds for public projects have been mismanaged. Also, simple bookkeeping records of family income are not common practice, making it difficult to determine what is actually needed to improve family economics. Modern technological knowledge in farming simply has not reached the full community as yet. The great potential of large fruit tree orchards, easily acquired management techniques to breed better cattle and the real possibility of fish farming have been relatively unheard of in the village. The present formal teaching system itself needs to be extended. The residents reported that minimal literacy blocks participation in academic and vocational preparation. Practical English literacy, for example, would facilitate other kinds of technical skills training. The demand to begin farm work at an early age interferes with continuing formal education. Full

or part-time courses in sewing, handicrafts or business techniques are unavailable. The acquiring of appropriate usable skills is germane to overcoming a subsistence living and an over-dependence on outside resources in order to become more self-reliant. Unless relevant functional skills are learned and employed by the villagers in the near future, their autonomy will continue to be threatened.

CONTRADICTION IV

Incomplete Implementation of Community Decisions

The fourth contradiction lies in the arena of implementing community objectives. Around the world local communities are redefining their internal roles and reshaping their direction in development. Rural villages are at the forefront today in this struggle. Shantumbu has maintained its internal organisation around nine headmen who preside over each of the nine villages and allocate new land to new families. As the shift to modern ways intensifies, the issues become more and more complex and far-reaching in their impact. Individuals and families living in the villages have become preoccupied with securing a means of living for themselves and less able to respond concretely to the shifts taking place in the total village. Several efforts by the whole village have been abortive under the weight of this new intensity. Two new classrooms at the school were planned and the money collected from village families. However, the funds were previously mismanaged and only the foundations have been completed to this day. The needed essential services are being approached with caution out of the memory of past failures. The gap between plans and concrete action has produced a hesitancy that threatens to undermine the community work needed now. Unless an effective organisation of the village is formed soon, its current cohesion will be lost.

CONTRADICTION V

Disjointed Preparation of Village Leadership

The fifth contradiction lies in the arena of equipping village leadership. In the last quarter of the twentieth century social leadership is brought about by groups of people who act according to the immediate and long-range needs of their surrounding community. In Shantumbu the practical equipping of leaders has been a matter of responding to immediate needs or opportunities rather than developing qualities that demonstrate social prowess. The village has been increasingly exposed to industrial progress exemplified by the move of a large number of residents to the growing industrial area in Kafue. The administrative skills and literacy needed to cope with these demands has been acquired by

village leaders with great effort. The immediate needs of family care and earning a living absorb any resident's full energies. This has meant that the diplomacy and coordination with relevant agencies outside the village have been sporadic rather than the continuous, agile expedition needed. Police protection through a village security force, for example, has been hampered simply because of the demands on the farm. The need to provide secondary schooling for the village youth calls for careful work with parents, youth and the Lusaka Rural District. Leaders and village residents talk about being unable to co-operate with each other or the lack of dedication in community work. Ineffective projects have led to a mistrust of the community and the leaders' hands have been tied in terms of taking a major direction toward the future. Unless the village as a whole is equipped with an effective social style, Shantumbu will continue to be trapped in the enormous obstacles to rural development.

CONTRADICTION VI

Unutilised Methods of Agricultural Technology

The sixth contradiction relates to the application of agricultural training and the use of outside resources. Agrarian technology in our day has enabled farming to become a major industry. Shantumbu is a garden land for industrial farming: 90% unused land, perennial streams and a variety of rich soils. However, the process of farming the land has barely begun. Poor breeding stock, frequent cattle parasites and continuing soil depletion are present, although techniques to cope with all of these are available today. Assistance with the application of fertilisers, the proper breeding and feeding of cattle and soil analysis can be obtained easily and free of charge. The farmers simply do not know what is available. Many raise one crop a year with hand tools and oxen and have only a two or three week period in which to prepare the land and plant the seed. Water irrigation for year-round crops is available from the spring-fed streams but only a few farms can afford to build the dams and buy the pumps. Even if the small gardens produced more, transportation to market is so inconvenient that the effort would be prodigious. The farmers live more and more in the hope that outside experts will come in to solve their problems. Hope leads to waiting and waiting leads to paralysis. Until a joint creative effort is launched to farm all the land by the villagers themselves, economic development will be stalemated and the village dominated by the whim of external forces.

CONTRADICTION VII

Blocked Channels of Capital Flow

The seventh contradiction is in the arena of the influx of capital into the community. Today any community can share the accumulated wealth of the world. All sectors of the economy depend on the rapid flow of capital to promote the distribution of goods and services. Shantumbu is one of the excluded corners of this economy. The businesses and farms in the village are operating at a very low profit margin and have been unable to attract additional income. Without accumulated capital, a storekeeper or farmer usually borrows initiating capital. But these people feel that loans are difficult to obtain and impossible to pay back. Farmers have off seasons when they can do additional jobs, but piece work employment is scarce and the pay is low. At least three stores have been opened and closed recently. A store license for K50 a year entitles a storeowner to buy wholesale, but other overhead costs including transportation are too great for most beginning operations. Farmers can feed a family on a minimum basis, but capital to expand to poultry, milk cows or other farm industries is beyond their means. The cycle of no money, no investment, poor tools and low income goes on in perpetual motion. Until capital is generated in Shantumbu, human development will be stifled and local businesses will remain debilitated.

CONTRADICTION VIII

Individualised Development of Commercial Practices

The eighth contradiction lies in the arena of the emerging commercial practices of the village. In recent decades communities around the world have begun to develop an economic pattern of separate businesses operating together whereby businessmen practice social responsibility. In Shantumbu, shopkeepers and farmers have operated on the basis of each man for himself. As a result, it has been necessary for separate families to purchase basic foodstuffs elsewhere at higher prices. When small-scale farmers sell individually in the nearby markets or in the city, they operate at a disadvantage relative to transportation and general marketing costs when co-operative village efforts would be more prosperous. In effect, each villager vies with his neighbour for favourable prices. Technical and equipment resources are limited and prices for procurement, which are set outside the village, are prohibitive. If larger machinery or equipment is needed, capital has to be raised by the individual farmer. In many cases this situation is compounded by poor management, and most farmers do not know where to go for help. As long as this kind of individual operation continues, goods

produced in the village will not be sold in the village, and the effort of economic development will be tackled individually rather than co-operatively as a community. Unless the commercial enterprise of the village begins to function as one unit, Shantumbu will become more and more devisive, and development will move slowly, if at all.

CONTRADICTION IX

Undeveloped Mechanisms for Services Distribution

The ninth contradiction deals with the delivery of basic services. Every community across the world has the right to public utilities, health care, education, mobility and consumer goods. In Shantumbu these essential services are present only on a minimal basis. Regular health services are 19 kilometers away except for a mobile health clinic that comes to a place near the primary school once a month. This location is still 5 kilometers from the farthest residence. Veterinarian and police services are infrequent. Villagers travel by foot to get most services since transportation is limited to a total of seven trucks and cars in the nine villages. Even the purchase of foodstuffs and home supplies is done a long distance away since village stores have closed. The extensive distance between settlements and the absence of common facilities makes it prohibitive for the village people to work together on providing mutual services. Recent government policy extends services to the rural areas where people live in close proximity to one another. But many citizens feel that the human cost involved in moving their residences to a central location is too high. Basically they fear a dense population will be accompanied by the domestic problems present in small towns and cities. The choice between moving and doing without modern services presents an underlying dilemma. Unless a unified system of essential services is employed soon,,. the nine villages of Shantumbu will forfeit these services for members of their current population and leave the villages in unnecessary deprivation.

CONTRADICTION X

Limited Resources for Physical Vitality

The tenth contradiction is in the arena of low physical vitality and the precuring of nutritious food for a balanced village diet. No human being need go hungry anywhere in the world today, and no local community need deprive any resident of a balanced nutritious diet. In Shantumbu the diet is generally ample but deficient in protein. The foods grown in the community are largely vegetables,

SHDP

ICA Consultants

yet substantial amounts of the garden produce is exported for sale in Lusaka. Ninety percent of the vegetable crop is maize, a cash crop nationally. However, when eaten locally as a staple with vegetable relish, maize lacks a full protein complement. Cattle in the village area are not used for consumption but rather for ploughing. The distant markets and high cost of all meats prevent residents from including it in their diet except on special occasions. Food, when purchased in Lusaka, is frequently selected without the benefit of diet information. The potential for beef production is immense. Improved cattle breeds, excellent poultry and other protein foods could be raised in abundance, providing cash income and increasing the proportion of protein in the diet. However, even if more protein were introduced, health would still be undermined by impure water taken from shallow, uncovered wells. The villagers feel that boiling water takes too long, and the women say that they are too tired to take the time. The hard work of rapid development is hampered by the listless fatigue of the people. The physical vitality of Shantumbu residents will continue to be limited as long as the current diet continues.

PART THREE

THE PRACTICAL PROPOSALS

PROPOSALS

The third task of the Consult consisted of building the practical proposals. The term "proposal" refers to a strategic plan of action formulated in direct response to the Underlying Contradictions. Therefore, from the outset, proposals are grounded in the actual social situation, rather than being abstracted or superimposed as ideals. A proposal is similar to a goal, yet it is not a goal. While the Practical Vision reveals the conscious and unconscious image out of which the community operates, the practical proposals represent a clear image of the direction the community needs to move in relation to the contradictions. In this sense, proposals represent judgments or decisions about the future. A proposal, however, is never something which is performed. Rather, it points to the crucial arenas of action within which tactics are forged and implemented so that social change will occur.

PROCESS

In order to create the proposals, the consultants continued to work as teams organised according to broad arenas of expertise. Following further opportunities for site visits in the field, each team forged a series of detailed proposals which articulated the major actions needed to address the entire swirl of contradictions blocking the operating vision. The proposals represent strategic formulations of practical yet inclusive possibilities for the Shantumbu community. Finally, the entire Consult, working as one body in a plenary session, organised the mass of data from the related proposals. The resulting model became the basis for developing the tactics required to shape the destiny of Shantumbu village.

RESULTS

The Practical Proposals Chart (Plate 3) is comprised of 21 proposals referred to as projects. They are organised under seven master proposals which reflect decisional responses to the major contradictions. The first Master Proposal relates directly to the lack of physical care structures in the village and calls for rebuilding village structures. The second grouping of Master Proposals deals with the undeveloped economic potential of the village. Economic self-dependence will be furthered by expanding the fiscal foundation, enlarging commercial production, and increasing agricultural output. The last set of Master Proposals focuses on the lack of social

structures and limited opportunities for education and medical care. These proposals are directed toward enhancing social activities, advancing health practices and renewing functional education. Separate charts with descriptive phrases containing 84 sub-proposals add detail and clarity to the major categories of the Practical Proposals Chart. These proposals do not indicate what to do. They point to the arenas within which decisions will be made about corporate action. The specific tactical activities which describe what to do are the concern of the next phase.

THE PRACTICAL PROPOSALS

The third task of the Council consists of putting the practical proposals. The term "proposal" refers to a strategic plan of action formulated in direct response to the underlying contradictions. Therefore, from the outset, proposals are grounded in the actual social situation rather than being abstracted or superimposed as a goal. A proposal is similar to a goal, yet it is not a goal. While the Practical Vision reveals the conscious and unconscious image out of which the community operates, the practical proposals request a clear image of the direction the community needs to move in relation to the contradictions. In this sense, proposals represent judgments or decisions about the future. A proposal, however, is never something which is performed. Rather, it points to the crucial areas of action within which tactics are forged and implemented so that social change will occur.

PROPOSALS

In order to create the proposals, the consultants continued to work as teams organized according to broad areas of expertise. Following further opportunities for site visits in the field, each team forged a series of detailed proposals which articulated the major actions needed to address the entire array of contradictions blocking the operating vision. The proposals represent strategic formulations of practical yet inclusive possibilities for the Shantama community. Finally, the entire Council, working as one body in a plenary session, organized the mass of data from the related proposals. The resulting model became the basis for developing the tactics required to shape the destiny of Shantama village.

PROCESS

The Practical Proposals Chart (Phase II) is comprised of 21 proposals referred to as projects. They are organized under seven major categories which reflect decisions responses to the major contradictions. The first Major Proposal relates directly to the lack of physical data structures in the village and calls for establishing village structures. The second grouping of Major Proposals deals with the undeveloped economic potential of the village. Economic self-dependence will be facilitated by expanding the fiscal foundation, enlarging commercial production, and increasing agricultural output. The last set of Major Proposals focuses on the lack of social

RESULTS

P R A C T I C A L P R O P O S A L S C H A R T

Shantumbu
Human Development Project

ICA Consultants

II ECONOMIC DEVELOPMENT PROPOSALS		III SOCIAL DEVELOPMENT PROPOSALS			
I SHANTUMBU PHYSICAL DEVELOPMENT PROPOSAL A		E SOCIAL ACTIVITIES PROPOSAL	F HEALTH PRACTICES PROPOSAL	G FUNCTIONAL EDUCATION PROPOSAL	
B FISCAL FOUNDATION PROPOSAL	C COMMERCIAL PRODUCTION PROPOSAL	D AGRICULTURAL OUTPUT PROPOSAL			
	VILLAGE MARKET PROJECT 6		VILLAGE MEETING PROJECT 13		
	SMALL INDUSTRIES PROJECT 7		COMMUNITY STORY PROJECT 14		
4 CAPITAL DEVELOPMENT PROJECT	VILLAGE MARKET PROJECT 6		VILLAGE MEETING PROJECT 13		
	SMALL INDUSTRIES PROJECT 7		COMMUNITY STORY PROJECT 14		
	BUSINESS ASSOCIATION PROJECT 8		VILLAGE CELEBRATION PROJECT 15		
5 EXTENDED CREDIT PROJECT	VILLAGE MARKET PROJECT 6		VILLAGE MEETING PROJECT 13		
	SMALL INDUSTRIES PROJECT 7		COMMUNITY STORY PROJECT 14		
	BUSINESS ASSOCIATION PROJECT 8		VILLAGE CELEBRATION PROJECT 15		
COMMERCIAL PRODUCTION PROPOSAL C		IRRIGATED FARMS PROJECT 9		WORK DESIGNS PROJECT 1	
FISCAL FOUNDATION PROPOSAL B		LAND CULTIVATION PROJECT 10		COMMUNITY PLAN PROJECT 2	
COMMERCIAL PRODUCTION PROPOSAL C		COMMERCIAL LIVESTOCK PROJECT 11		ESSENTIAL SERVICES PROJECT 3	
FISCAL FOUNDATION PROPOSAL B		FARM CO-OPERATION PROJECT 12		FIELD VISITATION PROJECT 16	
COMMERCIAL PRODUCTION PROPOSAL C		FARM CO-OPERATION PROJECT 12		DRINKING WATER PROJECT 19	
FISCAL FOUNDATION PROPOSAL B		FARM CO-OPERATION PROJECT 12		PRACTICAL SCHOOLING PROJECT 21	
COMMERCIAL PRODUCTION PROPOSAL C		FARM CO-OPERATION PROJECT 12		PRACTICAL SCHOOLING PROJECT 21	
FISCAL FOUNDATION PROPOSAL B		FARM CO-OPERATION PROJECT 12		PRACTICAL SCHOOLING PROJECT 21	

SHANTUMBU DEVELOPMENT PROPOSALS

The reconstruction of Shantumbu will be done by the people of Shantumbu. There are three major arenas of Proposals which will enable the realisation of **comprehensive** village reconstruction. The first is physical development whereby the village structures will be rebuilt, creating a sign by showing the residents and the world that Shantumbu has taken on a new life. The second arena is that of reconstructing the economic foundations which support the life of the village. The third but equally important arena is that of social development within which the life of the village is signified and given meaning. The Consultation, after careful deliberation on the results of the plenary, discerned seven specific proposals designed to transform the life of Shantumbu.

I

PHYSICAL DEVELOPMENT PROPOSAL

The Physical Development Proposal Arena calls for the expansion of Shantumbu Village structures by updating services essential to involving community residents in rebuilding their community. The task will be accomplished by engaging the people through the means of the Work Designs Project, the Community Plan Project, and the Essential Services Project. This proposal arena will immediately impact the community and build morale. The creation of organisational structures which encourage participation and demonstrates co-operation among the villagers will enable all residents to see themselves as responsible for the development of Shantumbu. As recommended by the consultants, the Physical Development is the key to village reconstruction.

The Physical Development Proposal provides the working structures which make possible the building of the new physical form of the village together with its elemental service systems. In order to immediately confront the fundamental need for food and shelter, the Work Designs Project involves organising the available community into a work force. This group develops land for the community garden and constructs the new village buildings. These physical changes have their place within the comprehensive village plan of the Community Plan Project. The plan calls for a model village which will demonstrate improved home building and workable financing to the entire Shantumbu area. It is complemented by the Essential Services Project, which shows how a larger village can provide effective sanitation, security, and public information systems. A central recommendation of this project is the provision of electrical power for the village which will give residents

A
PHYSICAL
DEVELOPMENT

greater opportunities for participation in community and family affairs. It will also open the village to the use of modern electrical equipment. As these basic physical structures are provided through the community's own efforts, Shantumbu will have the resources to demonstrate its capacity for caring for the life of each of its members.

II

ECONOMIC DEVELOPMENT PROPOSALS

The Economic Development Proposals call for a cooperative effort of the village to place itself on a new, accelerated and diversified economic footing. It is composed of three master proposals designed to provide economic self-dependence and growth. The first calls for implementing a Fiscal Foundation Project which raises new capital and obtains the use of heavy capital equipment as donations to the Project. This permits the loaning of seed money to initiate new industries. Establishing an Extended Credit Project would provide financing for business and equipment, while helping unexpected family and programme needs. The second proposal will initiate commercial production by starting a village market, introducing small industries, and forming a local business association. As land is the most available resource in Shantumbu, the agricultural output will be greatly increased by the use of irrigation, intensive cultivation, livestock production, and forming a farming co-operative. As the economic projects develop, Shantumbu will become less dependent on outside supplies and soon gain new self-reliance.

The Fiscal Foundation Proposal recommends structures that will make capital available for the rapid shift of Shantumbu's economy toward healthy self-sufficiency. This begins with the gathering of financial resources from within and outside Shantumbu through the Capital Development Project. This will be supplemented by soliciting gifts of needed supplies and obtaining donated services such as ploughing, grading, bulldozing, and drilling. The Extended Credit Project focuses this accumulated capital upon the emerging financial demands of a rapidly-developing community. It proposes a credit union managed by the community and providing loans for the equipment, machines, and facilities of a new commercial base. This proposal represents an effort to put financial resources into the hands of local people who are committed to building a sound economic foundation for the community.

The Commercial Production Proposal is designed to produce both locally usable goods and export commodities. This will bring income into the village and open new jobs for village residents. The Village Market Project involves a central market-place for the ex-

B
FISCAL
FOUNDATION

C
COMMERCIAL
PRODUCTION

change of goods within the community and to draw in outside buyers. Both local produce and manufactured articles will display the range of products produced in the community, accelerating the rate of trade. It is augmented by the Small Industries Project, which calls for the manufacture of hand-made and machine-made articles which can be sold inexpensively at the village market and marketed to nearby cities. These commercial ventures are undergirded by the Business Association Project, which links businessmen of every type into a strong collegial network. This Project calls for joint overall planning, volume buying, group management training, and other forms of mutual assistance. This proposal seeks to demonstrate the economic power of a community-oriented, corporately-directed commercial establishment.

D
AGRICULTURAL
OUTPUT

The Agricultural Output Proposal recommends structures that will provide a broad range of agricultural expansion. The intent of this proposal is to intensify agricultural development. The Irrigated Farms Project focuses on land clearing procuring irrigation equipment, increasing production, and dams construction. This irrigation will make more land usable and increase the percentage of crop yield. The Land Cultivation Project calls for securing professional training in up-to-date farming methods, soil management, adding high protein crops, and mechanizing farm techniques. The Commercial Livestock Project proposes the building of concentrated feeding areas, developing milk products, starting a varied meat production scheme, and providing necessary veterinary services. The Farm Co-operation Project focuses on creating corporate farming methods by registering a farming co-operative, adopting available training opportunities, actuating wholesale co-operative buying, and maximising co-operative selling schemes. This proposal represents an effort to provide a variety of community nutritional requirements and engage the community in a purposeful and profitable enterprise.

III

SOCIAL DEVELOPMENT PROPOSALS

The Social Development Proposals are concerned with the expansion of local care structures in order to maintain social well-being and provide means and methods for the Shantumbu community to effectively shoulder the task of development together. This arena calls for developing the social aspects of the community through Enhanced Social Activities, Advanced Health Practices and Renewed Educational Methods. The first recommends methods that will create a self-conscious community and new opportunities for leadership development and expanding global awareness. The second calls for services that will improve the community health standard and the third focuses on providing a strong manpower in various vocations and essential skills as well as establishing education structures.

E
SOCIAL
ACTIVITIES

The enhanced Social Activities Proposal recommends methods and means that will create a community self-identity awareness which will include the story of the Shantumbu heritage. The intent of this proposal is to awaken and restore community self-consciousness. The Village Meeting Project focuses on ensuring inter-village co-operation, providing regular leadership opportunities, initiating decision-making structures, and carrying out corporate assignments through Village Councils rotating leadership, community meetings and regular participation. The Community Story Project focuses on strengthening local cultural and community identity design, disseminating Shantumbu area heritage, and re-empowering tribal hunter life style through heritage identification, community gridding, elders myths and destinal symbols creation programmes. The Village Celebration Project focuses on celebrating village common life through regular events, demonstrating special work projects through miracle day work forces, creating youth leadership opportunities through competitive sports events, and awakening community rural greatness through periodic festivals. The Field Visitation Project focuses on expanding regional-local awareness, encountering other social situations, utilising outside technological resources and establishing global project relationships. This proposal represents an effort to deal with community identity through utilisation of the available elders myths, festivals, music and symbols.

F
HEALTH
PRACTICES

The Health Practices Proposal contains three major projects and calls for services that will improve the health practices of the Shantumbu area. The aim of this proposal is to introduce the structures which will serve to advance the present health standard. The Health Designs Project will provide immediate health care by supplying clinic transport, expanding available medical care, training local nutrition instructors, and introducing practical first aid. The Nutrition Demonstration Project will establish a Health Care Network through the initiation of the Women's Club, providing cooking demonstrations, and encouraging balanced diets. The Nutrition Demonstration Project will also teach sanitary storage techniques. The Drinking Water Project will build a demonstration well using local materials for both the well construction and well drilling. Instructions will be given on how to drill a safe deep well using intermediate methods. This proposal represents a conscious effort to improve all aspects of village health.

The Functional Education Proposal recommends training in functional methods and skills. The people of Shantumbu have expressed a deep interest in acquiring additional skills and improving existing skills, which will enable them to participate effectively in a complex urban society. The intent of this Proposal is to equip the Shantumbu community with both increased employable skills and continuing advanced and supplementary education. The Job Skills Project focuses on practical training which will increase income-producing options. This training is aimed at improved practical

SHDP

ICA Consultants

G
FUNCTIONAL
EDUCATION

skills in craft work, mechanics, brickwork, machine operation and related fields through a complex of technical training programmes. Teacher preparation will equip a local faculty for the practical training and for developing local business prowess. The Practical Schooling Project is aimed at broadening the formal education of the community through maximising basic learning possibilities at all age levels. Starting a preschool will prepare the younger residents for their formal education by providing critical learning to a wider pupil age group. It also seeks to involve parents in the teaching, thereby raising the educational priority in the village. Secondary education will aid those who have finished primary schooling while those who have never been to school could be supplied with the functional skills required to deal with today's society. This proposal represents the launching of training programmes which will develop manpower in various vocations as well as establish advanced educational opportunities.

I. SHANTUMBU PHYSICAL DEVELOPMENT PROPOSAL

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Plate 3A

1. WORK DESIGNS PROJECT	1 Work Force	implementing physical expansion jobs
	2 Community Gardening	raising adequate village food
	3 Troop Organisation	organising group volunteer effort
	4 Cooperative Construction	accelerating village building programme
2. COMMUNITY PLAN PROJECT	5 Model Village	creating comprehensive village plan
	6 Housing Demonstration	initiating improved home building
	7 Sociological Profile	determining total community statistics
	8 Building Commission	implementing new village designs
3. ESSENTIAL SERVICES PROJECT	9 Security System	maintaining stable community order
	10 Community Sanitation	constructing effective disposal systems
	11 Area Transport	facilitating necessary village mobility
	12 Central Utilities	supplying vital village services

II. ECONOMIC DEVELOPMENT PROPOSALS

B. Fiscal Foundation Proposal

ICA Consultants

Plate 3B

4. CAPITAL DEVELOPMENT PROJECT	13 Local Resources	utilising available village wealth
	14 Outside Funds	obtaining significant capital gifts
	15 Donated Materials	soliciting needed programme supplies
	16 In-kind Services	procuring essential expert assistance
5. EXTENDED CREDIT PROJECT	17 Credit Union	providing local business capital
	18 Equipment Loans	financing adequate commercial equipment
	19 Family Emergencies	meeting unexpected personal crises
	20 Programme Financing	undergirding community programme needs

II. ECONOMIC DEVELOPMENT PROPOSALS

C. Commercial Production Proposal

ICA Consultants

Plate 3C

6. VILLAGE MARKET PROJECT	21 Central Facility	constructing accessible security facility
	22 Exchange Goods	accelerating local retail trade
	23 Market Days	creating social economic events
	24 Manufactured Articles	broadening available consumer items
7. SMALL INDUSTRIES PROJECT	25 Initial Enterprise	opening low capital industry
	26 Local Crafts	utilising traditional indigenous skills
	27 Light Manufacture	creating profitable small factories
	28 Construction Materials	selling inexpensive building supplies
8. BUSINESS ASSOCIATION PROJECT	29 Purchasing Plan	organising group volume buying
	30 Advisory Board	assisting retail business leadership
	31 Corporate Plan	planning joint business ventures
	32 Commercial Training	learning effective management practices

II. ECONOMIC DEVELOPMENT PROPOSALS

D. Agricultural Output Proposal

ICA Consultants

Plate 3D

9. IRRIGATED FARMS PROJECT	33 Land Clearing	multiplying potentially productive acreage
	34 Irrigation Machinery	procuring modern irrigation equipment
	35 Intensified Production	increasing marketable crop yield
	36 Dams Construction	developing comprehensive dam system
10. LAND CULTIVATION PROJECT	37 Protein Crops	diversifying nutritious protein crops
	38 Farming Techniques	providing modern farming methods
	39 Soil Management	inaugurating planned soil use
	40 Mechanised Farming	accelerating commercial farm production
11. COMMERCIAL LIVESTOCK PROJECT	41 Controlled Feeding	establishing effective feeding areas
	42 Dairy Products	increasing local milk output
	43 Meat Production	expanding varied meat products
	44 Veterinary Services	providing adequate animal care
12. FARM CO-OPERATION PROJECT	45 Farming Co-operative	strengthening agricultural fiscal operations
	46 Training Opportunities	increasing available training programmes
	47 Bulk Buying	actuating concentrated wholesale buying
	48 Co ² op Selling	organising cooperative marketing arrangements

III. SOCIAL DEVELOPMENT PROPOSALS

E. Social Activities Proposal

ICA Consultants

Plate 3E

13. VILLAGE MEETING PROJECT	49 Village Council	ensuring inter-village co-operation
	50 Rotating Leadership	providing regular leadership opportunities
	51 Community Meetings	initiating decision-making structure
	52 Regular Participation	carrying out corporate assignments
14. COMMUNITY STORY PROJECT	53 Reformed Images	strengthening local cultural identity
	54 Information Media	providing total information coverage
	55 Heritage Recovery	disseminating Shantumbu area heritage
	56 Common Symbols	recreating basic community symbols
15. VILLAGE CELEBRATION PROJECT	57 Regular Events	celebrating villagers common life
	58 Miracle Days	demonstrating special work projects
	59 Competitive Sports	creating youth leadership opportunities
	60 Periodic Festivals	awakening community rural greatness
16. FIELD VISITATION PROJECT	61 Broadened Perspective	expanding regional-local awareness
	62 Cultural Enrichment	encountering other social situations
	63 Study Tours	utilising outside technological resources
	64 Global Ambassadors	establishing global project relationships

III. SOCIAL DEVELOPMENT PROPOSALS

F. Health Practices Proposal

ICA Consultants

Plate 3F

17. HEALTH DESIGNS PROJECT	65 Clinic Transport	providing immediate health care
	66 Improved Services	expanding basic medical care
	67 Nutrition Instruction	training local health instructors
	68 First-Aid Demonstrations	introducing practical first aid
18. NUTRITION DEMONSTRATION PROJECT	69 Women's Club	establishing health care network
	70 Cooking Demonstrations	improving basic nutritional consumption
	71 Balanced Diet	encouraging balanced meal planning
	72 Sanitary Preservation	preventing stored foods spoilage
19. DRINKING WATER PROJECT	73 Demonstration Well	securing safe water supply
	74 Indigenous Materials	increasing safe well availability
	75 Deep Well	providing sanitary water supply
	76 Drilling Instructions	teaching intermediate drilling methods

III. SOCIAL DEVELOPMENT PROPOSALS

G. Functional Education Proposal

ICA Consultants

Plate 3G

20. JOB SKILLS PROJECT	77 Crafts Instruction	increasing income-producing means
	78 Technical Training	improving local practical expertise
	79 Teacher Preparation	creating equipped local faculty
	80 Business Skills	developing local business prowess
21. PRACTICAL SCHOOLING PROJECT	81 Functional Capability	achieving contemporary urban competence
	82 Informal Supplements	amplifying formal educational expertise
	83 Local Secondary	establishing advanced formal school
	84 Early Learning	providing village pre-school education

PART FOUR

THE TACTICAL SYSTEMS

TACTICS

The fourth task of the Consult was to create the Tactical Systems. Tactics are the practical actions which become the concrete steps required to implement the proposals. The Tactical Systems describe and rationally organise the actions required to do the projects delineated in the Practical Proposals Chart. At this point the Operating Vision and Underlying Contradictions become peripheral concerns except as they provide a broad context for designing the tactics. Social change occurs through tactical implementation rather than by simply grasping the vision or forging the proposals. The delineation of these systems, therefore, is perhaps the most crucial activity of the Consult.

PROCESS

In order to discern the Tactical Systems out of many tactics required for each of the proposals, the Consult experienced a task similar to piecing together a puzzle. The completed picture provided practical instruction for implementing the total project. The Consultants proceeded in this fourth step again in teams. Each team, according to its arena of expertise, was assigned a set of proposals from the Practical Proposals Chart (Plate 3). Working in small groups, the Consultants in each team created an inclusive list of the concrete actions required to effect their proposals. Finally, all of the teams work was gathered and organised to formulate the Tactical Systems illustrated by Plate 4.

RESULTS

The Tactical Systems Chart (Plate 4) is the result of the fourth phase of the work. It is composed of four tactical arenas, seven paratactics, 25 tactics and 219 subtactics. The basic tactics and their subtactics indicate the specific tasks of the total project. The seven paratactics under which the basic tactics and subtactics are grouped, point to certain major aspects of the tactical arenas which are put into motion when sets of basic tactics are implemented in the community. The four tactical arenas illustrated by plates 4A-4D hold the whole system together and represent the overarching task to be accomplished. These inclusive activities are described in the subsequent paragraphs. The master chart and detailed descriptions of each tactic then follow.

ARENA
A

Tactical Arena A, Increasing Local Village Income, consists of two paratactics and eight basic tactics. It is the intent of this tactical arena to establish means of increasing village income and to intensify agricultural and commercial endeavours. The introduction of modern technological equipment, agricultural methods and husbandry techniques will expand and diversify marketable agricultural products. Local businesses will be under-girded and new commercial enterprises initiated through co-operative investment practices and contemporary management procedures. The local economy will be strengthened by its increased ability to better serve internal and external markets.

ARENA
B

Tactical Arena B, Reconstructing Shantumbu Physical Environment, consists of two paratactics and six basic tactics. The basic understanding implied in this arena is that a critical factor in community development is the improvement of the physical environment. By making locally accessible a wide variety of individual and community resources, a self-contained viable community is produced. The systematic construction of public facilities and roads will enhance the opportunities for community interaction and build community pride. The village will be sustained in its efforts to rebuild itself with the addition of easily obtainable services, which provide for its health and safety.

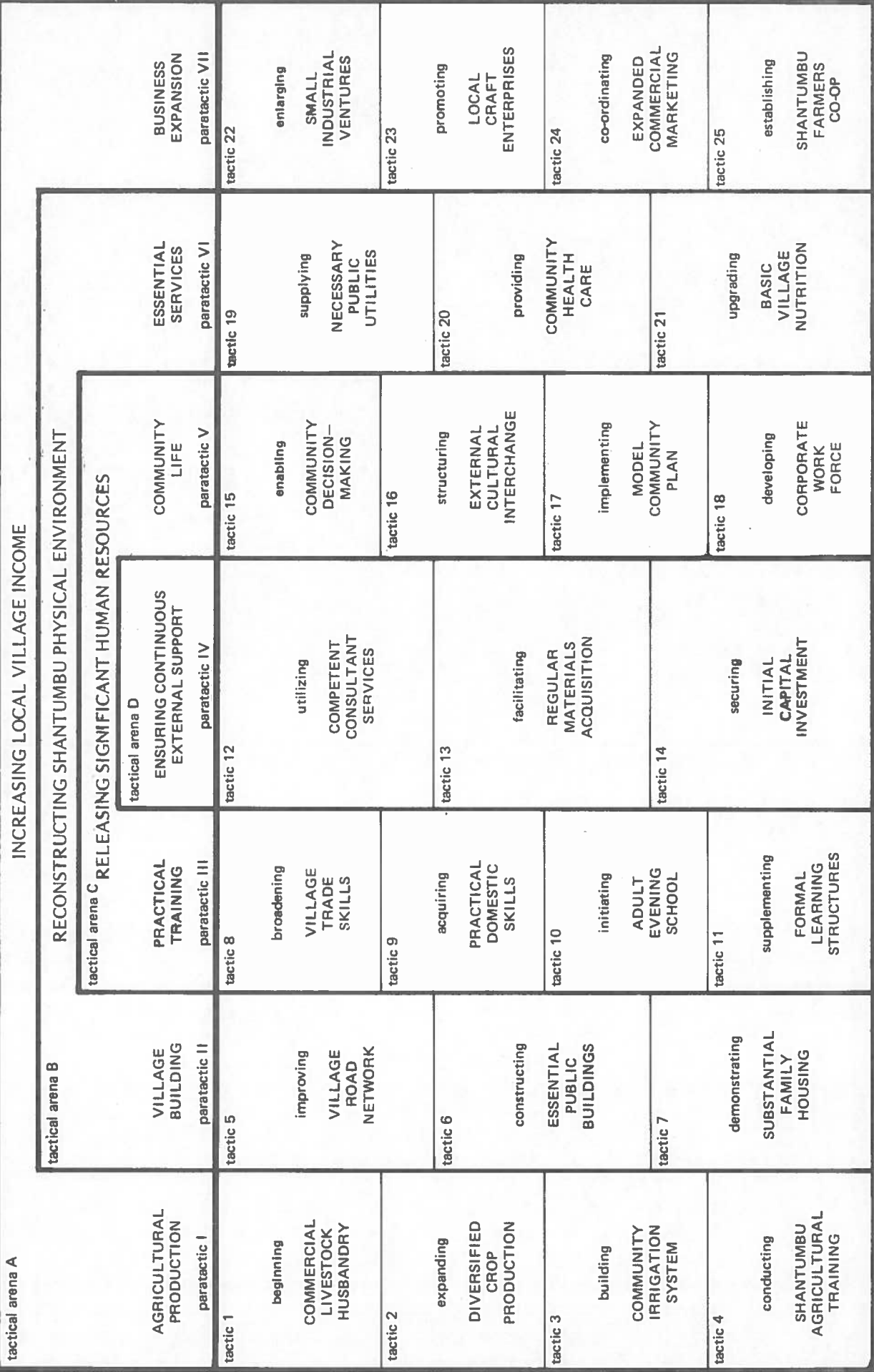
ARENA
C

Tactical Arena C, Releasing Significant Human Resources, is divided into two paratactics and eight basic tactics. The aim of the tactics in this arena is to engage and equip all of the people in Shantumbu in a pioneering effort of rural development. The insight held in this arena is that a practically skilled and corporate body of people will be sufficiently prepared to effectively meet their future. Corporate engagement of the village residents in planning their future will be facilitated by regular meetings organised around tasks which affect the lives of all. In addition, numerous opportunities for practical vocational training will enhance residents' understanding of themselves as those who make a positive contribution to their society.

ARENA
D

Tactical Arena D, Ensuring Continuous External Support, consists of one paratactic and three basic tactics. The intent of this tactical arena is to immediately stimulate and sustain the emerging local economy. Professional expertise made available to the village will provide an on-going source of relevant methods and advice for the full utilisation of available resources. A network of national and international relations will create a reservoir of necessary equipment, tools and parts which are critical to commercial output. Rapid economic expansion will occur through a series of catalytic investments which originate outside the village.

TACTICAL SYSTEMS CHART



TACTICAL ARENA A: Increasing Local Village Income

Paratactic I: Agricultural Production

In order to expand and diversify the agricultural production of Shantumbu, new forms of farming will be introduced, present cultivation will be improved and channels to needed expertise will be opened. The development of varied livestock-raising ventures will develop and expand village farming income. Modern cropping methods that will help intensify present production and open new arenas of cultivation will be initiated. Full use of the available land will be achieved through the construction of a sufficient irrigation system for the entire area. Knowledge of the latest and most efficient skills for successful farming will be obtained through a regularized curriculum of seminars and short courses.

Tactic 1: Beginning Commercial Livestock Husbandry

- Subtactics
- 1 Livestock husbandry will be expanded in Shantumbu, making use of the ample grazing land and the potential for commercially viable industries. Breeding stocks will be purchased; goats, dairy cattle, poultry and pigs will
 - 2 be purchased by borrowing from institutions like Cattle Finance Company Banks and Farmers Co-op. Selected pasture sites will be systematically improved by fertilising,
 - 3 overseeding with legumes (Lucerne), improved grasses (Rhodes) and removing brush. Fences will allow cattle
 - 4 rotation of grazing. Communal paddocks will also be fenced in each village and cattle herded every night.
 - 5 Management information will be sought from the Ministry of Rural Development extension officers, especially in
 - 6 relation to fish farming. High protein and mineral foods will be fed to all livestock to improve their growth and
 - 7 development. Yearly inoculations and regular dosing of livestock will be done as advised by the veterinarian
 - 8 from the Ministry of Rural Development. To assist in security of animal stock, branding for identification
 - 9 will be carried out as necessary. The free services of the Water Affairs Department will be used in setting
 - 10 up water systems fed by dams and bores constructed by community work forces. Poultry housing will be provided
 - 11 by community members on corporate work days. Well-designed accommodations for pigs will be erected by the
 - 12 Work Corps. Fish ponds will be built and stocked according to the advice of the Fisheries Department. The farming
 - 13 of fish will be managed in accordance with knowledgeable sources like the United Nations Publications information or the Fisheries of Zambia booklet. An advisory network on livestock husbandry will be cultivated by using available human resources and recording and filing pertinent information.

Tactic 2: Expanding Diversified Crop Production

Subtactics In order to make maximum use of the great agricultural potential of Shantumbu, crop production will be expanded and diversified. Improved seeds will be obtained.

14 Crops will be rotated to introduce a new style of soil management, resting the soil from perpetual maize production through periodic planting of legumes (groundnuts and soybeans), cotton and green manures (sun hemp).

15 Tractors will be procured to make deep ploughing possible. Machine planting will be employed to permit farming of much larger acreage. Multiple crops will be planted to enable the community to be self-sustaining in food, and will be grown to supply community food, cash returns and animal feed. Soybeans will be grown to supply protein rich animal feed and will provide a carbohydrate supplement for human consumption, both as beans and soya milk. Commercial crops such as cotton, maize, wheat, tobacco, sunflowers and rice will be planted. A community garden will be operated to demonstrate techniques and to raise food for the community kitchen.

16 Beans, peas, groundnuts, spinach, tomatoes, sorghum, onions, garlic, potatoes, cauliflower, avacados and cabbage will be among the vegetables to be grown.

17 Orchards of lemons, oranges, pawpaw, guavas, peaches, mangos and figs will be planted.

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Tactic 3: Building a Community Irrigation System

Subtactics An irrigation system will supply sufficient water to all needed crop and cattle raising areas of Shantumbu. A survey of needs for water in all farming areas will be made, and an irrigation plan designed. Bore holes to supply ground water will be drilled for more remote cattle and co-op farms. Water pumps, such as windmills, diesel powered, and electric submersible pumps will be acquired to raise the ground water to the surface and water stored behind dams to higher ground. Surface reservoirs will be constructed by building dams and concrete tanks. Pipes and canals will be laid to distribute the water to areas to be irrigated. Irrigation equipment will be supplied to serve all situations, using overhead systems, siphon irrigation, or other systems as indicated by the particular situation. Water management will be set up by the Agricultural Co-op to allow for systematic use of portable irrigation equipment in the various farms and to regulate access to the water supply.

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Tactic 4: Conducting Shantumbu Agricultural Training

Subtactics The many skills required for successful farming will be taught to farmers of the Shantumbu area. Several educational resources such as the University of Zambia, the Natural Resources Development College, and the Farmers Training Centre in Chalimbana will be utilised. Available agricultural theory curriculum will be used in training. Methods of growing new crops of high nutritional value, such as soybeans, peas, and groundnuts will be introduced. Nearby experienced farmers and government agriculturalists will share effective farming methods with Shantumbu's farmers. Farmers will be recruited to participate in one-week agricultural training sessions. Each week training courses will allow the farmers to attend to their farm tasks in the morning, be present at afternoon classes, and in some cases, attend evening school. Farming experiments will be conducted by individual farmers as an adjunct to theory courses. Management procedures relative to stock pasture, animal husbandry and crop rotation will be included in training courses. The selection of trainees to attend external or internal agricultural study courses will be done by community consensus.

TACTICAL ARENA B: Reconstructing Shantumbu Physical Environment

Paratactic II: Village Building

In order to enable the Shantumbu villages to realise a new phase in their existence as a human community, important constructions for community and individual functioning will be initiated. The village roads will be cleared, surfaced and maintained by village workers. Crucial public facilities that house needed village community services will be completed and augmented to include village meeting, marketing and servicing arenas. Suitable family residences will be demonstrated in a cluster of houses drawn up by reputable architects and built to re-capture Zambian architecture on a low-cost basis and to employ skilled village builders.

Tactic 5: Improving Village Road Network

Subtactics An improved road network will be developed in accord with the Model Village Plan, giving the villagers improved access from place to place in all weather conditions. A roads plan will be developed initially by the road construction engineer in collaboration with village leaders. The engineer will aid in the

- 41 initial roads survey on which the plan is developed. Road
- 42 construction equipment will be requested and obtained on
- 43 loan from appropriate government agencies and private con-
- 44 struction businesses. Road clearing, already begun by the
- 45 villagers, will involve continued removal of trees, tree
- 46 stumps, debris and rock out-croppings. Village work teams
- will begin road construction, including grading and gravel-
- ling as well as drainage systems and necessary bridges to
- prevent rapid deterioration. A public works department
- will be established to maintain and repair all reconstructed
- village roads on a regular basis.

Tactic 6: Constructing Essential Public Buildings

- Subtactics
- The construction of public facilities according to the Model Village Plan will centralise essential community services and activities in Shantumbu. Two unfinished classrooms at the primary school will be completed immediately along with one secondary classroom not yet begun.
- 47 The Community Centre, located at the centre of the major
 - 48 village cluster, will be built as soon as materials and
 - 49 equipment are secured. This building will include a large
 - community meeting area, a credit office with reception room,
 - 50 a temporary Health Clinic, a Demonstration Store, a Post
 - Office, Bus Stop, Demonstration Market and a Business Office
 - 51 equipped with telephone or short-wave radio. The Trades
 - Centre will be built to house an equipment repair shop, an
 - 52 office and three workshops for in-service training in skills
 - such as carpentry, metal-working, welding and mechanics.
 - Eventually, a permanent Health Clinic will be built with
 - 53 the support of the Ministry of Health. A building to house
 - the staff will serve as additional community public space.
 - 54 The Demonstration Community Kitchen will be located in a
 - building large enough to contain a Homemaking Centre for
 - 55 women's activities and a pre-school. An office and storage
 - space will be built for the Farmers Co-op, large enough to
 - house light machinery and tools and to stockpile adequate
 - 56 amounts of seed and fertilizer. The liaison established by
 - the temporary resident architect with two architects in
 - Lusaka will allow the smooth continuation of these services
 - 57 until the public buildings are completed. The staff will
 - develop a financing plan for the construction of public
 - 58 buildings in collaboration with Lusaka Rural Development
 - Committee and the Ministry of Rural Development. A broad-
 - 59 based Construction Apprenticeship Programme will be set up
 - to provide opportunity for trainees to work side-by-side
 - 60 with trained construction workers and brick-layers.

Tactic 7: Demonstrating Substantial Family Housing

Subtactics

57 To demonstrate the possibility of low-cost, permanent,
all-weather housing to the villagers of Shantumbu, a
model village housing cluster will be constructed around
the Community Centre, and will share the same light,
58 power and water systems. A site survey will be conducted
by the architect and a village survey team to ascertain
the most feasible location of the cluster. Following
59 the survey, the architect and consultants will draw up a
specific plan for presentation to the residents. Village
meetings will be held to make recommendations and hear
60 the will of the villagers regarding cluster location,
design and composition of houses, number and location of
showers, baths, septic tanks, water systems, schools,
61 cattle yards, garden areas and orchards. A model house
will then be constructed using local labour and materials,
and will be viewed and critiqued by the residents. In
62 addition a model shower and toilet will be installed near
the model house. The architects will then draw up a cost-
ing model for the Village Housing Plan, along with a
63 detailed timeline, phasing the construction of the model
village. A Comprehensive Financing Plan will be developed
by the architect and consultants in collaboration with the
64 Ministry of Rural Development. The payment scheme will be
developed by architects and villagers together. A village
work team, including apprenticeship trainees, will be
65 recruited from the nine villages. Each man within the
village will have the opportunity to assist in the con-
struction of his own home.

TACTICAL ARENA C: Releasing Significant Human Resources

Paratactic III: Practical Training

In order to ensure that Shantumbu's future leadership is in capable hands, it will be necessary to equip the village citizens with new skills. Skills for income-earning trades in the community will be broadened to include a wider range of productive skills and schemes for individual motivation. The special skills of teaching and home-craft will be provided for all citizens, especially for women. All village adults will be offered the opportunity to extend their education in the early evenings. Work in business and commercial training, particularly in the area of literacy, will be provided as part of the functional skills the village adults need to participate more effectively in their community and the world. The existing formal school in the village will be augmented by providing better facilities and supplementary programmes, while the pre-school children will enjoy being in daily educational structures.

Tactic 8: Broadening Village Trade Skills

Subtactics Training in trades skills will be introduced into Shantumbu to provide residents with practical, employable skills. A building will be designed in which trade skills training is taught and the necessary trade equipment is housed. Courses in metal-working, welding, construction, brick-making, roofing, mechanics and electricity will be designed from trade manuals. Shantumbu will register with the Ministry of Education as a local trade school, get specifications for the school and apply for grants to equip the school. Teachers for the Trade School will be recruited from the community and externally. A publicity campaign will be designed to context and recruit potential students to the Trade School. Trade classes will be scheduled according to various courses, some being of one-week duration. Simplified apprenticeship examinations will be set up in co-ordination with the Ministry of Education and study courses designed to match. Intermediate trade certificates will be created after studying skill development within each trade. Apprenticeships will be set up with business and industrial enterprises in Shantumbu in order to provide continuing training and assist the developing local economy. To maintain new work patterns, codes of conduct and standards of work, tradesmen guilds will be developed. Tradesmen and apprentices will staff a multi-purpose repair shop within the community.

Tactic 9: Acquiring Practical Domestic Skills

Subtactics A Home-making Centre will be established to enable the sharing of community skills and the development of new domestic skills, particularly among the women of the village. As part of the Model Village Plan for public buildings, a Home-making Centre will be housed in a new facility along with the Community Kitchen and the Village Pre-school. A schedule of domestic skill activities will be drawn up and publically displayed. A Teacher Training Programme will include representatives from all nine villages. With input from the teacher trainees, a curriculum will be designed to include courses in cooking, sewing, laundry, hygiene, safety, baby care and nutrition. An outreach design will be developed to enable the trainees to transmit basic skills to the women of the villages who are unable to come to the centre. Women's clubs will be established in the villages and at the centre as vehicles for sharing domestic and home-craft skills. Three-week workshops at the Home-making Centre will be held to utilise the wisdom of village elders to

- 84 demonstrate such skills as basket weaving, pottery, stitchery and hair-styling. Instructional services and materials will be requested of governmental and university extension agencies. Those local citizens with teaching ability and domestic skills will attend training courses outside the village.
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Tactic 10: Initiating Adult Evening School

- Subtactics Adult Evening School is designed to upgrade home and business management skills, to increase the literacy and confidence of the residents and to provide opportunity for learning new practical skills. A community-wide statistical survey to ascertain the needs of the residents will be completed, following which an evening school schedule will be developed and published. A business administration curriculum will be designed which will offer classes for those already in business and those who intend to enter the business field, and will include accounting, basic math, management, purchasing, production and marketing. Assistance in curriculum planning, instruction and job placement will be requested in a series of visits to the University of Zambia faculty and students and to the Ministry of Education. A curriculum of secretarial classes in typing, office management, clerical skills, business machines, basic math and book-keeping will be built and offered on a regular schedule. Job placement will be an integral function of the school and will give priority to placement in the local village economy. A series of classes in basic literacy, home health care, and home finance will be conducted. A Form I Class for primary school grade 7 graduates (95 of whom have been located in the project area) will utilise curriculum based on standard syllabi from the Ministry of Education. An equivalency exam will be offered to determine which students are qualified to enter continued formal education structures beyond the village community. Essential classroom materials and furniture will be procured with the assistance of the Ministry of Education and Lusaka businessmen.
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Tactic 11: Supplementing Formal Learning Structures

- Subtactics A series of Primary Learning Programms will supplement the educational opportunities now available to pre-school and primary-age children and will release an increased number of women for other tasks in the village. A pre-school staff will be recruited and engaged in a daily training structure which will include parent volunteers and aides.
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- 97 A survey of all village families will be completed to reveal the names, ages and numbers of eligible pre-school children.

98 An announcement will be sent to all the villages through
the headmen regarding the starting date for the pre-school,
99 and enrollment will be monitored by villages for the pur-
pose of attaining 100% participation. Three buses will be
100 in-kind as quickly as possible and made available for
pre-schoolers in all nine villages as necessary. The
101 after-school programme for primary level children will
conduct a remedial curriculum in math, social studies and
literacy in Nyanja and English, and will prepare children
102 to pass their primary school exams. A public library will
be established for both primary and pre-school children.
103 A Saturday morning curriculum will be developed in colla-
boration with village leaders to provide primary children
opportunity for guided participation in community work
104 days, educational bus trips, and training for older ones
to work as aides in the pre-school. A co-ordination group
105 will be established between the staff of the Shantumbu
primary school and the Human Development Project staff to
explore and plan additional supplemental learning activi-
ties.

TACTICAL ARENA D: Ensuring Continuous External Support

Paratactic IV: External Support

In order to undergird the entire Project, Shantumbu's access to the human, material and financial resources of Lusaka and the Zambian government will be increased by establishing a system of continual contact and interchange. Consultants will provide necessary technical, professional and practical know-how. A steady influx of heavy equipment, essential materials and supplies will enable large numbers of village people to be used in effecting rapid and dramatic socio-economic change. Initial capital investment in the commercial enterprises of Shantumbu will be effected through continuous research and planning, allowing villagers to implement their plans on schedule and release their energies and creativity in the development of the community.

Tactic 12: Utilising Competent Consultative Services

Subtactics A concerted effort will be made to obtain the advice, instruction and support of both private and public institutions in accelerating the Project. Advice on financing and obtaining equipment for the Project programmes will be obtained. Instructional services will be sought from the University of Zambia and government agencies in the following areas: health, nutrition, business, secretarial training, literacy, crop production, animal husbandry, trades and home economics. Visiting specialists will be invited to share their expertise in the areas of irrigation, road construction, architecture, utilities, and building construction. A one-month volunteer consultant

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- 109 programme will be set up to make accessible to local
villagers engineering, architectural, medical, business,
110 small industry, trade and farming skills, giving impetus
to programme initiation. A file system of consulting
resources will be established. A professional advisory
111 committee will be appointed to direct the Project team
to consulting resources.

Tactic 13: Facilitating Substantial Materials Acquisition

- Subtactics** The economic and social development of Shantumbu will
require the rapid introduction of machines and materials
112 which will release local initiative and creativity into
the Project. Contacts within Zambia's business community
113 will be made to secure loans of heavy agricultural, earth-
moving, road-grading, drilling, pumping and transport
114 equipment. Tools to extend village works such as trade
skills training, light agriculture, sanitation, general
115 maintenance and home-craft industries will be procured
as donations from companies and users of such equipment.
Educational materials and supplies will be acquired
116 through visits to the Ministry of Education, Lusaka busi-
nessmen and civic clubs. Grants in aid will be sought
from world relief organisations and government agencies.
117 A co-ordination force will be established to co-ordinate
contacts, proposals, referrals and follow-up on donors
and potential contributors. A lease and purchase system
118 will be developed for materials that cannot be secured
through loans or donations. A continuous inventory will
be maintained of all equipment and materials used in the
119 Project. A detailed cost-accounting system will be given
form and maintained.

Tactic 14: Securing Initial Capital Investment

- Subtactics** To facilitate the rapid social and economic development
of Shantumbu, a programme for securing initial capital
120 investment will be begun. A comprehensive funding survey
will be completed to ascertain the capital available to
121 the village. A list of government funding programmes for
rural development will be drawn up. The Zambian Develop-
122 ment Bank and World Bank will be contacted. A study will
be made of private funding sources. Proposals for finan-
123 cial support will be submitted to all appropriate funding
institutions. Research will be conducted in order to
124 establish mobile banking services on village market days.
A Credit Union will be established in which villagers can
125 earn interest on savings and receive loans. A local
economic investment system will be set up to provide oppor-
126 tunities for public purchasing of stock in local industries

- 127 and for employee stock ownership, including such plans
whereby stock can be accumulated by labour as well as
128 by cash. Team assignments will be made by Project leaders.

TACTICAL ARENA C: Releasing Significant Human Resources

Paratactic V: Community Life

In order to unify the nine villages into a new social entity, it will be important to create a more formal infrastructure that allows all local citizens to move easily, meet, plan and celebrate together. The decision-making processes, so crucial to village life, will be realised through an on-going planned meeting structure. Interchange with the global and regional cultures will be deepened and extended to foster a more humanising understanding of the authentic heritage of Zambia, Africa and the world. As a focus for all community life, land use of the Shantumbu villages will be planned and a model village will be built. To implement these and other programmes, a village work force will be called into being to implement weekly projects and to engage all the citizens fully.

Tactic 15: Enabling Community Decision-making

Subtactics A wide variety of community meetings will be initiated to enable broad participation in the decision-making affecting all people in the Shantumbu area. The objective decision-making and problem-solving methods used in the Human Development Project Consult will continue to be used by village leaders. Each village will hold weekly meetings to keep informed of community affairs and individual needs. Daily planning meetings open to all village residents will coordinate tasks and assign people where they are needed. A weekly Leaders Council will train headmen and village representatives in problem-solving methods and give direction to the community life. A rotational roster will be set up so that both broad representation and continuity will be assured in the Leaders Council. Quarterly Councils involving all residents will report the progress of each community programme and plan its new directions. When special issues, such as the market plan or the composition of the model village arise, a series of village meetings will be held in order to form a consensus. These meetings will train local residents in objective corporate planning methods which, in addition to the regular meeting structures, will help to sustain the local people in carrying out the Project after the auxiliary staff leaves in two years.

Tactic 16: Structuring External Cultural Interchange

Subtactics A planned stream of cultural events and activities will expand the horizons of Shantumbu citizens and help them

137 recreate the community's self-story. A heritage troupe
will write contemporary songs and rehearse the tribal
138 past in song and dance at market day and national cele-
brations. Shantumbu will participate in a year round
139 calendar of celebrations which will include Independence
Day and the August Land Agricultural Festival. Heritage
140 Seminars will allow villagers to study government book-
lets on traditional culture, hear stories from elders
141 and visit historical sites and cultural centres. Activi-
ties such as film viewing, sports and story-telling will
142 be organised as part of the community's weekly pro-
gramme. A village newsletter will be sent home with
143 school children to report accomplishments, give announce-
ments and encourage support of local markets. The com-
144 munity announcement board will be constructed to suppl-
ment the newsletter, especially relative to current
145 events. Regular shopping trips into Lusaka will be
scheduled along with field trips to key Zambian cities
and other countries. Selected leaders will be sent to
other Human Development Projects to represent Shantumbu.
Community fund-raising events will be held to raise
travel money for village envoys.

Tactic 17: Implementing Model Community Plan

Subtactics A model community plan for the Shantumbu Human Develop-
ment Project was begun by village representatives during
the Consult and in its final form will express the con-
146 sensus of the residents for the care and rebuilding of
their community. A community planning team composed of
147 headmen, staff and village representatives will co-ordi-
nate the Model Village Plan and supervise the community-
148 wide housing council. A land use survey will be done on
all the land in Shantumbu. Accurate maps of the target
149 area will be made which reflect the geological and topo-
graphical features. A census of all the villages will
150 be carried out to provide data on needs in the arenas
of housing, industry, services and farming. A Village
151 Development Corporation will be established to handle
financing and legal matters on village construction.
152 An ongoing beautification programme of tree planting,
park creation and public art will be carried out on com-
153 munity workdays. Signs will be set up welcoming visitors
to the community and identifying community nodes and
streets, highlighting historical and cultural figures
and events. A Hosting Committee will be assigned to
give guided tours of the community to visitors and tell
the story of Shantumbu.

Tactic 18: Developing Corporate Work Force

Subtactics Large numbers of men, women, youth and children will participate in the physical reconstruction and maintenance of Shantumbu. The Village Work Force will be organised into teams to do such tasks as land clearing, building and road construction, well-drilling, fencing of pastures, maintenance and repair of equipment, security of the community and farming the community garden. A quarterly timeline of projects and assignments will be drawn up by headmen and work force supervisors to direct the efforts of the Work Force. Periodic technical instruction will be given to assure the quality of the Work Force. In addition to the regular, salaried work force, the Youth Corps will supply additional manpower when needed and undertake a variety of special tasks, which will give youth a small income while training them in practical trade skills. Younger youth and school children will serve as herdsmen to protect the unfenced crops, as aides to help with the care of babies and pre-schoolers, and as helpers in crop harvesting and planting. Community Work Days will be held to give opportunities for whole families to participate together in the necessary work of the community, such as land clearing, beautification or dam construction. To facilitate community security, a volunteer patrol will be organised and will create a community surveillance scheme. A government-appointed magistrate will coordinate the work of the volunteer patrol with the proper legal structures.

TACTICAL ARENA B: Reconstructing Shantumbu Physical Environment

Paratactic VI: Essential Services

In order that the physical well-being of the people of Shantumbu may better reflect the community's real vitality, a comprehensive construction of important personal and communal services will be undertaken. The modern utilities of water, power, communication, transportation and sanitation will be installed for public utilisation. Health care service will be extended to the total village and maintained by a village guild. Nutritious meals will be introduced and demonstrated from foods raised in the village and parents will be trained in dietary purchasing and planning.

Tactic 19: Supplying Necessary Public Utilities

Subtactics The acceleration of all programmes of the Shantumbu Human Development Project requires that minimum public utilities be installed promptly. Domestic water supply,

163 village power and light, postal service, telephone and
transport service are to be supplied to the local resi-
164 dents. Field days will be held to demonstrate the
making of well-drilling equipment from local materials
165 and the correct construction of safe wells. Instruction
will also be given on the upkeep of wells and all water
166 sources so that pure water is continually available.
Underground water storage and necessary purification
167 processes will be explored. A pilot lighting project
will be done in the model village. A mobile generator
168 will be secured to provide temporary lighting to differ-
ent villages on special occasions. The one absolutely
169 crucial communication means required to contact a doctor
or hospital service will be located at the service
centre, where a telephone or radio will be installed.
Transportation services will be established both through
arranging commercial bus service from Lusaka and through
community owned vehicles. Sanitation facilities will
be built and maintained.

Tactic 20: Providing Community Health Care

Subtactics Comprehensive health care will be organised for the
community members to enable them to experience real
vitality and creativity. The visits of the mobile
170 clinic will be regularised bi-monthly at two villages.
A permanent health clinic building will be established.
Resident trained staff (minimum requirement one registered
171 nurse-midwife) will be obtained to enable provision of
full health services. Full health services will include
172 immunisations, pre- and post-natal care, 0-5 years growth
supervision, bi-annual school medical checks, supervised
173 medical treatment, deworming for hookworm cases, haemo-
globin checks for anaemia cases, medical records, periodic
visits by medical officer and bi-annual visit by special-
174 ists in major medical fields. A health guild of 18
local adults will be recruited, nine immediately, and
175 nine more later. Health guild members will meet with the
clinic sister on her visit and will be trained as assist-
ants in the health care programme. A comprehensive health
176 education programme will be set up to include every member
of the community and provide both local and external
177 courses for health guild members to equip them for their
practical nursing and teaching roles in the community.
The health guild team will co-ordinate transport of
178 acutely ill people with the hospital in Lusaka. Safe
sanitary services will be ensured by the health guild who
will demonstrate and instruct, in each village, the
approved methods for construction and maintenance care
of pit latrines. Effective rubbish disposal so that

vermin and insect pests are controlled, will also be taught by the health guild.

Tactic 21: Upgrading Basic Village Nutrition

- Subtactics** A comprehensive nutrition programme will be set up to reverse malnutrition, treat anaemia, correct dietary deficiencies and ensure the strength and stamina of community citizens. Nutritional meals will be served at
- 179 lunchtime to pre-school and school children, Community Work Force, pregnant women, the aged and the sick. The
 - 180 community garden will provide vegetables for these meals, which will also include protein foods. Bulk supplies of
 - 181 high protein cereals and milk products will be requested from relief organisations for use in the kitchen. Sup-
 - 182 plemental foods in special packs for very young children will be distributed through the health clinic. Parents
 - 183 will staff the kitchen, cooking and serving the meals, planning menus and obtaining basic nutrition training.
 - 184 A trained nutritionist will be requested from the govern- ment to supervise service and education in the community
 - 185 kitchen. Hygenic kitchen care, food storage and preser- vation of foods will also be included in the kitchen
- guild's training programme.

TACTICAL ARENA A: Increasing Local Village Income

Paratactic VII: Business Expansion

In order to broaden the base of the village income, new commercial enterprises will be created and existing small business operations will be enlarged and intensified. A full range of corporate commercial services and marketing ventures will be instituted to expand individual and corporate purchasing power. Existing small industries will be developed and new ones established to increase both the number of skilled people and the output of products. A nucleus of local crafts will be formed to utilise the skills of the village craftsmen and discover new markets for their products. A co-ordinated marketing scheme will be instituted to more effectively realise the commercial potential of Shantumbu. Lower costs and export services will be obtained through an officially established Farmers' Co-operative to plan and manage all wholesale buying and selling.

Tactic 22: Enlarging Small Industrial Ventures

- Subtactics** Several new or expanded industries will help to build the financial strength of the community while providing
- 186 needed goods and services. The village tinsmith will be
 - 187 contacted and encouraged to train three or four people to work with him in expanding his business. Water tanks to

188 hold about one thousand litres of home drinking water
will be built as part of the expanded tinsmith operation.
A company to find and sell sand will be set up when a
189 large source is located. Bricks for construction within
and outside the community will be manufactured. A food
190 processing industry, including milling of maize and grind-
ing of pinto beans and groundnuts, will be established
191 to increase community income from agricultural production.
A multi-purpose repair shop will be set up and will keep
192 the engines and pumps operating in the community. The
village charcoal burners will be organised and a common
193 agent for them will be located in Lusaka. Shantumbu
Roofing will be set up to experiment and perfect new
194 techniques of producing water-proof roofing, using grass,
tar and white sand. A village bakery will be erected
and ovens and necessary equipment will be procured.

Tactic 23: Promoting Local Craft Enterprises

Subtactics Craft activities will be established to generate addi-
tional family income and encourage training of more
community members in these skills. A carpentry business,
195 including a small sawmill will be begun to manufacture
vegetable crates and furniture. A machine repair shop
196 will be built to keep the engines and pumps in the com-
munity operating. A pottery industry with outlets in
Lusaka and/or Livingstone will be organised using local
197 skills. Classes in weaving will begin in order to teach
people how to produce additional practical art for sale.
198 A local reed chair industry will be expanded by training
two local people and therefore increasing the output of
chairs. Supplementary training will be accomplished
199 through visiting Lusaka art centres, studying craft books
in the library, and participating in the International
200 Trade Fair of Zambia. Marketing research will be started
in order to concentrate on Lusaka and Livingstone outlets
as well as locating an international import/export com-
201 pany in an overseas country willing to undertake free
marketing of goods.

Tactic 24: Co-ordinating Expanded Commercial Marketing

Subtactics In order to develop the commercial potential of the
Shantumbu community, a long-term marketing scheme will
202 be developed. A Businessmen's Association will be
established locally with invitations extended to Lusaka
businessmen and all those who can offer professional
advice and counsel. Additional counsel and instructional
203 services will be requested of faculty and students in the
School of Business, University of Zambia. A Demonstration

- 204 Retail Store which will stock farming supplies and hardware, basic household goods, personal items and food staples will be constructed. Capital loans will be
- 205 developed, with the help of Lusaka businessmen, from private foundations and corporations. Three local managers will be trained simultaneously, utilising the resources
- 206 of the Ministry of Education, the University of Zambia and the Shantumbu Adult Evening School. An inventory will
- 207 be developed to include a vehicle adequate to transport wholesale goods from Lusaka daily. A grand opening of
- 208 the demonstration store will be designed in order to announce two weeks in advance certain valued items being
- 209 offered at special prices on that day. A second store will be opened in an existing facility and the original
- 210 stock will be moved to the new Community Centre Building. Other commercial services will begin with the opening of a snack shop, butchery and smokehouse, a food processing plant and a bakery.

Tactic 25: Establishing Shantumbu Farmers Co-op

Subtactics

- 211 A farmers co-operative will be established at Shantumbu so that members can enjoy the reduced costs of goods bought in bulk and can obtain expert marketing services. Marketing organisations will be contacted to assist in
- 212 locating new markets and to establish contractual arrangements for the wholesale marketing of goods. An accounting
- 213 system will be set up by co-op members with the volunteer help of an accountant. Additional management consultation will be obtained as necessary. Initially, transportation will be provided locally until such time as
- 214 additional transport can be arranged. A scheme and budget for the borrowing, leasing and purchasing of equipment
- 215 will be developed when the marketing apparatus is established. A license will be obtained. A market day
- 216 fair will launch the co-op enterprise and a schedule will be set. Both barter and cash exchange will be used.
- 217 A production board will monitor crop yields and sales and advise the co-op regarding crop rotation and scheduling, corporate buying of seed and animal feed, the acquisition
- 218 of equipment and marketing techniques. Office and storage functions will be maintained temporarily in existing
- 219 facilities until the new building is completed, according to the model village phasing plan.

tactical arena A
INCREASING
LOCAL VILLAGE INCOME

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Plate 4A

paratactic I AGRICULTURAL PRODUCTION	paratactic VII BUSINESS EXPANSION
tactic 1: Livestock Husbandry	tactic 22: Industrial Ventures
<ul style="list-style-type: none"> 1 Stock Purchasing 2 Pasture Improvement 3 Paddock Construction 4 Management Information 5 Protein Feeds 6 Yearly Inoculations 7 Identification Branding 8 Water Systems 9 Poultry Housing 10 Pig Accommodations 11 Fish Ponds 12 Fish Farming 13 Advisory Network 	<ul style="list-style-type: none"> 186 Metal Working 187 Water Tanks 188 Sand Company 189 Brick Factory 190 Food Processing 191 Repair Shop 192 Charcoal Burners 193 Shantumbu Roofing 194 Village Bakery
tactic 2: Crop Production	tactic 23: Craft Enterprises
<ul style="list-style-type: none"> 14 Improved Seeds 15 Crop Rotation 16 Deep Ploughing 17 Machine Planting 18 Multiple Crops 19 Feed Grains 20 Commercial Crops 21 Community Garden 22 Fruit Orchards 	<ul style="list-style-type: none"> 195 Carpentry Business 196 Repair Shop 197 Pottery Industry 198 Weaving Classes 199 Reed Chairs 200 Product Perfection 201 Marketing Research
tactic 3: Irrigation System	tactic 24: Commercial Marketing
<ul style="list-style-type: none"> 23 Needs Survey 24 Irrigation Plan 25 Bore Holes 26 Water Pumps 27 Reservoir Construction 28 Water Distribution 29 Irrigation Equipment 30 Water Management 	<ul style="list-style-type: none"> 202 Businessmen's Association 203 Professional Advice 204 Retail Store 205 Capital Loans 206 Manager Training 207 Inventory Development 208 Grand Opening 209 First Expansion 210 Further Expansion
tactic 4: Agricultural Training	tactic 25: Farmers Co-op
<ul style="list-style-type: none"> 31 Educational Resources 32 Agricultural Curriculum 33 Nutritional Crops 34 Sharing Methods 35 One-week Sessions 36 Afternoon Classes 37 Farming Experiments 38 Management Procedures 39 Trainee Selection 	<ul style="list-style-type: none"> 211 Marketing Contacts 212 Accounting System 213 Management Consultation 214 Local Transportation 215 Equipment Acquisition 216 Market Opening 217 Co-op Schedule 218 Production Board 219 Temporary Office

tactical arena B
RECONSTRUCTING
SHANTUMBU PHYSICAL ENVIRONMENT

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Plate 4B

paratactic II VILLAGE BUILDING	paratactic VI ESSENTIAL SERVICES
tactic 5: Road Network	tactic 19: Public Utilities
40 Roads Plan 41 Engineering Assistance 42 Construction Equipment 43 Road Clearing 44 Work Teams 45 Drainage System 46 Works Department	162 Domestic Water 163 Well-drilling Equipment 164 Water Storage 165 Pilot Lighting 166 Mobile Generator 167 Communication Means 168 Transportation Service 169 Sanitation Facilities
tactic 6: Public Buildings	tactic 20: Health Care
47 Additional Classrooms 48 Community Centre 49 Trades Centre 50 Health Clinic 51 Staff Housing 52 Community Kitchen 53 Farmers Co-op 54 Advisory Architects 55 Financial Plan 56 Construction Apprenticeship	170 Mobile Clinic 171 Permanent Clinic 172 Trained Staff 173 Full Services 174 Health Guild 175 Health Education 176 Referral Service 177 Sanitary Practices 178 Garbage Disposal
tactic 7: Family Housing	tactic 21: Village Nutrition
57 Site Survey 58 Architect Plan 59 Village Recommendations 60 Model House 61 Sanitation Facilities 62 Costing Model 63 Financing Plan 64 Payment Schemes 65 Work Team	179 Nutritional Meals 180 Community Garden 181 High Protein 182 Supplemental Foods 183 Parent Assistance 184 Trained Nutritionist 185 Kitchen Standards

tactical arena C
 RELEASING
 SIGNIFICANT HUMAN RESOURCES

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Plate 4C

paratactic III PRACTICAL TRAINING	paratactic V COMMUNITY LIFE
tactic 8: Trade Skills	tactic 15: Decision Making
66 Building Design 67 Course Outlines 68 Educational Requirements 69 Teacher Recruitment 70 Student Publicity 71 Class Schedules 72 Apprenticeship Exams 73 Trade Certificates 74 Practical Experience 75 Tradesmen Guilds 76 Repair Shop	129 Problem-solving Methods 130 Weekly Meetings 131 Daily Meetings 132 Leaders Council 133 Rotational Representation 134 Quarterly Councils 135 Special Meetings 136 Methods Training
tactic 9: Domestic Skills	tactic 16: Cultural Interchange
77 Homemaking Centre 78 Activities Schedule 79 Teacher Training 80 Practical Curriculum 81 Outreach Design 82 Women's Clubs 83 Three-week Workshops 84 Agency Assistance 85 External Training	137 Heritage Groupe 138 Celebration Calendar 139 Heritage Seminars 140 Recreational Activities 141 Village Newsletter 142 Announcement Board 143 Field Trips 144 Community Representatives 145 Fund Raising
tactic 10: Adult School	tactic 17: Community Plan
86 Statistical Survey 87 Publish Schedule 88 Business Administration 89 Instructional Assistance 90 Secretarial Training 91 Job Placement 92 Basic Courses 93 Form I 94 Equivalency Exam 95 Classroom Materials	146 Planning Team 147 Land-use Survey 148 Accurate Maps 149 Village Census 150 Development Corporation 151 Beautification Programme 152 Community Signs 153 Hosting Committee
tactic 11: Supplementary Learning	tactic 18: Work Force
96 Staff Recruitment 97 Staff Training 98 All-village Survey 99 Opening Announcement 100 Enrollment Monitoring 101 Children's Transportation 102 After-school Programme 103 Public Library 104 Saturday Curriculum 105 Co-ordination Group	154 Work Units 155 Quarterly Timeline 156 Technical Instruction 157 Youth Corps 158 Youth Herdsmen 159 Work Days 160 Volunteer Patrol 161 Legal Co-ordination

tactical arena D
ENSURING
CONTINUOUS EXTERNAL SUPPORT

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Plate 4D

paratactic IV

EXTERNAL SUPPORT

tactic 12:

Consultative Services

- | | |
|-----|------------------------|
| 106 | Financial Advisors |
| 107 | Instructional Services |
| 108 | Visiting Specialists |
| 109 | One-month Programme |
| 110 | Resource File |
| 111 | Advisory Committee |

tactic 13:

Materials Acquisition

- | | |
|-----|------------------------|
| 112 | Equipment Loans |
| 113 | Lighter Tools |
| 114 | Educational Materials |
| 115 | Aid Grants |
| 116 | Co-ordination Force |
| 117 | Assistance Plan |
| 118 | Alternate Plan |
| 119 | Cost-accounting System |

tactic 14:

Capital Investment

- | | |
|-----|----------------------|
| 120 | Financial Grants |
| 121 | Funding Survey |
| 122 | Government Funding |
| 123 | Private Money |
| 124 | Proposal Submissions |
| 125 | Mobile Banking |
| 126 | Credit Union |
| 127 | Local Investment |
| 128 | Team Assignments |

PART FIVE

THE ACTUATING PROGRAMMES

PROGRAMMES

The final task of the Consult was organising the Tactical Systems into Actuating Programmes. The programmes provide precise structures or forms within which specific tactics are carried out. They perform several essential functions. The programmes make possible a broad cost analysis of the project and thereby become crucial instruments for its funding. They enable the creation of a relatively accurate phasing design for the total demonstration. They serve to organise both the local forces who implement the project and the extended forces who form the support network. Finally, they release an imaginal power that motivates the local people, the project patrons and the public at large by reflecting the possibility, the inclusiveness and the unity of the Human Development Project.

PROCESS

The creation of Actuating Programmes first involves organising the large body of subtactics into rational programmes that are feasible in the light of the local situation and practical for effective management. These are then checked and refined in relation to the Proposals, the Contradictions and the Practical Vision to ensure inclusiveness and focus. Certain values are held throughout the process of organising the programmes, including their dramatic power to generate interest, and the possibilities for their rapid development. Identifying the programmes is the first step in project actuation for they define the arenas and organise the tactics for which implementaries are then created. Implementaries are the concrete steps to be taken by the local forces in doing the subtactics and programmes. Each required step, once determined, is placed on a daily, weekly or monthly timeline. The creation of Timelined Implementaries, however, is not a task of the Consult but of the local forces themselves.

The Actuating Programmes of the Shantumbu Human Development Project shown on Plate 5 are sixteen in number. Seven of these are related to the development of social self-reliance in Shantumbu. The intent of these programmes is to develop physical and social structures that enable a new sense of community well-being. Three of the seven relate to community education and four relate to community vitality. The community education arena includes an Early Learning Centre, a Functional Education Academy, and an Adult Training Institute. The

RESULTS

four programmes relating to community vitality are the Essential Services Network, the Community Health Department, the Public Facilities Complex and the Village Work Corps. The second major programmatic division has to do with the development of local reconstruction in Shantumbu. This arena includes two programmes: the Shantumbu Model Village and the Shantumbu Community Farm. The third group of seven programmes relates to the development of economic self-sufficiency in Shantumbu. Four of these deal with expanded agriculture and three with expanded commerce. The first group of economic programmes includes a Marketable Crops Enterprise, an Extended Livestock Combine, a Land Irrigation System and a Farm Management Co-operative. The second group, dealing with expanded commerce, includes a Retail Business Association, a Commercial Trading Company and a Small Industries Corporation.

SUMMARIES

A major detailed description of each of the sixteen Actuating Programmes follows. These summaries are not intended to fully describe the programmes but to indicate the general focus of each, the relationships among the programmes, and the relationships between each programme and the whole project. Each summary is comprised of three paragraphs. The first describes the broad functional nature of the programme and explains why it is necessary to the total Project. The second delineates the four major components. The last paragraph indicates the general requirements for implementing the programme. This is in no way a specific effort to do the Timelined Implementaries of the sub-tactics mentioned earlier. The programme summary, rather, points to the broad steps involved and thus provides some feel after the practical feasibility of the programme. Accompanying each summary is a four year cost projection (Plates 5A - 5P).

T H E S I X T E E N A C T U A T I N G P R O G R A M M E S

Comprehensive Community Reformulation in Shantumbu

ICA Consultants

Plate 5

ONE TOWARD THE DEVELOPMENT OF SOCIAL SELF-RELIANCE IN SHANTUMBU		TWO TOWARD THE DEVELOPMENT OF LOCAL RECONSTRUCTION IN SHANTUMBU		THREE TOWARD THE DEVELOPMENT OF ECONOMIC SELF-SUFFICIENCY IN SHANTUMBU	
COMMUNITY EDUCATION A	COMMUNITY VITALITY B	C		EXPANDED AGRICULTURE D	EXPANDED COMMERCE E
EARLY LEARNING CENTRE I	ESSENTIAL SERVICES NETWORK IV	SHANTUMBU MODEL VILLAGE VIII		MARKETABLE CROPS ENTERPRISE X	RETAIL BUSINESS ASSOCIATION XIV
FUNCTIONAL EDUCATION ACADEMY II	COMMUNITY HEALTH DEPARTMENT V	SHANTUMBU COMMUNITY FARM IX		EXTENDED LIVESTOCK COMBINE XI	COMMERCIAL TRADING COMPANY XV
ADULT TRAINING INSTITUTE III	PUBLIC FACILITIES COMPLEX VI			LAND IRRIGATION SYSTEM XII	SMALL INDUSTRIES CORPORATION XVI
	VILLAGE WORK CORPS VII			FARM MANAGEMENT CO-OPERATIVE XIII	

T H E S I X T E E N A C T U A T I N G P R O G R A M M E S

Comprehensive Community Reformulation in Shantumbu

ICA Consultants

Plate 5

ONE TOWARD THE DEVELOPMENT OF SOCIAL SELF-RELIANCE IN SHANTUMBU		TWO TOWARD THE DEVELOPMENT OF LOCAL RECONSTRUCTION IN SHANTUMBU		THREE TOWARD THE DEVELOPMENT OF ECONOMIC SELF-SUFFICIENCY IN SHANTUMBU			
COMMUNITY EDUCATION A	COMMUNITY VITALITY B			EXPANDED AGRICULTURE D			
EARLY LEARNING CENTRE I	1 Village Pre-school Programme	ESSENTIAL SERVICES NETWORK IV	29 Cluster Housing Programme	MARKETABLE CROPS ENTERPRISE X	EXPANDED COMMERCE E	53 Local Market Programme	
	2 Buildings Construction Programme		30 Common Facilities Programme			37 Vegetable Garden Programme	54 General Store Programme
	3 Teaching Aides Programme		31 Space Beautification Programme			38 Feed Grains Programme	55 Village Bakery Programme
	4 School Meals Programme		32 Farm Buildings Programme			39 Saleable Produce Programme	56 Special Services Programme
	5 Primary Extension Programme		33 Common Garden Programme			40 Fruit Orchard Programme	57 Wholesale Management Programme
	6 Secondary School Programme		34 Small Stock Programme			41 Commercial Cattle Programme	58 Fiscal Assistance Programme
FUNCTIONAL EDUCATION ACADEMY II	7 After School Programme	COMMUNITY HEALTH DEPARTMENT V	35 Cattle Raising Programme	EXTENDED LIVESTOCK COMBINE XI	COMMERCIAL TRADING COMPANY	59 Public Relations Programme	
	8 Resource Library Programme		36 Cash Crops Programme			42 Small Animals Programme	60 Secure Storage Programme
	9 Basic Literacy Programme		IX SHANTUMBU COMMUNITY FARM			43 Poultry Raising Programme	61 Shan Crafts Programme
	10 General Business Programme		VIII			44 Farming Programme	62 Metal Working Programme
11 Vocational Skills Programme	37 Common Garden Programme	45 Special Bones Programme		63 Building Materials Programme			
ADULT TRAINING INSTITUTE III	12 Teacher Training Programme	PUBLIC FACILITIES COMPLEX VI	38 Small Stock Programme	LAND IRRIGATION SYSTEM XII	SMALL INDUSTRIES CORPORATION	64 Food Processing Programme	
			39 Youth Apprenticeship Programme			46 Distribution System Programme	XVI
		VILLAGE WORK CORPS VII	40 Communal Work Programme	FARM MANAGEMENT CO-OPERATIVE XIII	XV		
			41 Sports Activities Programme			47 Water Storage Programme	
		VIII	42 Women's Guild Programme	48 Water Management Programme			
			28 Women's Guild Programme	49 Unified Marketing Programme	49 Unified Marketing Programme		
				50 Machinery Leasing Programme			
				51 Farm Loans Programme			
				52 Agricultural Training Programme			

SOCIAL SELF-RELIANCE: Actuating Programme 1

EARLY LEARNING CENTRE

Historically, children of the tribes of Zambia gathered at the feet of the adults of the community during daily meetings, called "Nsaka," where common understandings, wisdom and images of village life were shared. Contemporary educators have emphatically confirmed that the first five years of a child's development comprise the most critical learning period of his life. Children of this age are eager for experiences that awaken them to their own individual uniqueness and their role as responsible citizens within the community. In Shantumbu's nine villages there are approximately 250 children of pre-school age. Knowing that people live out of images which form their behaviour patterns, the Early Learning Centre will design an imaginal education curriculum that will allow a child to determine his own unique response. Awakening children to the great possibilities in their lives will develop a strong base for the future of any community.

The Early Learning Centre consists of four components. First, a Pre-school Programme will provide a disciplined learning experience for children ages three to six. It will use a comprehensive curriculum which has been developed to prepare pre-school children for their formal education. Second, the Building Construction Programme will design and construct a pre-school facility that will shelter all 250 children with adjacent playground space and equipment. Furniture and indoor equipment will also be supplied. Third, the Teaching Aides Programme will recruit young men and women for on-the-job training in a team-teaching structure with scheduled periods for reflection and methods training. Included in the programme will be a bank of audio-visual equipment, books and teaching supplies. Fourth, the School Meals Programme will be a regular daily school meal. Supplementary food snacks will also be provided.

Five villagers have already begun training as pre-school teachers. One auxiliary member will continue an afternoon training structure for teachers. The Building Guild will construct the central pre-school facility. They will also construct or obtain school furniture, storage space, a community kitchen and playground equipment. A survey of all children, ages three to six, has already been done by the village people. Approximately 63 children, seven from each of the nine villages, will be registered by the pre-school teachers in order to begin the pre-school immediately. Teacher and student school uniforms will either be bought in Lusaka or made by the Women's Guild. A trained nutritionist will be requested from the government to supervise service and education in the community kitchen. Later, food for the school meals will be provided from the community garden. Relief organisations such as UNICEF will be contacted to supply food supplements.

SHDP

FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 1

Plate 5A

ICA Consultants

EARLY LEARNING CENTRE

categories	years	Current FY Budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Pre-School Building	2,500			
	Electrical Work	560			
	Toilets (3)	840			
	Community Kitchen				
	Building	1,500			
	subtotal - capital	5,400			
II Pay and Allowance	5 Community Cooks	1,800	1,800	1,250	750
	1 Auxiliary Salary	3,000	3,000		
		subtotal - pay	4,800	4,800	1,250
III Current Expenses	Playground Equipment	250			
	Kitchen Stoves &				
	Equipment	1,050			
	School Furniture &				
	Equipment	1,200			
	Food for Lunches	500	500	350	200
	School Uniforms	350	300	250	100
	Building Maintenance	100	75		
		subtotal - current	3,450	875	600
Total Programme Cost		K13,650	K5,675	K1,850	K1,050

SOCIAL SELF-RELIANCE: Actuating Programme 2

FUNCTIONAL EDUCATION ACADEMY

When a people have had the opportunity of an education, many other avenues open before them. The Functional Education Academy is a programme designed especially to offer wider educational possibilities to the younger citizens of the Shantumbu area. The fact that almost 500 children in four shifts fill all available space in the local primary school is evidence of the village people's deep desire to have their children educated. Since Zambia's independence, most of the young people in the community have been to school. They wish to further their education within the village, for the Lusaka secondary schools require expensive daily transport. This programme, which combines academic and practical learning with a functional, learn-as-you-work curriculum, will enable the young adults of the village to become the vanguard of a new generation in the rural villages of Zambia.

The Functional Education Academy consists of four components. First, the Primary Extension Programme will supplement the existing primary school curriculum through tutorial classes in standard subjects. A special class will provide assistance in Standard Seven Revision in preparation for the examination. Second, the Secondary School Programme will be an advanced studies programme preceding the registration of the classes in Form I. Curriculum will be based on standard syllabi and secondary school classes will begin under arrangement with the Ministry of Education. Third, the After-school Programme will establish practical training classes in areas such as health, home-making, farming and trade skills. This programme will also provide the youth with the opportunity to visit educational, historical and industrial sites in Lusaka and Zambia. Recreation activities will be included. Fourth, the Resource Library Programme will make available a wide variety of reading matter and audio-visual materials.

In the first week of the Project, conversations with the Headmaster of the local school will establish a curriculum for the Primary Extension Programme. Students needing tutoring will be selected. The Work Corps will obtain the donation of another 4,300 concrete blocks for constructing two additional classrooms. The Ministry of Education will supply the roofing. It will be requested to increase the teaching staff and to build more homes for the teachers. Students who have completed seventh grade will begin special evening classes in the school building to prepare for either Form I examination or advanced secondary training, according to government regulations. The village craftsmen, health post attendant and village farmers will train young village adults during the day. The Work Corps will supervise afternoon recreational and cultural activities for all school children. A building will be constructed for a Resource Library. Books, magazines, tapes, records and films will be purchased.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 2

Plate 5B

ICA Consultants

FUNCTIONAL EDUCATION ACADEMY

categories	years	Current FY Budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Library Facility	1,000			
	Electrical Work	600			
	2 classrooms				
	subtotal - capital	1,600			
II Pay and Allowance	2 Community Teachers	720	720	500	300
	½ Auxiliary	1,500	1,500		
	subtotal - pay	2,220	2,220	500	300
III Current Expenses	Books and Supplies	1,000	400	200	
	Audio-Visual Equipment	400 ✓	150		
	Slides & Movies	200 ✓	100	50	
	Evening Class Supplies	350	100		
	subtotal - current	1,950	750	250	
Total Programme Cost		K5,770	K2,970	K750	K300

SOCIAL SELF-RELIANCE: Actuating Programme 3

ADULT TRAINING INSTITUTE

What enables a village to make its mark on the Twentieth Century is the ability to communicate effectively with the technological world. Shantumbu has an excellent opportunity by being located only 16 kilometres from Lusaka, the nation's capital. To assist Shantumbu to take advantage of its location, the Adult Training Institute will help broaden the communication and technical skills already present in the community. Developed to serve the needs of hard-working people, this programme will use practical methods of teaching and take advantage of the more leisurely hours. The inherent teaching and learning ability of the village adults will make a functional and effective type of education. These regular structures which continually confront the villagers with their real potential, will demonstrate a new style of adult education for the villages of Zambia.

The Adult Training Institute consists of four components. First, the Basic Literacy Programme will educate adults of Shantumbu in the necessary foundations of literacy. This programme will deal with reading, writing and conversation in English as well as math, geography and history. Second, the General Business Programme will provide training in needed business skills. It will include accounting, inventory control, purchasing, storekeeping and general administration. Third, the Vocational Skills Programme will provide training in abilities necessary for employment in the mechanical trades, brick-making and other technical crafts. Women will be taught sewing, cookery, home management, hairdressing, and traditional craft skills, such as basket-making and pottery. Fourth, the Teacher Training Programme will recruit and train men and women from the village to be teachers within the established education programmes of the village, such as the pre-school, supplementary primary studies, and the various adult evening classes.

During the first month of the Project, the school classrooms will be secured for adult evening classes. The auxiliary staff will recruit village people who are knowledgeable in trades, crafts and literacy to teach in the evening school. Outside consultants in business will be recruited from Government Extension programmes and the Zambian businessmen who participated in the Consult. Registration forms and imaginal brochures will be printed. These will be distributed through the nine village headmen, to recruit for the evening classes. The Work Corps will set up machines, workbenches, sewing machines, and other equipment necessary to teach the arts and crafts. The auxiliary will gather those interested in teaching for regular teacher training instruction in the early evening. This will start as soon as the first two craftsmen and three teachers are signed up. Present school classrooms will be used.

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Programme 3

Plate 5C

ICA Consultants

FOUR YEAR PLAN
PROGRAMME BUDGET

ADULT TRAINING INSTITUTE

categories	years	Current FY Budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs					
	subtotal - capital				
II Pay and Allowances	2 Evening Teachers	720	720	500	300
	2 Community Craftsmen	720	720	500	300
	Auxiliary $\frac{1}{2}$	1,500	1,500		
	subtotal - pay	2,940	2,940	1,000	600
III Current Expenses	Equipment for Classes	1,200	200		
	Crafts Materials	400			
	Electricity	100	75	50	
	subtotal - current	1,700	275	50	
Total Programme Cost		K4,640	K3,215	K1,050	K600

SOCIAL SELF-RELIANCE: Actuating Programme 4

ESSENTIAL SERVICES NETWORK

The Essential Services Network will undergird the modernisation of Shantumbu village by constructing vitally needed services and utilities. This programme is intended to link the nine villages and relate them to the world through the provision of the basic requirements of modern life. During the Consult, the village residents expressed a long-standing need for electricity, for a convenient clean water supply and for more rapid transport to Lusaka. The enthusiasm for such basic services makes it clear that Shantumbu has decided to be a more modernised community. This willingness to take responsibility for meeting these essential needs will become another sign of village co-operation. Because this programme is the crucial foundation for so many other programmes in the Project, it will be indispensable for rebuilding the entire social and economic life of the community.

The Essential Services Network will deliver basic public services to the total population of the village through four components. First, the Village Electricity Programme will provide electricity essential to industrial development as well as to provide lighting for houses and meeting areas. In addition, it will provide street lighting for evening security. Second, the Public Transportation Programme will provide transportation among village areas and service to and from Lusaka. It will also supply emergency ambulance service to Lusaka hospitals. Third, the Road Construction Programme will regrade and surface all internal village roads as well as the connecting roads to Lusaka. Ongoing maintenance will be provided. Fourth, the Pure Water Programme will plan and construct deep bore wells in suitable locations to provide clean drinking water for the Shantumbu villages. A storage and distribution system will be added as the village reconstruction proceeds.

During the Consult, the Essential Services Network began to deliver electricity to the Shantumbu Consult grounds by means of a small 3.5 KVH diesel generator. A reconditioned 40 KVH generator will be delivered for permanent installation in the model village construction area. Poles, wire, fixtures and fittings will be procured and installed as new buildings are erected. A small bus will be obtained immediately for regular service within the village and to Lusaka. Light road grading machinery will be purchased to regrade the roads connecting the nine villages by the end of December. Surfacing will await funding for tarmac and equipment. The water from the bore hole hand pump well, centrally located in Shantumbu has been tested and found safe for drinking. Well-digging materials will be bought and assembled in order to begin wells in other locations by January.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 4

Plate 5D

ICA Consultants

ESSENTIAL SERVICES NETWORK

categories	years	Current FY Budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	40 KVA Generator	15,000			
	Mini Bus	12,000			
	Electric Poles, Wires, Fittings	924	924	600	
	Road Surfacing	20,000	10,000		
	Small Road Grader	15,000			
	Well Rigs - Parts	1,500			
	Electricity Hook-up	10,000			
	subtotal - capital	74,424	10,924	600	
II Pay and Allowance	2 Bus Drivers	720	720	500	300
	3 Bore Hole Drillers	2,160	2,160	750	450
	1 Electrical Care Sup'v.	360	360	250	150
	1 Auxiliary	3,000	3,000		
	1 Water Testing Officer (1 Day)	60			
	4 Electricians & Installers	1,600			
	subtotal - pay	7,900	6,240	1,500	900
	III Current Expenses	Fuel Costs	2,300	1,500	800
Parts and Repairs		500	750		
Insurance		1,800	1,000	500	
Electric Cost			5,000	3,000	1,000
subtotal - current		4,600	8,250	4,300	1,000
Total Programme Cost		K86,924	K25,414	K6,400	K1,900

SOCIAL SELF-RELIANCE: Actuating Programme 5

COMMUNITY HEALTH DEPARTMENT

A significant issue for any rural community is the health care of all its citizens. The Community Health Department is a programme that is designed to upgrade the present health services for the entire Shantumbu area by building structures which allow more services and 24-hour emergency assistance. The village people experience present access to health care as too remote to significantly alter the level of community health. This programme will fulfill the villagers' desire to have their own clinic and will provide a viable link between the existing medical resources in Lusaka and the community of Shantumbu. The effect of this programme will be to improve physical well-being and vitality of the people, which will accelerate the entire socio-economic development of Shantumbu.

The Community Health Department consists of four components. First, the Mobile Clinic Programme will bring the Maternal-Child-Health Team to Shantumbu villages regularly to see pregnant women and young children providing routine medical care, health and nutrition education. Second, the Health Post Programme will design and construct a local clinic. It will provide routine medical care for all age groups and arrange transfer to the hospital when needed. Third, the Paramedic Training Programme will train adults to assist at the Health Post and make regular home visits, giving health information. Students will be assisted in receiving training in nursing and medical services in order to work in the village. Fourth, the Environmental Control Programme will enlist village teams to arrange and regulate disposal of solid wastes and litter. The team will also perform periodic spraying for insect and pest control.

The Community Health Department is already a concern of one nurse mid-wife of the mobile clinic team. Village transport for the MCH team will assure regular visits beginning in December, and public announcements of clinic dates will encourage full attendance of mothers and children. The clinic staff will complete immunisations and medical care. Four trainee nutritionists will be hired to disseminate nutrition information. The MCH team will distribute food supplements for malnourished babies. The Health Post construction will be planned and begun early in January using local materials. With the advice of the nurse, personnel and supplies for the Post will be requested immediately from the Ministry of Health. Supportive paramedic training will be planned by nurse-midwife and Village Adult Training Institute. Each village will appoint a team which, under the direction of sanitation consultants, will improve latrines and establish patterns for solid waste disposal.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 5

Plate 5E

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COMMUNITY HEALTH DEPARTMENT

categories	years	Current FY Budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Health Centre Building	1,350			
	Electrical & Plumbing	225			
	Building Fittings	50			
subtotal - capital		1,625			
II Pay and Allowance	6 Construction Workers	173			
	4 Trainee Nurses	1,440	1,440	1,000	600
	4 Trainee Nutritionists	1,440	1,440	1,000	600
	1 Auxiliary	3,000	3,000		
subtotal - pay		6,053	6,880	2,000	1,200
III Current Expenses	Travel - Nurses & Nutritionists	1,040			
	Electric & Maintenance	200	100	50	
	Telephone - Installation	1,000			
	Telephone - Service	800	600	400	
	Beds & Furniture	1,000	200		
	Medical Equipment	1,000	500		
	subtotal - current		5,040	1,400	450
Total Programme Cost		K12,718	K8,280	K2,450	K1,200

SOCIAL SELF-RELIANCE: Actuating Programme 6

PUBLIC FACILITIES COMPLEX

People coming together to create a new settlement have a fresh opportunity to secure the buildings and services they need. The residents of Shantumbu have lived by farming, residing near their land in widely dispersed clusters of families. Community structures which provide security and services will provide opportunities to renew traditions such as the "Nsaka" (village gathering) which have been lost. Facilities in which family stories, songs and dances may be shared will help reveal the wealth of Shantumbu cultural heritage. New forms of expression in art, music and dance will emerge to exhibit Shantumbu as both a local and global community. Planned community athletic contests will provide opportunity for the youth of the area to join in team work and fun. A village communication network will eliminate the isolation of the nine villages and establish ties of friendship beyond the families of Shantumbu.

The Public Facility Complex consists of four components. First, the Civic Structures Programme will build a complete system of public buildings, including a village hall for council meetings, a records and registration office, and a public services office. This will also house police headquarters, fire department, and court services. Second, the Cultural Centre Programme will provide a structure for heritage programmes, community celebrations and club meetings, as well as for seminars and workshops in homemaking, handicrafts, and music. Trips to places of interest in Lusaka and environs will be scheduled. Third, the Community Recreation Programme will provide playing fields, buildings and equipment for indoor and outdoor games, sports and cinema programmes. Fourth, the Communications Bureau Programme will facilitate data interchange about the development programme, community meetings, and recreational and educational opportunities.

The Public Facility Complex will be an integral part of the early construction plans for the village. Plans for the Village Hall and Office will be formulated by the village representatives in co-operation with the local council and Rural Development Corporation. Building materials will be prepared by the local building trades industry. The Cultural Centre will begin its programme formation immediately. The performance by a Zambian dance team at the conclusion of the Consult aroused interest in a dance group. During the next month auxiliary staff and local artists will organize workshops in dancing, handicrafts, art and music. The recreation programme will begin by leasing a cinema projector for village showings. Equipment for intervillage sports contests and field day events will be purchased. To improve communication with Lusaka, a shortwave radio hook-up or field telephone will be obtained as soon as possible. A community bulletin board will be erected and news bulletins prepared and distributed by the Village Work Corps.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 6

Plate 5F

ICA Consultants

PUBLIC FACILITIES COMPLEX

categories	years	Current FY Budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Nsaka Building Materials	2,800			
	Electrical & Plumbing	1,200			
	Furnishings	1,000			
	Sports Equipment	600			
	Bulletin Board	80			
	subtotal - capital	5,680			
II Pay and Allowance	16 Construction Workers	2,000			
	2 Craft Teachers	720	720	500	300
	1 Co-ordinator	360	250	150	
	½ Auxiliary	1,500	1,500		
		subtotal - pay	4,580	2,470	650
III Current Expenses	Telephone - Installation	60			
	Telephone - Service	150	100	50	
	Electrical Cost	120	80	60	
	Cinema Projector Rental	600			
	Film Rental	500	300	150	
		subtotal - current	1,430	480	260
Total Programme Cost		K11,690	K2,950	K910	K300

SOCIAL SELF-RELIANCE: Actuating Programme 7

VILLAGE WORK CORPS

The task of socio-economic development in Shantumbu requires the engagement of large numbers of people. Many young men and women have completed seven years of schooling, but because of the expense and distance involved in going to Lusaka's secondary schools, they find they cannot continue. Young people need alternatives to subsistence farming or moving to the city to seek work. Village reconstruction will create a new option: work and training for all, followed by employment in the diverse industries and occupations of the new village. The Village Work Corps will create a spirit of co-operation and care for one another in action. Experiencing new homes and buildings which they have constructed, playing soccer and volleyball on fields they have cleared, and celebrating in clothes which they have designed will engender a new sense of community pride.

The Village Work Corps consists of four components. First the Youth Apprenticeship Programme will give youth practical on-the-job training with skilled farmers, metal workers, brick-makers, wood workers and other local craftsmen. It will provide valuable employment references as well as preparation for apprentice qualifying examinations. Second, the Communal Work Programme will employ the Work Corps in a variety of community development projects, including village construction, gardening, road upkeep and public maintenance. It will help organise all village residents for special tasks to be done on community work days. Third, the Sports Activities Programme will develop and organise inter-village competition, and a variety of games, track and team sports. Playground activities will also be provided for young children. Fourth, the Women's Guild Programme will include activities such as home-making, childcare, and sewing for the girls and women.

The Village Work Corps will start immediately following the Consult. Sixty young villagers will be selected to enter apprenticeship programmes. Twelve will be immediately employed as farming apprentices. Eventually there will be twenty-eight in construction trades and twenty in other skilled occupations. Following the Consult communal work began with the stumping of a community garden. Ploughing, planting and construction projects will be continued by the Work Corps and others enlisted for general work days. A village census, conducted by thirty village people during the first week of the Project, will provide the necessary data for organising these programmes. Playing fields will be put into regular use for volleyball, basketball, football and other athletic events. The Women's Guild will be formed and a space equipped for teaching cooking, sewing and home management. The members of the Guild will regularly prepare refreshments for community work days and design the pre-school uniforms.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 7

Plate 5G

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VILLAGE WORK CORPS

categories	years	Current FY Budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	2 Sewing Machines	500 ✓			
	subtotal - capital	500			
II Pay and Allowance	5 Teacher Trainees	1,040	750		
	12 Farming Apprentices	2,496	1,800		
	28 Building Apprentices	5,824	4,200		
	10 Mechanic Apprentices	2,080	1,500		
	2 Bakery Apprentices	416	300		
	6 Metal Trade Apprentices	1,248	900		
	2 Crafts Industry App'ces	416	300		
	1 Auxiliary	3,000	3,000		
subtotal - pay	16,520	12,750			
III Current Expenses	Sports Equipment				
	and Uniforms	1,500 ✓			
	subtotal - current	1,500			
Total Programme Cost		K18,520	K12,750		

LOCAL RECONSTRUCTION: Actuating Programme 8

THE SHANTUMBU MODEL VILLAGE

The Republic of Zambia has taken an historic step in committing itself to supplying needed services to its rural villages. Practicality requires, however, that individual, small villages within reasonable proximity come together in one central location. The Shantumbu Model Village will be designed expressly to ensure that technological benefits can reach those who have seldom had the opportunity even to see them first-hand. As the nine separate villages begin to gather together, more farm lands, grazing areas and trade sites will be opened up to sustain the village and to provide for the village's contribution to the economic growth of Zambia. Seldom has such an opportunity presented itself to a rural village: to bridge 100 years of history and move rapidly with the demand to create a new human community.

The Shantumbu Model Village consists of four basic components. First, the Cluster Housing Programme will construct four clusters of four houses, each arranged in a circular configuration which demonstrates a village housing plan. Houses will be constructed out of locally-made bricks, wood and fittings, demonstrating the feasibility of this project for other villages. Second, the Common Facilities Programme will construct centrally-located toilets, bathing, food storage, and laundry areas. It will ensure village sanitation and nutrition. Third, the Space Beautification Programme will provide an attractive village atmosphere through a well-designed street system, accessible parks and common areas, well-cared-for public gathering areas and street signs. Another part of the Space Beautification Programme will be the planting of orchards. Fourth, the Farm Buildings Programme will construct a series of buildings to house ducks, pigs and poultry. It will also build fenced grazing areas for cattle.

The site for the first of the all-weather model village houses will be consensed on by the nine village headmen following the Consult. Architects, contractors and chemical treatment companies will provide advice and appropriate materials for the roofing. Interior decorators will provide expertise on essential furnishing. Electrical wire, fixtures and piping will be purchased and installed by electricians. Water tanks, pumps, double septic tanks and concrete covers, pipe, toilet bowls, shower facilities, urinals and wash basins will be secured through the Fiscal Assistance Programme; then installed by professional plumbers. Streets will be graded and paved with equipment leased through local contractors. Sign materials, cement and paint will be secured for sidewalks and public areas. Basic building materials for the farm buildings will be provided locally while special equipment such as breeders, feeders and wire fences will be acquired through the Farm Co-op.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 8

Plate 5H

SHANTUMBU MODEL VILLAGE

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categories	years	Current FY Budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	1 Compound: Materials	5,200			
	Roof	1,360			
	4 Compounds: Materials	20,800			
	Roof	5,440			
	Roadways & Drainage	3,500			
	Watertank & Pump	6,000			
	Ram Block Press	5,000			
	subtotal - capital	47,300			
II Pay and Allowance	1 Auxiliary	3,000			
	Professional labour	12,100			
	Labour Force	13,880			
	subtotal - pay	28,980			
III Current Expenses	Building Maintenance	400	750	750	
	Utilities	2,000	3,000		
	subtotal - current	2,400	3,750	750	
Total Programme Cost		K78,680	K3,750	K750	

ECONOMIC SELF-SUFFICIENCY; Actuating Programme 10

MARKETABLE CROPS ENTERPRISE

An adequate food supply for the world depends upon the agricultural development of the rural village. The lush, green growth stretching over miles of hills and valleys within the area of Shantumbu manifest a rich potential for future commercial farming. The ready availability of the Lusaka markets makes such a venture even more feasible. The many crops already grown throughout the fertile area convincingly demonstrate the potential farming wealth. In the midst of such possibility, the Marketable Crops Enterprise will utilise the farming wisdom of the entire Shantumbu community in co-operatively growing marketable produce for Zambian and foreign markets. The intensification of agricultural produce according to a unified plan will not only rapidly increase the economy of Shantumbu but will also exhibit a method of self-sufficiency applicable to all Zambia's farming villages.

Marketable Crops Enterprise consists of four components. First, the Vegetable Gardens Programme will increase present vegetable crop yield through deeper ploughing and better soil management. It will also cultivate large crops of specially grown vegetables for commercial markets. Second, the Feed Grains Programme will develop animal feed grains such as soybeans, maize and sorghum. This programme will also introduce grains such as wheat and rice for human consumption. Third, the Saleable Produce Programme will develop crops that are currently in short supply on the Zambian markets. It will cultivate large areas of presently unused land, and initiate multi-crop production, providing crops the year round. Fourth, the Fruit Orchard Programme will introduce large orchards of selected fruit trees: varieties of oranges, guavas, lemons and mangoes. These orchards will be planted in large areas of unused land now covered with bush and near sufficient water sources.

Within the first month of the Project, tractors and roto-tillers will prepare the soil for selected vegetable farming areas. Tomatoes, cabbage, lettuce, onions and other marketable vegetables will then be planted. The Village Work Corps will clear large designated areas of tree stumps and bush before the rainy season begins. This new land will be ploughed and cultivated by the Farm Management Co-operative and planted with feed grains. The Co-operative will research market trends for the highest earning crops and these will be planted on the existing farms. Lemons will be obtained from the National Research Development College to begin a fruit tree nursery. Later, other fruit tree branches will be obtained from the N.R.D.C. for grafting into the lemon trunks. After nine months the new fruit trees will be transplanted to a selected orchard near sufficient water supply.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 10

Plate 5J

ICA Consultants

MARKETABLE CROPS ENTERPRISE

categories	years	Current FY Budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	2 Rototillers	4,000			
	1 Wagon	1,400			
	1 Potato Lifter	1,500			
	1,400 Fruit Plantings	8,400			
	subtotal - capital	15,300			
II Pay and Allowance	18 Farm Workers	6,480	6,480	4,000	2,400
	Auxiliary $\frac{1}{2}$	1,500	1,500		
	subtotal - pay	7,980	7,980	4,000	2,400
III Current Expenses	Maintenance	100	100		
	subtotal - current	100	100		
Total Programme Cost		K23,380	K 8,080	K4,000	K2,400

ECONOMIC SELF-SUFFICIENCY: Actuating Programme 11

EXTENDED LIVESTOCK COMBINE

Healthy economies are those that have become diversified. In order to introduce more variety of resources into the economy of Shantumbu, the Extended Livestock Combine will expand the raising of large and small stock. The closeness of Lusaka's experimental cattle, pig, rabbit and poultry raising farms and the Fisheries of Zambia provide ready services of government help to begin such a programme. The feasibility of such practical diversification away from just crop farming is enhanced by the demand of Zambian markets for meat, eggs and fish. This programme has the added benefit of increasing the protein supply to the local villager's diet. The Shantumbu farmers' willingness to broaden their agricultural base into other profitable arenas will demonstrate how any farming village can decide to rely on its own human and natural resources to control and increase its economic income.

The Extended Livestock Combine is composed of four components. First, the commercial Cattle Programme will arrange for special milk cows and cattle fattening stock to be introduced into the farming community. It will also include fenced grazing areas, high protein feed supply, and veterinary services. Second, the Small Animals Programme will begin growing and fattening good commercial animals such as pigs, rabbits and goats. This programme will also build sheds and supply sufficient feed. Third, the Poultry Raising Programme will build large chicken houses with special roosts and feeding trays for meat and layer chickens. It will also set up a reliable feed supply and commercial marketing scheme. Fourth, the Fish Farming Programme will help the Shantumbu farmers increase both protein intake and economic income by building fish ponds and dams to stock fish through-out the entire Shantumbu area. It will stock these waters with high producing fish, such as Tilapia, and harvest them with nets.

The Farm Management Co-operative and a member of the auxiliary will begin immediately to in-kind or purchase large milk cows and meat cattle. The Village Work Corps will construct fenced areas for these cattle in areas designated by the Co-operative. The Village Work Corps will also begin to construct sheds, made of local bricks, wood and roofing for pigs and poultry. The village tinsmith will construct tin and wire roosting and feeding trays for the poultry shed. Five hundred one-day-old meat chicks and 500 one-day-old layer chicks will be purchased. Five small shallow dam sites will be cleared of stumps and rocks by the Work Corps to prepare for fish stocking. They will also clear selected land and dig out a series of small ponds near a water supply with an entrance and exit pipe. Large nets will be purchased and sufficient kilos of Tilapia fingerlings will be obtained from the Fisheries of Zambia to stock the ponds.

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Programme 11

Plate 5K

FOUR YEAR PLAN
PROGRAMME BUDGET

EXTENDED LIVESTOCK COMBINE

ICA Consultants

categories	years	Current FY Budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Milking Sheds, Equipment	4,200	1,800		
	5 Pig Sheds	2,000	500		
	5 Poultry Sheds	2,500	750		
	Boars and Sows	2,500	1,000		
	1,000 Chicks	250	150	75	
	Fish Containers	140	100	50	
	Cattle Stock	6,000	4,000		
	subtotal - capital	17,590	8,300	125	
II Pay and Allowance	2 Community Workers	720	720	500	300
	6 Construction Workers	260	100		
	Auxiliary $\frac{1}{2}$	1,500	1,500		
	subtotal - pay	2,480	2,320	500	300
III Current Expenses	Shed Materials & Trays	600			
	Fish Nets	150			
	Water Piping	400			
	subtotal - current	1,150			
Total Programme Cost		K21,220	K10,620	K625	K300

ECONOMIC SELF-SUFFICIENCY: Actuating Programme 12

LAND IRRIGATION SYSTEM

One of the earth's most valuable resources is water. Even though five fast-moving streams supply water year-round to some of the valley regions of Shantumbu, farmers elsewhere in the area need a more consistent water source. The Land Irrigation System is specifically designed to enable multiple crop growing throughout the year by creating new water sources closer to present farms. Shantumbu is blessed with vast areas of bush land concealing a very fertile soil. Bringing water to such land will help increase the agricultural output of Santumbu by tenfold. The other natural gift Shantumbu possesses is a high water table, so that tapping underground water sources is not an overly difficult task. Shantumbu intends to become a community that will exhibit how any local village can take advantage of its natural resources.

Land Irrigation System consists of four components. First, the Special Bores Programme will strategically drill deep wells for sufficient water supply to the farming areas of Shantumbu. Appropriate pumps will be used, including wind-driven, diesel powered and electric submersible pumps. Second, the Distribution System Programme will build canals and permanent pipes from water sources to the the farming land. It will also channel water on the land through a gravity system and furrow irrigation using siphons and trickle system. Third, the Water Storage Programme will build a series of small dams to create reservoirs along the five streams. It will also build large concrete storage tanks for holding water. Fourth, the Water Management Programme will set up a schedule for water usage and a plan for portable irrigation equipment use on all farming lands. It will also supervise the drilling of test wells throughout the Shantumbu area.

The auxiliary and Farm Management Co-operative will construct its own low-cost intermediate technology well-drilling equipment during the first quarter of the Project. They will draw up a plan of proposed well locations throughout the Shantumbu farming area and drill sufficiently deep wells. Equipment will be purchased to construct the community's own test drills. Appropriate pumps will be purchased or constructed by the Work Corps. Permanent pipes for water distribution to farming areas will be obtained and Work Corps will dig canals where needed. Siphon hoses will be obtained. Trickle system pipes to water numerous furrows simultaneously will be assembled by the Work Corps. The Work Corps will also construct large, round concrete-brick water storage tanks on designated high areas for holding irrigation water. A series of dams on the streams will be built for the same purpose. A water management plan will be established by the Farm Co-operative.

SHDP

FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 12

Plate 5L

ICA Consultants

LAND IRRIGATION SYSTEM

categories	years	Current FY Budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	2 Large Pumps	2,100			
	3 Water Storage Tanks	2,000			
	5 Kilometers of Piping	18,000	6,000		
	subtotal - capital	22,100	6,000		
II Pay and Allowance	6 Community Workers	1,920	1,920	1,500	900
	½ Auxiliary	1,500	1,500		
	subtotal - pay	3,420	3,420	1,500	900
III Current Expenses	Pipe Fittings	850	850		
	2" Siphon Piping	2,500			
	Drill Testing Parts	500			
	subtotal - current	3,850	850		
Total Programme Cost		K29,370	K10,270	K1,500	K900

ECONOMIC SELF-SUFFICIENCY: Actuating Programme 13

FARM MANAGEMENT CO-OPERATIVE

The Farm Management Co-operative is intended to unify the agricultural resources of all the farmers in Shantumbu. It will utilise the social co-operation that exists among the nine villages and help the farming community to effect a great increase in economic return for their products. Since banks will more readily loan money to co-ops, since bulk purchasing and selling rapidly multiply the total income of the community, and since needed farm machinery can be more easily obtained corporately, the Co-operative will intensify the self-sufficiency of the entire Shantumbu community. The village farmers' desire to work together will also simplify the process of obtaining outside assistance in agronomy and other farming methods and techniques. The Shantumbu farming community will become a sign of how any African village can become totally self-sufficient through co-operative efforts.

Farm Management Co-operative includes four components. First, the Unified Marketing Programme will research and establish relations with large outside markets as outlets for Shantumbu's agricultural products. It will also secure seeds and fertilisers at bulk rates. This programme will draw up clear guidelines on land use, favoured breeds of animals and needed crop production. Second, the Machinery Leasing Programme will obtain sufficient quantities of tractors, ploughs, reapers, irrigation equipment and other farm machinery. It will lease these out to all farmers in the Shantumbu area. Third, the Farm Loans Programme will develop financial credit sources for farmers who want to expand or improve their farms on long-term, low-rate repayment schemes. Fourth, the Agricultural Training Programme will set up regularly scheduled seminars by outside agricultural experts for all Shantumbu farmers. It will use demonstration plots on the Community Farm to train farmers in new farming techniques and methods.

During the first month of the Project, the village headmen and the Shantumbu farmers will meet to set up the Co-operative. It will have shares either bought or earned through labour and will be registered with the Zambia Co-operative Federation. A Co-op office building and large storage sheds for machinery and crops will be constructed by the Work Corps. The co-op will then research outside markets for contracts for Shantumbu agricultural produce. A land use map of the entire area along with permission for firm control of farm production by the Co-op will be agreed upon by all the Co-op members. Two tractors, ploughing equipment, two reapers, irrigation pumps and pipes will be obtained by the Co-op for leasing to the farmers. Permission will be obtained from the Registrar of Co-operative Societies to set up lines of credit to promote agricultural production.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 13

Plate 5M

FARM MANAGEMENT CO-OPERATIVE

ICA Consultants

categories	years	Current FY Budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Implement Sheds	1,200			
	Co-op Office	850			
	(Tractors & Equipment in Programme IX)				
	subtotal - capital	2,450			
II Pay and Allowance	1 Manager	3,000	2,000	1,000	
	1 Clerk	360	360	250	150
	1 Auxiliary	1,500	1,500		
	subtotal - pay	4,860	3,860	1,250	150
III Current Expenses	Building Materials	350	350		
	Office Equipment & Supplies	875			
	Office Furniture		150	75	
	subtotal - current	1,650	500	75	
Total Programme Cost		K8,960	K4,360	K1,325	K150

ECONOMIC SELF-SUFFICIENCY: Actuating Programme 14

RETAIL BUSINESS ASSOCIATION

Vital to the economic development of any community is a base of commercial outlets that introduce moderate retail prices and generate local job openings. This is particularly relevant in the Shantumbu community where local retail stores are in great demand. The Retail Business Association is a programme to enable the Shantumbu residents who want to develop the necessary business skills, to be employed either part-time or full-time in a series of small village retail outlets. The Commercial Trading Company will oversee the opening and the continuous management of these establishments. In this programme, Shantumbu will begin to realise itself as a self-contained economic unit capable of generating its own economy through increased opportunities to exchange monies within the community. This will demonstrate a method of economic growth viable for any rural village in Zambia.

The Retail Business Association consists of four components. First, the Local Market Programme will provide Shantumbu with a local market for its agricultural produce and artifacts. This programme will provide a continually accessible market for farmers and craftsmen and a local consumer outlet for villagers. Second, the General Stores Programme will extend a series of general stores across the community. Food products and household goods will be sold in these stores. Third, the Village Bakery Programme will construct a large bakery to serve the entire village. It will establish its own marketing scheme. Fourth, the Special Services Programme will develop special service stores for the Shantumbu area under the guidance of the Commercial Trading Company. These special stores will include a hardware store, a barber shop, a clothing outlet and a machinery repair shop.

In implementing the Retail Business Association, buildings for the general store, the repair shop, the market and the bakery will be constructed and furnished. This will be accomplished by the Work Corps. Equipment which will be acquired through the Fiscal Assistance Programme includes sewing machines, a complete set of hand tools for bicycles, tractors, cars and buses as well as welding equipment, drills and grinders for general repairs of village and farm equipment. Clothes and cloth will be purchased through the Trading Company. The cloth will be manufactured into clothes locally in homes and sold in the clothing outlet. Industrial equipment such as butane gas ovens and dough mixers will be purchased for the bakery. The Retail Business Association will hire three people for each of the retail stores and ten people to be trained to manage the clothing industry and repair shops. Professional consultant services will be secured from Lusaka businessmen.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 14

Plate 5N

ICA Consultants

RETAIL BUSINESS ASSOCIATION

categories	years	Current FY Budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Refurbished Store	250			
	New Store Building		2,500		
	Repair Shop Building	3,500			
	Repair Shop Equipment	1,500	500	100	
	Electrical Installation	1,200			
	Bakery Building	1,350			
	Ovens and Equipment	1,400			
	subtotal - capital	9,200	3,000	100	
II Pay and Allowance	2 Store Workers	720	720	500	300
	1 Mechanic	360	360	250	150
	1 Baker	360	250	150	
	1 Auxiliary	3,000	3,000		
	subtotal - pay	4,440	4,330	900	450
III Current Expenses	Stock for Store	3,500	1,500		
	Repair Shop Maintenance	200	300	100	
	Baking Supplies	450	300		
	Electrical Costs	350	200		
	subtotal - current	4,500	2,300	100	
Total Programme Cost		K18,140	K9,630	K1,100	K450

ECONOMIC SELF-SUFFICIENCY: Actuating Programme 15

COMMERCIAL TRADING COMPANY

If any smaller community is to avoid being overwhelmed by the financial power of giant public and private institutions, it must create its own corporate structure to effectively manage all large-scale purchasing and marketing in a co-ordinated manner. Shantumbu has produced a number of aspiring businessmen who are ready to make a contribution to the life and economy of their community. The Commercial Trading Company is a programme designed to provide professional expertise and the financial resources necessary for these commercial ventures. Co-operative business practices will undergird the effort. Through the Trading Company, the villagers will gain access to a wider variety of goods as well as contemporary machinery. Another gift of the company will be the locally convenient credit service for personal savings and capital investments. In deciding to use their corporate power, the villagers of Shantumbu will exemplify the new style of economic development.

The Commercial Trading Company consists of four components. First, the Wholesale Management Programme will be the over-all management structure of the business and industries of the Shantumbu area. It will take responsibility for bulk buying, capital management and freight transportation for the local businesses and industries. Second, the Fiscal Assistance Programme will establish a village credit union and loan assistance programme for local families, businesses and industries. Third, the Public Relations Programme will establish large outside investment funds and long-term low-interest loans. Government and corporation consultants will also be contacted for services to the village. Fourth, the Secure Storage Programme will construct storage areas to house the machinery and supplies of the local industries. These storage areas will be made safe from rodents and insects, and well-secured against all types of weather.

The Commercial Trading Company will be constituted by the village businessmen in consultation with a professional advisory board which will provide management and fiscal expertise. Two trucks will be purchased for freight transport and a maintenance man will be trained. A building for storage and office space will be planned, office equipment procured and a staff of at least two people with some business experience will be employed. This staff will be trained by auxiliary staff to maintain a continuous inventory of materials and equipment, and set up a basic cost-accounting system. A credit union will be established to make business loans and facilitate local investment and savings. Advisors will conduct regular finance clinics to teach fiscal management. The advisory board will help secure capital through grants from Zambia Development Bank, World Bank and Area foundations and industries. They will also maintain a file of consulting resources.

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Programme 15

Plate 50

FOUR YEAR PLAN
PROGRAMME BUDGET

COMMERCIAL TRADING COMPANY

ICA Consultants

categories	years	Current FY Budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Trading Co./Credit Union	800			
	Off-set Printing Press	1,500			
	2 Ten-ton Trucks	19,000	19,000		
	Electrical & Plumbing	600			
	subtotal - capital	21,900	19,000		
II Pay and Allowance	1 Accountant	3,600	1,000		
	1 Printer	360	250	150	
	3 Office Workers	1,080	750	450	
	2 Truck Drivers	360	720	500	
	½ Auxiliary	1,500	1,500		
	subtotal - pay	6,900	4,220	1,100	
III Current Expenses	Equipment & Furniture	1,250			
	Printing Materials	1,150	750	500	
	Fuel & Parts	1,745	1,200	750	300
	Building Maintenance	200	100	50	
	Insurance	2,000	1,000	500	
	subtotal - current	6,345	3,050	1,800	300
Total Programme Cost		K35,145	K26,270	K2,900	K300

ECONOMIC SELF-SUFFICIENCY: Actuating Programme 16

SMALL INDUSTRIES CORPORATION

The Small Industries Corporation will create a broader economic base for Shantumbu. The several excellent small industries already existing in Shantumbu will be expanded in order to multiply their present production. Not only will they be capable of supplying goods for the local community, but will also sell to markets for manufactured products outside Shantumbu. This programme will attract capital from outside sources in order to develop a large cash flow within the community. A good number of additional apprenticeships and managerial positions will be opened. The critical aspect of this programme is creating structures to reduce the flow of money leaving the village and begin to draw money into the community through secure business investments and direct purchases. This venture will demonstrate the ability of a village people to develop the industrial gifts of their community.

The Small Industries Corporation consists of four components. First, the Shan-Crafts Programme will co-ordinate the village home-crafts and industries into a corporate marketing effort. Second, the Metal Working Programme will establish and assist new metal industries in the village. The manufacturing of farm tools, pots and pans, charcoal burners and other utensils will be some of the products of this industry. Third, the Building-Materials Programme will supply the materials for the building of the model village in Shantumbu and provide employment for local villagers. It will produce blocks, roofing, cement sand and wood products for local building construction. Fourth, the Food Processing Programme will process local crops for marketing locally and nationally. It will convert products such as fresh milk, grain products, meat, fish and soybeans into commodities that are processed and preserved for shipping.

The Commercial Trading Company will make an inventory of needed machinery for the crafts industry. The home industries will supply a kiln, a loom and a table saw. The metal industry will obtain metal bending, rolling and cutting equipment through the Trading Company. The Building Materials Industry will set up a soil-cement ram press for making blocks. Asphalt will be needed for roofing local homes. This industry will require a facility and a staff of 6 to 8 workers. The present grain milling operations will be enlarged and new buildings constructed to enable processing. The following staff for all these industries will be hired and trained: two for the crafts industry to co-ordinate the industry, two metalsmiths and two apprentices. The Building Materials and the Food Processing Programmes will require 5 workers, 5 apprentices and one manager.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 16

Plate 5P

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SMALL INDUSTRIES CORPORATION

categories	years	Current FY Budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Metal Industry Building	1,000			
	Roofing Industry Shed	600			
	Crafts Shed	850			
	Food Processing Shed	2,500			
	Electrical & Plumbing	2,000			
	Metal Working Equipment	500			
	Food Processing Equipm't.	2,500			
	subtotal - capital	9,950			
II Pay and Allowance	2 Metal Workers	720	500	300	
	2 Craft Workers	720	500	300	
	3 Building Materials Workers	1,080	750	450	
	3 Roofing Workers	1,080	750	450	
	1 Auxiliary	3,000	3,000		
	subtotal - pay	6,600	5,500	1,500	
III Current Expenses	Simva Ram Block Parts	120	120		
	200 Drums Asphalt	2,000	1,000		
	Crafts Equipment	500			
	Saw & Planer	350			
	Electrical Costs	500	250	100	
	Equipment Maintenance	250	150		
	subtotal - current	3,720	1,520	100	
Total Programme Cost		K20,270	K7,020	K1,600	

EPILOGUE

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I

ACTUATION PHASING

METHODS

Although the methods of the Social Demonstration Consult are universally applicable, the particular situations in which they are employed are always unique. The clues to the uniqueness of Shantumbu are found in the five comprehensive charts and the accompanying discussion which comprise the substances of this document. These charts, which hold the Operating Vision, the Underlying Contradictions, the Practical Proposals, the Tactical Systems and the Actuating Programmes, together reflect the flow of the Consultation.

FINDINGS

The Operating Vision of the people of Shantumbu as discerned during the Consultation, indicated three broad arenas of concern: farm production, physical needs and village co-operation. The emphasis was on increasing farm production which involved increasing land development, establishing commercial farming and using modern farming technology. Surrounding emphases indicated providing relevant functional training for all ages, creating structures for significant community work and providing essential services. The following day's work discerned the contradictions underlying these concerns, revealing strong emphases on the partial provision of village facilities, the reduced scope of village images and plateaued improvement of functional skills. Closely related but distinct were the incomplete implementation of community objectives, fragmented planning of village development and ineffective application of agricultural techniques. Other important issues were also uncovered which related to blocked channels of capital flow, individualised development of commercial resources, undeveloped mechanisms of services distribution and limited resources of physical vitality. The proposal work which followed on the next day aimed at providing improved physical facilities through the rebuilding of village structures. Another major thrust is towards economic foundations which would support increased commercial and agricultural output. The third and final major thrust of the proposals is concerned with social engagement, higher health standards, and broadened educational opportunities. The Tactical Systems chart underscores the need to expand local village income with tactics in both business development and agricultural production. Basic village structures would provide the construction of buildings and roads while essential services would assure public utilities in addition to health care. Practical training and a common community life style will release the human resources necessary to community development. Continuous external support will serve to facilitate all other tactics. The Actuating Programmes chart indicates a major concern for developing social self-reliance, local reconstruction and economic self-sufficiency. In the arena of social self-reliance

the emphasis is on community education and community vitality. Local construction moves toward the model village and the Shantumbu community farm. In the arena of economic self-sufficiency the emphasis is on expanding agriculture and renewing commerce.

The Shantumbu Human Development Project model produced during the Consult represents the decisions of the residents to initiate development efforts. The Actuating Programmes assume a broad four-year phasing model for the completion of the Shantumbu Project (Plate 5A). The emphasis of the first year is on initiating the Project by launching the 16 programmes and training the core of community leaders who will guide and direct the Project expansion. The second year will be an acceleration and expansion of the Project programmes. Particular importance, therefore, is given to training a wide range of leaders equipped to guide the direction of expansion. The third year will focus on establishing the local autonomy of the Project. As local leaders assume greater responsibility for the total operation, the auxiliary staff will be decreased. The fourth year will witness the maturation of the Project. External assistance will be considerably reduced and local initiative will be maximised in both the economic and social development programmes.

PHASES

II

PROJECT FINANCING

A comprehensive funding scheme is required for social demonstration. A project in a rural community like Shantumbu requires direct financial assistance from both public and private sources in the form of grants and long-term loans at favourable rates. Other forms of assistance will be lines of credit and in-kind contributions of goods and expertise. While the community must move as quickly as possible to assume responsibility for the cost of development, outside financial leverage is necessary to break through the present adverse economic situation. It is, therefore, crucial both to bring such external resources immediately to the services of the community and to maintain them only for the period of time necessary for generating self-dependent local economic activity.

FUNDING

The 16 Actuating Programmes provide the means for an initial analysis of the Project cost, as well as the broad funding patterns. Plate 6 shows the estimated cost of the first year of each programme broken down into capital expenses, salaries and operating expenses. Plate 6A provides a picture of the projected four-year costs. It is anticipated that at the end of the third year, outside support of the Project itself would not be necessary. The major component of the first year budget at 57.6% is for the capital costs to undergird the economic development and provide a rapid expansion of Essential Services, particularly in health-related programmes. It

is anticipated that the total village income will increase by three times in the first year. This increase would come from salaries paid to the local people for direct Project work. Over the four years a decreasing amount of direct funding will be needed to support salaries, as programmes begin to generate their own incomes. Plate B illustrates the principles of economic self-sufficiency as the flow of outside funding decreases and the village capital increases. This move requires a total, comprehensive development approach. Through the intensification of agriculture, the introduction and expansion of village industries and the provision of essential services within the community, a stable economic base will be established, which will maintain the project's momentum in the future.

III

IMPLEMENTING FORCES

GUILDS

The 16 Programmes provide the framework for local participation and give direction to the necessary organisation of the community residents who will do the work of implementation. Those of all ages who participate could form a series of working groups, a modern form of the ancient guilds. These groups could then sub-divide into task forces to do particular jobs related to varied aspects of programme implementation. Through the guild structure, these citizens could also do continuing planning and evaluation.

COMMISSIONS

This organisational format would provide the structure through which the entire community could participate in decision making about the future of the village. The programmes of the Shantumbu Human Development Project could be grouped in relation to two commissions responsible for co-ordinating the unified operating focus of the Project. One commission could deal primarily with social development, the other with the economic. Such commissions, comprised of the guild and other community citizens, would include both men and women, youth and elders, so that there would be a representational cross-section of the village. Co-operation on such a broad basis is vital to the success of effective village development. The commissions would also need to have participation from the auxiliary staff and the Guardians, who would catalyse and support the project.

GUARDIANS

The Guardian and Patron networks assure the continuance of external support to the Shantumbu Human Development Project. Such a supportive network would allow for the participation and assistance of governmental agencies as well as the establishment of relationships with private sector forces across the nation and the world. In addition to funding, outside support would include information sources, advocacy and access to services and expertise not presently available within the community. These networks will be invaluable to Shantumbu.

AUXILIARY

Finally, the Actuating Programmes indicate the form of the catalytic force, referred to here as the auxiliary. One of the indices of a dynamic human development project is the presence of a catalytic body that brings dedication and methodological expertise to the task at hand. Functionally, this group engenders motivity in the community at large and continually seeds its imagination, thus enriching and focusing its understanding of the development task. It also provides ongoing training, most of which goes on informally as people work shoulder to shoulder on a common task. Such training makes possible the continual emergence of new leadership. The presence of such a body whose membership is international as well as Zambian, provides a continual freshness of perspective which enables the community to grasp its task in a creative fashion. When this perspective is placed in dynamic relation to the intimate knowledge of the community and the practical wisdom of long-time residents, a reservoir of effective energy emerges. In Shantumbu today, such a force of people needs to include farmers, basic education specialists, health personnel, nutritionists and industrial developers. Also needed are leaders in mechanical skills, architects and civil engineers, bilingual teachers in Soli and English and business management specialists. Each member of the auxiliary will be charged with the responsibility of equipping one or more understudies in his area of expertise. These understudies, in turn, will then be prepared to assume leadership responsibilities within the community.

IV

ANTICIPATED BENEFITS

ANTICIPATIONS

Since Shantumbu is committed to be a showpiece which will serve as a pilot illustration of possibility for similar locations, it is important that an imaginal picture of the anticipated benefits of the Project be spelled out. Rather than state in abstractions the objectives of the model village, it will be more valuable to try to describe what a traveller will see on his journey to the village in six months time. The hundreds of things the visitor might see are organised into seven arenas.

CENTRE

Probably the first introduction for a visitor to the Project will be the colourful road signs in southeast Lusaka directing him to Shantumbu. He drives on the newly-paved road taking him the 16 kilometres to the village. There he is greeted by a large arch across the road with a sign saying: "Welcome to Shantumbu, Zambia's Human Development Project" written in the English and Soli languages. A short way up the road he comes to the Shantumbu Civic Complex. On the way he sees clusters of recently-build round brick houses with bitumenastic reed roofs. He stops his car in front of a complex of large square buildings. He is immediately met by a broadly-smiling

African woman wearing a long colourful dress. They walk to the largest of the buildings. Inside, his guide informs him that this is the Community Hall where the residents gather for their weekly planning meetings and montly celebrations. They enter a small room where he sees a few people before a large cabinet of mail slots. The man behind the nearby counter is busy selling postage stamps and making change for the community's first public telephone. The visitor is then taken to the new Health Centre to find the community doctor talking to one of the village mothers about the proper diet for her newborn child. The doctor then greets him and shows him through the Centre. The visitor is shown the new outpatient room, the children's clinic and the pharmacy. He steps outside where the civics building is under construction. This will house the new police and court facilities and the essential records for the village.

VILLAGE

The visitor then is taken down a paved stone path lined with varied coloured flowers and shade trees. They enter an open area where he sees the round houses and notices that there are four of them. The guide tells him that this is the first cluster of homes in the new Model Village and that two other clusters are now being built by the residents beyond the neatly-planted shrubs to the left. He is attracted by the sound of laughter and in the middle area between the houses he sees a group of women chatting together as they wash their clothes in four outside tubs. One of the women readily agrees to show him through her model home which her husband and the Village Work Corps have recently built. He is impressed by the expertly laid soil-cement blocks of the exterior. They were pressed in the village by the Building Materials Industry. He steps up onto the concrete porch and inside he is surprised to find a large central living space, three bedrooms with built-in beds, seating, and a kitchen where a pot of nshima, the local maize meal, is cooking on the stove.

TRAINING

As he visits the Village Pre-school, he finds himself drawn by the vitality of the children's singing and is struck by the sight of 250 students in bright burnt-orange uniforms clustered around small tables. He notices mothers leading the classes while aides pass out coloured crayons. In the school kitchen three women are being taught by a professional nutritionist how to plan and cook nutritious meals. He is told they attend classes in the evening where they also learn homemaking skills. Nearby, the primary school has dismissed and the students are taking part in after-school sports, tutorials and job skills training. He also sees two alert young men repairing an automobile under the guidance of a mechanic. This is one of the courses in the Adult Training Institute. Upon enquiry he discovers that forty of the local residents who have received training in various trades are now employed in Lusaka. A young woman who teaches in the Institute shows him several groups of elder citizens chatting in English. She explains that this literacy programme has opened up a whole new world for the villagers. The visitor quickly realises that education is taken very seriously

in the village.

SERVICES

Motor transport has been arranged to complete his tour of the Shantumbu area. He then walks to a bright orange minibus with "Shantumbu Transportation Service" lettered in black across its side. He is told that this bus is part of the daily service to Lusaka and also serves as an emergency ambulance when needed. As he rides down the main road to see the other nine villages, he notices some women balancing water buckets on their heads. A little further he sees other villagers gathered around a pump. They are drawing water from one of the three recently-drilled deep wells, the only source for safe drinking water. His guide explains that direct water taps to the homes have already been installed in the Model Village. The poles the men are now putting up along the road are for electric lights for night travel and the Government will soon finish bringing electricity from Lusaka.

COMMERCE

The minibus stops near the village market area and the visitor walks to a large reddish building where bicycles are being repaired, a tinsmith and his four apprentices are working, a group of women are making clay pottery and an old man is training five young men in manufacturing woven-reed furniture. The tinsmith tells him that just over the hill a sizable brick factory is turning out hundreds of pressed soil-cement bricks a day, the type used in village buildings. The manager of the general store greets the visitor as he enters. He enquires how such a store was started and the manager explains that he obtained a low-interest investment loan from the credit office of the Commercial Trading Company. The visitor then comes upon a large open-air market filled with vegetables from the village farms. The Farm Co-op office contains large bags and a scale filling one side of the room while several men are gathered around a desk at the other side. They are scheduling the next truck to bring local produce to Lusaka markets.

FARMING

After leaving the office, the visitor is driven to the community farm. Spreading out in front of him are rich, well-irrigated fields of vegetables, maize, sorghum and other crops. He hears a motor in the distance and sees a tractor deep ploughing a field where the first wheat crop will be planted. Next, he goes to the orchard nursery where strong fruit trees have been produced by fruit branches grafted to lemon tree trunks. Over ten varieties of fruit trees will be transplanted to the orchard in three months. Near the Model Village he sees the demonstration stock feed yards. The black and white cows are being led into the milking shed while young boys are herding the beef cattle out into the pasture. Down past the compost pile is a new piggery. It has a tin roof, sloping cement floors and well-stocked pens. Enticed by the noisy clucking sound, he enters the new chicken house and sees a thousand black chickens in a row of coops. They are layers and meat chickens. Outside the sheds, the visitor is surprised to see below him several men emptying cans of

poultry manure into a large pond. This is the way, he is told, the tilapia fish get fed. They will be ready to harvest for market in two months time. It is obvious to the visitor that the village farmers have decided to expand their income through diversified farming.

SOCIAL

Later in the afternoon, he is driven to one of the village's new sports arenas. He watches an inter-village soccer match and is fascinated by the agile movements of the young athletes. He is happy to become part of the crowd of spectators and share their enthusiasm. As evening falls, he is driven for a last visit to the Civic Complex. There he follows a group of village adults to a community meeting. He experiences a tingle of excitement as they open their meeting by singing songs, harmoniously blending their voices. All nine village headmen are sitting in chairs at the front. He hears reports on the new section of road now completed, on the bumper harvest from the community farm, on the approved plans for the next 16 model houses and the 30 young men who have passed their trade apprenticeship examinations. A village celebration is planned for Saturday night to rejoice over these recent victories. There will be traditional dances, music, story-telling contests, exhibitions from local artists and plenty of food and drink. After the meeting, the community gathers around the visitor's car and sing their special send-out song to him, begging him to return again soon.

MOTIVITY

Later when the visitor reflects on his journey, he will realise that what impacted him most was the people themselves. He will remember their vitality, hard work and dignity. When he recalls the spirit of corporateness in the way they worked together and the hospitality with which he was received, he will sense that something has happened to these people. Their excitement about what they are doing will affect his own spirit. He understands himself to be fully welcomed to the community. What he found in rural Zambia in a formerly isolated community will make him wonder: "If Shantumbu can do this, why cannot every village throughout Zambia and the world?"

V

REPLICATION SCHEMES

LOCAL

The Shantumbu Human Development Project is a pilot project in the socio-economic development of a rural community. Local replication of the Project would involve several steps. One would be the systematic sharing of the Project in other communities through speaking engagements by local project staff. Visitation programmes would be devised whereby leaders and residents of other communities would visit Shantumbu. One-day local community meetings would also be held. People from other communities interested in replication would be invited to attend as a step in exploring ways to move in their respective communities. Concerned leadership would be trained in project

methods in a Social Methods Institute. Finally, a consult similar to the one held in Shantumbu would be initiated in these communities in consultation with the ICA and Shantumbu residents.

A nationwide replication effort of the Human Development model would be of signal value for the communities of any country. It would provide concrete and constructive form for the movement toward local responsibility and the cry for local social transformation. Replication could benefit a nation as a whole in a number of ways. It could demonstrate a viable approach to socio-economic revitalisation of the rural community. It could be a model for creatively recovering community space, providing adequate housing for all residents and engaging every citizen in community decision-making. It could demonstrate an approach to community education which empowers every citizen's social participation. Finally, a Human Development Project is a demonstration of the recovery of community as a human environment. Practical replication steps would require an effort similar to that described in the preceding paragraph on local replication. It would be necessary to involve local people and solicit the support of the public and private sectors at all levels. The work of the ICA over the years in 24 nations has built a foundation of support and responsiveness which would greatly facilitate the move to replication.

NATIONAL

The replication of this Project raises further issues about the necessary catalytic staff and the community training involved. The number of catalytic staff members needed for replication would be proportionately lower than that of the pilot project. Creating a network of model communities across Zambia would require a staff of ten people for each community for a period of two or more years. This staff would live and work with the people of the community sharing with them a variety of skills. The staff as a unit would encompass a range of expertise, but more important than this would be the deep concern of each staff member for the renewal of community life. Such core groups could be made up of people from both the public and private sectors. They could be people from across the nation, possibly including university students whose degree requirements incorporate a year of field placement. The ICA is prepared to provide practical training institutes in comprehensive community development methods for such local replication forces. These training institutes would be at least one month in length and accommodate 50 to 60 trainees. Classroom work would be involved, but most of the time would be used for practical field training in the pilot project and local replication experiments.

PERSONNEL

Through an operating Human Development Project, the ICA could provide training resources for replication in other locations throughout Zambia at minimal costs. The programme budgets for each replication project would be built on the basis of local necessity and could be supported to a large degree by allocated funds made avail-

FINANCING

able through the normal broad-based channels of public and private support as well as long-range public and private loans. Local people in each situation could participate directly through contributions of time and effort as well as direct cash contributions. The possible sources of direct economic support both in and outside the community would be greatly expanded by the successful accomplishments of the Human Development Project in process.

VI

SUPPORT SYSTEMS

SELECTION

During the past year the Institute of Cultural Affairs surveyed rural villages around the Central Province of Zambia in anticipation of establishing a pilot Human Development Project. The Shantumbu area was finally selected for several reasons. First, although it is a rural community it is located close enough to the city of Lusaka to be accessible to visitors who wish to see rural Zambia coming alive. Second it is dramatically in need of socio-economic development. Third, the Project would involve centralising the community, which is in line with the Zambian government's present policy. Fourth, and perhaps most important, the local residents and their community leaders are ready to move immediately towards the socio-economic development of Shantumbu.

STAFF

The Institute of Cultural Affairs is ready to provide the consultant services necessary to support the work of the Shantumbu Human Development Project in the coming year. This means assigning staff to serve as the project auxiliary. The skill and experience of the auxiliary will be intensified by a systematic interchange of information with staff and local participants in Human Development Projects across the world. Assigned staff are living in Shantumbu and work full time in the Project. The expenses of the staff have been written into the various programmes in which they will be directly involved.

SUPPORT

The ICA stands ready to assist community leadership in procuring cash or in-kind contributions for programme enablement. By working with the Guardian network, local residents and auxiliary personnel will be in a position to seek support from both the public and private sectors. The funding objective for the coming year will be to develop a base of support for Shantumbu through the gifts and grants of corporations, agencies, foundations and interested individuals. At this point in its history, it is necessary for the Project to depend on outside funding. Over the long term, however, the Project will be recreating the financial foundations of the community and lessening its dependence upon external funds.

By July, 1977, twenty-four Human Development Projects will have been launched globally. During the past twelve months, eight

SHDP

ICA Consultants

DIRECTION

Projects were established in Australia, India, Kenya, the Marshall Islands, the Republic of the Philippines, the Republic of Korea, the United Kingdom and the United States. The Shantumbu Human Development Project is the fifth of sixteen to be initiated this year and follows Egypt and Washington D.C. The ICA anticipates that the Shantumbu Project will be of service to the nation of Zambia as one of the many signs already present in this nation that local community is being renewed by local man.

PROJECTED COSTS

over four years

ICA Consultants

Key: 1.0 = K1000

years programmes	I	II	III	IV	Total Cost
	FY 1976	FY 1977	FY 1978	FY 1978	
1 Early Learning Centre	13.65	5.67	1.85	1.05	22.22
2 Functional Education Academy	5.77	2.97	.75	.30	9.79
3 Adult Training Institute	4.64	3.21	1.05	.60	9.50
4 Essential Services Network	86.92	25.41	6.40	1.90	120.63
5 Community Health Department	12.71	8.28	2.45	1.20	24.64
6 Public Facilities Complex	11.69	2.95	.91	.30	15.85
7 Village Work Corps	18.52	12.75			31.27
8 Shantumbu Model Village	78.68	3.75	.75		83.18
9 Shantumbu Community Farm	51.62	26.38	4.40	1.20	83.60
10 Marketable Crops Enterprise	23.38	8.08	4.00	2.40	37.86
11 Extended Livestock Combine	21.22	10.62	.63	.30	32.77
12 Land Irrigation System	29.37	10.27	1.50	.90	42.04
13 Farm Management Co-operative	8.96	4.36	1.33	.15	14.80
14 Retail Business Association	18.14	9.63	1.10	.45	29.32
15 Commercial Trading Company	35.15	26.27	2.90	.30	64.62
16 Small Industry Corporation	20.27	7.02	1.60		28.89
Total	K440.69	K167.62	K31.62	K11.05	K650.98



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