KAPINI
Human Development Project

CONSULTATION
SUMMARY STATEMENT

KAPINI HUMAN DEVELOPMENT PROJECT

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 the
Kapini Human Development Project Consultation
which took place in
Kapini, Kabwe Rural District, Zambia
26 February to 4 March, 1978
organised by
The Institute of Cultural Affairs

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PROLEGOMENA

I

THE LOCATION

The Kapini Human Development Consultation was the beginning step of a comprehensive development project by the people of the Kapini area. The residents of three official villages, Kapini, Mulowa and Malekano make up the area's population. Linked to Lusaka by the tarmac Great North Road, Kapini spreads three miles to the west over fertile land which is spotted with scrub trees and bushes and covered by tall grasses during the rainy season. The Project is a comprehensive effort that involves both the social and economic development of the area. It was begun by villagers and concerned citizens of Lusaka with the encouragement of government officials. Its intention is to expand the economic base by increasing agricultural yields and maximising the use of the land; extending local industry; providing services through a centralised village location; and by commercial ventures. The Project equips residents with effective skills and methods for development and is seen as a demonstration which is adaptable to any rural community in Zambia and therefore, can be duplicated elsewhere.

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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. The philosophy of Humanism is central to the nation, emphasizing the freedom, dignity and worth of every man. Since independence, this philosophy has emphasized the responsibility of local people to develop the nation economically, socially and politically. Toward this end, the country has focused on Zambianisation, practical educational reforms, and self-help construction of housing, public facilities and roads. Zambia has charted a new course as a non-aligned nation and has

ZAMBIA

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-agriculture is seen as a key to the future, and rural development is a top priority. 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 Kapini Human Development Project will develop methods and models toward accomplishing this task.

LUSAKA

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 from Livingstone, 230 kilometres south, to Lusaka. This inaugurated a long period of town planning. Lusaka became a city planned by and for Europeans and other non-Africans. They created a "garden suburb" city where distance was no object because 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 bacame 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. Employment 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. Opportunities for private ownership of houses, including low cost units, have been greatly increased by the removal of legal and administrative difficulties development of loan programmes and the self-help building policy implemented by the government. Thus, the rapid growth of the urban population has been met in a progressively effective manner. 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.

KAPINI

The savannah landscape of the Kapini Village, "Between Two Rivers", extends west of the Great North Road. Most of its 1100 residents live in scattered houses of mud brick with thatched roofs. Although some residents work in Lusaka, most live by farming small plots of maise and vegetables during the rains. Much clearing has to be done before building and planting can take place. The people of Kapini, predominantly of the Lenje tribe and language, have been rooted in the area for over one hundred years. Other tribal groups represented in the area are the Soli, Tonga and Zulu. They are a steadfast, serious people who are eager to engage in new ways of developing their community. The symbolic leadership in the headmen of the three villages oversee the use of the land in the area and lead each community respectively. They, along with elected village leadership and the United National Independence Party Branch Chairman, form the Productivity Committee which concerns itself with development of the Kapini area. While not distant from Lusaka, Kapini does not yet experience the benefit of urban services. With the national focus on rural reconstruction, several families have returned to the villages from the city to reestablish their farms, and others work steadily with oxen and hoe to extend their farming plots. The villagers talk about mechanising their farming methods and of wanting to acquire understandings about how to increase their present yields. Because of limited cash income in the area, the villagers are eager for socio-economic change. They know that a new future for the community will require a new way of living.

BASELINE

The Kapini project is located in Chief Mungule's area of the Central Province, 24 kilometers north of Lusaka. It is bounded by the Mwambeshi River on the north, the Great North Road on the east, a dirt road on the south, with small farms extending to the west. The Mwambeshi and Kayosha Rivers branch into many streams. These streams and family wells provide the water for the villagers, though many are dry during much of the year. There are no electrical, health, or sanitation services and little irrigation. One local store sells basic commodities a few hours each day. The nearest urban services are in Lusaka which has only irregular transportation from Kapini. The one road bridge entrance into Kapini off the tarmac has recently been in danger of washing out. Smaller dirt roads throughout the village are often impassable in the rainy season. With only a few vehicles in the villages, most residents walk or ride a bicycle. Because there are no schools in Kapini, the children walk to the nearest primary school which is three kilometers away across the Mwambeshi River. Two churches provide almost the only social

gathering opportunities for most residents. Daily life is spent near home tending the crops, feeding animals, and providing water and food. Consequently, many villagers are unknown to each other. Cash crops are maise, soybeans and sunflower seeds, with other crops of groundnuts, tomatoes, beans and sweet potatoes. Marketing produce is difficult without transport. Outside communication is infrequent and the people struggle against malnutrition, disease, and their subsistence level of living.

II

THE CONSULTATION

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 Institute offices in more than 100 major cities serving 24

AGENT

nations. The Institute, 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.

For the past three years the Institute of Cultural Affairs, Zambia has been training people concerned with the development of community life. Extensive training for business, community and church leaders resulted in a group of people who wanted to see a Human Development Project (HDP) started in Zambia. Through encouragement and support from the President's office, the Honorable A. Mutemba, MCC for the Central Province, Mr. R. J. Mapulanga, District Governor of Kabwe Rural, Chief Mungule, Mr. G. Laima MP, and other government and Party officials

ORIGIN

including the Rural Council Chairman, the Councilor and Branch Chairman and the local headmen and Village Committee members, a site was proposed. Most of the Government Ministries received presentations about the nature of the project and the Community Development Department indicated the specific area in which to locate the Project. Kapini village with Mulowa and Malekano villages is a rural area with clear economic and social need. In meetings with the village headmen and their people, it was found that the 1100 residents were willing to work with the

Institute of Cultural Affairs in a Human Development Project. Consequently, a February date was set for a week-long consult to begin the Project.

PARTICIPANTS

The Consult took place in Kapini from 26 February to 4 March, 1978. There were 173 consultants, of whom three-fourths were residents of the project area. Over 100 additional residents were involved in the Consult through visits to their homes throughout the village. During the visits, residents and consultants discussed the hopes, dreams, problems and issues within Kapini. Two afternoons were spent visiting businesses, schools and hospitals in the Lusaka area in order to expose Consult participants to possible approaches for dealing with their local needs. Daily workshop sessions and Consult plenaries pulled together the work of the teams. Of the 23 non-resident consultants, 14 came from Zambia and the rest came from Kenya, the Netherlands, and the United States. The visiting consultants, representing both public and private sectors, came to the Consult at their own expense. Expertise they contributed covered a broad spectrum of skills and experience. Specific professions included civil engineering, production, agriculture, medicine, linguistics, business management, community development, communications, elementary and secondary education, retail business and job skills education. The Kapini Project residents who attended contributed their expertise in such areas as farming, law enforcement, pre-school education, retail business, cooking, primary education, and construction.

DESIGN

This diversified group of consultants acted as a unified research body using methods of comprehensive community reformulation. First, the consultants charted the Operating Vision of the people of Kapini. Second, they discerned the Underlying Contradictions which block the realization of that vision. Third, they built a set of overall Practical Proposals for dealing effectively with the Contradictions. Fourth, they created a Tactical System by which the proposals could be realised. Finally, they discerned the Actuating Programmes which would allow the application of between field work as they worked in teams interviewing residents, investigating resources and studying alternative possibilities, investigating resources and studying alternative possibilities, and in plenary workshops in which the collected data from team reports were formed into the corporate product of the Consult. The aim of the Consult was to assist residents of Kapini to create the content of the Project and to empower its impact upon the whole community.

The people of Kapini enthusiastically took responsibility for the set-up of the Consult within the area during the rains, which made work difficult. For two weeks, forty representatives of the

village battled to save the land bridge which is the only entrance to the Kapini area from the tarmac road. Though severely damaged and nearly washed into a 20 foot gorge, the bridge still stands. Others worked to build the "tent village" which housed consultants and resident staff in the centre of Kapini. As the Consult began, over 700 people gathered to participate and to witness the first evidence that something new was about to happen in Kapini. During the entire week, people representing diverse segments of the community came by 7:00 hours in the morning to participate in the planning, leaving after dark to return to their homes. Community women cooked three meals a day for the 173 Consult participants while youth daily carried water from a neighbouring well. The public and private sectors gave strong support to the Project through donations of food, furniture, an electric generator, tents, and transport vehicles. Professionals from Lusaka and the Mungule area came to offer their expertise and advice on road repair, the digging of wells and the establishment of a community farm. By the end of the Consult, land was donated by a villager for the

IMPACT

demonstration farm and a nearby farmer brought his two tractors for ploughing the area and donated six bags of soybean seeds. Ten Consult participants volunteered to be responsible for the farm. A retail store was in operation at the close of the Consult selling basic foodstuffs. The Kapini Credit Union raised money loaned at 5% interest to the store for purchasing items. Using a scale donated by a business in Lusaka, 40 babies under one year old were weighed and their health records established. The Kapini Preschool was opened with 104 children taught by seven volunteer teachers. During the closing feast of the Consult one local villager said, "Now I know when I run into a rock in the road, I can do something to remove it."

FOLLOW-UP

The task following the Consult is to initiate the implementation of the tactics which are outlined in the Actuating Programmes reported in this document. First, this will involve the regular meeting of the local leaders, the residents of Kapini who participated in the Consult, and other interested community people to plan the implementation of the programme. 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 the support and participation of the Zambian business community and professional and business contacts beyond the nation. Finally, Project initiation will require that a catalytic staff reside in the community to begin training the villagers and building incentive which will raise this particular African sign of social renewal.

III

THE PRESUPPOSITIONS

Virtually any local community contains the elements required for a Human Development Project. In the past twenty years, the work of the Institute of Cultural Affairs in rural villages, urban neighborhoods and suburban townsacross the globe has confirmed the fact that everywhere there is local community, there is readiness and 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 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 characterized 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 project 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.

FORMATION

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 developed. 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 effectively applying public 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 locally producing 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

ECONOMIC

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 community, district, county, provincial and international levels.

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 catalyse 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.

SOCIAL

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 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 agents which 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 agents 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. Fifth, although the acceleration and stabilisation of leadership training and programme implementation must be phased

ACTUATION

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 Consultation Summary Statement is the tangible product of the Consult. It is designed to reflect and interpret the research findings. The Prolegomena, or introduction to this document, provides an inclusive overview of the Consult. The document then delineates in five major sections the five phases of methodological steps which shaped the design of the five days. The first section describes the Operating Vision out of which the residents of Kapini live. The second section is concerned with the Underlying Contradictions which locate the major deterrents to human development in the community. The third reports the Practical Proposals which serve as a model for future operation in light of the discerned contradictions. The fourth describes the Tactical Systems which detail the practical action necessary to initiate social change. The fifth sets forth the Actuating Programs which focus the tactics and simultaneously inaugurate all aspects of the social and economic development plan. The Epilogue then addresses the issues of 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 Kapini in creatively focusing their efforts and concerns on the task of reshaping their community. 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 those who will work in Kapini and as a guide to those who replicate the Human Development Project elsewhere.

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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 Kapini. Such a vision for 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 Kapini 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 homes. 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 153 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 Kapini. It was

in relationship to this model that the Underlying Contradictions could be discerned in the subsequent phase of the Consult.

The Operating Vision Chart (Plate 1) is the result of the first phase of the Consult. The three major sections of the Chart indicate the overarching arenas of the vision held by the people of Kapini. Each section reflects a deep desire on the part of the residents to put their hopes into physical form. Section A, "Toward Increasing Economic Enterprises" shows a consciousness that agricultural and commercial structures must be extended if Kapini wants to grow and develop. Section B, "Toward Promoting Village Cooperation," 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. Section C, "Toward Meeting Physical Needs," reflects the community's desire to improve their individual living conditions and the supply of basic services. The chart is further divided into seven master categories which hold 27 components of the Vision. Each component is subdivided into four facets of the Vision, giving a total of 108 separate items. These items form the substance of Kapini's dreams for the future. The first two master categories deal with Expanded Farming and Commercial Ventures. The central three deal with Community Forms, Practical Training and Formal Schooling. The final two deal with Living Conditions and Basic Services.

RESULTS

II

A major theme in the Operating Vision is economic self-sufficiency through expanded farming and new commercial enterprises. Among the agricultural improvements envisioned is increased crop production, more land under cultivation and crop diversification. Water resources for livestock and various irrigation methods is a hope of Kapini residents. Farmers desire better cattle care and breeding and expansion into new small livestock ventures. New local industries related to agricultural products and in other areas is a dream for villagers. The community hopes to open retail stores to provide goods for themselves and attract other shoppers to their community. Farmers and beginning industrial leaders long for wholesale markets for buying and selling. Villagers wish to develop an equipment pool which would provide the best equipment to the majority of people who now struggle with equipment inadequate for the desired economic expansion.

ECONOMIC

Humanism is a way of life in Zambia. The people of Kapini Human Development Project, scattered through three villages, see the need for working together on crucial everyday needs. They envision corporate action in practical training and in developing agricultural skills. They see demonstration gardens, various

irrigation techniques, and modern fertilizers as parts of this development. Women dream of a centre for learning domestic arts, crafts, and new creativity in cooking and sewing. An important hope is for formal school from nursery ages through primary school with trained teachers and new buildings in the village. They would also like a secondary school. The people plan to build a community centre to include a new meeting hall, library, and a

SOCIAL

housing development. New homes would be low cost but include plumbing and other comfort features of urban housing. Villagers long for catalytic community events such as celebrations and they seek ways to engage both elders and children in projects and social gatherings. They are eager for community wide recreation programmes, especially sports events. They foresee football games and field days as recreation for the entire community.

Crucial to a vital lifestyle is a comprehensive health system with preventive, curative, and educational components located nearby for easy access. The desire for a year round supply of safe water was clearly expressed in the vision. The village would like to have the education and food to provide nutritious meals for their families. There was also a hope that a system for ensuring safe and secure homes and property could be devised. Improved

ENVIRONMENT

transportation was an important concern of the residents. This involved the hope for improved roads, new bridges, better paths and a desire for more regular transport to urban centres. Villagers would like electricity for new industries and businesses and for home use. A post office and telephone service for emergencies, and a variety of communication forms are also part of their dream. Kapini wants the living conditions and basic services now available in urban areas and certainly possible for everyone.

Kapini
Human Development Project

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OPERATING VISION CHART

A Summary of the Existing Operating Vision of the People of Kapini

February 1978
Consult

Plate 1

A – toward INCREASING ECONOMIC ENTERPRISES
foundational sustenance

I EXPANDED FARMING

insuring	INCREASED CROPS
providing	IRRIGATION SUPPLY
establishing	CATTLE CARE
extending	LIVESTOCK RAISING

- Vegetable Crops
- Tree Nursery
- Maximised Production
- Farm Mechanisation
- Mwembeshi Dam
- Crop Watering
- Cattle Water
- Distribution System
- Cattle Dip
- Fenced Grazing
- Regular Inoculations
- Community Crush
- Fish Industry
- Chicken Farm
- Small Animals
- Livestock Marketing

II COMMERCIAL VENTURES

instituting	LOCAL INDUSTRIES
opening	RETAIL BUSINESSES
starting	WHOLESALE MARKETS
maintaining	EQUIPMENT POOL

- Construction Materials
- Food Processing
- Clothing Factory
- Youth Employment
- Kapini Stores
- Local Bank
- Petrol Station
- Carpentry Shop
- Produce Depot
- Local Products
- Cooperating Board
- Wholesale Shop
- Farm Machinery
- Leasing System
- Collection Centre
- Maize Grinder

B – toward PROMOTING VILLAGE COOPERATION
social structures

III COMMUNITY FORMS

planning	MODEL VILLAGE
developing	BETTER HOUSING
catalyzing	COMMUNITY EVENTS
arranging	RECREATIONAL PROGRAMMES

- Village Centre
- Space Design
- Public Library
- Bus Stop
- Low-Cost Construction
- Modern Plumbing
- Home Remodeling
- Model House
- Social Gatherings
- Village Celebrations
- Music Club
- Children's Engagement
- Sports Events
- Football Field
- Community Recreation
- Golf Course

IV PRACTICAL TRAINING

introducing	AGRICULTURAL SKILLS
organising	TRADE SCHOOL
creating	WOMEN'S CENTRE

- Demonstration Garden
- Irrigation Techniques
- Fertiliser Use
- Animal Care
- Management Training
- Mechanical Expertise
- Construction Know-How
- Commercial Skills
- Cooking Training
- Domestic Skills
- Home Craft
- Sewing Lessons

V FORMAL SCHOOLING

forming	KAPINI NURSERY
initiating	PRIMARY SCHOOL
offering	SECONDARY FACILITY
supplying	CONTINUING EDUCATION

- Primary Preparation
- Play Areas
- Early Education
- All Villages
- Certified Teachers
- New Classrooms
- Total Population
- Formal Curriculum
- Village Building
- Functional Education
- Valid Certification
- Trained Instructors
- Basic Literacy
- Educational Opportunities
- Evening Classes
- Practical Methods

C – toward MEETING PHYSICAL NEEDS
basic infrastructure

VI LIVING CONDITIONS

facilitating	HEALTH SERVICES
delivering	PURE WATER
beginning	COMPLETE NUTRITION
structuring	SECURITY CONTROL

- Village Clinic
- Health Workers
- Preventive Methods
- Sanitary Facilities
- Covered Wells
- Community Dam
- Water Testing
- Pipe Distribution
- Child Care
- Increased Vitality
- Nutrition Training
- Community Kitchen
- Police Station
- Security Force
- Emergency Procedures
- Report System

VII BASIC SERVICES

enabling	ROAD IMPROVEMENT
installing	VILLAGE ELECTRICITY
regularising	PUBLIC TRANSPORTATION
building	COMMUNICATIONS SYSTEM

- New Roads
- Drainage Ditches
- Bridge Construction
- Repaired Roads
- Industrial Supply
- Home Lighting
- Generator Station
- All-Village Extension
- Village Transport
- School Access
- Products Freighting
- City Accessibility
- Community Telephone
- Post Office
- Interior Communication
- Emergency Network

PART TWO

UNDERLYING CONTRADICTIONS

CONTRADICTIONS

The second task of the Consult was to locate the basic social contradictions in Kapini. 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. The teams discerned the obstacles as revealed by the field visits in order to identify the objective blocks to the Operating Vision. Upon returning from the field, each team listed its data and built a list of contradictions to the total Vision. The 135 pieces of data were then organised into a comprehensive set of 10 Underlying Contradictions facing the people of Kapini.

RESULTS

Ten fundamental contradictions were discerned as indicated by the accompanying chart (Plate 2). Under these ten contradictions are subsumed all the specific deterrents, obstacles or socio-economic blocks identified in Kapini by the consultants. The chart's priorities read from left to right according to the number of items listed under each contradiction. This method of ordering is not the only criterion 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 135 items listed on the entire chart. The first two contradictions (I, II) list 51 responses or 38 per cent of the total when viewed as a group. The next three contradictions (III, IV, V) total 38 responses or 28 per cent of the responses. The last five contradictions (VI, VII, VIII, IX, X) include 46 responses or 34 per cent of the whole. This pattern of contradictional analysis reveals several basic implications. The first group of contradictions reveals the crucial need to provide opportunities for practical training and to develop unified patterns of community identity. The second group of contradictions exposes the desperate need for a new method of implementing community decisions which would increase the flow of investment capital and the delivery of basic services. The final group of contradictions discloses a yearning for leadership skills to make available essential materials, agricultural resources, an organised work force and commercial enterprises. These ten contradictions provide the basis for future proposals. The following pages contain a concise one-paragraph statement for each contradiction.

Kapini
Human Development Project

ICA Consultants

UNDERLYING CONTRADICTIONS CHART

February 1978
Consult

Plate 2

I THE UNAVAILABLE OPPORTUNITIES FOR PRACTICAL TRAINING IN KAPINI	II THE DISJOINTED PATTERNS OF COMMUNITY IDENTITY IN KAPINI	III THE INSUFFICIENT FLOW OF INVESTMENT CAPITAL IN KAPINI	IV THE INCOMPLETE IMPLEMENTATION OF COMMUNITY DECISIONS IN KAPINI	V THE SPORADIC DELIVERY OF BASIC SERVICES IN KAPINI	VI THE INADEQUATE PROVISION OF ESSENTIAL MATERIALS IN KAPINI	VII THE UNORGANISED DEVELOPMENT OF WORK FORCES IN KAPINI	VIII THE UNDERDEVELOPED USE OF AGRICULTURAL RESOURCES IN KAPINI	IX THE UNDIRECTED APPLICATION OF LEADERSHIP SKILLS IN KAPINI	X THE UNREALISED POTENTIAL OF COMMERCIAL ENTERPRISES IN KAPINI
Untapped Local Talents	Unselfconscious Community Style	Inaccessible Farm Loans	Irregular Village Meetings	Impassable Village Road	Unavailable Building Materials	Nonexistent Security Patrol	Undesignated Poultry Area	Uninitiated Social Methods	Distant Namboard Services
Limited Budget Knowledge	Restrictive Family Sociality	Unestablished Cooperative Union	Minimal Community Organisation	Poor Drainage System	No Transport Vehicles	Undertrained Equipment Operators	Inadequate Grazing Land	Underdveloped Leadership Skills	Inaccessible Food Markets
No Funding Expertise	Inhibiting Social Patterns	Limited Family Income	Few Decisional Opportunities	Difficult Freight Transport	Minimal Farm Machinery	Ineffective Road Maintenance	Undeveloped Fish Potential	Unorganised Education Leadership	Underdeveloped Commercial Ventures
Underdeveloped Farming Skills	Ineffective Village Groupings	Unavailable Banking Services	Uncoordinated Corporate Activities	Undeveloped Health Services	Costly School Construction	Unengaged Volunteer Labourers	Restrictive Subsistence Farming	Undertrained Women Leaders	Unestablished Grinding Mill
Undesigned Domestic Classes	Unfamiliar Government Procedures	No Savings Funds	Incomplete Educational Proposals	Unprovided School Lunches	Non-Existent Equipment Pool	Unsuccessful Crop Security	Unbred Dairy Cattle	Unplanned Adult Education	Unrequested Namboard Depot
Little Irrigation Knowledge	Noncorporate Decision Making	Costly Building Materials	Unformed Follow-up Structures	Insufficient Preventive Medicine	Unobtainable Farming Tools	Irregular Task Accountability	Unproductive Land Use	Unfocused Planning Methods	Undefined Business Centre
Inaccessible Agricultural Schools	Scattered Housing Locations	Mistrusted Funds Management	Unment Structural Needs	Little Services Information	Unconstructed Teachers' Houses	Unscheduled Work Days	Limited Farm Mechanization	Few Trained Planners	
Insufficient Technical Skills	Infrequent Neighbour Contacts	Low Business Capital	Underdeveloped Planning Skills	Partial Road Maintenance	Expensive Training Facilities	Unclear Volunteer Structure	Ineffective Grazing Methods	Limited Village Management	
Undertrained Poultry Raisers	Unstructured Initiation Ceremonies	Scarce Start-Up Funds	Unassigned Public Land	Irregular Public Transportation	Inadequate Construction Equipment	Unmotivated Work Forces	Unskilled Livestock Management	Ineffective Meeting Format	
Unskilled Work Force	Isolated Family Engagement	Restrictive Farm Capital	Unclear School Design	Undeveloped Water Resources	Unacquired Teaching Materials	Irregular Work Patterns	Unused Farm Fields	Insufficient Leadership Training	
Limited Construction Builders	Conflicting Tribal Traditions	Non-Functional Credit System	Uninitiated Women's Groups	Unused Government Services					
Untried Farming Experiments	Diverse Geographic Allegiance	Nonexistent School Funds	Unplanned Women's Centre						
Unorganised Work Methods	Small Group Clusterings	Few Local Contributions							
Uninitiated Adult Education	Unknown Outside Services	Insufficient Local Capital							
Unshared Usable Skills	Few Village Committees	Unobtained Business Credit							
Few Agricultural Trainers	Underused Elders' Wisdom								
Unprepared Local Labour	Outside Aid Dependence								
Unknown Training Benefits	Uncoordinated Village Efforts								
Underutilized Women Teachers	Distant District Centre								
Scarce Technical Trainers	Undemonstrated Cooperative Benefits								
Unimagined Women's Training	Undetermined Population Data								
Inadequate Business Know-How	Prevailing Stranger Mistrust								
Unimplemented Domestic Skills	Unsurveyed Child Population								
Inexperienced Business Management	Unfamiliar Government Structures								
Unstructured Child Learning	Infrequent Public Gatherings								
Unused Female Talent									
26	25	15	12	11	10	10	10	10	6
I		II			III				

CONTRADICTION I

The Unavailable Opportunities for Practical Training

The first contradiction lies in the arena of practical training. New educational forms are being called forth in the Twentieth Century by the continuing development and specialisation of commerce and industry. The increased acquisition of technical expertise and functional skills not included in formal education has become critical. Kapini is essentially an agricultural community, but has been exposed to recent technological advances which would allow improved crop production, small businesses and local industries to be productive means of self-support. However, the village finds itself with a critical shortage of residents with the particular skills to take advantage of such opportunities. Additionally, there are few people in the village who are qualified to teach. The necessity of devoting all efforts to the pursuit of subsistence-level farming and the distance and travel cost to any practical training schools makes it virtually impossible for working adults or unemployed youth to obtain these skills. Business and financial knowledge, the use of construction and mechanical equipment and improved farming methods are a few of the practical skills which local people must have in order to become a self-sufficient, self-reliant community. The talents of the women in the village are largely unused yet there is a strong desire for domestic skills training. The need is critical for structured forms of child training but village women capable of teaching children lack the practical training to enable them to teach. The commercial potential of the community is just becoming known to Kapini residents. Kapini is situated only 24 kilometres from the Nation's capital and is rich in natural resources. The difficulty comes in being able to see how residents can develop the kind of modern business system, marketing expertise, management skills and sales ability that commercial education affords today. Unless broad and comprehensive practical skills can be effectively acquired and utilised by the people of Kapini, the economic and educational growth of the community will remain dormant or even decline and the village will be unable to effectively participate in the broader development of the nation.

CONTRADICTION II

The Disjointed Patterns of Community Identity

The second contradiction lies in the arena of community identity patterns. Communities around the world are finding a new understanding of their community identity emerging from the shifting roles and images required to cope with rapidly changing world patterns. Individual concerns and actions are being replaced by corporate community endeavours. In Kapini, bloodline allegiance and family-focused lives have collided with the substantial group action required for a livelihood above a subsistence level.

Decision-making structures and organisational forms seem inadequate in the face of modern complexities. Some residents are seldom part of community life because of jobs in distant places, poor local transportation even for children attending schools three kilometres away, physical isolation in widely scattered houses or small clusterings of families; all of which contribute to a sense of fragmentation. The community is unaware of basic population data and therefore knows little of the skills and talent among its residents. The powerful national identity in Zambia is not reflected in local community pride which would enhance national pride already present in the village. The songs and rituals of the nation find no supportive counterpart in the village but only in individuals or small groups. As a result, Kapini sees itself as dependent on outside assistance which, nevertheless, is remote and appears unresponsive because of a lack of corporate understanding of procedures and available services. Unless a unified direction of village life is forged and a corporate plan created for the three villages of Kapini, Malekano and Mulowa as one, the individual longings of Kapini residents will remain unmet despite momentous individual effort.

CONTRADICTION III

The Insufficient Flow of Investment Capital

The third contradiction is in the arena of investment capital, its availability and application in the village. Around the world, communities are seeing the need to utilise their own resources, in terms of both local and global demand. However, in Kapini, residents have been blocked by the unavailability of local and outside funding. Insufficient local funds have resulted in a shortage of capital for farming or business improvement. Limited family income has hampered attempts at raising money for community projects. Further, limited local assets have blocked securing loans for expanded farming, starting businesses and constructing schools or other buildings. Residents have not put minimal family income into savings since banking services are remote and benefits unclear. The concept of forming a local cooperative union for the purpose of saving is unfamiliar to the residents. Also, a past history of financial mismanagement has bred an air of mistrust in local attempts to pool resources. Unless Kapini residents can find appropriate channels of financial support, a self-sufficient economy will not be realised and subsistence-oriented living will continue to undercut development.

CONTRADICTION IV

The Incomplete Implementation of Community Decisions

The fourth contradiction lies in the arena of the implementation of community decisions. In the midst of the growing demands of the modern technological age, local communities everywhere are coming to

understand that economic and social development requires corporate effort. Concerned local residents across the globe are becoming aware that this demands their positive engagement as individuals and as a group in all essential activities of a community. Kapini residents know the corporate needs of their village but, because of irregular village meetings, they have understood this demand only in terms of an individual effort to improve the situation as it exists. There are few opportunities for group decision-making in the community. Widely-separated housing is seen as an obstacle to concerted action. The necessary educational proposals have not been submitted to governmental bodies, resulting in no schools in the community. Since there is no active community planning group, public land has not been assigned for public use, no action has been taken to build a centre where women can receive domestic training and community action on public projects remain unscheduled. Until corporate planning methods and effective implementation structures are initiated and used regularly, Kapini community issues will not be resolved.

CONTRADICTION V

The Sporadic Delivery of Basic Services

The fifth contradiction lies in the arena of basic services. Around the world people in every village, even in developing nations, have the opportunity to participate in the benefits of a complete network of utilities and essential services. However, Kapini suffers because of impassable roads, a partial road maintenance programme and a drainage system incapable of coping with rainy-season flooding. In addition to the inadequate roads, transportation of individuals and goods is handicapped because there are few cars or trucks in the village and because transportation on the highway is expensive, irregular and time-consuming. Farmers are keenly aware of the necessity for a community-wide irrigation network during the dry season, but no concerted effort has been made to provide dams or a water delivery system. There are no structures to supply either preventive or curative health services, and the cost and time of transporting residents to remote clinics or to the nearest metropolitan city preclude treatment of any but the most critically ill. Village children suffer from malnutrition, and there is little opportunity to reverse this condition which is aggravated by severely limited varieties and amounts of foods available from both the land and commercial stores nearby. Increasingly, the village residents have resolved to secure essential services by seeking assistance through the appropriate channels. But the complexity of the procedures involved and the financial costs have combined to produce a growing sense of helplessness in finding the sources of assistance in rural services. Until corporate community action is taken to assure the supply of critical basic services to every village resident, Kapini will be prevented from participating in economic and social development.

CONTRADICTION VI

The Inadequate Provision of Essential Materials

The sixth contradiction lies in the arena of essential materials. In the modern technological age, communities everywhere are aware that plans for all forms of human development critically depend upon materials and equipment. However, in Kapini the cost of supplying such materials has hindered needed programmes for the improvement of community life. Although natural resources abound for the production of building materials, manufacturing and transportation are beyond the reach of the community's ability to pay. Because of these expensive materials, the construction of a primary school and teachers' houses has not been completed. The government will provide support for a school when the building and teachers' housing are constructed by the local community. In the meantime, Kapini children have been able to attend primary school only by walking long, unsafe distances. Much needed construction, road maintenance, agricultural expansion and diversification, local industrial development and improved village housing are all dependent upon the availability of essential machinery and tools; however, none of this equipment is in evidence. The lack of teaching materials is seen as a block to providing early training for village children. Unless action is taken to obtain modern, mechanised equipment and a great variety of materials necessary for developmental programmes, Kapini will remain an isolated and underdeveloped rural area, unable to provide facilities for its residents.

CONTRADICTION VII

The Unorganised Development of Work Forces

The seventh contradiction lies in the arena of the development of community work forces. In the midst of the growing demands of a technological society, local communities are aware that development requires a corporate effort. In Kapini, the division of the community into three villages has tended to work against corporate effort. Except in times of emergency, there have historically been few occasions of cooperative work. Motivation has been unfocused on tasks outside the family setting because a majority of effort is required to meet the physical needs of the family. During the five months rainy season, water drains from a vast area, finally flowing over many of the mud roads in Kapini, doing extensive damage The continual flow of rushing water has severely eroded the earth surrounding the one land bridge that channels the Kayosha River to the extent that the main entrance to the village is virtually impassable. Technical expertise, extensive manhours and a continual working force are required to maintain and repair the roads and the bridge. The utilisation of volunteers has so far been unplanned and work days are not scheduled, so that there are untapped skills and resources in the community. Access to large scale equipment

and training in their operation is difficult. While security for farming products, businesses and livestock has been unsuccessful, an adequate security force has not yet been organised. Until Kapini develops the full potential of its work forces, the trend of environmental deterioration will continue, and necessary public projects will not be completed.

CONTRADICTION VIII

The Underdeveloped Use of Agricultural Resources

The eighth contradiction lies in the arena of the use of agricultural resources. In local areas everywhere, people are calling for diversification of livestock, intensified use of land and development of natural resources consistent with conservation requirements. In Kapini, even with its plentiful rainfall, the dependence on subsistence farming has resulted in only short-range agricultural planning. With the existing traditional farming methods, it has been difficult to meet family food needs. Continuous soil erosion, limited means of fertilisation, inadequately cultivated fields, and uncontrolled grazing practices have all worked to create minimally productive farm land. Farmers have had little experience in poultry-keeping or in mechanized farming methods because of the inaccessibility to a training centre where farmers could learn modern farming methods. Unless ways are found to make more effective use of agricultural resources, Kapini will not be able to undergird its community development programme with increased agricultural production nor to participate fully in the Zambian agrarian revolution.

CONTRADICTION IX

The Undirected Application of Leadership Skills

The ninth contradiction lies in the arena of leadership skills. In the midst of the complex modern world, it has become increasingly evident that the full utilisation of the leadership skills of all local residents is a prerequisite for progress. In Kapini, outdated social methods, unfocused planning, and ineffective meetings are indications that latent local leadership has neither been identified nor motivated to assume leadership roles. Village residents feel the need for training to enable them to participate in organising and planning educational and commercial ventures. The adults, particularly women, have not been able to participate constructively in guiding the community in the solution of its common problems. Until structures are created that call forth and train the corporate leadership potential of the people, Kapini will find itself ineffective in creating ongoing social change.

CONTRADICTION X

The Unrealised Potential of Commercial Enterprises

The tenth contradiction lies in the arena of commercial enterprises. One of the major achievements in the world today is the widespread development of a self-supporting economic base in increasing numbers of local villages. In Kapini, the major economic activity consists of below subsistence farming. Village markets and small businesses have been initiated with marginal success. Although Kapini residents are desperately aware of the need for the development of additional economic enterprises, opportunities for exploring commercial possibilities are limited. An expanded market is urgently needed, but the resources are unatainable. A local NAMBOARD depot is highly desirable as a market to which farm products can be sold and from which seeds, fertilisers and farm materials can be purchased, but arrangements seem overwhelmingly long and complex. There is a need for a grinding mill at which local grains can be ground cheaply, but lack of resources prohibit this from being accomplished. Until Kapini secures additional commercial enterprises, business and light industry will remain undeveloped.

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 Operating 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 Kapini 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 Kapini village.

RESULTS

The Practical Proposals Chart (Plate 3) is comprised of 28 proposals referred to as projects. They are organised under seven master proposals which reflect the decisional responses to the major contradictions. The first three master proposals relate to rapid economic growth in order to move the community from relative poverty to local economic leadership within the national framework. The next master proposal deals with the lack of essential services within or near the village. The remaining three proposals relate to the quality of life in Kapini, calling for renewed social structures, formal schools, and skills training. Separate charts with descriptive phrases containing 112 sub-proposals add detail and clarity to the major categories of the Practical Proposals Chart. These proposals do not indicate what to do but rather point to the arenas within which decisions must be made about corporate action. The specific tactical activities which describe what to do are the concern of the next phase.

Kapini
Human Development Project
ICA Consultants

PRACTICAL PROPOSALS CHART

February 1978
Consult
Plate 3

I ECONOMIC GROWTH PROPOSALS			II PHYSICAL ENVIRONMENT PROPOSALS	III SOCIAL LIFE PROPOSALS		
AGRICULTURAL EXPANSION PROPOSAL A	COMMERCIAL PRODUCTION PROPOSAL B	BUSINESS DEVELOPMENT PROPOSAL C	D	SOCIAL FORMATION PROPOSAL E	FORMAL SCHOOLING PROPOSAL F	SKILLS TRAINING PROPOSAL G
CROPS IMPROVEMENT PROJECT 1	FOOD PROCESSING PROJECT 5	CAPITAL INVESTMENT PROJECT 9	HEALTH SYSTEM PROJECT 13	VILLAGE MEETINGS PROJECT 17	KAPINI PRESCHOOL PROJECT 21	LEADERSHIP METHODS PROJECT 25
FARM IRRIGATION PROJECT 2	CONSTRUCTION COMPANY PROJECT 6	RETAIL OUTLETS PROJECT 10	PUBLIC UTILITIES PROJECT 14	CULTURAL EVENTS PROJECT 18	PRIMARY SCHOOL PROJECT 22	AGRICULTURAL EXPERTISE PROJECT 26
CATTLE RAISING PROJECT 3	OUTSIDE CONTRACTS PROJECT 7	LOCAL MARKETS PROJECT 11	ROAD BUILDING PROJECT 15	FACILITIES CONSTRUCTION PROJECT 19	ADULT EDUCATION PROJECT 23	TRADE SCHOOL PROJECT 27
SMALL LIVESTOCK PROJECT 4	COMMERCIAL COOPERATIVES PROJECT 8	EQUIPMENT SUPPLY PROJECT 12	WORK CORPS PROJECT 16	RECREATION ACTIVITIES PROJECT 20	TEACHERS TRAINING PROJECT 24	WOMENS INSTITUTE PROJECT 28

I

ECONOMIC GROWTH PROPOSALS

The Economic Growth Proposal Arena calls for developing new methods and structures for local economic expansion that will benefit all residents of Kapini and provide a firm base for continued participation in the modern economy. The means by which this can be done is contained in three master proposals designed to comprehensively build on existing structures and create new ways of realising the community's potential earning power. The first proposal calls for agricultural expansion by diversifying and extending present crops, developing year round farm irrigation systems, improving cattle rearing methods and expanding small livestock breeding. All of these will introduce new methods to this predominantly farming community. The second proposal will develop new commercial production ventures particularly in food processing and construction and by establishing outside contractural arrangements. A commercial cooperative project will be instrumental in enabling new industrial development. The third proposal, which deals with business development, will acquire new capital investment means, initiate retail outlets, local markets, and greater cooperative use of available materials and equipment. The realisation of all the economic projects will enable Kapini to be self-sufficient, economically viable and attractive to outside investment.

A

AGRICULTURAL EXPANSION

The Agricultural Expansion Proposal calls for the initiation of new farming practices. The intent of this proposal is to intensify agricultural development so that local farming will be able to keep pace with current agricultural needs and market demands. The Crops Improvement Project will create a demonstration farm, introducing modern farming methods for training purposes, producing marketable crops, and getting advice from trained personnel outside the project. The Farm Irrigation Project centers around constructing dams and water storage areas, as well as improving irrigation by introducing new methods for irrigation and procuring appropriate machinery and equipment. The Cattle Raising Project will improve local cattle stock by introducing breeding techniques, insuring sanitary practices, and implementing up-to-date cattle management practices. This Project will also include establishing a dairy milking centre for local consumption and outside sales. The Small Livestock Project is especially concerned with introducing livestock not usually found in the local area such as pigs,

goats and commercial fish. It also aims to extend the current poultry stock. These projects will more fully realise the agricultural potential of this area.

B

COMMERCIAL PRODUCTION

The Commercial Production Proposal is designed to produce both locally usable goods and commodities for export through cooperative efforts. This will help bring in outside currency and enable money to be circulated throughout the community. The Food Processing Project will get ready for marketing such foodstuffs as ground grain, dairy products, sugar cane syrup and vegetable derivatives. The Construction Company Project centers on those things needed to make construction a viable local industry, such as building a brick factory, obtaining additional building materials, developing a transport system, and organising a community equipment pool. The Outside Contracts Project aims to attract outside commercial interest and target markets for locally produced products. Packaging materials will be sold to urban businesses and Assembly Units will handle locally specialised assembly jobs secured in Lusaka. Village Crafts would be marketed, and a Merchandising Team acting as a marketing force would secure contracts. The Commercial Cooperative Project centers around joint efforts by community residents such as a farmers' union, a businessmen's cooperative, a marketing agency, and a mechanical repair service. All of these projects will breathe new life into the economic health of the community.

C

BUSINESS DEVELOPMENT

Business Development for economic growth is proposed for Kapini village. This includes raising capital, establishing outlets for goods, insuring market access, and providing necessary usable equipment. The intent is to accelerate the development of commerce in the village so that it can be competitive in the larger economic structures of Zambia. The Capital Investment Project will form a funding committee, develop outside capital resources, invest community farming profits and establish a credit union. The Retail Outlet Project will train business managers, open food stores, construct a general goods outlet, and supply relevant business services. The Local Markets Project will establish a local Namboard depot, initiate a cooperative market, increase production of local goods, and construct common warehouse facilities. The Equipment Supply Project will provide regular equipment inventories, corporate utilisation of equipment, common storage space, and establish a maintenance system. These projects will make Kapini a viable commercial unit of the country's economy as well as create greater income to circulate within the community.

II

PHYSICAL ENVIRONMENT PROPOSALS

The Physical Environment Proposal arena is concerned with providing essential services to the residents of Kapini. To accelerate the trust toward better services, this arena proposes local health services, installation of public utilities, an improved transportation system, and the active participation of local citizens in improving their own environment. Projects in this arena will bring the village the basic structures of care which will free the residents for more active and creative participation in transforming their social and economic life.

D

PHYSICAL ENVIRONMENT

The Physical Environment Proposal deals with providing basic services for the total community. There are four major projects within this proposal. The Health System Project will establish a local medical clinic and comprehensive health education. It also will provide access to larger health facilities and the upgrading of local sanitation practices. The Public Utilities Project involves providing village electrical power, establishing a safe water supply, upgrading transportation within the village and with urban centres, and providing internal and external communication systems. The Road Building Project will build new bridges, construct year around roads, improve the footpaths, and develop a regular road repair service. The Work Corps Project will organise a volunteer work force, engage the youth, establish specific task crews and institute a community security network. These projects will deal directly with the obvious physical needs of the village.

III

SOCIAL LIFE PROPOSALS

The Social Life Proposal arena calls for the creation of a model village through the construction of public and private facilities. The facilities will house basic services to the entire area, provide model housing for its residents, locate educational buildings for all age groups, and provide a location for community organisation and leadership training. The first proposal is concerned with the development of social formation through village meetings,

recreational and cultural events, as well as the actual means for construction of the facilities. The second proposal has to do with the establishment of formal schools for young children through adults that will provide imaginal and basic education. The third proposal will establish further training opportunities in agriculture and in various trades as well as programmes for women and will focus on the development of leadership throughout the area.

E

SOCIAL FORMATION

The Social Formation Proposal contains four major projects which will restructure the village area by building a central model village, create community-wide decision-making structures and schedule community events and sports activities. The intent of this proposal is to elicit a common village thrust which facilitates common development of the entire Kapini area. The Village Meeting Project recommends the formation of a Village Council that will coordinate the activities going on throughout the Project area, Community Gatherings where all residents will meet to evaluate the progress of village development and make plans for on-going work, Regular Meetings which include all residents throughout the area in decision-making, and Project Accountability as a structured means to assure progress in development plans. The Cultural Events Project will schedule a variety of community-wide celebrations with local talent, fairs that demonstrate acquired local skills, as well as trips as discontinuous happenings and solicit outside entertainment. Facilities Construction Project will erect the public and private facilities for the model village, schedule sports days, inter-village competitions, adult recreation and special professional sports trips outside the area. This proposal seeks to recreate village community life by allowing total and centralised village participation.

F

FORMAL SCHOOLING

The Formal Schooling Proposal contains four major projects that will provide foundational and imaginal education for both young children and adults. The Kapini Preschool Project will provide comprehensive early education while engaging parents in on-going plans for the school, training additional support staff as a means of extending teaching skills within Kapini, and acquiring common colourful preschool uniforms which will be a visible symbol of care for this age group. The Primary School Project will raise, from both inside and outside Kapini, funding required for construction of the facility, procure all materials for the teachers and children, as well as secure the furniture for the classrooms. The Adult Education Project will locate its classroom space in the primary school for afternoon or evening classes in literacy, basic education, and image expansion using field trips and formal classes. The Teacher Training Project will equip local residents to be teachers in the Preschool, Primary School and in Adult classes assuring that practice teaching experience goes on simultaneously with training. These projects are all geared toward increasing the awareness of local people and providing the

G

SKILLS TRAINING

educational background which will establish them as more effective citizens.

Skills Training is crucial to the creation of significant social life in a model village. It has to do with enhancing and modernising expertise in agriculture, the trades, and leadership methods as well as developing the latent potential of village women. The Leadership Methods Project will broaden the leadership to include more people and train them in group consensus, and motivational skills. The Agricultural Expertise Project will institute a demonstration farm which will also experiment with new crops. It will train people through both formal classes and practical work experience. The Trade School Project will upgrade work effectivity, provide management training, an apprentice programme, and maintenance skills courses. The Women's Institute Project will envision the new woman's role, create celebrative social events, recover arts heritage, and disseminate new domestic methods. These projects will develop the skills required to enable Kapini citizens to lead the whole community toward a new future.

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February 1978

I. ECONOMIC GROWTH PROPOSALS
A. Agricultural Expansion Proposals

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Plate 3A

1. CROP IMPROVEMENT PROJECT	1 Farming Techniques	introducing modern farming methods
	2 Demonstration Farm	starting signal community plots
	3 Cash Crops	assuring marketable all-year crops
	4 Outside Expertise	tapping trained outside expertise
2. FARM IRRIGATION PROJECT	5 Dam Construction	constructing total dam system
	6 Water Storage	setting up water storage tanks
	7 Irrigation Equipment	procuring modern irrigation machinery
	8 Irrigation Methods	introducing new irrigation approaches
3. CATTLE RAISING PROJECT	9 Cattle upbreeding	improving local cattle stock
	10 Dairy Herds	establishing dairy milking centre
	11 Health Maintenance	insuring safe cattle practices
	12 Management Practices	implementing modern management methods
4. SMALL LIVESTOCK PROJECT	13 Improved Poultry	upgrading current chicken stock
	14 Fish Farming	constructing fish producing ponds
	15 Piggery Production	introducing local pig stock
	16 Goat Management	rearing prize goat herds

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I. ECONOMIC GROWTH PROPOSALS
B. Commercial Production Proposal

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Plate 3B

5. FOOD PROCESSING PROJECT	17 Grain Processing	establishing local grinding mill
	18 Dairy Centre	constructing modern dairy barn
	19 Sugar Cane Products	processing marketable cane syrup
	20 Vegetable Projects	instituting vegetable products bottling
6. CONSTRUCTION COMPANY PROJECT	21 Brick Factory	developing soil-cement brick factory
	22 Equipment Pool	organising community equipment pool
	23 Transport System	creating construction trucking system
	24 Construction Material	acquiring basic building materials
7. OUTSIDE CONTRACTS PROJECT	25 Packaging Contracts	producing sellable marketing packages
	26 Local Crafts	marketing traditional art objects
	27 Merchandising Team	assigning urban marketing force
	28 Assembly Units	organising assembly production units
8. COMMERCIAL COOPERATIVE PROJECT	29 Farmers' Union	initiating farming coop structure
	30 Mechanical Service	demonstrating machine equipment repair
	31 Business Cooperative	forming business management group
	32 Marketing Agency	coordinating village business ventures

9. CAPITAL INVESTMENT PROJECT	33 Agricultural Profit	investing cooperative farming profits
	34 Developed Funds	developing outside capital resources
	35 Funding Committee	forming comprehensive funding committee
	36 Credit Union	establishing community credit union
10. RETAIL OUTLETS PROJECT	37 Equipment Services	providing local equipment service
	38 Food Outlets	opening local produce store
	39 General Goods	securing general goods store
	40 Business Services	providing business management services
11. LOCAL MARKETS PROJECT	41 NAMBOARD Depot	establishing local NAMBOARD depot
	42 Cooperative Market	actuating community cooperative market
	43 Local Products	increasing local product manufacture
	44 Local Warehouse	constructing common storage space
12. EQUIPMENT SUPPLY PROJECT	45 Cooperative Use	sharing private equipment supplies
	46 Equipment Pool	creating total equipment inventory
	47 Storage Building	constructing corporate storage space
	48 Maintenance System	establishing repair skills pool

13. HEALTH SYSTEM PROJECT	45 Health Clinic	establishing local medical clinic
	46 Health Education	training village health advocates
	47 Preventive Measures	upgrading community sanitary practices
	48 Medical Referral	ensuring expert treatment access
14. PUBLIC UTILITIES PROJECT	49 Water System	establishing safe water supply
	50 Electric Power	developing community power access
	51 Basic Communication	providing total communication network
	52 Regular Transport	upgrading internal/external travel
15. ROAD BUILDING PROJECT	53 Bridge Construction	erecting adequate stream crossings
	54 Internal Movement	building stable year-round roads
	55 Maintenance System	providing regular repair service
	56 Village Pathways	improving foot travel network
16. WORK CORPS PROJECT	57 Security Forces	instituting community security network
	58 Work Crews	establishing specific task crews
	59 Youth Corps	engaging community youth power
	60 Volunteer Services	organising volunteer work force

17. VILLAGE MEETINGS PROJECT	61 Village Council	forming village coordinating body
	62 Community Gatherings	structuring periodic community events
	63 Regular Meetings	expanding decision-making structure
	64 Project Evaluation	insuring on-going project progress
18. CULTURAL EVENTS PROJECT	65 Special Events	soliciting outside entertainment means
	66 Local Celebrations	honouring local talent abilities
	67 Community Fairs	demonstrating local craft skills
	68 Field Trips	conducting outside discontinuous events
19. FACILITIES CONSTRUCTION PROJECT	69 Construction Crews	creating skilled building teams
	70 Public Buildings	erecting planned village facilities
	71 Private Buildings	constructing model private homes
	72 Work Days	scheduling community construction days
20. RECREATIONAL ACTIVITIES PROJECT	73 Sports Days	holding periodic sports fairs
	74 Competitive Events	expanding organised competitive events
	75 Adult Recreation	developing enjoyable adult sports
	76 Spectator Events	attending regional sports competitions

21. KAPINI PRESCHOOL PROJECT	77 Child Curriculum	developing complete teacher training
	78 Parent Involvement	eliciting active parent participation
	79 Teacher Aides	training additional support staff
	80 School Uniforms	wearing common symbolic garb
22. PRIMARY SCHOOL PROJECT	81 School Funding	raising necessary building funds
	82 Materials Access	acquiring required construction supplies
	83 School Construction	erecting primary school facility
	84 Practical Equipment	securing furniture and equipment
23. ADULT EDUCATION PROJECT	85 Training Facility	designating appropriate classroom space
	86 Literacy Classes	conducting regular English lessons
	87 Field Trips	scheduling periodic outside trips
	88 Image Expansion	teaching imaginal education techniques
24. TEACHERS TRAINING PROJECT	89 Preschool Staff	training early education teachers
	90 Primary Teachers	teaching primary school educators
	91 Literacy Trainers	preparing adult English teachers
	92 Practice Teaching	incorporating practical teaching work

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III. SOCIAL LIFE PROPOSALS
G. Skills Training Proposals

ICA Consultants Plate 3G

25. LEADERSHIP METHODS PROJECT	93 Group Methods	acquiring practical group skills
	94 Broad Leadership	expanding village leadership potential
	95 Consensus Decisions	learning consensus creating methods
	96 Motivational Skills	internalising spirit building tools
26. AGRICULTURAL EXPERTISE PROJECT	97 Formal Classes	obtaining formal agriculture training
	98 Practical Training	accelerating farm skills application
	99 Demonstration Farm	establishing community sponsored farm
	100 Experimental Crops	developing new crop expertise
27. TRADE SCHOOL PROJECT	101 Management Skills	teaching practical management methods
	102 Apprentice System	learning from master tradesmen
	103 Maintenance Program	instituting machinery repair classes
	104 Job Training	upgrading work force effectivity
28. WOMEN'S INSTITUTE PROJECT	105 Domestic Skills	sharing new domestic methods
	106 Creative Arts	recovering cultural arts heritage
	107 Cultural Events	creating celebrative social events
	108 Community Role	envisioning new women's role

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 by Plate 4.

RESULTS

The Tactical Systems Chart (Plate 4) is the result of this fourth phase of work. It is comprised of four tactical arenas, seven paratactics, thirty-one basic tactics and 255 subtactics. The basic tactics and subtactics indicate the specific tasks of the total project. They are listed and described in detail following Plate 4. The seven paratactics under which the basic tactics and subtactics are grouped point to the major aspects of the tactical arenas which are set in motion when the sets of basic tactics are implemented in the community. The four tactical arenas illustrated by Plates 4A-4D hold the systems together and represent the overarching tasks to be accomplished. These inclusive groupings are described in subsequent paragraphs. The master chart and detailed descriptions of each tactic then follow.

Tactical Arena A, Improving Village Environmental Foundations, consists of two paratactics and ten basic tactics. The intent of this tactical arena is to develop a greater sense of community identity through obtaining needed community-wide services and decision-making structures. The construction of crucially needed public buildings and the delivery of such basic services as passable roads, public utilities, instruction in nutrition practices and preventive and curative health care will upgrade the quality of life in the community. These services will be supported by community activities through the organisation of new community-wide structures which will provide decision-making opportunities and social participation in practical work and celebrative events.

Tactical Arena B, Developing Local Commercial Enterprises, is divided into two paratactics and eight basic tactics. The focus of this arena is to provide a strong economic base for the community through the sale of local business and industrial products both within and outside the community. Such industries as food processing, building construction, craft productions and others secured by outside contracts will be supplemented by local retail shops. These ventures will be supported by joint community efforts in such things as marketing local goods, loan services and co-operative use of community equipment.

Tactical Arena C, Assuring inclusive Training Structures, include two paratactics and eight basic tactics. The aim of this tactical arena is to provide the formal education and practical skills training so crucial to developing the full potential of local citizens. All age groups will benefit from these learning structures. The youngest children will be enrolled in the Kapini Pre-school, the older children in the new primary school, the adults in basic education, technical and agricultural training and the women in the women's institute. Community teachers for these diverse training activities will be trained and leadership skills developed.

Tactical Arena D, Expanding Future Farming Production, delineates one paratactic with four basic tactics and deals with agricultural concerns which are at the heart of the Kapini community. It aims to more fully develop the extensive farming potential through upbreeding local cattle, introducing new small livestock and crops and building a community irrigation system. The commercial and co-operative union will provide the underlying enabling structure through its loan programmes.

Kapini
Human Development Project

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TACTICAL SYSTEMS CHART

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Consult

Plate 4

tactical arena A

IMPROVING VILLAGE ENVIRONMENTAL FOUNDATIONS

tactical arena B

DEVELOPING LOCAL COMMERCIAL ENTERPRISES

tactical arena C

ASSURING INCLUSIVE TRAINING STRUCTURES

tactical arena D

EXPANDING FUTURE FARMING PRODUCTION

ESSENTIAL SERVICES	BUSINESS VENTURES	COMMUNITY TRAINING	EXPANDING FUTURE FARMING PRODUCTION	FORMAL EDUCATION	LOCAL INDUSTRY	COMMUNITY ACTIVITIES
paratactic I	paratactic II	paratactic III	paratactic IV	paratactic V	paratactic VI	paratctic VII
tactic 1 constructing LOCAL COMMUNITY FACILITIES	tactic 6 establishing COMMUNITY RETAIL SHOPS	tactic 10 accelerating VILLAGE LEADERSHIP SKILLS	tactic 14 raising DIVERSIFIED CROP PRODUCTS	tactic 19 developing TEACHER TRAINING EXPERTISE	tactic 23 opening FOOD PROCESSING INDUSTRY	tactic 27 promoting COMMUNITY DECISION-MAKING MEETINGS
tactic 2 providing ESSENTIAL HEALTH SERVICES	tactic 7 coordinating EXPANDED COMMERCIAL MARKETING	tactic 11 demonstrating MODERN AGRICULTURAL TECHNIQUES	tactic 15 beginning SCIENTIFIC CATTLE UPBREEDING	tactic 20 structuring GENERAL ADULT LEARNING	tactic 24 manufacturing LOCAL CRAFT PRODUCTS	tactic 28 moulding SUPPORTIVE SOCIAL ORGANISATIONS
tactic 3 upgrading BASIC NUTRITION PRACTICES	tactic 8 actualising LOCAL FINANCIAL SERVICES	tactic 12 instituting COMPREHENSIVE TRADE SCHOOLING	tactic 16 improving SMALL LIVESTOCK FARMING	tactic 21 formalising PRIMARY SCHOOL EDUCATION	tactic 25 forming KAPINI CONSTRUCTION COMPANY	tactic 29 catalyzing VOLUNTEER WORK FORCES
tactic 4 delivering NECESSARY PUBLIC UTILITIES	tactic 9 starting COMMUNITY EQUIPMENT POOL	tactic 13 launching COMMUNITY WOMEN'S INSTITUTE	tactic 17 building COMMUNITY IRRIGATION SYSTEM	tactic 22 initiating KAPINI COMMUNITY PRESCHOOL	tactic 26 securing OUTSIDE MATERIALS CONTRACTS	tactic 30 providing NEEDED PUBLIC COMMUNICATION
tactic 5 improving VILLAGE ROAD SYSTEM			tactic 18 activating COMMERCIAL COOPERATIVE UNION			tactic 31 creating AUTHENTIC CELEBRATIVE EVENTS

TACTICAL ARENA A: Improving Village Environmental Foundations

Paratactic I: Essential Services

In order to provide a full human environment for effective community reformulation, intensive efforts will be made to develop essential services. A road and bridge network, public utilities and construction of new buildings will be initiated. The health of all residents will be improved with the establishment of comprehensive health services, basic nutritional practices, safe water and a good sanitation system. Electricity, a communication system and emergency transport will complete the essential services necessary for better daily life in Kapini.

Tactic 1: Constructing Local Community Facilities

Subtactics

1 As the Kapini project moves forward according to the village design, public facilities will be necessary to assure a centralised place

2 for services. A village hall, including a library for all residents, will be built in an appropriate location for all meetings.

3 Model houses will be constructed in a space which allows expansion of other model homes.

4 A health clinic will be erected to include preventive education and curative care. A community kitchen to upgrade nutrition and

5 sanitary practices will be set up near the village hall. A school complex will be

6 built to serve primary and secondary schools and housing for teachers. A preschool facility will be erected that will house

7 the young children's educational programme. A shopping plaza will be built so that

8 residents can buy clothing, groceries and other items without having to go to Lusaka. An industrial park will be constructed

9 to house new industries that will emerge in Kapini. A trade school will be built

10 near the industrial park. Recreation areas for outdoor events will be created for all residents to enjoy. A police station will

11 be constructed between the three villages with a check-point at the bridge to assure

12 security. A bus stop will be built as protection for local residents against rain and sun in a location on the Great North Road.

Tactic 2: Providing Essential Health Services

Subtactics

In order to release human vitality in Kapini, comprehensive health care services will be implemented. Sanitation inspections will
13 provide essential health services in the form of regular inspection of wells, toilets and drains by villagers trained by sanitation
14 experts. Hygienic toilets will be constructed to decrease the amount of infectious diseases. Clinic examinations will be made by health
15 professionals at the Kapini Health Clinic especially for pre-natal and post-natal care, the seriously ill and mass treatment.
16 Midwifery skills will be taught to local residents to assist in deliveries and prevent needless infant and mother mortalities. An
17 under-five's programme will be actuated to control malnutrition and to ensure vaccinations to children under five years. Health care-
18 takers will be trained as an infrastructure to implement local preventive education in the areas of sanitation, nutrition, immunisa-
19 tion, basic care and a referral system. Health events will be done regularly for the whole community in the form of fairs, forums,
20 drama on wheels, or through visual aids.

Tactic 3: Upgrading Basic Nutrition Practices

Subtactics

In order to release people of all ages for
20 full participation in village development, a well-balanced and comprehensive nutrition programme will be established. Nutrition
21 instruction will be given in homes, the health centre, the community kitchen and the women's institute by locally trained advisors and by
22 outside experts. Food demonstrations will be done in the community kitchen to teach mothers balanced recipes and food preparations.
23 Preschool lunches will be prepared daily in the community kitchen to supply a major portion of the calories and proteins
24 needed in a day. A community garden will be created in order to teach the community how to grow vegetables, grains, legumes and fruit
25 and to supply food to the community kitchen. Home gardens will be encouraged so that each home can be supplied with family vegetables. Emergency foods will be obtained initially for

the under five's programme and preschool lunches to upgrade the vitality of the children.

Tactic 4: Delivering Necessary Public Utilities

Subtactics 26, 27, 28, 29, 30, 31, 32, 33

An adequate utilities delivery system will be developed in order to provide the supply of electricity, clean water and community transport necessary for the economic and social development of Kapini. Electrical generators will provide lights where needed on main roads and community facilities. Community wells will be built to provide clean water at central locations. Water pumps will be installed to assure delivery of water for drinking at central locations. Water analysis will be conducted regularly to determine the best locations for wells and bore holes, and to test the quality of the water supply in the community. A water pipe system will deliver water to several centrally located storage tanks from which water will be piped to necessary locations. Government proposals will be submitted for assistance in establishing the water supply system. Transport service will be established along the Great North Road to Lusaka and between the villages of Kapini. Emergency transport will be made available in order to get residents quickly to the hospital.

Tactic 5: Improving Village Road System

Subtactics 34, 35, 36, 37

In order to make the present road and bridge system passable year round, giving the villagers increased access from place to place in all weather conditions, planned road improvement will be carried out. Community workdays will be held for total village participation, by all age groups to assist in road and bridge construction and maintenance. A drainage system will be installed where water problems exist to eliminate soil and road damage and stagnate water. Government assistance will be enlisted at all stages of road construction in order to reduce local expenses, ensure excellent roads and possibly help to get the access roads improved more quickly. Village roads will be built which

38 will include construction of new roads and continual maintenance of the entire road system. Permanent bridges will be constructed
39 on the present main road and other bridges considered for Tulonga Tubili and the southern area of Kapini. Foot paths will be cleared
40 and made easy to travel. A road plan will be designed and then displayed for the entire village for a comprehensive village design.

TACTICAL ARENA B: Developing Local Commercial Enterprises

Paratactic II: Business Ventures

In order to increase and diversify village income, a series of business ventures will be developed. Retail shops of various kinds will be established and commercial markets for both buying and selling will be expanded on a cooperative basis. Basic financial services attendant to an expanding economy will also be provided. Agricultural equipment will be organised into a cooperative pool to enable the commercial farming growth of the whole community.

Tactic 6: Establishing Community Retail Shops

Subtactics In order for the community to have the necessary commercial services, community re-
41 tail shops will be established. A general store will be opened to give access to buying general products including basic
42 household goods, personal items, food staples and farming supplies. A home bakery will be introduced to supply popular types of
43 bakery items for the general store and shops outside the village. A butchery shop will be introduced to sell beef, other meat
44 and fish products. A secondhand shop will be opened to sell and buy clothes and other materials which can be used secondhand. A
45 petrol station will be started for petrol service, machinery equipment, tyre repair and required services. A community restaurant
46 will be initiated to serve food to visitors attracted from outside the village and to community residents. An accounts auditor
47 will supervise the books and give commercial advice. A tuck shop will be opened to provide snack refreshments for local residents
48 at a community node.

Tactic 7: Coordinating Expanded Commercial Marketing

Subtactics

49 In order to increase community income and provide local goods for wholesale purchasing, a wholesale market will be established. Store merchandise will be secured for retail shops in the village from wholesale market

50 sources. A factory outlet will be created which will make available homecraft and metal craft goods such as chairs, tables,

51 buckets and charcoal braziers. Market management will be established to obtain market contracts outside the village,

52 particularly in Lusaka. A Namboard depot will be organised in the community so that farmers will be able to buy seeds, fertilisers,

53 pesticides and weed killers. A farmers' market will be initiated to enable farmers to sell local products including fruit, vegetables,

54 fish products and metal-craft items to be sold at the market place during regular market days. Community associations will be registered

55 both for farmers and businessment to promote commercial activities and provide necessary commercial services for any particular group

56 of common interest. Low cost commodity transport will be arranged locally for business and farming commodities marketed

57 outside. Products promotion will be carried out through trade fairs and brochures distributed within and outside the community. Market control will be implemented through a local marketing office.

Tactic 8: Actualising Local Financial Services

Subtactics

58 In order to provide funding for the agricultural, industrial, commercial and family ventures necessary to enable Kapini to become economically self-sufficient, basic financial services will be established in the community. A credit union will be created to receive

59 deposits from residents and outside sources and to loan these funds to assist the programmes. Capital loans will be provided from banks and government ministries for major capital investment in agricultural and commercial ventures. Fund raising will be started to

60 bring money into the credit union from such sources as corporation grants, money making

61 projects and individual gifts. Cooperative profits will be utilised from cooperative commercial enterprises to increase the
62 lending capability of the credit union. Commercial equipment will be acquired to facilitate accounting and business procedures
63 of basic community financial services. General bookkeeping will be established to enable financial accountability for community fiscal services, as well as for other cooperative community projects.

Tactic 9: Starting Community Equipment Pool

Subtactics In order to provide the necessary equipment for farming, transport and maintenance
64 operations to be used commonly by the community, an equipment pool will be started. Farming equipment such as oxen ploughs, planters,
65 tractors, disk-harrow and cultivator will be acquired by the commercial cooperative for rental to individuals. A maintenance
66 shop will be opened to assure the continuing operation and longevity of all equipment used by the community. Transport vehicles will be
67 utilised for the purpose of securing raw materials, packaging and marketing finished products as well as for emergency transport.
68 Joint ploughing will be implemented to train community people in the value of corporate use of land and equipment. Yard security
69 will be provided to secure the community equipment pool. Road equipment, such as a grader, shovels and hoes will be procured and maintained in order to construct roads and bridges.

TACTICAL ARENA C: Assuring Inclusive Training Structures

Paratactic III: Community Training

In order to raise the level of practical and managerial skills, the residents of Kapini will participate in diversified training programmes. Training in domestic and home management skills will be offered to allow the villagers to modernise family living styles. Comprehensive trade schooling will provide a skilled labour force and develop marketable skills for many residents. Modern agricultural methods will augment existing agricultural skills and raise the income above subsistence level.

Leadership training will occur throughout the duration of the project in both formal and informal methods.

Tactic 10: Accelerating Village Leadership Skills

Subtactics

70 In order to give the people of Kapini opportunities to be trained in leadership methods, leadership skills training will be provided. Field events will be offered in the form of intensive, short courses in
71 construction, financial management, retail sales and other needed practical skills. Statistical surveys will be conducted on a
72 community-wide, ongoing basis to develop existing practical skills as well as determine the needs of the community for imminent
73 Project planning. Song skills will be taught as a part of leadership training for leading singing. Human Development Project
74 assignments will be made for citizens to learn what is happening in other Projects and to share what is happening in the Kapini
75 HDP. Leaders' groups will be established to act as a helpful decision-making force. Leadership methods in how to lead workshops,
76 give spins, images and team organisation methods will be offered to prepare community residents for leadership roles. Neighbour-
77 hood meetings will be held weekly to broaden the base of community leadership. Leadership curriculum will be taught regularly to develop potential leadership skills in Kapini.

Tactic 11: Demonstrating Modern Agricultural Techniques

Subtactics

In order to broaden income and the use of the land throughout this community, agricultural
78 skills training will be offered. Equipment training will be initiated to enable farmers to use and care for their machinery and tools
79 effectively, including manual and motor-driven machinery and driver training. Grazingherd care will be demonstrated in cattle upbreeding,
80 goat and sheep techniques, including an experimental pasture which will use selected grasses suitable for upbreeding cattle.
81 Livestock methods will be taught which will train local farmers in poultry raising, piggery management, beehive production and fish farming. Management skills will be taught to farmers to

equip them in handling finances and administrative matters effectively. Crop techniques will be demonstrated in crop
82 rotation, vegetable, legume and fruit tree raising. Educational resources will be utilised by means of inviting outside
83 expertise to give short-term workshops in farming techniques and assigning villagers to attend seminars in various farm training centres.

Tactic 12: Instituting Comprehensive Trade Schooling

Subtactics In order to teach the people of Kapini practical skills, a trade school will be
84 established in the community. Manual skills will be taught as a part of the curriculum, including auto mechanics, road construction,
85 dam building, plumbing, brick laying and driving. Management know how will be
86 taught which will enable local businessmen and farmers to learn how to organise finances and operate their businesses. Commercial
87 skills such as typing, bookkeeping and office practice will be taught. A technical
88 curriculum will be developed including details of the subject matter and the length of the courses. On-job experience will be
89 offered to give students the opportunity to learn by doing. Exchange apprenticeship
90 programmes will be set up so that local people can work side-by-side with outside experts. Student recruitment will be accomplished by
91 advertising technical training benefits to the community in order to attract students
92 to the school. School registration will be applied for immediately in order to meet
93 government requirements. Technical supplies needed by the school, such as typewriters, will be obtained. School uniforms will be worn by the students as a symbol of their participation.

Tactic 13: Launching Community Women's Institute

Subtactics In order to release a new force of trained people within the community, the women's institute will tap and extend the existing skills of Kapini women and develop new skills.
94 Domestic classes will be held for women in domestic skills such as cooking, sewing,

laundry, home education, hygiene, sanitation, home nursing and nutrition. Home crafts will be taught in pottery, basket weaving and other creative arts. Child rearing will be taught with mother-infant courses and formative age development classes. Sewing classes will teach the women how to make clothes and do handwork for low cost sale within the community. Women's uniforms will be made for those women who participate in the women's training programme. Teaching materials will be procured for learning domestic and creative skills. Domestic demonstrations will be done periodically to illuminate the subject being studied. Women's trips will give the women images about the subjects they are learning which they do not experience in their village. Home visits will be made by Women's institute participants in order to inform other women of the benefits of practical training. A women's forum will be established to coordinate programming, deal with community issues as women of Kapini, and demonstrate leadership methods. Women's sports will provide recreation to all Kapini women. A women's curriculum will be developed containing all details about the activities of the women's institute.

TACTICAL ARENA D: Expanding Future Farming Production

Paratactic IV: Farming Production

The expansion and intensification of village agriculture will increase local income, release labour for other economic activities and create nutritional alternatives for local families. Crop diversification will add to cash crops and basic nutrition. Scientific cattle upbreeding and the establishment of various small livestock enterprises will demonstrate the profitability of livestock husbandry. Irrigation of various types will bring year around cultivation and higher crop yields. A commercial cooperative union will enable more farmers to participate in upgrading their farming livelihood.

Tactic 14: Raising Diversified Crop Products

Subtactics In order to increase the self-sufficiency of the community, food and cash crop production

will be expanded. Soil management will be introduced in modern farm crop care among the village farmers. Land ploughing with modern tractors and equipment will be initiated in clearing the land and preparing the fields. Food crops will be planted on designated lands selected near convenient water sources in the village. Commercial crops such as cotton, maise, tobacco and sunflowers will be planted to achieve higher cash yields. Seed varieties will be planted in specially selected fields that ensure proper growth for particular plantings. Crop fertilisers will be utilised on a systematic basis to increase the yields before, during and after planting. Agricultural agencies such as Refined Oil Products Ltd. for sunflowers and Tobacco Board of Zambia will be contacted for advice. Farm pests control will be carried out at all stages of growth by spraying with lime, DDT, rogol, liquid DDT, Gamatox and other appropriate chemicals. Weed control will be done through chemical application, ploughing under and traditional weeding.

Tactic 15: Beginning Scientific Cattle Upbreeding

Subtactics In order to expand and diversify the present cattle, new cattle raising methods will be introduced. A cattle dip will be erected and used for tick prevention, using water and effective chemicals. Cattle paddocks will be fenced, weeds taken out, rhodes and star grass planted and clean water made available. Cattle feed will include fodder, lucern and hay, clean water and recommended daily concentrated feeds. Cattle housing will be built with modern sheds, water and drainage system and proper feeding troughs. Milking sheds will be built and maintained as a clean, disease preventive environment with teat washing chemicals and milking creams being used. Environmental analysis in relation to breeding will be carried out with the help of the veterinary D.O. A cattle crush will be constructed in a convenient location for the whole range of veterinary services and sanitary procedures. Artificial insemination will be done on a regular basis by the proper service personnel. Disease control will be done to

ensure healthy livestock. Veterinary services will be maintained on a regular basis for preventive and curative treatment. Special grasses will be grown, including star grass, lucern fodds and hay for feed on large, presently unfarmed areas.

Tactic 16: Improving Small Livestock Farming

Subtactics In order to improve small livestock farming, modern scientific methods will be utilised. Chicken houses for layers and broilers will be erected. Graded chickens will be acquired and will be housed with suitable wire fencing. Nutritional feeds will be provided including a good supply of water. Incubation equipment will be acquired to hatch and keep the chickens warm. Rabbit housing will be erected for security and sanitation purposes. Rabbit feeds and water will be provided for the rabbits. Honey bee farming will be established at a suitable site by securing bees and making hives. A fish pond will be dug four feet deep close to water sources, the Tilapia fish secured, fed and cared for up to the stage of selling them. Fish care will be carried out by providing security checks as well as foods from manure, leaves and garbage from the community kitchen.

Tactic 17: Building Community Irrigation System

Subtactics In order to establish irrigation specifically designed to enable multiple crop growing throughout the year, a community irrigation system will be built. Dam construction will be done for a water reservoir to be utilised for irrigation and fish farming. A distribution system will be installed in a centralised location to pump water from the river and the dam to the fields. Water pumps will be used to pump water from the river or dam through pipes to the land. Water wells will be used for small scale irrigation and bucket irrigation by those who cannot afford expensive irrigation. Irrigation methods will be taught in furrowing irrigation for larger crops such as okra and sweet potatoes; trickle irrigation where rubber tubing is laid along the root system for direct

water delivery. Water tanks will be built for reservation of water in tanks, preferably in high spots to create water flow pressure.

Tactic 18: Activating Commercial Cooperative Union

Subtactics

141 A commercial cooperative union will be established in Kapini so that members can enjoy the reduced costs of goods bought in bulk and can obtain expert marketing services. Wholesale markets will be selected for the marketing

142 of goods from farms and industries including contractual arrangements with initial assistance from marketing organisations. An

143 accounting system will be set up by cooperative members with the help of an accountant. Local transportation will be provided initially to

144 the members by the cooperative union. Budget schemes for borrowing, leasing and purchasing of equipment will be developed. A cooperative

145 licence will be obtained to enable secure loans, bank accounts and all required legalisation. Products promotion will be

146 done through market days and printed materials. Corporate purchasing of seed and animal feed, together with the acquisition of equipment,

147 will be arranged. Administrative offices for storage functions will be maintained temporarily in existing facilities until the

148 building is completed according to the model village plan.

TACTICAL ARENA C: Assuring Inclusive Training Structures

Paratactic V: Formal Education

In order to strengthen and broaden educational opportunities in Kapini, various formal education structures will be established. A preschool and new primary school will provide foundational studies necessary for further training. General adult education will be extended to all adults, especially in literacy and advanced tutoring. Local residents and all community leaders will be given extensive teacher training to support formal education efforts.

Tactic 19: Developing Teacher Training Expertise

Subtactics In order to equip village residents as effective teachers within the project education

structures, teacher training structures will be implemented. Education classes will be initiated in imaginal education and basic academic skills. Periodic seminars will accelerate and deepen ongoing training. Literacy teachers will be trained to teach functional literacy in English and Lenje to adults. A training curriculum will be developed for the preschool, literacy, trade school and women's institute faculty. Training materials will be created from the local environment for immediate use. Practice teaching will be an integral part of teacher training with corporate evaluation and reflection as a means of sharpening teaching experiences. Field trips will be conducted which will expand the images and experience of the teachers beyond the local community. Social events will provide a celebrative dynamic within the training design. Teaching methods will be taught to all community teachers assigned to the project programmes.

Tactic 20: Structuring General Adult Learning

Subtactics In order to strengthen the development of formal skills by the adults, educational opportunities will be offered which will increase their knowledge and self-confidence in learning. Literacy classes will be held to teach adults to read and write. Language learning activities will be provided in improving the literacy proficiency in Lenje and in English. Drama productions by village residents will be presented publicly. Basic education will be offered to adults who wish to further their formal schooling. Advanced tutorials will be offered in maths, cultural studies and world geography to allow students to work toward certification by examination. Field trips will be organised to give residents learning experiences and to broaden their knowledge. Teachers' materials will be secured to assist the teachers in the adult education programme. Outside training will be implemented to broaden the experiences of adult residents. Outside invitations will be extended to qualified teachers which will enable adults to learn new and improved methods.

Tactic 21: Formalising Primary School Education

Subtactics

167 In order to provide foundational education to all young children in Kapini, primary school education will be taught for grades 1 through 7. School registration procedures

168 will be carried out before the opening of school. A primary school extension of the original building will be provided as the

169 population of the school expands. A school library will be developed as a vital part of the learning programme and will include

170 a wide variety of reading materials, learning aids for the students, and resources for teachers. Programmed reading for all levels

171 will be central to the school. Science classes in technology and domestic arts will be taught. Agricultural projects will provide

172 essential practical training as part of the primary schooling. Social events will be planned including trips outside the village

173 and celebrative occasions as part of the design.

Tactic 22: Initiating Kapini Community Preschool

Subtactics

174 In order to provide comprehensive basic skills and to prepare children in the Kapini area for primary school, the Kapini preschool will provide daily education. Preschool fees will be charged as a beginning of self support and

175 to enable purchase of school materials. Teacher training meetings will be held to develop curriculum and the corporate effectivity

176 of the preschool faculty. A time design will be created to organise the preschool programme which will include songs, rituals, stories as well as math, English and recreational activi-

177 ties. Imaginal education will be organised to provide methods training and pedagogical skills, classroom decor, children gimmicks

178 using art form methods both for individuals and corporate structures. A preschool expansion will be provided to prevent over-crowding as school attendance increases.

179 Preschool materials such as toys, games, supplies and equipment will be obtained either locally or from outside sources as a resource for teachers.

TACTICAL ARENA B: Developing Local Commercial Enterprises

Paratactic VI: Local Industry

In order to expand the economic base and provide local employment, local industries will be initiated. A local construction company will enable the construction of public facilities and houses. Craft production will be organised and intensified into a profitable industry. A food processing industry will be created for additional community income from farming and for broad markets. Material assembly and fabrication contracts with outside firms will be sought to provide more jobs and utilise local skills.

Tactic 23: Opening Food Processing Industry

Subtactics

180 In order to increase the income of Kapini and to bring outside money into the community, a food processing industry will be established in the village industrial park. A processing

181 plant will be located in the industrial park to house all activities of the industry. Tomato

182 sauce will be made from local tomatoes and marketed both locally and in Lusaka. A maise mill will be provided for residents and non-

183 residents to grind their maise into mealy meal. A local dairy will be established to

184 provide fresh milk from a dairy herd. syrup will be produced from newly irrigated fields. Packaging container materials will

185 be produced to protect the process food from spoiling and allow for an attractive

186 retail store display. Processing equipment will be obtained such as mixing, cooling, sterilising and heating equipment and utensils.

187 Processing methods will be taught to local residents to meet food processing requirements.

Tactic 24: Manufacturing Local Craft Products

Subtactics

A local products industry will be created in order to enable individuals to combine their efforts of producing items from locally

188 obtainable materials and to market them in wholesale quantities, by means of contracts with large buyers from outside Kapini. Pro-

189 duction buildings will be constructed in the village industrial park to house all the industrial activities. Grass brooms will be

manufactured for sale to such suppliers as ZCBC. Hoe handles will be produced from local materials in quantities dictated by contract terms. Candle making will be pursued as a desirable item for outside contracting. Furniture sales will be made at the market centre to supply Kapini needs. Home crafts products will be sold at the market centre. Packaging materials will be produced from local sources or from outside suppliers to assure adequate and attractive marketability. Transport vehicles will be obtained from the equipment pool to support the local products industry.

Tactic 25: Forming Kapini Construction Company

Subtactics

In order to improve family housing and to build the numerous public, industrial and commercial buildings proposed for Kapini, a community construction company will be formed. Initial funding will be secured to assure the capability of building satisfactorily on a relatively large scale. Construction supervision will be provided in large scale building operations and in the operation and maintenance of construction and electrical equipment. Brick making will be started to supply building materials from local resources for sale outside and locally. Specialised equipment will be obtained including tools required for sophisticated building construction. Equipment storage will be supplied for the security of specialised construction equipment and tools. Local jobs will be made available in building construction. Building materials of sand and timber will be obtained locally to cut costs and building hardware, permanent roofing materials and permanent building blocks will be obtained from outside sources. Construction vehicles will be inkinded as needed to supplement specialised construction equipment.

Tactic 26: Securing Outside Materials Contracts

Subtactics

In order to enable local people to benefit from exposure to outside industrial practices and to bring income into Kapini, outside materials contracts will be secured. The purchaser will provide the materials, not

available locally, and the materials will
204 be fabricated, modified or processed in the village. Production building will be
205 constructed in the village industrial park. A marketing manager will be selected who has had
206 experience in developing outside marketing opportunities. Egg trays will be assembled
207 on contracts with large poultry producers. Paper items such as paper bags or record
208 sleeves will be assembled for interested suppliers. Sand supply will be obtained from local resources
209 and sold to outside purchasers. Charcoal braziers will be produced from local materials
210 or outside resources. Legal arrangements will be finalised to protect local producers.
211 Packaging materials will be produced from local resources or outside suppliers to assure adequate and attractive marketability.

TACTICAL ARENA A: Improving Village Environmental Foundations

Paratactic VII: Community Activities

In order to enhance the authentic participation of all villagers in the life of the whole community, community activities will be expanded. Decision-making structures will be broadened and new supportive organisations created. Village work forces will be organised and focused through the creation of local, ongoing self-help projects. Various means of communication will be utilised to symbolically inform the residents of important news and activities. Locally and world-wide traditional and newly created celebrative events will be highlighted to increase the sense of victory and community pride.

Tactic 27: Promoting Community Decision-Making Meetings

Subtactics In order to ensure programme actuation, organise community structures and increase village
212 decision-making, meetings will be held on a regular basis. Planning meetings will be held to organise time designs, materials and forces
213 for each scheduled event. Stake meetings will be held weekly to include study, reflection, planning detailed task procedures and clarifi-
214 cation of work assignments. Village council meetings will be held with appointed leaderships to create needed community organisations and
215 to broaden village decision-making through quarterly community-wide meetings. Women

216 representatives will be rotated on various committees and on the Kapini village council. Leadership representation from the three
217 villages will be chosen on an ongoing basis to represent the total project for special development programmes. Road proposals will
218 be consensed on regularly to clarify to the community the new design for roadways, bridges and the dam. A village design will
219 be actualised over the next year in consultation with the village planning committee and residents of Kapini. Housing committee
220 meetings will be held to act as a board of assistance for residents needing loan funds or other types of building assistance. A primary
221 building committee will be formed to ensure the completion of the new primary school. A school board composed of parents and teachers will coordinate school financing, furnishings, maintenance and operational procedures for the school complex.

Tactic 28: Moulding Supportive Social Organisations

Subtactics The participation of youth and adults in
222 various social activities will be promoted by the formation of several social organisa-
223 tions. A sports club will be organised for youth and young adults in Olympic standard
224 sports. A recreational board will meet to arrange the use of recreational facilities
225 and equipment. Youth leadership will form an organisation to plan cultural events and
226 service projects. A women's union will gather to share social concerns and cultural
227 activities. A men's club will focus informally on community affairs and cultural events
228 particular to men. A parent-teachers association will assume responsibility for
229 a well functioning school programme. A preschool parents committee will be formed to gather parents on a regular basis to assist in the operation of the preschool.

Tactic 29: Catalysing Volunteer Work Forces

Subtactics In order to ensure that necessary work gets done, voluntary work forces will be created.
230 School guards will be employed to care for the facilities of the school and other programmes and for all the community equipment.

231 A security force will be created to patrol in teams in the village with whistles to signal for help. Road Maintenance will be
232 instituted to repair roads, bridges, drainage ditches and to do beautification on
233 the road by tree and flower planting. Skilled workers will maintain all the farming equipment, service and repair all the commercial machines
234 as well as do specialised jobs within the community. Regular schedules and training
235 designs will be created and candidates chosen for the Natural Resources Development College's programmes who will later ensure
236 adequate supervision. Sports areas will be maintained by grass planting, line drawing
237 and regular checking. Facilities construction will be initiated to build schools, beautify and maintain them. Symbolic uniforms will
238 be worn of different colour but all with the Kapini grid attached. A safeguard system will be created to ensure funds security.

Tactic 30: Providing Needed Public Communication

Subtactics In order for the people in Kapini to know what is happening outside the community, public communications will be provided.
239 An emergency call signal will be created to bring volunteer work corps members to the site of emergencies such as fire and thievery.
240 A community telephone will be established at the most appropriate place with the help of the work corps. A Kapini News magazine will
241 be printed regularly to inform the community what is happening within the Project and outside it. Post office services will be
242 provided beginning with a regular trip to Lusaka to post and pick up mail from a corporate post office box while an appropriate
243 facility is being secured or constructed. Common symbols will be created to identify and tell the community story. The village grid
244 will be painted on all comunity buildings and farms as well as on all uniforms for different programmes and printed on song books, the
245 magazine cover and all products manufactured in the village. Publicity devices will be created such as brochures and mimeographed papers to be used outside and within the community on development calls, market days,

and in guild and stake meetings. Kapini tour services will be established for
246 transportation particularly from Lusaka to Kapini and bus stops constructed in appropriate places with big Kapini grids and appropriate ritual.

Tactic 31: Creating Authentic Celebrative Events

Subtactics In order to beckon citizens to self-conscious involvement in sharing community activities,
247 there will be corporate village events. Community work days will unite various age groups to accomplish necessary jobs together.
248 Annual celebrations will be held to build a tradition that reflects community wide social events to symbolise turning points
249 in the life of Kapini. Traditional festivals will entertain the community with singing and dancing by village groups. A Kapini
250 theatre will feature film shows and slides to expose new images of other places and be a new social media for the whole community.
251 Heritage events will display dramatic story telling by the elders and plays to rebuild community myths. Intra-village competition
252 will be activated in such team sports as soccer, volleyball, badminton, basketball, rugby and track to stimulate involvement
253 of the whole community. Trade fairs will be held to promote homecrafts, small industries, vegetable growing through
254 displays of available goods and products grown in Kapini. Guest days will be initiated to expose residents to outside
255 images and demonstrate a sign of possibility for renewed Kapini. Cultural trips will be arranged to places of interest in order to reveal to villagers other cultures and lifestyles.

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tactical arena A
IMPROVING
VILLAGE ENVIRONMENTAL FOUNDATIONS

February 1978
Plate 4A

paratactic I
ESSENTIAL SERVICES

tactic 1: Community Facilities

1 Village Hall
2 Model Houses
3 Health Clinic
4 Community Kitchen
5 School Complex
6 Preschool Facility
7 Shopping Plaza
8 Industrial Park
9 Trade School
10 Recreation Areas
11 Police Station
12 Busstop Shelter

tactic 2: Health Services

13 Sanitation Inspections
14 Hygienic Toilets
15 Clinic Examinations
16 Midwifery Skills
17 Under-Five Programme
18 Health Caretakers
19 Health Events

tactic 3: Nutrition Practices

20 Nutrition Instruction
21 Food Demonstrations
22 Preschool Lunches
23 Community Garden
24 Home Gardens
25 Emergency Foods

tactic 4: Public Utilities

26 Electric Generators
27 Community Wells
28 Water Pumps
29 Water Analysis
30 Waterpipe System
31 Government Proposals
32 Transport Service
33 Emergency Transport

tactic 5: Road System

34 Community Workdays
35 Drainage System
36 Government Assistance
37 Village Roads
38 Permanent Bridges
39 Foot Paths
40 Road Plan

paratactic VII
COMMUNITY ACTIVITIES

tactic 27: Community Decision-Making

212 Planning Meetings
213 Stake Meetings
214 Village Council
215 Women Representatives
216 Leadership Representation
217 Road Proposals
218 Village Design
219 Housing Committee
220 Primary Building
221 School Board

tactic 28: Social Organizations

222 Sports Club
223 Recreational Board
224 Youth Leadership
225 Womens Union
226 Mens Club
227 Parent-Teachers Association
228 School Programme
229 Preschool Parents

tactic 29: Work Forces

230 School Guards
231 Security Force
232 Road Maintenance
233 Skilled Workers
234 Regular Schedules
235 Sports Area
236 Facilities Construction
237 Symbolic Uniforms
238 Safeguard System

tactic 30: Public Communication

239 Emergency Call
240 Community Telephone
241 Kapini News
242 Post Office
243 Common Symbols
244 Village Grid
245 Publicity Devices
246 Kapini Tours

tactic 31: Celebrative Events

247 Workday Celebrations
248 Annual Celebrations
249 Traditional Festivals
250 Kapini Theatre
251 Heritage Events
252 Intra-Village Competitions
253 Trade Fairs
254 Guest Days
255 Cultural Trips

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DEVELOPING LOCAL COMMERCIAL ENTERPRISES

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paratactic II — BUSINESS VENTURES

tactic 6: Retail Shops

41 General Store
42 Home Bakery
43 Butchery Shop
44 Secondhand Shop
45 Petrol Station
46 Community Restaurant
47 Accounts Auditor
48 Tuck Shop

tactic 7: Commercial Marketing

49 Store Merchandise
50 Factory Outlet
51 Market Management
52 Namboard Depot
53 Farmers Market
54 Community Associations
55 Commodity Transport
56 Products Promotion
57 Market Control

tactic 8: Financial Services

58 Credit Union
59 Capital Loans
60 Fund Raising
61 Cooperative Profits
62 Commercial Equipment
63 General Bookkeeping

tactic 9: Equipment Pool

64 Farming Equipment
65 Maintenance Shop
66 Transport Vehicles
67 Joint Ploughing
68 Yard Security
69 Road Equipment

paratactic VI — LOCAL INDUSTRY

tactic 23: Food Processing

180 Processing Plant
181 Tomato Sauce
182 Maize Mill
183 Local Dairy
184 Cane Syrup
185 Packaging Containers
186 Processing Equipment
187 Processing Methods

tactic 24: Craft Products

188 Production Building
189 Grass Brooms
190 Hoe Handles
191 Candle Making
192 Furniture Sales
193 Home Craft
194 Packaging Materials
195 Transport Vehicles

tactic 25: Construction Company

196 Initial Funds
197 Construction Supervision
198 Brick Making
199 Specialised Equipment
200 Equipment Storage
201 Local Jobs
202 Building Materials
203 Construction Vehicles

tactic 26: Material Contracts

204 Production Building
205 Marketing Manager
206 Egg Trays
207 Paper Items
208 Sand Supply
209 Charcoal Braziers
210 Legal Arrangements
211 Packaging Materials

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tactical arena C
ASSURING
INCLUSIVE TRAINING STRUCTURES

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Plate 4C

paratactic III

COMMUNITY TRAINING

tactic 10: Leadership Skills

70 Field Events
71 Statistical Survey
72 Song Skills
73 Project Assignments
74 Leaders Groups
75 Leadership Methods
76 Neighbourhood Meetings
77 Leadership Curriculum

tactic 11: Agricultural Techniques

78 Equipment Training
79 Grazing Herds
80 Livestock Methods
81 Management Skills
82 Crop Techniques
83 Educational Resources

tactic 12: Trade Schooling

84 Manual Skills
85 Management Know-How
86 Commercial Skills
87 Technical Curriculum
88 On-Job Experience
89 Apprenticeship Programmes
90 Student Recruitment
91 School Registration
92 Technical Supplies
93 School Uniforms

tactic 13: Women's Institute

94 Domestic Classes
95 Home Crafts
96 Child Rearing
97 Sewing Classes
98 Womens Uniforms
99 Teaching Materials
100 Domestic Demonstrations
101 Womens Trips
102 Home Visits
103 Women's Forum
104 Womens Sports
105 Womens Curriculum

paratactic V

FORMAL EDUCATION

tactic 19: Teacher Training

149 Education Classes
150 Periodic Seminars
151 Literacy Teachers
152 Training Curriculum
153 Training Materials
154 Practice Teaching
155 Field Trips
156 Social Events
157 Teaching Methods

tactic 20: Adult Learning

158 Literacy Classes
159 Language Learning
160 Drama Productions
161 Basic Education
162 Advanced Tutorials
163 Adult Trips
164 Teachers Materials
165 Outside Training
166 Outside Invitations

tactic 21: Primary School

167 Government Registration
168 School Extension
169 School Library
170 Programmed Reading
171 Science Classes
172 Agricultural Projects
173 Social Events

tactic 22: Community Preschool

174 Preschool Fees
175 Teachers Training
176 Time Design
177 Imaginal Education
178 Preschool Expansion
179 Preschool Materials

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tactical arena D
EXPANDING
FUTURE FARMING PRODUCTION

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Plate 4D

paratactic IV

FARMING PRODUCTION

tactic 14: Crop Products

106 Soil Management
107 Land Ploughing
108 Food Crops
109 Commercial Crops
110 Seed Varieties
111 Crop Fertilisers
112 Agriculture Agencies
113 Farm Pests
114 Weed Control

tactic 15: Cattle Upbreeding

115 Cattle Dip
116 Cattle Paddocks
117 Cattle Feed
118 Cattle Housing
119 Milking Sheds
120 Environmental Analysis
121 Cattle Crush
122 Artificial Insemination
123 Disease Control
124 Veterinary Services
125 Special Grasses

tactic 16: Livestock Farming

126 Chicken Houses
127 Graded Chickens
128 Nutritional Feeds
129 Incubation Equipment
130 Rabbit Houses
131 Rabbit Feed
132 Honey Bees
133 Fish Pond
134 Fish Care

tactic 17: Irrigation System

135 Dam Construction
136 Distribution System
137 Water Pumps
138 Water Wells
139 Irrigation Methods
140 Water Tanks

tactic 18: Cooperative Union

141 Wholesale Markets
142 Accounting System
143 Local Transportation
144 Budget Scheme
145 Cooperative Licence
146 Products Promotion
147 Corporate Purchasing
148 Administrative Offices

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 time-design. The creation of Timelined Implementaries, however, is not a task of the Consult but of the local forces themselves.

RESULTS

The Actuating Programmes of the Kapini Human Development Project shown on Plate 5 are 16 in number. Six of these are related to economic self-sufficiency in Kapini. The intent of these programmes is to establish the foundations for full economic growth within the community. Three of the six relate to local commerce and three to physical construction. The local commerce arena includes the Commercial Development Agency, the New Industries

Park and the Small Business Complex. The three programmes relating to physical construction are the Public Utilities Project, the Kapini Model Village and the Village Service Corps. The second major programmatic division has to do with agricultural expansion in Kapini. This arena includes four programmes: the Land Irrigation Network, the Kapini Model Farms, the Livestock Expansion Scheme and the Food Processing Industries. The third group of six programmes relates to social self-reliance in Kapini. Three of these deal with functional training and three with social vitality. The first group of social programmes includes the Practical Skills Institute, the Kapini Model Schools and the Continuing Education Academy. The second group, dealing with social vitality, includes the Comprehensive Health System, the Community Cultural Centre and the Village Engagement Associations.

SUMMARIES

A more detailed description of each of the 16 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 implementation. This is in no way a specific effort to do the Timelined Implementaries of the subtactics mentioned earlier. The programme summary, rather, points to the broad steps involved and thus provides some sense after the practical feasibility of the programme. Accompanying each summary is a four-year cost projection (Plates 5B - 5Q).

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Human Development Project
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THE SIXTEEN ACTUATING PROGRAMMES
Comprehensive Community Reformulation in Kapini

February 1978
Consult
Plate 5

ONE TOWARD ECONOMIC SELF SUFFICIENCY IN KAPINI		TWO TOWARD AGRICULTURAL EXPANSION IN KAPINI	THREE TOWARD SOCIAL SELF-RELIANCE IN KAPINI	
LOCAL COMMERCE A	PHYSICAL CONSTRUCTION B	C	FUNCTIONAL TRAINING D	SOCIAL VITALITY E
COMMERCIAL DEVELOPMENT AGENCY I	PUBLIC UTILITIES PROJECT IV	LAND IRRIGATION NETWORK VII	PRACTICAL SKILLS INSTITUTE XI	COMPREHENSIVE HEALTH SYSTEM XIV
NEW INDUSTRIES PARK II	KAPINI MODEL VILLAGE V	KAPINI MODEL FARMS VIII	KAPINI MODEL SCHOOLS XII	COMMUNITY CULTURAL CENTRE XV
SMALL BUSINESSES COMPLEX III	VILLAGE SERVICE CORPS VI	LIVESTOCK EXPANSION SCHEME IX	CONTINUING EDUCATION ACADEMY XIII	VILLAGE ENGAGEMENT ASSOCIATIONS XVI
		FOOD PROCESSING INDUSTRIES X		

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THE SIXTEEN ACTUATING PROGRAMMES
Comprehensive Community Reformulation in Kapini

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Plate 5A

ONE — TOWARD ECONOMIC SELF-SUFFICIENCY IN KAPINI

A — LOCAL COMMERCE

COMMERCIAL DEVELOPMENT AGENCY	I	1 Investment Capital Programme
		2 Products Marketing Programme
		3 Equipment Pool Programme
		4 Corporate Management Programme
NEW INDUSTRIES PARK	II	5 Construction Company Programme
		6 Local Manufacturing Programme
		7 Contract Work Programme
		8 Skilled Workers Programme
SMALL BUSINESSES COMPLEX	III	9 Retail Shops Programme
		10 Wholesale Markets Programme
		11 Vehicle Servicing Programme
		12 Credit Union Programme

B — PHYSICAL CONSTRUCTION

PUBLIC UTILITIES PROJECT	IV	13 Pure Water Programme
		14 Road Transportation Programme
		15 Village Electricity Programme
		16 Basic Communications Programme
KAPINI MODEL VILLAGE	V	17 Common Facilities Programme
		18 Cluster Housing Programme
		19 Shopping Centre Programme
		20 Space Beautification Programme
VILLAGE SERVICE CORPS	VI	21 Security Patrol Programme
		22 Volunteer Forces Programme
		23 Maintenance Crew Programme
		24 Job Apprenticeship Programme

TWO — TOWARD AGRICULTURAL EXPANSION IN KAPINI

C

LAND IRRIGATION NETWORK	VII	25 Dam Development Programme
		26 Pipe Distribution Programme
		27 Deep Wells Programme
		28 Water Management Programme
KAPINI MODEL FARMS	VIII	29 Demonstration Projects Programme
		30 Cash Crops Programme
		31 Feed Grains Programme
		32 Tree Orchards Programme
LIVESTOCK EXPANSION SCHEME	IX	33 Grazing Herds Programme
		34 Small Animals Programme
		35 Fish Farming Programme
		36 Veterinary Services Programme
FOOD PROCESSING INDUSTRIES	X	37 Maize Mill Programme
		38 Food Packaging Programme
		39 Dairy Products Programme
		40 Local Resources Programme

THREE — TOWARD SOCIAL SELF-RELIANCE IN KAPINI

D — FUNCTIONAL TRAINING

PRACTICAL SKILLS INSTITUTE	XI	41 Farming Expertise Programme
		42 Trade School Programme
		43 Business Skills Programme
		44 Womens Institute Programme
KAPINI MODEL SCHOOLS	XII	45 Village Preschool Programme
		46 Primary School Programme
		47 Parent Teachers Programme
		48 School Equipment Programme
CONTINUING EDUCATION ACADEMY	XIII	49 Basic Learning Programme
		50 Functional Literacy Programme
		51 Teacher Training Programme
		52 Leadership Methods Programme

E — SOCIAL VITALITY

COMPREHENSIVE HEALTH SYSTEM	XIV	53 Preventive Health Programme
		54 Curative Medicine Programme
		55 Community Kitchen Programme
		56 Sanitation System Programme
COMMUNITY CULTURAL CENTRE	XV	57 Information Network Programme
		58 Recreational Activities Programme
		59 Educational Trips Programme
		60 Celebrative Events Programme
VILLAGE ENGAGEMENT ASSOCIATIONS	XVI	61 Village Council Programme
		62 Planning Committees Programme
		63 Social Clubs Programme
		64 Neighbourhood Care Programme

ECONOMIC SELF-SUFFICIENCY: Actuating Programme 1

COMMERCIAL DEVELOPMENT AGENCY

If any smaller community is to avoid being overwhelmed by the financial power of gian public and private institutions, it must create its own corporate structure to effectively manage all large-scale purchasing and marketing in a coordinated manner. Kapini has produced a number of aspiring businessmen who are ready to make a contribution to the life and economy of their community. The Commercial Development Agency is a programme created to provide professional expertise and the financial resources necessary for new commercial ventures. Cooperative business practices will undergird the effort. Through the Development Agency the villagers will gain access to a wider variety of goods as well as vital vehicles and machines. The great gift of such a programme is the local decision to actualise its potential economic power that any village has when it decides that a corporate entity is more effective than any individual or scattered one.

The Commercial Development Agency consists of four components. First, the Investment Capital Programme will arrange for initial seed money for project programmes by means of grants and long-term loans. This programme will also create structures whereby the increasing profits from local agriculture and commercial ventures are made available for re-investment in the community. Second, the Products Marketing Programme will develop the wholesale outlets for quantity agricultural and industrial production as well as wholesale purchasing of commodities and raw materials for local businesses. It will also secure outside contracts for local manufacturing operations. Third, the Equipment Pool Programme will acquire, supervise and maintain the agricultural, industrial and transport machinery needed for the operation of the various community projects. Fourth, the Corporate Management Programme will establish a trained group of village managers to ensure that profitable operation and auditable accounts are maintained in every community economic enterprise.

The community will elect during the first month of the project five competent villagers as the first Management Board for the Community Development Agency. A temporary office will be immediately set up until a more permanent structure is erected. It will contain desks, tables, typewriters, record keeping books and a safe. Two selected villagers and one auxiliary staff will make up a Development Team for procuring large investment funds and in-kind materials for the new industries, stores and farming projects. Two members of the Management Board will consult with outside experts on the best marketing procedures for village products as well as the most efficient methods of bulk purchasing for local commercial enterprises. Tractors, rototillers, ploughs, trucks, transport vehicles and needed industrial equipment will be purchased and housed in a large shed. Tools and benches will also be obtained for the servicing of all machinery by the Maintenance Crew.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 1 **Plate 5B**
COMMERCIAL DEVELOPMENT AGENCY

categories \ years		current FY budget	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Tractors & accessories	2,000			
	5 ton truck	5,000			
	Used vehicle	4,000			
	Mechanics tools	300			
	Fencing, shed materials	440			
	Office equipment	400			
	Construction tools	100			
	Subtotal - capital	12,240			
II Pay and Allowance	1 Accountant	600	300		
	1 Fund Raiser	480	240		
	1 Secretary	480	240		
	2 Drivers	960	480		
	1 Auxiliary	960	480		
	Subtotal - pay	3,480	1,740		
III Current Expenses	Fuel and parts	800	300		
	Insurance	500	250		
	Office supplies	100	50		
	Utilities	300	150		
	Subtotal - current	1,700	750		
	Total Programme Cost	K 17,420	K 2,490		

ECONOMIC SELF-SUFFICIENCY: Actuating Programme 2

NEW INDUSTRIES PARK

Essential to any community in need of development is some means of increased employment for the community at large and specifically for village people not previously employed in gainful occupations. The New Industries Park is a programme to enable Kapini residents who have or can develop the necessary skills with part-time or full-time employment in a series of different village industries. A number of villagers already possess helpful skills in furniture-making and sheet-metal work. The present teaching skills of the people will be used to develop latent talent in others in order to create a broad economic base for the whole community. The critical aspect of this programme is to create structures to reduce the flow of money leaving the village and begin to draw money into the community. This will be accomplished through stable business development, demonstrating the ability of a village people to develop the industrial gifts of their community.

The New Industries Park consists of four components: First, the Construction Company Programme will establish a contracting business to build all of the new housing and model village facilities. The manufacture of permanent bricks along with outside sales to Zambian construction markets will also be an integral part of this programme. Second, the Local Manufacturing Programme will expand the existing village craft production into a compact, profitable factory operation. Third, the Contract Work Programme will secure continuing outside contracts from Zambian industries for light industrial work within the village. This programme will erect the buildings for the industrial complex. Fourth, the Skilled Workers Programme will locate and employ experienced persons from the village to supervise and train those working in construction, manufacturing and industrial concerns.

The construction company will begin immediately to evaluate local materials for brick making and will visit Lusaka firms, such as Reunited Engineering, who have soil-cement block pressing machinery. Experimental bricks of at least three different types will be produced before April when the brick-making factory begins. Local bricks, timber and sand will be utilised in the first construction projects of the Village Hall and Model Village. The manufacturing of furniture and sheet-metal products and the construction of large facilities for new contract industries will be expanded by means of twenty apprentices from the Village Service Corps. Manufacturing to supply outside contracts will begin in April by means of agreements made by the Commercial Development Agency with outside companies. One experienced construction contractor, three brick-makers, six contract industry workers plus one supervisor will be hired as skilled workers.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 2 Plate 5C

NEW INDUSTRIES PARK

categories / years		current FY budget	Future Estimated Costs FY II	FY III	FY IV
I	Light industry building	1,200			
	Brick making equipment	100			
	Office equipment	400			
Capital Costs	Building materials	400			
	Plumbing & electricity	400			
	Doors, windows & fittings	400			
	Construction equipment	400			
	Subtotal - capital	3,300			
II	6 Contract workers	2,880	1,440		
	3 Brickmakers	1,440	720		
	1 Supervisor	720	360		
Pay and Allowance	1 Construction contactor	1,000	500		
	1 Auxiliary	960	480		
	Subtotal - pay	7,000	3,500		
III	Office supplies	100	50		
	Maintenance	500	200		
	Travel	500	250		
Current Expenses					
	Subtotal - current	1,100	500		
	Total Programme Costs	K11,400	K4,000		

ECONOMIC SELF-SUFFICIENCY: Actuating Programme 3

SMALL BUSINESSES COMPLEX

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 Kapini where local retail stores are in great demand. The necessary business skills in management and as employees in a series of small village retail outlets will be emphasised in the Small Businesses Complex. This programme will oversee the opening and the continuous management of these establishments. Therefore, Kapini will become a self-contained economic unit capable of generating its own economy through increased opportunities to exchange monies. Tapping the natural business acumen of the villagers will aid in Kapini's goal of complete economic self-sufficiency and enhance local natural gifts.

The Small Businesses Complex consists of four components. First, the Retail Shops Programme will establish a supermarket, butchery shop, general story, bakery, restaurant and second-hand shop within a shopping complex to serve village residents. Second, the Wholesale Markets Programme will create a farmers' market and a factory outlet for the wholesale distribution of its commercial production. It will also arrange for the establishment of an easily accessible Namboard Depot for agricultural input and crop marketing. Third, the Vehicle Servicing Programme will construct a petrol station and maintain a garage to care for all community vehicles and to serve the public along the Great North Road. Fourth, the Credit Union Programme will offer complete banking services to the village for the first time, financed through local village contributions and large-scale loans procured by the Commercial Development Agency. It will hold regular consultations with commercial banking experts.

This Programme began during the consult with a small demonstration store and credit union which evoked considerable interest. The land for the retail business centre will be designated by the Village Council, and a supermarket and a general store will obtain proper licences immediately. Bakery items will be supplied by Supaloaf Bakery in Lusaka until the local Home Bakery is established in May. A second-hand store will be established during the second quarter of the project. The government regulations and licensing procedures for a local credit union will be obtained by the Commercial Development Agency in April when the Credit Union will be established. An auxiliary-resident team will contact major oil companies regarding the construction of the petrol station on Great North Road near the village entrance. Next to the station, land will be cleared for the farmers' wholesale market as an expansion of the present market.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 3 Plate 5D

SMALL BUSINESSES COMPLEX

categories / years		current FY budget	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	1 Restaurant	200			
	Market stalls	200			
	Petrol station	700			
	Garage & tools	800			
	Furnishings	300			
	Equipment	500			
	Subtotal - capital	2,700			
II Pay and Allowance	1 Petrol station manager	720	360		
	4 Service apprentices	1,920	960		
	1 Auxiliary salary	960	480		
	Subtotal - pay	3,600	1,800		
III Current Expenses	Office supplies	50	50		
	Registration fees	50	50		
	Management Training	200	100		
	Travel	1,000	500		
	Subtotal - current	1,300	700		
	Total Programme Costs	K7,600	K2,500		

ECONOMIC SELF-SUFFICIENCY: Actuating Programme 4

PUBLIC UTILITIES PROJECT

The Public Utilities Project is designed to create the needed urban services within Kapini that will both allow villages to enjoy the modern amenities of the twentieth century and attract those villagers to stay who want to move to urban areas in order to obtain such utilities. During the Consult, the village people expressed a long-awaited desire for convenient, clean water sources, electricity and all-weather roads. A major point of this programme will be to effectively assist the villagers in realising these dreams. Another deep hope expressed by the Kapini residents was a way to more rapidly travel to Lusaka and distant locations. It is clear that the village residents want the basic services afforded to other more modernised communities. Because many of the other programmes of the project depend on basic services, the Public Uilities Project will play a major role in the development of Kapini.

The Public Utilities Project is composed of four components. First, the Pure Water Programme will provide all villagers with clean drinking water by constructing new closed wells in suitable locations and improving the existing wells. It will also install a water distribution system to all nearby homes with storage tanks and pumps. Second, the Road Transportation Programme will make good transportation available outside and inside the village by reconstructing existing roads and bridges. This programme will also obtain regular, daily transport for outside travel and emergency trips and will construct a sheltered bus stop. Third, the Village Electricity Programme will install electricity for lighting houses, meeting areas and local businesses. In addition, it will provide street lighting for evening security. Fourth, the Basic Communication Programme will provide the village with public telephone service. This programme also will include the establishment of a post office.

After the consult, an analysis of the water from existing wells will be done. Proposals to the Ministry of Water Affairs for assistance in drilling new wells will be carried out by the Service Corps. Existing wells will be covered. Water Storage Tanks, for well water and rain catchment along with a piping system will be constructed. Two months after the consult a 40 KVA diesel generator will be installed in the model village area. On a series of Community Workdays, existing roads, a drainage system, area. On a series of Community Workdays, a drainage system and a new bridge will be built and existing roads improved by the construction company with the assistance of the government and community work forces, and equipment leased through the community equipment pool. Footpaths will be widened and improved. A small bus will be obtained for regular services to Lusaka and will also function as an ambulance. One telephone will be installed to begin the public communication system. The construction company will include a small building in the village hall to house Kapini's new post office.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 4 Plate 5E

PUBLIC UTILITIES PROJECT

categories / years		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	1 electrical well pump	400			
	1 storage tank & piping	400			
	Telephone	500			
	Bus stop shelter	50			
	Electric poles & lines	400			
	40 KVA generator	4,000			
	Subtotal - capital	5,750			
II Pay and Allowance	4 Well diggers	1,920	960		
	1 Auxiliary salary	960	480		
	Subtotal - pay	2,880	1,440		
III Current Expenses	Generator fuel	500	250		
	Pump fuel	200	100		
	Subtotal - current	700	350		
	Total Programme Costs	K9,330	K1,790		

ECONOMIC SELF-SUFFICIENCY: Actuating Programme 5

KAPINI 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 Kapini Model Village will be designed expressly to insure that technological benefits can reach those who have seldom had the opportunity to enjoy them first hand. As the three villages begin to gather together, more community facilities, stores and parks will be opened up to sustain the village and to provide for the village's contribution to the economic growth of Zambia. This programme will also enable a more visibly identifiable village for all to see. 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 Kapini Model Village consists of four components. First, the Common Facilities Programme will construct a village hall, a school complex, public library, security station and health clinic. It will also erect public sanitation facilities. Second, the Cluster Housing Programme will construct clusters of houses, each arranged in a configuration which will demonstrate a modernised model village. More spacious housing with modern conveniences will be constructed out of locally made bricks and other low cost local materials, demonstrating the feasibility of this project for other villages. Third, the Shopping Centre Programme will create a centralised facility for housing the general store, the supermarket, the butchery shop, the bakery and the credit union. Fourth, the Space Beautification Programme will provide an attractive village atmosphere through a well designed street system, accessible parks, sports fields, public gardens and street signs.

The site for the meeting hall, the school complex, library, clinic and security station will be consensed on by the village council in the first month of the project. Architects, contractors and chemical treatment companies will provide advice and appropriate material for the design and low cost construction of model houses. Interior decorators will provide expertise on essential furnishings. Electrical wire, fixtures and piping will be purchased and installed by village electricians. Sanitary facilities will be installed by the construction company and a skilled plumber. The first building to be constructed in the Shopping Centre will be a large general store with shelves, counters and adding machines. Sports fields will be cleared and goal posts put up. Community parks will be located in central locations and planted with trees and flowers by the villagers on community work days. Street signs will be painted green with large clear letters identifying each roadway.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 5 Plate 5F

KAPINI MODEL VILLAGE

categories / years		current FY budget	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	10 Housing clusters	12,000	12,000		
	Village hall	2,000			
	Primary school	4,000			
	Teacher's accomodations	3,000			
	4 Public buildings	4,000			
	Shopping centre	1,000			
	Construction tools	400			
	Subtotal - capital	26,400	12,000		
II Pay and Allowance	20 Construction workers	9,600	2,400		
	Plumber	1,000	200		
	Architect fees	1,200			
	Contractor fees	1,000	400		
	Interior decorator	500	100		
	1 Auxiliary salary	960	480		
	Subtotal - pay	14,260	3,580		
III Current Expenses					
	Subtotal - current				
	Total Programme Costs	K40,660	K15,580		

ECONOMIC SELF-SUFFICIENCY: Actuating Programme 6

VILLAGE SERVICE CORPS

The task of socio-economic development in Kapini requires the engagement of large numbers of people. Many young men and women have attended the remote primary schools, but because of the expense and distance involved in going to overcrowded 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 Service Corps will create a spirit of co-operation and care for one another in action. Experiencing a safer, more secure community, participating in constructing new village facilities, maintaining roads and machinery, and cooperatively helping to beautify the physical environment will engender a new sense of community pride.

The Village Service Corps will have four components. First, the Security Patrol Programme will patrol the village to protect the homes, crops, and common facilities of the village. It will also assign a guard to protect school materials and maintain a well-guarded, safe space for valuable village equipment. Second, the Volunteer Forces Programme will undertake community work that will assist in the physical reconstruction of the whole community. It will also arrange for emergency transport services to hospitals. Third, the Maintenance Crew Programme will be responsible for keeping public vehicles, tools, and equipment in good condition. This programme will also maintain the roads, leveling and resurfacing when necessary and making sure the bridge is in good repair. Fourth, the Job Apprenticeship Programme will offer villagers the opportunity to learn skills through assisting a skilled worker while being paid a salary.

The Women's Institute will provide the Security Patrol with green uniforms and identifying symbols. The Patrol will be given night sticks and will begin training for their duties during the first month of the Project. Volunteer services will begin by helping the villagers to stake out the Model Village, marking where specific buildings, roads and paths will be built. Slashing tools, axes, shovels, picks and wheelbarrows will be procured for community work days. The village council will agree on a plan for emergency transportation and assign volunteer drivers. The maintenance crew will be trained to maintain the new village vehicles and machines. They will also repair the roads throughout the year. The Apprenticeship Programme will begin with skilled workers in the new industries. Apprenticeship training times will be advertised in the village newspaper.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 6 Plate 5G

VILLAGE SERVICES CORPS

categories \ years		current FY budget	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Tools & equipment	1,000			
	Subtotal - capital	1,000			
II Pay and Allowance	6 Road Maintenance Crew	1,440	720		
	6 Machinery Repair Crew	1,440	720		
	10 Industrial Apprentices	2,400	1,200		
	4 Security Patrolmen	1,920	960		
	1 Auxiliary salary	960	480		
	Subtotal - pay	8,160	4,080		
III Current Expenses	Uniforms	1,000	500		
	Boots & rainwear	200	100		
	Office supplies	100	50		
	Subtotal - current	1,300	650		
	Total Programme Costs	K10,460	K4,730		

AGRICULTURAL EXPANSION: Actuating Programme 7

LAND IRRIGATION NETWORK

One of the earth's most valuable resources is water. Even though two fast-moving rivers and a number of wells supply drinking water in the village, most of the farmland depends upon the rains to supply enough water for one crop a year. The Land Irrigation Network is specifically designed to enable multiple crop growing throughout the year by creating new water sources closer to present fields. Kapini is blessed with a large area of very fertile soil. Bringing a steadier water supply to such land will increase the agricultural output of the Kapini Project area tenfold. The other natural gift Kapini possesses is a high water table so that tapping underground water sources is not an overly difficult task. The three villages of Kapini together intend to become a community that will exhibit how any local village can take advantage of its natural resources.

The Land Irrigation Network is composed of four components. First, the Dam Development Programme will construct a large holding dam in the Mwambeshi River for a sufficient supply of irrigation water for the nearby village farms. Second, the Pipe Distribution Programme will distribute water from the dam and the deep wells to neighbouring fields and cattle watering areas through a complete pipe system with the use of pumps. It will utilise different types of irrigation systems such as trickle and furrow irrigation according to specific planting needs and also build large storage tanks for easier gravity watering of farms. Third, the Deep Wells Programme will drill deep wells in suitable locations throughout the three villages for convenient irrigation of neighbouring fields. Fourth, the Water Management Programme will monitor the use of irrigation supply, regularly maintain and repair the pumps and pipes and advise local farmers on the best methods of irrigation for their crops.

During the first month of the project, the Farming Guild will invite a construction engineer to build plans for the new Mwembeshi Dam. A survey for the most appropriate location of the dam will also be carried out by the Farming Guild. Cement, sand, stones, wooden forms, construction machinery, pipes and pumps will be obtained for building the dam and the pipe distribution system to neighbouring farms. An auxiliary staff member and the Farming Guild will draw up a land use plan of the whole project area for the best location of irrigation wells. A large drilling rig will be leased or contributed for drilling the deep wells together with cement covering, pumps and pipes. Large round water storage tanks will be erected by the Construction Company in suitable locations. Animal watering ponds will be dug throughout the villages and fenced in on a series of community workdays.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 7 Plate 5H

LAND IRRIGATION NETWORK

categories / years		current FY budget	Future Estimated Costs FY II	FY III	FY IV
I	Dam construction mater'ls	1,000			
	2 km. piping & fitting	1,500	700		
	Well drilling equipment	1,000			
Capital Costs	3 irrigation pumps	1,200			
	2" siphon piping	400			
	Fencing materials	400			
	Water storage tanks	600	300		
	Maintenance tools	300			
	Subtotal - capital	6,400	1,000		
II	2 Irrigation servicemen	960	480		
	Construction engineer	1,000	500		
	1 Auxiliary salary	960	480		
Pay and Allowance					
	Subtotal - pay	2,920	1,460		
III	Water testing kit	50	50		
	Pump fuel	400	200		
	Record books	50	50		
Current Expenses					
	Subtotal - current	500	300		
	Total Programme Costs	K9,820	K2,760		

AGRICULTURAL EXPANSION: Actuating Programme 8

KAPINI MODEL FARMS

With the Zambian government's emphasis on "back to the land", Kapini is a paradox composed of hundreds of acres of rich, tillable land and subsistence farming. The Kapini Model Farms will introduce a modern, diversified agricultural economy to the three villages of the Kapini Project area. It is designed to provide a striking demonstration of modern farming methods to all local farmers. The Model Farms will demonstrate how the effective production of nutritional crops and marketable produce is possible for any farmer in the community. Shared equipment, methods, seeds and labour will more than double the annual output of any single farmer. Diversified crop raising will ensure a margin of profit for the whole community. While most rural communities are barely raising enough to provide a minimal diet, the Model Farms will begin to demonstrate how any community in Zambia can produce enough food to meet its needs in full.

The Kapini Model Farms consists of four components. First, the Demonstration Projects Programme will establish proper soil management and pest control experiments on selected farms throughout the Kapini Project area. It will also demonstrate the best variety of crops that can be grown within the local environment. Second, the Cash Crops Programme will extend varieties of profitable crops like sunflowers, soybeans groundnuts and tobacco throughout various village fields. Third, the Feed Grains Programme will grow special feed crops for the numerous livestock in the three villages. This programme will supply basic locally-grown quantities of feed for all village cattle, sheep, goats, chickens, pigs, rabbits and fish. Fourth, the Tree Orchards Programme will plant diversified types of fruit trees and evergreen trees. It will also construct a seedling nursery for growing young trees for later replanting and will graft fruit tree branches onto strong young fruit trees for more rapid growth.

One three-fourth's acre demonstration field was ploughed in the first week of the Consult with donated tractors. Soybeans, okra, potatoes and eggplant will be planted by the Farming Guild. A three acre field will be ploughed in May and planted with the same crops for continuing crop production. One of the auxiliary will immediately begin training farmers in proper soil management, fertiliser use and pest control in these demonstration fields. The Commercial Development Agency will select farms within all three villages that will be sown with new marketable crops such as sunflowers, soybeans and various profitable vegetables. Selected fields will be chosen for growing animal feed grains. A large plot of land will be acquired near the river as a tree seedling nursery. Five hundred lemon trees will be procured from the Ministry of Lands and Agriculture and planted for future grafting of mango, guava, oranges and other fruit trees.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 8 Plate 5I

KAPINI MODEL FARMS

categories \ years		current FY budget	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	1,000 Fruit tree plants	1,000			
	Seedlings	200			
	Grain storage sheds	400	200		
	2 Backpack sprayers	100			
	Farm hand tools	100			
	Fencing	100			
	Subtotal - capital	1,900	200		
II Pay and Allowance	10 Community farmworkers	4,800	4,800		
	1 Auxiliary salary	960	480		
	Subtotal - pay	5,760	5,280		
III Current Expenses	Seeds & fertilisers	1,000	500		
	Tractor fuel	200	100		
	Subtotal - current	1,200	600		
	Total Programme Costs	K8,860	K6,080		

AGRICULTURAL EXPANSION: Actuating Programme 9

LIVESTOCK EXPANSION SCHEME

Healthy economies are those that are diversified. In order to introduce a greater variety of resources into the economy of Kapini, the Livestock Expansion Scheme will expand the raising of large and small stock. The closeness of Lusaka's experimental cattle, pig, rabbit and poultry raising farms and the government fisheries provide ready services of government and private farms in helping 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 Kapini 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 Livestock Expansion Scheme is made up of four basic components. First, the Grazing Herds Programme will expand the present number of cows, bulls, sheep and goats. It will also upbreed the poorer stock, build proper animal housing and fenced grazing areas and supply sufficient animal feeds. Second, the Small Animals Programme will introduce large quantities of marketable livestock, such as pigs, chickens, rabbits and beehives. This programme will erect sties, coops, hatches and hives along with proper feeding and watering troughs. Third, the Fish Farming Programme will introduce a rapidly growing variety of local fish, like tilapia, into the local rivers and newly dug shallow ponds along with nets and cages for easier marketing. Fourth, the Veterinary Services Programme will establish proper care of all village livestock by building a centrally located cattle crush and cattle dip. It will also supply regular veterinary services for all large and small animals as well as artificial insemination services.

Ten dairy cows, one bull, 20 sheep, 25 goats, five boars, five sows and 1,000 one-day old chicks (500 layers and 500 broilers), 25 female ducks, five male ducks and 20 rabbits will be procured from the Government Agricultural station and private commercial farmers to implement the Livestock Expansion Scheme. The Farming Guild and the Commercial Development Agency will arrange for the purchase of these animals. They will also obtain 20 beehives from the Government Forestry Department to begin bee production. Tilapia fingerlings and other rapidly producing species will be obtained from the Fisheries of Zambia and local lakes. They will be used as stock in the river dam area. Shallow ponds will be dug with a slanting bottom and an overspill pipe on selected farms and stocked with fingerlings. The first fish crop will be harvested for marketing in six months time. A cattle crush and dip will be erected near the main road for more convenient Government veterinary services.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 9 Plate 5J

LIVESTOCK EXPANSION SCHEME

categories \ years		current FY budget	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Grazing animals	1,500			
	Small livestock	500			
	Shelter materials	1,600			
	Watering troughs	50			
	Cattle dip & crush	100			
	Subtotal - capital	3,750			
II Pay and Allowance	4 Livestock caretakers	1,920	960		
	Veterinary consultant	1,000	1,000		
	1 Auxiliary salary	960	480		
	Subtotal - pay	3,880	2,440		
III Current Expenses	Fish feed	50	25		
	Fish nets & containers	50	25		
	Veterinary medicines	200	100		
	Fencing material	200	100		
	Beekeeping materials	50	20		
	Supplemental animal feed	100	50		
	Subtotal - current	650	320		
	Total Programme Costs	K8,280	K2,760		

AGRICULTURAL EXPANSION: Actuating Programme 10

FOOD PROCESSING INDUSTRIES

The ability to exploit its agricultural resources into profitable commercial ventures is the hallmark of any economically self-sufficient farming community. Such is the intent of the Food Processing Industries. This programme will take full advantage of the new, diversified tree and crop production that will be done across the hundreds of acres of rich, tillable soil throughout the Kapini Project area. Training in the modern techniques of food processing and packaging will be a major part of this project. Such an approach will attract capital from outside sources in order to develop a large cash flow within the entire community. It will also provide employment for a number of villagers within the community. When Kapini fully develops the many ways of profitably processing its farming resources, it will demonstrate how any village in Zambia can easily triple its income within a very short span of time.

The Food Processing Industries consists of four components. First, the Maize Mill Programme will construct a large maize milling factory within the Project area with allnecessary milling machinery. Second, the Food Packaging Programme will design boxes, cartons and plastic bags as attractive containers for all village food processing products. It will also maintain a large storage centre for local food products ready for outside markets. Third, the Dairy Products Programme will erect large milking sheds for the village cows along with machines to process milk, butter and cheese. Fourth, the Local Resources Programme will set up varied processing plants for new village agricultural products such as soy beans, tobacco, sunflower, sugar cane, and other future crops. It will also procure and maintain proper processing equipment for these new industries along with special training of Kapini residents in the skills necessary to be employed these ventures.

The Food Processing Industries will begin with the Village Council deciding on the location of the community maize mill. A deisel-driven grinding machine will be purchased and a large shed will be built of local materials. A sufficient quantity of plastic bags will be obtained and stacked in the shed to sell to villagers for carrying the maize flour. Expert advice will be sought from various food processing plants throughout Lusaka and Zambia for the implementation of the Food Packaging Programme. The community will consense on a village trademark to be stamped on all packages. A large storage warehouse for food processing products will be erected. The new milking shed will be built in a central location and processing machines will be procured. Consultations with outside consultants will produce a plan for the next rainy season's crops that will be used as the resources for new food processing industries.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 10 Plate 5K
FOOD PROCESSING INDUSTRIES

categories / years		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Maize mill	1,000			
	Milking sheds & equipm't	1,000	500		
	Processing equipment	1,000			
	Storage shed	1,000	500		
	Processing buildings	2,000			
	Processing tools	200			
	Subtotal - capital	6,200	1,000		
II Pay and Allowance	1 Mill superintendant	720	360		
	1 Dairy manager	720	360		
	1 Packaging manager	720	360		
	1 Products manager	720	360		
	16 Industrial workers	7,680	3,840		
	1 Auxiliary salary	960	480		
	Subtotal - pay	11,520	5,760		
III Current Expenses	Packaging materials	200	100		
	Office supplies	200	100		
	Machinery fuel	200	100		
	Subtotal - current	600	300		
	Total Programme Costs	K18,320	K7,060		

SOCIAL SELF-RELIANCE: Actuating Programme 11

PRACTICAL SKILLS INSTITUTE

Across the world the demand for practical skills training has increased as the impact of modern machinery and technology has been experienced in urban and rural areas alike. The Practical Skills Institute is intended to rapidly create a pool of skilled technicians and competent businessmen within Kapini as the local manpower sources for all the new village businessesses and industries. As the village moves to a new level of skills, it is equally important that the women of the community also participate in the projects necessary to rebuild the village. The Kapini Human Development Project depends on the creation of a skilled labour force across the entire community, using the talent of its citizenry. This programme will provide both men and women the opportunity to engage productively in the socio-economic development of Kapini and thereby in the development of the nation.

The Practical Skills Institute consists of four components. First, the Farming Expertise Programme will provide on-the-job training in farm management, crop diversification and rotation, modern methods of fertiliser and chemical application, equipment use and upkeep and irrigation methods. This will be supplemented by scheduled evening classes. Second, the Trade School Programme will teach vocational skills such as mechanics, carpentry, plumbing, commercial and other technical skills needed to qualify for jobs. Third, the Business Skills Programme will include typing, book-keeping, business maths, basic accounting and other skills required by local commercial enterprises. As commercial enterprises and industries develop, a special course will be provided in business management. Fourth, the Women's Institute Programme will teach village women practical methods of family budgeting, child care, home sanitation, personal hygiene, basic nutrition and sewing. It will also utilise their expertise in the Comprehensive Health System.

The implementation of the Practical Skills Institute began immediately following the Consult as 40 men formed a task force, cleared the land and built a temporary drying shed for the brick factory, ploughed an acre for the demonstration plot and visited Lusaka to locate resourced for a soil-cement factory. During March, two temporary facilities will be secured and equipped as classrooms. One of these will be decorated and furnished with chairs, worktables, blackboards and audio-visual equipment. Fifteen typewriters, a mimeograph machine, accounting ledgers, calculators, adding machines and consumable supplies will be secured for the Business Skills Programme. A second workspace will be furnished for shop use with machinery and tools. A basic assortment of mechanical and wood-working tools will be procured. Women of the community will be recruited during March to assist in the task of making uniforms for the 200 preschoolers, and by May 10 sewing machines will be secured to begin machine sewing classes. Auxiliary staff will recruit outside experts to help teach trade and business skills.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 11 Plate 5L

PRACTICAL SKILLS INSTITUTE

categories / years		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Classroom furniture	1,000			
	15 typewriters	800			
	1 mimeograph machine	300			
	4 calculators	50			
	Projector & screen	50			
	6 sewing machines	600			
	Trade tools	1,000			
	Subtotal - capital	3,800			
II Pay and Allowance	1 Commerce trainer	720	720	360	
	1 Sewing trainer	720	720	360	
	Bookkeeper fees	1,000	1,000	500	
	Master craftsman fees	1,000	1,000	500	
	1 Auxiliary salary	960	480		
	Subtotal - pay	4,400	3,920	1,720	
III Current Expenses	Books	100	100	50	
	Uniform material	400	300		
	Decor	100	50		
	Office supplies	200	200	100	
	Subtotal - current	800	650	150	
	Total Programme Costs	K9,000	K4,570	K1,870	

SOCIAL SELF-RELIANCE: Actuating Programme 12

KAPINI MODEL SCHOOLS

It is now known through modern educational psychology that the most formative years of a human being's life are the earliest years of childhood. Many communities in the underdeveloped world have been unable to respond adequately to these intense learning processes of early childhood due to lack of material resources and trained personnel. Knowing that the future of any rural village lies in the training and development of its children, the Kapini Model Schools will serve as a demonstration of mass education methods and comprehensive life curriculum. This programme will extend child care and basic education to small children, will relieve the overcrowded schools in the area, and will permit more regular attendance by Kapini primary schoolers through bringing school closer to home. It will have the additional effect of releasing mothers of young children for employment and social activities in the neighbourhood.

Kapini Model Schools consists of four components. First, the Village Preschool Programme will use a comprehensive curriculum to prepare children between the ages of one and six for formal education. Resident volunteers will participate in an on-the-job training programme while serving as teachers and teachers aides. Second, the Primary Schools Programme will accommodate the hundreds of children from the Project villages of Kapini, Malekano and Mulowa, as well as children from the surrounding area. In addition to basic academic studies, the primary curriculum will include development of practical skills in agriculture, sciences and simple mechanics. Third, the Parent-Teachers Programme will enlist the active support of parents in pre- and primary school programmes through School Work Days, Social Events, sewing of school uniforms, collection of registration fees and house-to-house recruitment. Fourth, the School Equipment Programme will acquire the necessary furniture, equipment, curriculum materials and consumable supplies for both pre- and primary schools.

The Kapini Pre-school, initiated at the close of the Consult, now includes seven community volunteer teachers-in-training and 138 registered two-to-six year olds. Daily teacher training for both pre- and primary school teachers will include curriculum writing, practice teaching, workshop and leadership methods. Green and orange uniforms for teachers and children will be sewn by the Parent-Teachers Association. The primary chool will be established on a self-help basis by community residents in conjunction with the Ministry of Education and the services of three accredited Zambian primary teachers. Tables, desks, chairs, blackboards, books and other equipment and supplies will be procured through a combination of local labour and outside purchase. Ten teachers and six aides will be hired for the preschool. Events will be scheduled regularly to involve parents in the on-going life and concerns of the community schools. Guests will be encouraged to visit the schools.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 12 Plate 5M

KAPINI MODEL SCHOOLS

categories \ years		current FY budget	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Preschool furniture	500			
	Preschool equipment	200			
	Primary furniture	1,000			
	Primary equipment	600			
	Playground equipment	50			
	Subtotal - capital	2,350			
II Pay and Allowance	10 Preschool teachers	4,800	2,400	1,200	
	1 Preschool director	720	360		
	1 Auxiliary salary	960	480		
	Subtotal - pay	5,760	3,600	1,560	
III Current Expenses	Preschool uniforms	200	100		
	Curriculum materials	300	200	100	
	Subtotal - current	500	300	100	
	Total Programme Costs	K8,610	K3,900	K1,660	

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SOCIAL SELF-RELIANCE: Actuating Programme 13

CONTINUING EDUCATION ACADEMY

Adequate educational experiences are an essential undergirding of any serious human development project. Broadening the horizon of choices and the potential contribution of village residents to the life of the community is the intent of the Continuing Education Academy. This programme will provide basic learning for adults and older youth who desire to continue their primary education. Training in functional language skills will enable villagers to communicate more effectively in local languages and English. Village leadership will have opportunity to increase their facility in building consensus and leading planning workshops in their various task areas. The training of teachers and aides for various community programmes will develop the kind of expertise within the village that can be passed on to future generations. As the community is awakened to the new possibilities of individual, family and community development, it will perceive a new future for its own social reconstruction.

Continuing Education Academy consists of four components. First, the Basic Learning Programme will conduct evening classes in basic curriculum to prepare older youth and adults for certification examinations. In addition, it will sponsor outside training, field trips and drama productions to broaden and deepen the training experience. Second, the Functional Literacy Programme will be staffed by bilingual village residents who will offer functional local language skills upon which family life, employment and social relationships depend. English courses will be included in this programme to develop an adequate level of conversational competence. Third, the Teacher Training Programme will train teachers for the commercial, agricultural and educational programmes. It will provide practical experience in curriculum writing, imaginal education and workshop leadership. Fourth, the Leadership Methods Programme will train residents to assume full leadership roles in all aspects of village life. Motivational methods, model building, workshops and consensus-building will also be used.

During the first month of the Project, temporary classrooms, essential equipment and supplies will be secured for the adult evening classes. An all-village survey conducted in the first two weeks will determine residents' needs and interests and assist in recruiting qualified, bilingual teachers and aides. Registration forms and imaginal brochures will be printed to announce the opening of evening classes in April to include Functional Literacy, Basic Learning and Leadership Methods. Teacher training, already begun with Preschool teachers, will be expanded in mid-March to include business and agricultural instructors. As soon as the industrial enterprises are intiated and five skilled workers recruited, teacher training will begin for the Trade School Programme. During March, teacher training curriculum will be written. Blackboards desks, chairs, typewriters and a mimeograph machine will be procured. Government Extension trainers and outside consultants will be recruited to teach in the evening classes.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 13 Plate 5N

CONTINUING EDUCATION ACADEMY

categories \ years		current FY budget	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs					
	Subtotal - capital				
II Pay and Allowance	Business Instructor	720	720	360	
	Agriculture Instructor	720	720	360	
	1 Auxiliary salary	960	480		
	Subtotal - pay	2,400	1,920	720	
III Current Expenses	Supplies	300	200	100	
	Brochures	50			
	Subtotal - current	350	200	100	
	Total Programme Costs	K2,750	K2,120	K820	

SOCIAL SELF-RELIANCE: Actuating Programme 14

COMPREHENSIVE HEALTH SYSTEM

An essential need for any rural community is the health care of all its citizens. The Comprehensive Health System is a programme that is designed to upgrade the present health services for the entire Kapini area by creating the structure which allows 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 fulfills the villagers' desire to have their own clinic, nutritional foods and well-maintained sanitation facilities. It will also provide a viable link between the existing medical resources of the Mungule clinic and Lusaka, and the community of Kapini. The effect of the Comprehensive Health System will be to improve the physical well-being and vitality of the people, which will help to undergird the entire socio-economic development of Kapini.

The Comprehensive Health System is composed of four components. First, the Preventive Health Programme will provide training of village health caretakers, health care for children under five years, health and nutrition education, and trained local midwives. Second, the Curative Medicine Programme will provide medical care for all age groups. This programme includes the use of a local clinic along with regular doctor visits and an emergency care system. Third, the Community Kitchen Programme will establish a complete nutritional food programme for all villagers. This programme will include the construction of a community kitchen building where village women will learn how to prepare balanced meals along with a demonstration garden for teaching how to grow nutritional foods. Fourth, the Sanitation System Programme will provide sanitary food facilities as a contribution to the health of all villagers. This programme also includes the use of sanitation inspectors.

The staff of the clinic will be formed by a nurse, a midwife and a mobile clinic team. A trained midwife will help to provide pre-natal care, assist in deliveries and train village women as midwives. The nurse will also train the women in baby weighing at regular times and administer immunisations. Ten local health caretakers will regularly give health information throughout the village and administer preventive medical care. The Ministry of Health will provide medical supplies for the clinic. A Health Event will be held once a month for the whole village. A doctor will visit the clinic once a week. The Community Kitchen will begin with cooking daily preschool lunches. A demonstration garden will be planted near the community kitchen. Food supplements will be distributed to mothers for malnourished babies every two weeks. Sanitary facilities will be constructed near the houses and a sanitation inspection will be held regularly.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 14 Plate 50

COMPREHENSIVE HEALTH SYSTEM

categories / years		current FY budget	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Cooking equipment	100			
	Subtotal - capital	100			
II Pay and Allowance	Midwife	480	480	240	
	10 Health caretakers	2,400	2,400	1,200	
	1 Auxiliary salary	960	480		
	Subtotal - pay	3,840	3,360	1,440	
III Current Expenses	Medicine	300	200	100	
	Educational supplies	30	30		
	Travel	200	200	100	
	Subtotal - current	530	430	200	
Total Programme Costs		K4,470	K3,790	K1,640	

SOCIAL SELF-RELIANCE: Actuating Programme 15

COMMUNITY CULTURAL CENTRE

The Kapini Project Area is a union of three villages. The boundaries of these are basically not geographical but genealogical: Kapini, Malekano and Mulowa bloodlines. The gift of this tradition is deep care and highly developed corporateness within each village. It is the objective of the Community Cultural Centre to expand this gift of care and corporateness from the kinship group to a new concept of community among all three villages. At the heart of this programme is the creation of a swirl of common social activities, athletic games, songs, dances, regular meetings, movies, trips, informal gatherings and story telling. These are designed to catalyse social longings into a common action toward growth and development. Through this programme the people will be provided with opportunities for creating a powerful unifying force for socio-economic development of the community.

The Community Cultural Centre is made up of four parts. First, the Information Network Programme will provide residents with rapid, easy access to village information through public announcements, a local newspaper and a centrally placed bulletin board. Second, the Recreational Activities Programme will set up intramural and intervillage competitive sports events. It will also provide art-craft exhibitions, film shows and other creative entertainment. Third, the Educational Trip Programme will organise meaningful trips to outside events so that villagers are exposed to other cultures and life styles. This programme will also include visits to other Human Development Projects around the world. Fourth, the Celebrative Events Programme will provide a whole series of occasions when all villagers will have the opportunity to feast, sing and dance together on community work days.

The Information Network began with the creation and display of the Kapini Village Grid at the close of the Consult, symbolising the unification of three villages into one Human Development Project. A mimeograph machine, typewriter, cabinets, paper and supplies will be obtained to begin publishing the Kapini News biweekly. A public bulletin board will be constructed in the village centre. The Recreational Activities Board will provide uniforms for the football team and equipment for football, volleyball, table tennis and badminton. Experienced coaches will be provided. Films and a projector will be procured for film shows at the Village Hall. Buses will be obtained to take groups of twenty people on trips in the area once a month. Throughout the year selected villagers will be sent by the Village Council to visit other Human Development Projects. The Village Council will schedule village celebrations. Trade fairs will be planned for displaying art, crafts, agricultural and industrial products. Guest days will be set to allow others a tour of renewed Kapini.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 15 Plate 5P

COMMUNITY CULTURAL CENTRE

categories / years		current FY budget	Future Estimated Costs FY II	FY III	FY IV
I Capital Costs	Sportsfield materials	200			
	Office equipment	200			
	Subtotal - capital	400			
II Pay and Allowance	Sports coaches	960	960	480	
	1/2 Auxiliary salary	480	240		
	Subtotal - pay	1,440	1,200	480	
III Current Expenses	Office supplies	200	100	50	
	Display materials	50	50	20	
	Sports equipment	200	200	100	
	Field trips	300	200	100	
	Subtotal - current	750	550	270	
	Total Programme Costs	K2,590	K1,750	K750	

SOCIAL SELF-RELIANCE: Actuating Programme 16

VILLAGE ENGAGEMENT ASSOCIATIONS

Ensuring a breadth and depth of citizen engagement in a community renewal project is essential to its future development. The Village Engagement Associations was created as a programme to ensure such engagement. The intent of this programme is to create helpful structures that will allow the total community to consense on major project decisions and smaller groups to plan and care for important village happenings. The Associations will be the channel through which citizens discover their gifts and special interests utilised for the development of the whole community. Potential village leadership will be identified, trained and fully engaged in leading regularly held meetings. They will also discuss broader responsibilities of care within the wider community. The decision of the Kapini residents to meet and plan together will build the crucial corporateness which allows the human resources of any local community to powerfully focus its energies on total and rapid socio-economic development.

The Village Engagement Associations consist of four components. First, the Village Council Programme will gather local leaders, representatives of all three villages and all age groups, both men and women, for consensus on major project issues. Second, the Planning Committees Programme will set up various specific groups of villagers to plan village projects. It will also see that actuation takes place and necessary materials and equipment are provided. Third, the Social Clubs Programme will establish organisations for young people, men, women and elders. It will also include the development of trained leadership for these committees and assigned meeting spaces. Fourth, a Neighbourhood Care Programme will be set up so that an association is located in each neighbourhood to be responsible for neighbourhood improvement and maintenance.

In the first month after the consultation a meeting of the entire population of the three villages will be called by the three Headmen. The Headmen and the Branch Chairman will be present. Those who attend will agree on members of a Village Council which will include: the three Headmen, the Branch Chairman, representatives of all three villages, men, women, elders and youth. The Council will be responsible for drawing up a plan for village associations. It will designate members of Special Committees for each programme: Model Schools, Model Farms, Model Village, Commercial Development and Comprehensive Health System. A large blackboard, tables and chairs will be procured for the Village Council Hall. The Village Services Corps will be assigned to clean and maintain the Village Hall and other community meeting spaces.

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FOUR YEAR PLAN
PROGRAMME BUDGET

Programme 16 Plate 5Q

VILLAGE ENGAGEMENT ASSOCIATIONS

categories \ years		current FY budget	Future Estimated Costs		
			FY II	FY III	FY IV
I Capital Costs	Office equipment	200			
	Subtotal - capital	200			
II Pay and Allowance	½ Auxilary salary	480	240		
	Subtotal - pay	480	240		
III Current Expenses	Office supplies	100	50		
	Subtotal - current	100	50		
	Total Programme Costs	K780	K290		

EPILOGUE

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The pages of this document delineate recommendations, methods and findings which grew out of the Consultation as reported in the previous pages.

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 Kapini are found in the five comprehensive charts and the accompanying discussion which comprise the substance 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 Kapini as disclosed during the consultation indicated three broad areas of concern: economic enterprises in agriculture and commerce, village cooperation in building social structures of community organisation, formal and practical schooling, and meeting physical needs in health, nutrition and basic services. The following day's work of discerning the contradictions underlying those concerns disclosed strong emphases on the unavailability of practical training, disjointed patterns of community identity and insufficient flow of capital. Related areas dealt with community decisions, basic services, agricultural resources, essential materials, and leadership skills. The proposal work of the next day aimed at restructuring the physical environment, reforming social and educational structures, and economic, agricultural commercial and industrial expansion. The Tactical Systems Chart underscores the need for improving health,nutrition, and community activities and organisations. Commercial enterprises, formal and practical training and farm production were also areas of emphasis. The final work of the Consult is shown in the Actuating Programme Chart. The 16 programmes indicate plans to stimulate economic growth through six programmes. Social self-reliance is the aim of another six programmes. Finally, four programmes are directed toward agricultural expansion.

PHASES

The Kapini Human Development Project model produced during the Consult represents the decisions of the citizens to intensify and expand development efforts in the community. The Actuating Programmes provide for the four year phasing of the model. During the year of initiation, emphasis will be placed on mobilising broad community effort in the arenas of local business development, agricultural expansion, and the transformation of community space to project a recreated image of Kapini to its residents and to the world. By the end of the first year, all the actuating programmes will have been launched. The dual emphases of the second year are programme acceleration and replication in other rural locations. During this phase, priority is given to equipping a body of leaders to guide Project expansion. As the Project

becomes established, local leaders assume greater responsibility for the total operation. Simultaneously, the number of local Institute staff is decreased. In effect, the new project model is actuated at the end of three years. Programme maturation occurs during the fouth year. By this time, external assistance is considerably reduced and local initiative is maximised in all the development programmes.

II

PROJECT FINANCING

A comprehensive funding scheme is required for social demonstration. A project in a rural community like Kapini requries 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 expertize. 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 income. Plate 6B 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.

COSTS

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. All ages could be represented in a series of working groups, a modern form of the traditional guilds. These groups could then subdivide 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 16 programmes of the Kapini Human Development Project could be grouped in relation to two commissions responsible for coordinating 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 community. Cooperation 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 Kapini 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 would be invaluable to Kapini.

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-term residents, a reservoir of effective energy emerges. In Kapini 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, bi-lingual teachers in Lenje 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 Kapini 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 abstraction 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 month's time. The hundreds of things the visitor might see are organised into seven arenas.

ENTRANCE

As our future visitor drives north from Lusaka on the Great North Road, the first indication he has of the Kapini Human Development Project is a large, colourful sign at the side of the road after a 30 minute drive. As he turns left onto the Kapini Road, he can't help noticing a bustle of activity around the full vegetable market. Cars traveling along the Great North Road are stopping at the sign saying "Kapini Vegetable Market" to take advantage of the wide variety of foodstuffs such as tomatoes, okra, beets, beans and sweet potatoes. Next to the market, several people are standing in a sheltered bus stop awaiting the minibus service to Lusaka. As the visitor continues toward Kapini Village, he sees two stores flanking the wide, smoothly-graded Kapini Road. He stops to investigate and ends up buying some locally-made baskets from the craft store and some cigarettes from the general store. He observes that many of the people shopping here are pulling in from the Great North Road and realises these stores bring in substantial outside capital.

He gets in his car again and proceeds down the laterite road. Very quickly he comes upon a bridge with a newly constructed cement holding wall which is spanning a stream. Once over the bridge, he is impressed to see neatly laid-out irrigated farms. A large farm on the right is predominantly planted with soybeans. A sign announces that it, along with a nearby vegetable farm, are Kapini demonstration

farms. He slows down in order to distinguish the crops and observes sunflowers, groundnuts and sweet potatoes. When he sees several people at work, he decides to park and ask some questions. The field workers explain that it is Kapini's volunteer work-day for the community farm. They introduce him to an agricultural expert from Lusaka who has come out that day to train them in some new farming techniques. The visitor points to the neat, surrounding farms and asks to whom they belong. The villagers explain that their neighbours own the adjacent farms. They were able to buy seeds of newly-introduced crops with a loan from the village credit union. The visitor thanks them for the information and walks down the road. He sees a team of people fixing a tractor and stops to chat. They greet him and tell him that they are one of the trained mechanical work crews that maintain village equipment. They point toward the industrial centre out of which they work.

AGRICULTURE

The row of buildings to which the visitor is directed houses the Industrial Park. There is a shed for the equipment pool next to the machine and repair shop for maintenance of all the equipment. He is introduced to one of the mechanics who is training some students. After watching the class for a time, he walks outside and is greeted by a worker who offers to guide hime through the area. They first enter the brick factory which the visitor is told produces soil cement blocks for local homes as well as for outside markets. As he enters the next building, the odour of grain gives him a clue that this is the maize mill where Kapini residents have their maize ground and farmers have their maize processed for marketing. Workers are happy to explain the process and tell him of the food processing next door, of soybeans made into feed, and the processing of other products. The visitor and his guide move across the way to two other local industries, the clothing factory with busy men and women cutting and sewing, and to the shed for manufacturing wooden packaging boxes for a firm in Lusaka. As the visitor is leaving, he meets a singing group of preschoolers clad in bright green uniforms. They are arriving to tour the industrial complex to learn more about their own community. Upon completion of their song about Iron Men, the children and their teachers make sure the visitor will stop and see their classrooms, for they are creating a colourful display about their community. The visitor's guide points the way past three trucks which are being loaded for a trip to distant markets. These are brightly painted with a sign:"Kapini Development Agency". A question about this by the visitor gets the reply that this is the community agency which manages the equipment, marketing and investment programme of the village and its cooperative. The industrial complex impresses the visitor as an excellent start toward a bright future.

INDUSTRY

Following the road, which is now lined with bricks, up to an eight classroom building, the visitor glances up at the Kapini Primary School sign, "Grades One-Seven-And Adult Evening Classes". Beyond the classrooms, students in uniforms wave from a large field. The

Headmaster escorts him into the school commenting that the adult Kapini Football Team is very good and has won many games against neighbouring village teams. "That's our field," he says, "put in by the Volunteer Forces. You'll probably see them on some job as you visit today. They take on anything that needs doing in the area." They stop in a room with a "Domestic Science" sign over the door. He is told the women of the community work here in the evenings getting training in cooking, sewing, nutrition, child care and leadership as well. Several pedal sewing machines line one wall where a teacher stands by assisting a group of students to cut patterns. Introducing her, the Headmaster explains she has been trained in the Teachers Training Programme held in the Primary School in the late afternoon. The teacher goes on to say most teachers in the community are trained there for the Preschool, Primary School as well as for Management classes and the Farming Programme. She says she is now attending English classes in the evening and will soon be taking a certification test. "The local people of Kapini are taking responsibility for the education programmes," comments the Headmaster. "Many are now working as teacher aides in all our classrooms." As they walk through the building, a larger noticeboard catches their attention, announcing a trip to Kafue Textiles on Saturday. "We often schedule educational trips for the community to broaden our knowledge in a variety of ways," the Headmaster says. "It's just a matter of arranging bus transport from the Kapini Development Agency. You'll want to see our library here," he says as he points toward a door. "The Parent-Teachers Association which meets monthly has raised funds for the books. The Chairman of the group works in the Health Centre. Stop by and see her there." The visitor says goodbye and heads toward the Village Centre.

EDUCATION

On his way to the community health clinic, the visitor notices more and more buildings and greater activity. He spots the sign for the community health clinic and stops to talk with the head of the PTA. She offers to show him around the clinic and takes great pride in telling about their classes on pre-natal care and their vehicle for transporting people to hospitals. She points to the nearby community kitchen as an illustration of the extensive instruction on nutrition and sanitation going on in the village. She suggests that he go over and join in the lunch currently being served. He heads in that direction and realises how hungry he is when he smells the delicious foods being dished out to the preschool children, work crews and elders. One of the village women working in the kitchen invites him to partake of the hot meal of okra, chicken and nshima. A team of kitchen workers go by with food for shut-ins. As he eats, she points to the village centre where many people are busy setting up booths for a craft fair that will be held the next day. The village green with its benches and attractive landscaping is quickly filling up with signs advertising the upcoming fair. After leaving the kitchen, the visitor is attracted to the edge of the green where an announcement board is full of reminders of committee meetings, planned trips, the upcoming PTA election and the weekend movie. On the other edge of the green, he spots the village meeting hall. He wanders over to see the

CENTRE

the hall and is waylaid by a design of the model village just outside. As he looks over the detailed plan, a villager comes over to see if he would like some direction. The villager points with pride to the meeting hall and explains that the village council meets there to decide on community projects. The visitor asks him about the village design and learns that before the village began to construct the village centre, the scattered houses of the area received essentially no services. Electricity, running water and sanitation services were practically unknown. Now, a generator was supplying electricity, a phone service was being installed, running water and sanitation were available. Taking a last look around the village centre before moving on, he asks his guide to point the way to the dairy farm where the kitchen helper had told him they received their community milk.

Our visitor walks slowly past a group of new homes and follows a path along a field filled with grazing cattle and soon comes to another field containing dairy cows. After a short walk, he arrives at the dairy barn and milk-processing plant. A worker greets him and offers to give him a tour. He learns that most of the farmers bring their cows here for milking and that the milk is placed in the cooperative for local use and outside markets. Some milk is processed into butter next door. The worker explains that there are plans for expansion into other dairy products. Our visitor learns of the dam on the Mwembeshi River which supplies water for grazing cows and small livestock as well as creating the fish ponds for the breeding of Tilapia fish. He discovers that the first fish harvest will occur in three weeks and
LIVESTOCK that there is much excitement at the prospects for this new industry. The two walk along to the small livestock area which has pigs, chickens, goats and a new bee-keeping industry. While learning of the cooperative efforts that have gone into the small livestock managment, our visitor meets the veterinarian who visits Kapini every two weeks. The vet offers to drive the visitor back to the shopping centre. The vet takes our visitor a round-about way past the orchards which are only in the beginning stages but already show promise of expanding the agricultural production of Kapini. The visitor is fascinated to learn how different fruit trees are grafted onto lemon tree stock to provide a root system and taller trunks for various kinds of fruit trees.

As they drive toward the Kapini Road, the veterinary officer asks to stop by the Post Office to get some stamps and post his letter. "Mail goes out daily," he says. "Why don't you walk through our Retail Store while you wait?" Many people are going in and out of the store following their day's work getting provisions for their homes. As he steps
COMMERCE inside, he notices shelves are well stocked. The Store Manager comes over and the visitor asks how it is possible to keep this store so well stocked. The manager explains that he gets a loan from the Kapini Credit Union at low interest. "Community residents and even people from outside the village pay in money to the Credit Union, where it earns interest over the year. Then it is loaned to members of the community like myself or a family who wants to build a model house or

to a farmer to buy fertiliser. Some of the things sold in this store are products made at the Industrial sheds. The vegetables are from the Demonstration Farm and that bottled milk is fresh from the Dairy Centre. We sell a lot of mealie meal, of course, from the grinding mill." The visitor thanks the manager, purchases a jar of Kapini Guava jam and a brightly coloured scarf made at the Clothing Factory and starts to leave. Suddenly a motor starts in the distance and overhead lights go on in the shop. "That's the Kapini generator," one man comments. "We got it so that work can continue in the evenings." As he says goodbye and heads toward the car, the visitor sees a man coming toward the Shopping Centre in a green uniform. He greets the visitor as he approaches and stops to explain that he is one of the Security Patrol that works throughout the area every night. He proudly announces that there have been no problems for many months.

Later when the visitor reflects on his journey, he will realise that what impacted him most was the people themselves. He will be aware that he had met vital, hard-working, corporate people who possess confidence, dignity and pride in their village. He will sense that something profound had happened to these people which was reflected not only in the liveliness of their singing but also in their conversations. He will recall the breadth of awareness and interest, the way people spoke of the history and future of their village, and his warm welcome in the community. Their excitement about what they were doing will affect his own spirit. What he found in rural Zambia in a formerly isolated community will make him wonder: "If Kapini can do this, why cannot every village throughout Zambia and the world?"

MOTIVITY

V

REPLICATION SCHEMES

The Kapini 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 Kapini. 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 Kapini would be initiated in these communities in consultation with government officials, the Institute of Cultural Affairs and Kapini residents.

LOCAL

A nation-wide 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 economic and 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 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

NATIONAL

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 Institute over the years in 24 nations has built a foundation of support and responsiveness which would greatly facilitate the move to replication.

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 mem-

PERSONNEL

ber 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 Institute of Cultural Affairs 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.

Through an operating Human Development Project, the Institute of Cultural Affairs 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

FINANCING

available 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 within and outside the community would be greatly expanded by the successful accomplishments of the Human Development project in progress.

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 Kapini 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 Kapini.

STAFF

The Institute of Cultural Affairs is ready to provide the consultant services necessary to support the work of the Kapini 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 Kapini 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 Institute of Cultural Affairs stands ready to assist community leadership in procuring funds 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 Kapini 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.

DIRECTION

By the middle of 1977, 24 Human Development Projects were initiated across the globe. Ten of the 24 are in Southeast Asia and the Pacific Islands, six in North America, one in Latin America, three in Europe, and four on the African continent: one in the Middle East and three in black Africa. The year 1978-1979 will be a year of expansion. By July, 1978, 28 Expansion Projects will have been launched globally in Africa, Southeast Asia, Latin America, North America and Europe. The Kapini Project is the third expansion project in 1978 and is the second project in Zambia. The Institute of Cultural Affairs anticipates that the Kapini Project will be of service to Zambia as one of the many signs that local community is being renewed by local people.

KHDP

Plate 6A

BUDGET SUMMARY CHART
for first year

ICA Consultants

Key: 1.0 = K1000

breakdown / programmes	Capital Costs	Salaries			Operating Expenses		Total
		Local	Aux.	Fees	Exp.	Travel	
1 Commercial Development Agency	12.24	2.52	.96		.40	1.30	17.42
2 New Industries Park	3.30	5.04	.96	1.00	.60	.50	11.40
3 Small Businesses Complex	2.70	2.64	.96		.30	1.00	7.60
4 Public Utilities Project	5.75	1.92	.96		.70		9.33
5 Kapini Model Village	26.40	10.60	.96	2.70			40.66
6 Village Services Corps	1.00	7.20	.96		1.30		10.46
7 Land Irrigation Network	6.40	.96	.96	1.00	.50		9.82
8 Kapini Model Farms	1.90	4.80	.96		1.20		8.86
9 Livestock Expansion Scheme	3.75	1.92	.96	1.00	.65		8.28
10 Food Processing Industries	6.20	10.56	.96		.60		18.32
11 Practical Skills Institute	3.80	1.44	.96	2.00	.80		9.00
12 Kapini Model Schools	2.35	4.80	.96		.50		8.61
13 Continuing Education Academy		1.44	.96		.35		2.75
14 Comprehensive Health System	.10	2.88	.96		.33	.20	4.47
15 Community Cultural Centre	.40	.96	.48		.45	.30	2.59
16 Village Engagement Associations	.20		.48		.10		.78
Total	76.49	59.68	14.40	7.70	8.78	3.30	170.35

KHDP

Plate 6B

ICA Consultants

PROJECTED COSTS
over four years

Key: 1.0 = K1000

programmes \ years	I FY 1978	II FY 1979	III FY 1980	IV FY 1981	Total Cost
1 Commercial Development Agency	17.42	2.49			19.91
2 New Industries Park	11.40	4.00			15.40
3 Small Businesses Complex	7.60	2.50			10.10
4 Public Utilities Project	9.33	1.79			11.12
5 Kapini Model Village	40.66	15.58			56.24
6 Village Services Corps	10.46	4.73			15.19
7 Land Irrigation Network	9.82	2.76			12.58
8 Kapini Model Farms	8.86	6.08			14.94
9 Livestock Expansion Scheme	8.28	2.76			11.04
10 Food Processing Industries	18.32	7.06			25.38
11 Practical Skills Institute	9.00	4.57	1.87		15.44
12 Kapini Model Schools	8.61	3.90	1.66		14.17
13 Continuing Education Academy	2.75	2.12	.82		5.69
14 Comprehensive Health System	4.47	3.79	1.64		9.90
15 Community Cultural Centre	2.59	1.75	.75		5.09
16 Village Engagement Associations	.78	.29			1.07
Total	170.35	66.17	6.74		243.26

KHDP

Plate 6C

ICA Consultants

PROJECT FUNDING FLOW CHART
toward local self-support

Key: 1.0 = K1000

source \ year				year one	year two	year three	year four	Four Year Totals
Monies Injected and Stimulated	Outside Monies	Public Sector	Loans	45.20	18.66	-	-	63.86
			Grants	16.09	5.19	-	-	21.28
		Private Sector	Corporate	72.85	27.49	-	-	100.34
			Individual	24.10	9.35	-	-	33.45
		Total		158.24	60.69	-	-	218.93
	Local Monies	Monies Contributed	Cash	1.20	1.68	2.36	-	5.24
			Inkind	1.30	1.29	1.90	-	4.49
		Loans Assumed	Current	2.40	2.51	2.48	-	7.39
			Long Term	7.21	-	-	-	7.21
		Total		12.11	5.48	6.74	-	24.33
	Total Monies			170.35	66.17	6.74	-	243.26
Community Income Development	Community Annual Income		current 45.00	90.00	135.00			
	Family Average Annual Income		current .30	.60	.90			