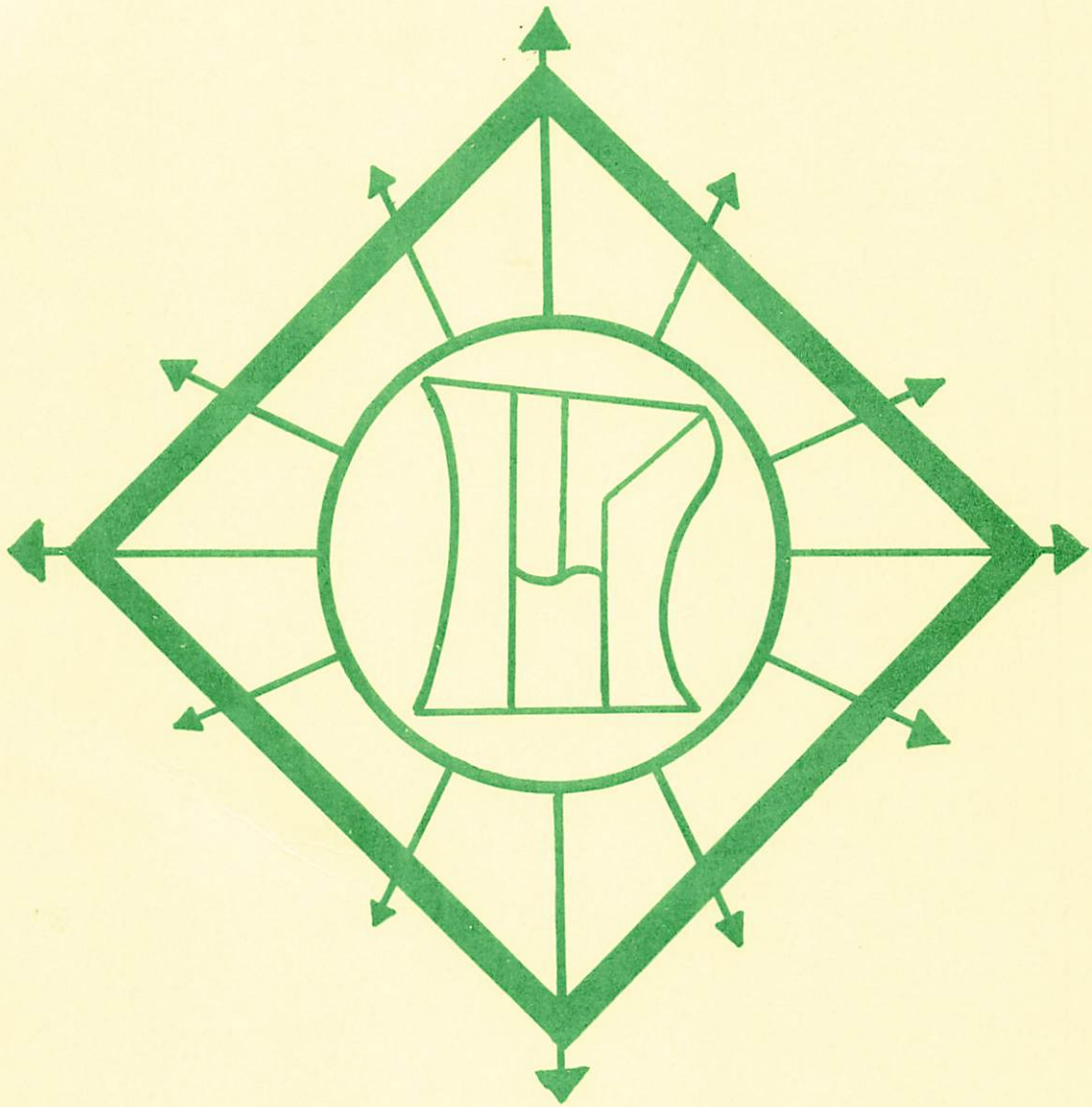


THE KAPINI EXPANSION PROJECT

“The Diamond of Zambia”



Consultation Summary

April, 1981.

INTRODUCTION

I

THE KAPINI HUMAN DEVELOPMENT PROJECT

The Kapini Human Development Project was initiated in February 1978 as a demonstration of effective methods of rapid socio-economic self-help rural development in the nation of Zambia. During the past three years, the implementation of the project has affected every arena of human need in the project area. Accomplishments include the establishment of a pre-school, primary school, maize mill, piggery and poultry units, brickmaking and builders guild, a general community store, a demonstration community farm, a broad-based village training programme, a local farmer's association, a village transport system, a cooperative equipment pool, a system of upgraded roads, a water control spillway and bridge, a village plaza, a community meeting hall, a functioning village self-management system and a weekly, grassroot village council which functions to give form to the decisions made by the total village at the quarterly community assembly. The primary health care system established in the Project has been recognised as a national demonstration. It includes monthly under-5 clinics for the infants of the village, regular visits to every family by the local health care-takers, provision of nutrition and basic sanitation training to the residents and the creation of clean water supplies through treated, concrete wells and boreholes. The Project is comprised of three villages, Kapini, Mulowa and Malekano, located in the Mungule Area, north of Lusaka.

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The Kapini Project is currently entering a new phase of its development as a national demonstration project. In response to many requests from other villages across the Province and Nation, the decision has been made to expand the Project to include 12 neighbouring villages in a similar development effort. These villages include Meeya, Musaka and Munonga to the north, Moomba, Kalundumabwe, and Lusaka to the south, and Kapila, Mwachilwana, Chikonkoto, Mwambi, Kasalu and Ngobola to the east. The Kapini Human Development Project will serve as a training laboratory for the expansion villages. The intent of the Expansion Project is to create a replicable model for comprehensive rural development across the Republic of Zambia.

EXPANSION

II

THE HUMAN DEVELOPMENT TRAINING SCHOOL

HDTs

The first step of launching the Expansion Project, "The Diamond of Zambia", was the conducting of the Human Development Training School. The Training School is an intensive, three-week training programme dealing with the methods of doing Human Development. Its intent is to equip participants with the skills, models and methodologies needed to initiate effective, self-help development within their own communities. These include training in the basic methods of doing economic development towards self-sustenance, social development towards self-reliance and cultural development towards self-confidence.

RESULTS

The first Human Development Training School in Zambia was held in Kapini during February - March 1981 at the Kapini Human Development Project training centre. Over 50 villagers from the 12 expansion villages participated in the School. Graduates of the School will form the leadership cores for the actuation of the Expansion Project in each of the expansion villages. They will work to train others in the methods they learned at the School and serve as the coordinating dynamic for the Project's implementation. The second School will be scheduled in five to six months. At that time the leadership cores of each village will be ready to expand and intensify their training in the skills of Human Development. There is also a need to meet requests from other parts of the Nation by opening the School to all those with interest in applied development methods.

III

THE HUMAN DEVELOPMENT PLANNING CONSULTATION

CONSULTATION

The second step of launching "The Diamond of Zambia" Demonstration Cluster was the holding of the Human Development Planning Consultation. The Consultation is the means of actually initiating a Human Development Project. It involves the residents of the project villages and various outside consultants, both national and extra-national, representing needed expertise from both the public and private sectors of society. The intent of the Consultation is the building of local consensus on the specific directions the Project will take. The creative dialogue and tension between the local residents and the "outside" consultants results in the formation of a two-year plan for initiating comprehensive Human Development within the villages involved.

PROCESS

The Human Development Planning Consultation was held at the training centre in Kapini during the last week of April 1981. Some 70 villagers representing the 12 expansion villages participated in the three-day event. They began by discussing their Practical Vision, their hopes and dreams for the future of their villages. Second they named the Underlying Contradictions, the sociological blocks within the villages which are standing in the way of the

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vision being realised. Third they created Strategic Proposals, which state the bold new directions needed for dealing with the Underlying Contradictions. Fourth, through the creation of the Tactical Systems, the practical actions for the actualisation of the Proposals were discerned. The final step involved the forging of the Timelined Implementaries, the step-by-step procedures for doing the Tactics.

DOCUMENT

The document which follows is the report on the practical results of the Human Development Planning Consultation for the initiation of the Kapini Expansion Project. It represents a summary statement of decisions made during the Consultation process. The document will function as the practical handbook for the implementation of the total Expansion Project.

IV

THE INSTITUTE OF CULTURAL AFFAIRS

AGENT

The Institute of Cultural Affairs is an intra-global research, training and demonstration group concerned with the human factor in world development. Operating in some 40 nations, the Institute provides a wide variety of training programmes, consultation services and a world-wide network of Human Development Projects. These activities involve persons from all sectors of society who are concerned with the creation of a human future for the world. The Institute is a non-governmental, not-for-profit organisation whose programmes around the world are supported by grants, gifts and contributions from governmental agencies and departments on national, state and municipal levels, and from private foundations, corporations, trusts and concerned individuals.

HISTORY

In Zambia, the Institute of Cultural Affairs is a registered Zambian society with the Ministry of Labour and Social Services. It has been operating in Zambia since 1975 providing training programmes for church, community and business organisations and since 1978 as the resident consultant staff of the Kapini Human Development Project. Its full-time volunteer staff is comprised of both Zambians and extra-nationals who are concerned with the development of the Nation.

PART ONE

THE PRACTICAL VISION

I

VISION

The first task of the Consultation was to state the Practical Vision of the future shared by the people of "The Diamond of Zambia" Demonstration Cluster. Such a vision is never totally known. It is woven through the hopes and dreams, the fears and frustrations and yearnings of the people. It is hidden in their stories and social structures and is pointed to by their style of life and their basic symbols. All of these are part of who they are and what they hope to become. When the vision is made manifest and a community consciously stands present to it, local community development can occur. The process of bringing the vision "out into the open" was the first task of the Consultation.

PROCESS

The Consultation participants were divided into four teams of three villages each, representing the four geographical quads of the Demonstration Cluster. They first of all considered data on the hopes and dreams for the future that had been gathered in pre-Consultation village meetings in each of the 12 villages. Reflecting on this input from the residents of their villages as the starting place, they brainstormed additional ideas and then refined this into a 20-point statement which articulated the basic vision for the three villages of each quad. This data was then pulled together into a rational chart during a corporate plenary session. Plate 1 represents the results of this plenary, and represents the Practical Vision that exists in the understanding of the people residing in the 12 villages of "The Diamond of Zambia."

II

LEADERSHIP

The first major division of the chart represents the concern for upgrading local education with the intent of catalysing modern leadership. This involves both the creation of early education opportunities for the children of the villages and the provision of secondary schooling resources. Primary school education is available within reasonable proximity to all of the 12 villages. The offering of domestic training for the women of the villages is seen as a key step towards their engagement in the community. The formation of village self-controlled administrative structures is seen as key to the sustenance of the total development process. A strong leadership development and training component is a part of the Practical Vision for local administration.

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ECONOMIC

The centre columns of the chart represent the major emphasis of the Vision as seen by the Consult participants. The future direction being stated here is that of increasing the economic development possibilities within the rural area. At the heart of this is agricultural development which deals with cooperative livestock-raising and crop production. The supportive structures for enabling local agricultural development are seen in the concern for adequate water supplies, acquiring needed equipment and loans. In addition, the concern for establishing local commercial industries and local market outlets is very much present.

SERVICES

The third major division of the chart deals with the villagers concern for the quality of life and living standards within the villages. The launching of local health systems include such concerns as health care-taker training, the building of clinics, the provision of clean water supplies and the demonstration of alternative housing possibilities. The up-grading of basic services within the villages expressed itself in terms of the roads improvement, obtaining needed transportation links and the provision of basic village security.

It was in relation to this articulation of the Vision that the Underlying Contradictions facing the villages in their development could be discerned.

THE PRACTICAL VISION
A Summary of the Operating Vision of "The Diamond of Zambia"

A - toward		B - toward				C - toward	
MODERN LOCAL LEADERSHIP		INCREASED ECONOMIC DEVELOPMENT				IMPROVED LIVING STANDARDS	
LOCAL EDUCATION I	VILLAGE ADMINISTRATION II	COMMERCIAL INDUSTRY III	AGRICULTURAL EXPANSION IV	LOCAL MARKETS V	HEALTH SYSTEMS VI	BASIC SERVICES VII	
forming EARLY EDUCATION	creating SELF-MANAGEMENT SYSTEMS	instituting CARPENTRY INDUSTRIES	initiating COMMUNITY LIVESTOCK-RAISING developing DEMONSTRATION CROPS	beginning SHOPPING CENTRES	structuring LOCAL WEALTH-CARE	improving ROADS ACCESS	
establishing SECONDARY SCHOOLING	offering LEADERSHIP SEMINARS	starting COMMON MAIZE MILL	constructing WATER SYSTEMS	enabling MARKETING DEPOTS	installing CLEAN WATER	procuring COMMUNITY VEHICLE	
providing DOMESTIC TRAINING	introducing ORGANISATIONAL TRAINING		organising COOPERATIVE EQUIPMENT		building MODEL HOUSES	ensuring LOCAL SECURITY	
			obtaining FARMING LOANS				

PART TWO

THE UNDERLYING CONTRADICTIONS

CONTRADICTIONS

The second task of the Consultation was to locate the basic social contradictions facing the 12 villages of the Diamond Cluster. The term "contradiction" does not refer to obvious problems, but to deep, underlying blocks to the Practical Vision. Effective socio-economic change does not come about by attempting to achieve the goals of the Practical Vision in a direct fashion. Rather, social change occurs indirectly by creating Strategic Proposals which will remove or in some way deal with the Underlying Contradictions which are standing in the way of the Vision being realised in the life of the community. Therefore, contradictions are not negative categories, but are in a very real sense the doorway to the future.

PROCESS

The Consultation participants continued to work in four quad teams of three villages each. Each team was given one or two columns of the Practical Vision chart and assigned the task of listing all of the things in their villages that are standing in the way of or blocking the Practical Vision from coming into being. They struggled to answer the question, "If this is really our vision, why hasn't it already been realised?" The brainstorm lists from the four groups were then refined and brought to the corporate plenary where the ideas were pulled together and organised into a comprehensive set of seven contradictions facing the people of "The Diamond of Zambia." Plate 2 represents the results of this plenary. Particular deterrents and blocks to the Vision were organised in related groups by the participants. By naming the underlying issue for each of the groups, the seven contradictions named at the top of the columns emerged.

CONTRADICTION I

The Underequipped Leadership for Designing Effective Village Structures

The first contradiction lies in the arena of village leadership and community organisation. The dramatic rate of change in the 20th century is calling for a new kind of leadership, not based on charismatic personalities and traditional patterns, but one that is deeply grounded in the ability to create appropriate responses to the events of the times. In the 12 villages comprising "The Diamond of Zambia", current leaders find themselves unequipped to deal with the rapidly changing situation of the 20th century. The inability to design an effective local village organisation leads to a general sense of little cooperation between the residents and their headmen. The traditional village leadership structures tend to promote relationships of dependence rather than encouraging new experimentation with grass-

roots, self-management systems. Infrequent community meetings and the unclear delineation of leadership roles, block serious broad-based responsibility for the future of the community. The scarcity of practical training opportunities for village leadership development reinforces current operating patterns and prevents the catalysis of new leadership. Unless new leadership development possibilities are discovered and new organisational patterns are forged, the villages of the Diamond Cluster will continue to experience themselves as powerless to effectively participate in the development possibilities being presented the rural villages of Zambia.

II

The Limited Availability of Practical Skills Training in Rural Areas

The second contradiction lies in the arena of practical skills training. The key to any successful education in the 20th century is the provision of people with tools and methods and models which allow them to function effectively in a wide variety of situations. An educational system which promotes the mere learning of a set of static facts and knowledge does not equip one to function in the present dynamic world. In the villages of "The Diamond of Zambia", the need is experienced for intensified training in a wide variety of practical skills related to the task of development. People experience themselves cut-off from the wisdom and expertise of the 20th century, due to the lack of practical skills training in the rural areas. The villages are aware of the need for learning new agricultural skills, health-care skills (especially related to the preventive) and receiving training in modern domestic skills; however, the limited opportunities for obtaining this type of training blocks the learning of new ways of improving the general quality of life within the villages. The continual presence of wide-spread illiteracy in the villages further alienates the majority of residents from grasping themselves as effective, useful members of society. The lack of specialised skills training related to business and industry hinders the decision to initiate new economic ventures within the communities. Unless available practical training resources and the rural village situation are bridged, the villages of the Diamond Cluster will remain at their present state of development and will find no motivation to risk moving in new directions.

III

The Unformed Structures for Promoting Corporate Village Unity

The third contradiction lies in the arena of village unity and corporateness. Communities around the world are discovering that their power lies in their ability to operate as a corporate entity. They are seeing anew that economic and social development requires cooperative 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 their community. The re-

sidents of "The Diamond of Zambia" villages are likewise very much aware of the need for cooperative action. However, at the present the structures for promoting this type of unity are unformed. Past attempts at corporate decision-making and action have failed and tend to block the desire and willingness to try again. Structures which encourage and support individualism simply reinforce lack of corporate village patterns. The infrequency of opportunities for sharing insights and knowledge promotes misunderstanding amongst the village residents. Traditional beliefs and tribal customs prevent the development of new structures of human relationship based on trust and cooperation. Until new cooperative structures for village operations are created and used regularly, the situation of social fragmentation will continue within the villages of the Diamond Cluster.

IV

The Unknown Procedures for Obtaining Development Financial Support

The fourth contradiction lies in the arena of fund-raising and financial support. Around the world today, communities are seeing the need to utilise their own resources towards their own development locally. This however involves the effective utilisation of outside resources in the form of investment capital as "seed money" to enable the local development to be initiated. The 12 villages comprising "The Diamond of Zambia" are clear on this need, but find themselves blocked at the point of the practical, methodological skills needed to obtain such support. Inadequate and misinformation regarding the obtaining of and repayment of loans prevents farmers from getting the necessary equipment and tools to effectively farm their land. Likewise, other potential village industries find themselves stopped before even having the chance to begin due to lack of supplies and needed tools. The image of the need for active fund soliciting on the part of the village itself is not a prevalent understanding, and thus many available resources remain untapped, both in terms of direct financial support and the provision of goods and services in-kind. The general lack of training in fund-raising and financial management methods further prevents the villages from deciding to seek outside capital investment. Unless the villages of the Diamond Cluster can find appropriate channels of financial support and learn the methods for obtaining such support, a self-sufficient economy will not be realised and current subsistence patterns will continue.

V

The Unclear Methods for Corporate Long-range Planning

The fifth contradiction lies in the arena of long-range planning. The rate of change within our modern world has impressed upon all nations the need for serious and depth planning for the future. The ability to stand beyond the present and consider the long-range needs and directions is key to effective planning. "The Diamond of Zambia" villages find themselves very clear on this need, and yet experience

little knowledge of the ways and means to do this kind of planning. This manifests itself in the lack of corporate planning structures and opportunities. When planning is done, it is in relation to immediate problems and issues with little consideration for the longer-range implications of present decisions and plans. The unintentional use of the space of the village reinforces images that real futuristic planning is at best extremely difficult if not impossible. The lack of training seminars and workshops which can teach people new planning methods and forms are simply not available. Without the discovery of ways to revitalise effective, future-oriented, corporate planning and decision-making, the villages of the Diamond Cluster will continue to be paralysed by today's problems and issues and will not discover the possibility of comprehensive development.

VI

The Unexplored Possibilities for Designing Corporate Village Patterns

The sixth contradiction lies in the arena of village corporate life. Around the world today, villages and communities are rediscovering the importance of their life together as a community and are seeking ways and means of nurturing and strengthening their communal experience. In the villages of "The Diamond of Zambia", there is a general sense of individual family isolation, with little interchange occurring amongst neighbours. The infrequency of scheduled community events supports this lack of communication and even breeds mistrust and misunderstanding. The inadequacy of village security systems is a direct result of this. In addition, the poor access routes to the villages and between village houses, and the difficulty of transportation tends to reinforce images of the unviability of real village corporate life. Until regular occasions for symbolising and celebrating their life together as a village are found, the villages of the Diamond Cluster will not grasp their greatness, will have no way to appropriate their uniqueness and identity and will continue to experience their powerlessness to move together in the adventure of development.

VII

Ineffective Means of Motivating Self-Help Development

The seventh contradiction lies in the arena of development motivity. The image of "self-help" development has captured the imagination of villages and communities around the world, both in the developed and developing world. Local residents are clear that self-help is the key to their own autonomy and the key to their ability to actualise their plans. The 12 villages in "The Diamond of Zambia" are likewise clear on this, and yet find themselves struggling with the "how to" of effectively motivating local residents to move ahead in development, rather than waiting for someone from outside to help. The lack of knowledge of how to adequately utilise local skills towards the total development effort encourages people with needed skills to seek employment outside of the village. Unarticulated development plans and priorities leads to a sense that "there is really nothing very

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important that needs to be done here" and thus excessive drinking and idleness occupies many resident's time. The lack of adequate health and educational facilities is directly related to the collapse of the decision to take charge of one's own development. If new and effective means for motivating total communities are not discovered, the villages of the Diamond Cluster will move extremely slowly and perhaps not at all.

THE UNDERLYING CONTRADICTIONS

I THE UNDEREQUIPPED LEADERSHIP FOR DESIGNING EFFECTIVE VILLAGE ORGANISATION	II THE LIMITED AVAILABILITY OF PRACTICAL SKILLS TRAINING IN THE RURAL AREAS	III THE UNFORMED STRUCTURES FOR PROMOTING CORPORATE VILLAGE UNITY	IV THE UNKNOWN PROCEDURES FOR OBTAINING DEVELOPMENT FINANCIAL SUPPORT	V THE UNCLEAR METHODS FOR CORPORATE LONG-RANGE COMMUNITY PLANNING	VI THE UNEXPLORED POSSIBILITIES FOR DESIGNING CORPORATE VILLAGE PATTERNS	VII THE INEFFECTIVE MEANS OF MOTIVATING SELF-HELP DEVELOPMENT EFFORTS
irregular community meetings	poor agricultural skills	ineffective corp. decision-making	inadequate loan information	no planning skills	inadequate commty protection	village govern- ment dependence
unclear leadership responsibilities	unequipped domes- tic personnel	lacking corp. training	low fund-raising priorities	unplanned grazing land	restrictive transport options	limited educatnl facilities
weak leadership personnel	wide-spread village illiterac	paralysing traditnl beliefs	no cooperative funds	immediacy plannng practises	poor livestock security	unutilised local skills
few community committees	inadequate health training	socially support- ed individualism	unavailable farm equipment	infrequent commty planning	few community events	excessive drinking habits
no self-managemt. structures	lacking carpentry skills	uncorporate village patterns	materials supply shortages	undiscovered animals water	little neighbour interchange	lacking health facilities
unpractised commty cooperatn.	unclear work motivations	limited knowledge sharing	lacking carpentry tools	little planning knowledge	unformed road networks	
ineffective leaders training	unknown external resources	unequal living standards	no fund-raising training			
poor management skills	village skills shortages	village residents misunderstanding	unknown in-kind skills			
low-level political educatn. rigid traditional structures						
I	8	8	8	6	6	5
I	8	II	8	III	III	IV

PART THREE

THE STRATEGIC PROPOSALS

PROPOSALS

The third task of the Consultation consisted of building the Strategic Proposals. The term "proposals" refers to a practical plan of action formed in direct response to the Underlying Contradictions. Therefore from the outset, proposals are grounded in the actual social situation, rather than being abstract or superimposed ideals. The Practical Vision reveals the latent image out of which the community operates, while the proposals represent the clear picture of the new directions in which the community has decided to move in relation to dealing with the contradictions. A proposal, however, is not something which is performed. It is rather the statement of the "bold new moves" needed in the community and the arenas of action within which tactics are forged and implemented so that social change will occur.

PROCESS

The Consultation participants continued to work in the four quad teams. Each team was assigned one or two of the Underlying Contradiction arenas. They then corporately discussed the broad action needed to deal with the contradiction and created a series of distinct proposals that would lead their villages in the newly discerned direction. These proposals were then brought together with the proposals from all of the other teams and an inclusive proposals chart was created in the corporate plenary session. Plate 3 represents a model of the proposed new directions toward the future for the 12 villages of "The Diamond of Zambia." There are seven major proposals, each comprised of distinct strategies for catalysing the needed change to effectively deal with the Underlying Contradictions.

I

ECONOMIC DEVELOPMENT PROPOSALS

The Economic Development Proposal Arena calls for a variety of new economic ventures within the villages which will create a viable, self-sustaining local economic base.

AGRICULTURAL DEMONSTRATION

The Agricultural Demonstration Proposal is concerned with maximising the productivity of local agricultural resources. The intent of this proposal is to up-grade current farming and marketing practises for the sake of training local residents in effective utilisation of modern agricultural techniques and to increase the profit margin from local produce. The Cooperative Farming Strategy involves the cooperative raising of both crops and livestock. The Village Market Strategy involves the creation of local market outlets for the selling of locally

grown vegetables and maize, and the establishing of reliable markets outside of the villages for selling livestock. These strategies will more fully realise the potential for profit-making agriculture and thus move the villages beyond mere subsistence living.

B
DEVELOPMENT
FUNDING

The Development Funding Proposal is concerned with acquiring the necessary capital investment for initiating local economic ventures. The intent of this proposal is to train residents in methods of doing their own fund-raising within and outside the project villages. The Local Investment Strategy is concerned with designing ways and means for the residents of the villages to actively participate in the capitalisation of their own economic development, and at the same time to secure necessary working capital from the outside to assist in the start-up funds needed for local commercial enterprises. The Fund-Raising Methods Strategy involves the practical training of local residents in appropriate means of seeking donations, grants and loans for the support of the development effort in their villages. These strategies will provide the villages with a new sense of being "in charge" of their own economic future.

C
BUSINESS
TRAINING

The Business Training Proposal is concerned with providing essential linkages between the villages and needed business and management expertise within the district and nation as a whole. The intent of this proposal is to create local trained business and management personnel who can then train others. The Outside Expertise Strategy is concerned both with bringing into the villages various kinds of consultative resources in the arena of economic development and with sending key leaders outside of the village for intensive training. This would be to government sponsored institutions specialising in local economic development training. The Corporate Management Strategy involves the creation of a complete system of village self-administration. The first phase of this strategy will involve a good deal of local training, but the net result will be a fully functioning management team for the on-going coordination of the total development effort. These strategies will create a solid base of training on which the villages can stand to design additional business ventures.

II

COMMUNITY ORGANISATION PROPOSAL

The Community Organisation Proposal Arena calls for the creation of a variety of new structures and organisational patterns in the operation of the villages.

D
COMMUNITY
ORGANISATION

The intent of the Community Organisation Proposal is the designing of new modes of effective, corporate village life. The Leadership Development Strategy involves the creation of an ongoing system of broad-based leadership training within the villages. It will involve both practical training in actually serving in various leadership posts as well as more formal training in learning effective methods of corporate leadership. The Village Council Strategy is concerned with providing a regular forum to intentionalise the decision-

making dynamics of the village. It will likewise encourage the participation of the grass-roots in forming village consensus. The Community Planning Strategy is concerned with ensuring regular occasions for the community as a whole to sit together and do serious evaluation of its own development progress and do in-depth planning for the future. The Village Stakes Strategy involves the creation of a system or network of comprehensive care for every person who resides in the village, as well as a practical way for all to get their ideas, opinions and needs communicated to the rest of the community. These strategies will build a strong foundation for the co-operative functioning of the villages.

III

SOCIAL DEVELOPMENT PROPOSALS

The Social Development Proposal Arena calls for the establishment of a series of new external and internal relationship which will create genuine local self-reliance.

E
EXTERNAL
RELATIONS

The External Relations Proposal is concerned with building practical links with the larger society. The intent of this proposal is to open up new possibilities for development in the local situation through creating new channels of communication with the world. The Community Interchange Strategy involves not only the establishment of regular visitation among the 12 villages of the Diamond Cluster, but also the sharing of methods, insights, problems and knowledge with other communities and projects outside the Mungule Area who are involved in self-help development. The Roads Improvement Strategy is concerned with creating new possibilities of access to the villages of the Diamond Cluster for the outside world. These strategies will expand the context of the villages and provide a regular forum for dialogue on development.

F
LOCAL
SAFETY

The Local Safety Proposal is concerned with the creation of a total village system of protection. The intent of the proposal is to provide every resident with the basic security required in order to lead a normal life. The Local Security Strategy involves the appointment and training of a local patrol force for maintenance of basic protection of community property, goods and residents. The Village Fencing Strategy involves the construction of security fences around key areas of security concern for the village. These strategies will provide a new sense of well-being for the residents of the villages.

G
TOTAL
ENGAGEMENT

The Total Engagement Proposal is designed to create new possibilities for all residents of the villages to creatively participate in the ongoing development work. The intent of the proposal is to utilise human resources that are currently being wasted. The Self-Help Projects Strategy is concerned with designing a series of projects which promote the overall development of the villages and which can be done on a self-help basis. These projects will include engagement possi-

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bilities for both men and women, children, youth and elders. The Local Skill Utilisation Strategy is concerned with locating and enlisting the variety of skilled persons currently living in the villages in the development effort. It is likewise concerned with increasing the general skills level of the village through the initiation of apprenticeship training by the locally skilled persons. These strategies will call forth the responsible involvement of every citizen in the task of building a new community.

THE STRATEGIC PROPOSALS

Economic Development Proposals			Community Organisation Proposal		Social Development Proposals			
I	II	III						
AGRICULTURAL DEMONSTRATION PROPOSAL A	DEVELOPMENT FUNDING PROPOSAL B	BUSINESS TRAINING PROPOSAL C	D		EXTERNAL RELATIONS PROPOSAL E	LOCAL SAFETY PROPOSAL F	TOTAL ENGAGEMENT PROPOSAL G	
COOPERATIVE FARMING STRATEGY 1	LOCAL INVESTMENT STRATEGY 3	OUTSIDE EXPERTISE STRATEGY 5	LEADERSHIP DEVELOPMENT STRATEGY 7		COMMUNITY INTERCHANGE STRATEGY 11	LOCAL SECURITY STRATEGY 13	SELF-HELP PROJECTS STRATEGY 15	
			VILLAGE COUNCIL STRATEGY 8	COMMUNITY PLANNING STRATEGY 9				
VILLAGE MARKET STRATEGY 2	FUND-RAISING METHODS STRATEGY 4	CORPORATE MANAGEMENT STRATEGY 6	VILLAGE STAKES STRATEGY 10	ROADS IMPROVEMENT STRATEGY 12	VILLAGE FENCING STRATEGY 14	SKILLS UTILISATION STRATEGY 16		

PART FOUR

THE TACTICAL SYSTEMS

TACTICS

The fourth task of the Consultation was to create the Tactical Systems. Tactics are the practical actions which become the concrete steps required to implement the Strategic Proposals. The Tactical Systems describe and rationally organise the actions required to do the strategies delineated in the Strategic Proposals Chart. Social change occurs only through tactical implementation, rather than merely grasping the vision of forging the proposals. The creation of these systems, therefore, is perhaps the most crucial activity of the Consultation.

PROCESS

Continuing to work in the four quad teams, assignments of the proposals were made to each team. Their task was to list the implementing steps that would be required to do the proposals. These were highly practical, do-able actions which were designed to fully implement the new directions called for by the proposals. In the corporate plenary which followed, all of the actions were swirled together to create an inclusive picture of the system of simultaneous action which will effectively catalyse the needed change articulated in the proposals. The results of this plenary are represented in Plate 4. The Tactical Systems Chart provides the practical instructions for implementing the total Project.

TACTICAL ARENA A

UTILISING HUMAN DEVELOPMENT RESOURCES

Tactical Arena A, Utilising Human Development Resources, consists of two tactical thrusts, Skills Upgrade and Information Access. The intent of this tactical arena is to create a network of local and national development resources which can provide crucially needed back-up support for the local effort.

Tactical Thrust I: Skills Upgrade

TACTICS

SKILLS

Tactic 1, recruiting External Expert Resources, involves the inviting of various kinds of expertise to consult the local projects and provide needed training experiences within the local situation. Tactic 2, evaluating Local Skills Availability, provides for the thorough assessment of the skills that are already present within the villages, and then finding new ways that these skills can be utilised in the new development effort.

This tactical thrust will set the villages on a journey of upgrading the general skills level of their community, including agricultural skills, health care-taker training, management skills and the business "know how" needed to start village industries.

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Tactical Thrust VII: Information Access

INFORMATION

Tactic 24, organising Model Village Interchange, consists of creating a plan of regular interchange between the 12 villages for the sake of sharing insights, learnings and new methods that are discovered in the development process.

Tactic 25, visiting National Self-Help Projects, will expose villagers to new ideas and methods which are being utilised within the Republic as a whole through a series of special field trips to various development projects in Zambia.

This tactical thrust will create a sense of unity amongst the 12 villages comprising the Expansion Project and serve to forge a single project on behalf of the nation, and at the same time will create a futuristic relationship with a variety of possible consultative and training resources within the nation.

TACTICAL ARENA B

INCREASING LOCAL ECONOMIC BASE

Tactical Arena B, Increasing Local Economic Base, consists of two tactical thrusts, Support Schemes and Local Industry. The intent of this tactical arena is to establish lasting economic foundations from which the entire project can operate effectively from a position of economic strength.

Tactical Thrust II: Support Schemes

Tactic 3, launching Village Donation Campaigns, will establish from the start the self-help nature of the project and at the same time provide initial capital needed to begin the projects. This will later be expanded to include the buying of stock in local business ventures and the sharing of profits through dividend payments on the local investment.

SUPPORT

Tactic 4, training Local Fund-Raising Teams, will equip local residents with the skills and methods of raising needed financial support from the public and private sectors of society. This will include both the obtaining of cash donations as well as goods and services in-kind. The result will be a new sense of independence and "being in charge" of their own development possibilities.

Tactic 5, acquiring Corporate Agriculture Loans, will include the application for for both seeds and fertiliser for individual farmers and community efforts, as well as needed farming equipment. Likewise, loans will be sought for the initiation of cooperative livestock-raising projects within the villages.

Tactic 6, gaining Public Sector Support, will provide additional sources of funds and services to support the local initiative, and at the same time will attain necessary government authorisation and encouragement for the total project.

This tactical thrust will result in the creation of a network of support involving all sectors of society including the public, private, volunteer and local and at the same time will provide the rural area with valuable channels for the longer-range development task.

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Tactical Thrust VI: Local Industry

Tactic 20, initiating Local Brick Industry, will provide the villages with needed building resources for the construction of new facilities within the communities. This will start with the making of local mud bricks and will eventually expand to cement bricks and blocks for selling to the outside.

Tactic 21, beginning Village Basket Manufacturing, will provide the women of the villages with a practical means for participating in the economic life of the communities. The industry will start with the making of baskets and will expand to include a variety of marketable woven products. Outlets for selling these items will be secured in Lusaka.

INDUSTRY

Tactic 22, launching General Community Stores, will offer a steady source of income through the selling of various commodities needed in the villages. The stores will attract business from surrounding villages as well as provide a much needed service for the residents of the expansion villages.

Tactic 23, constructing Local Market Services, will provide a ready-access for the selling of local agricultural produce. This will involve the consolidation of current smaller market efforts and create a viable profit-making source of income for the villages.

This tactical thrust will start the villages on the road to acquiring further capital resources for the support of the total development effort. The net result will be the catalysing of a self-sustaining local economic base, by getting money into the community, retaining it and getting it circulating within the village itself, thus providing a new power from which to relate to the larger society.

TACTICAL ARENA C

EXPANDING COMMUNITY INVOLVEMENT POSSIBILITIES

Tactical Arena C, Expanding Community Involvement Possibilities, consists of two tactical thrusts, Leadership Formation and Resident's Engagement. The intent of this tactical arena is to provide every member of every village with many concrete, practical opportunities to participate in the development of their own village.

Tactical Thrust III: Leadership Formation

Tactic 7, establishing Village Decision-Making Structures, will ensure the grassroots nature of the Project. This will involve the holding of regular community assemblies for corporate planning and evaluation. Weekly implementation meetings will be conducted for the Project core leadership in order to give practical form to the consensus of the community as stated in the community assemblies.

LEADERSHIP

Tactic 8, providing External Training Opportunities, will establish a plan for sending village residents to special seminars and training programmes outside of their own villages.

Tactic 9, offering Local Leadership Education, will provide regular opportunities for the expansion of the leadership capabilities of the total village and for the intensification of the training of current leaders.

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Tactic 10, writing Village Leadership Constitution, will clearly define the various roles needed for the sustenance and maintenance of the total development thrust.

This tactical thrust provides an ongoing source of training for local leadership and will expand the possibilities for every resident to take responsibility for the future of their village.

Tactical Thrust V: Resident's Engagement

Tactic 16, promoting Volunteer Work Corps, will involve the recruiting and organising of local men and women into local taskforces for the implementation of the daily and weekly work of the projects which are part of the community's planning.

Tactic 17, forming Local Security Patrols, will recruit and train local residents in needed local security measures for the protection of both personal and community property. The tactic also involves the creation of a total security system for the villages.

ENGAGEMENT

Tactic 18, appointing Village Management Team, will provide each of the villages with a full-time coordinating body that will oversee the effective implementation of the plans of the total community. The training of such personnel is part of this tactic also. Tactic 19, choosing Specialised Development Committees, will establish a network of commissions, taskforces, etc. that will assist the management team with the task of coordination and problem solving in relation to the consensus of the community regarding the overall directions of the project.

TACTICAL ARENA D

REORGANISING OPERATIONAL VILLAGE STRUCTURES

Tactical Arena D, Reorganising Operational Village Structures, consists of one tactical thrust, Corporate Life. The intent of this tactical arena is that of forging new operating forms for the total life of the village.

Tactical Thrust IV: Corporate Life

Tactic 11, creating Village Stake Networks, will create a comprehensive system of care for every member of the village. The sharing of ideas, basic training for the total village and the discerning of the grassroots consensus will be fostered by the stake system.

CORPORATE LIFE

Tactic 12, designing Corporate Events Schedules, will establish a regular rhythm of community functions and thus forge a new identity for the village as a whole. Regular times of celebration, corporate times of work and a timeline of planning meetings will give the residents a new sense of the significance of their life as a community.

Tactic 13, structuring Regular Village Workdays, will schedule and recruit the residents of the village for participation in workday events. It will provide countless opportunities for all members

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of the village to participate in the actual physical work of building a new community that is a demonstration of possibility for others.

Tactic 14, enabling Cooperative Farming Activities, will provide new training opportunities in modern agricultural techniques while at the same time will give residents a practical opportunity of working together in upgrading the agricultural production of the total village.

Tactic 15, building Community Welfare Centre, will construct a corporate village meeting hall which will give a focus to the corporate activities of the villages. It will serve as a powerful symbol of the unity and task of the village.

This tactical arena will result in the establishment of new patterns of corporateness focused on the common task of development. It will be the key to the sustenance of the motivity of the village as it moves ahead together as a demonstration of what is possible on a cooperative basis.

THE TACTICAL SYSTEMS

April 1981
Consultation

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tactical arena A

Plate 4

Utilising Human Development Resources

Increasing Local Economic Base

Expanding Community Involvement

<p>tactical arena B</p> <p>SKILLS UPGRADE I</p>	<p>SUPPORT SCHEMES II</p>	<p>LEADERSHIP FORMATION III</p>	<p>Reorganising Corporate Life IV</p>	<p>RESIDENT'S ENGAGEMENT V</p>	<p>LOCAL INDUSTRY VI</p>	<p>INFORMATION ACCESS VII</p>
<p>tactic 1</p> <p>recruiting EXTERNAL EXPERT RESOURCES</p>	<p>tactic 3 launching VILLAGE DONATION CAMPAIGNS</p>	<p>tactic 7 establishing VILLAGE DECISION-MAKING STRUCTURES</p>	<p>tactic 11 creating VILLAGE STAKE NETWORK</p>	<p>tactic 16 promoting VOLUNTEER WORK CORPS</p>	<p>tactic 20 initiating LOCAL BRICK INDUSTRY</p>	<p>tactic 24 organising MODEL VILLAGE INTERCHANGE</p>
<p>tactic 2</p> <p>evaluating LOCAL SKILLS AVAILABILITY</p>	<p>tactic 4 training LOCAL FUND-RAISING TEAMS</p>	<p>tactic 8 providing EXTERNAL TRAINING OPPORTUNITIES</p>	<p>tactic 12 designing CORPORATE EVENTS SCHEDULES</p>	<p>tactic 17 forming LOCAL SECURITY PATROLS</p>	<p>tactic 21 beginning VILLAGE BASKET MANUFACTURING</p>	<p>tactic 25 visiting NATIONAL SELF-HELP PROJECTS</p>
<p>tactic 5 acquiring CORPORATE AGRICULTURE LOANS</p>	<p>tactic 9 offering LOCAL LEADERSHIP EDUCATION</p>	<p>tactic 13 structuring REGULAR VILLAGE WORKDAYS</p>	<p>tactic 18 appointing VILLAGE MANAGEMENT TEAMS</p>	<p>tactic 22 launching COMMUNITY GENERAL STORES</p>	<p>tactic 25 visiting NATIONAL SELF-HELP PROJECTS</p>	
<p>tactic 6 gaining PUBLIC SECTOR SUPPORT</p>	<p>tactic 10 writing VILLAGE LEADERS CONSTITUTION</p>	<p>tactic 14 enabling COOPERATIVE FARMING ACTIVITIES</p>	<p>tactic 19 choosing SPECIALISED DEVELOPMENT COMMITTEES</p>	<p>tactic 23 constructing LOCAL MARKET SERVICES</p>	<p>tactic 25 visiting NATIONAL SELF-HELP PROJECTS</p>	

PART FIVE

THE PROJECT ACTUALISATION

I

IMPLEMENTARIES

The final task of the Consultation was the creation of a timeline of implementary steps for the actualisation of the Tactical Systems. The Implementaries provide the step-by-step plan for effectively doing the tactics. They reflect a wide variety of activities, programmes, special events and structures or forms through which the tactics are carried out. They provide a continual reference point for the daily and weekly planning of the community as it moves ahead to realise its plans.

PROCESS

The participants continued to work in the four quad teams. Each team was given a set of tactics and assigned to create the practical steps needed to do the tactic. The focus of the planning here was the three months following the Consultation. The Tactical Systems Chart represents a two-year plan and thus the work on the Implementaries was to plan the initiating steps for each of the tactics during the first 13 weeks of the Project. Each of these steps was then placed on a three-month calendar by weeks. These were then organised into specific programmes, events, structures, etc. through which all of the implementaries will be done. At the end of the first 13-week period, representatives from the 12 villages will gather again for the sake of evaluating the first three-month implementation plan and to create new plans for intensifying the implementation in the coming three-month period.

II

CIRCUITS

Following the Consultation, the Project Initiation Visitations will begin. Staff members of the Institute of Cultural Affairs and key leadership of the Kapini Human Development Project will visit each of the 12 villages on a weekly basis to assist with the initiation of the Consultation plans. The intent of the visitations is to further train the villagers in the methods of effective and rapid implementation. During the first three months, all aspects of the two-year plan will be initiated and the basic organisational structures for the long-range sustenance of the Project will be created. These "circuits" will likewise involve the practical work of the Project itself. Leadership cores in each village have been appointed and will serve as local coordinating body and as those who catalyse

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the full participation of their village in the total Project. The leadership cores will work closely with the circuit teams to modify and revise the Consultation plans as necessary.

ONGOING SUPPORT

Once the Expansion Project has been initiated, regular systems of interchange between the 12 villages will be created to foster a sense of corporateness and the unity of the Project. A modular curriculum of Human Development methods, training seminars and workshops will be offered for the villages to intensify the effective actualisation of the Project. The ongoing presence of task-forces from the Kapini Project will provide a practical base for further training and sharing of insights with the parent Project.

III

REPLICATION

The Kapini Expansion Project is a pilot experiment in doing massive rural development across the nation. During the next four years plans have been laid for extending similar projects to each of the Provinces. The Kapini Expansion Project, "The Diamond of Zambia", exists as a national demonstration project on behalf of the world. It intends to be a replicable model by which the 5000 villages of the Republic of Zambia can participate in the development priorities of the nation as a whole.