

TABLE OF CONTENT

1. SUMMARY OF THE CONCEPT AND INITIAL ACTIVITIES OF THE DISTRICT DEVELOPMENT PROJECT, SOUTHERN PROVINCE (DDP/SP)	2
2. OBJECTIVES, PARTICIPANTS AND PROGRAM OF THE DDP-KALOMO PLANNING WORKSHOP.....	3
3. SITUATION ANALYSIS AND PARTICIPATORY NEEDS ASSESSMENT ON THE FIRST DAY OF THE WORKSHOP.	4
4. DEFINING PROJECT OBJECTIVES, INDICATORS AND ASSUMPTIONS.....	6
5. ACTIVITIES, TIME, MILESTONES AND RESPONSIBILITIES FOR ACHIEVING THE PROJECT OUTPUTS (WORKPLANS).....	9
6. INVITING FEEDBACK FROM STAKEHOLDERS ON THE DRAFT PROJECT PLANNING MATRIX AND ON THE WORKPLANS	11
7. ESTIMATING INPUTS REQUIRED AND CALCULATING COSTS OF ALL PROJECT ACTIVITIES (PLAN OF INPUTS).....	16
8. IDENTIFYING WHICH INPUTS WILL HAVE TO BE CONTRIBUTED FROM THE COUNCIL, FROM MLG&H AND FROM GERMAN FUNDS (COMMITMENTS AND REQUESTS FOR FUNDING)	18
9. EVALUATION OF THE PLANNING WORKSHOP.....	19
ANNEX 1. LIST OF PARTICIPANTS ATTENDING THE DDP-KALOMO PROJECT PLANNING WORKSHOP MONDAY 14 TH APRIL, 1997 AT FARMER’S TRAINING CENTRE.	21
ANNEX 2. LIST OF PARTICIPANTS (“CORETEAM”) ATTENDING THE DDP KALOMO PROJECT WORKSHOP DURING THE WHOLE PERIOD (14 TH - 20 TH APRIL, 1997).....	22
ANNEX 3. LIST OF PARTICIPANTS ATTENDING THE DDP-KALOMO PROJECT PLANNING WORKSHOP, FRIDAY, 18 TH APRIL, 1997 AT THE FARMERS TRAINING CENTRE.	23
ANNEX 4: PROGRAMME FOR THE DDP-KALOMO WORKSHOP, 14TH - 20TH APRIL, 1997 AND THE RE-PLANNING WORKSHOP, 22ND-23RD AND 29TH-30TH, DECEMBER 1997:	24
<i>Re-Planning Project Planning Worksop for Kalomo 22-23 and 29-30, Dec., 1997.....</i>	<i>25</i>

1. Summary of the Concept and Initial Activities of the District Development Project, Southern Province (ddp/sp)

ddp/sp is a project of the Ministry of Local Government and Housing (MLGH). It supports the Zambian policy for decentralisation and strengthening Local Government as a component of the Public Service Reform Programme initiated in 1993.

The main task of ddp is to strengthen the Local Government institutions in Choma, Kalomo, Mazabuka, Monze and Siavonga. ddp will assist the district administrations to build up capacities for performing the following functions:

- Effective data management, planning and co-ordination of all development activities of local Government Organisations, Government Organisation (e.g. Departments of Agriculture, Health, Education) NGO's and Private Sector Organisations.
- Empowering the communities in the respective districts to effectively participate in the process of social and economic decision making by initiating and co-ordinating a participatory community development approach involving all organisations in the respective districts.
- Delivering improved basic social services to the majority of the population with special emphasis on the rural population, on women and on poverty reduction.

ddp/sp has District Project Teams in all 5 districts. Members of these teams are the Director of Planning/District Planning Officer, the Director of Engineering/Director of Works, 2 or 3 other officers of the District Administration seconded to DDP, and one GTZ advisor. Each team has its own offices and facilities and is responsible for planning and implementing DDP activities in the respective districts.

The District Teams are assisted by a ddp Support Team which consist of the MLGH desk officer and 3 GTZ advisors. Negotiations to second additional MLGH officers to the ddp Support Team are under way. The office of the Support Team has been established in Mazabuka. The Support Team will supply equipment, facilitate the release of CP-funds from MLGH, provide access to training and consultancies, facilitate planning and monitoring and is responsible for all ddp activities which involve more than one district.

While ddp/sp has started project activities only in September 1996 and is (in April 1997) still in the process of establishing itself, it benefits from the experience gained and from the achievements of the Regional Development and Planning Project (RDPP) Siavonga. RDPP ran from 7/91 to 4/96 (2 phases). ddp/sp can be regarded as a geographically expanded and refined 3rd phase of RDPP.

2. Objectives, Participants and Program of the ddp-Kalomo Planning Workshop

The Outputs which had to be produced by the workshop were:

1. Project Planning Matrix (PPM) for ddp-Kalomo, summarising the consensus reached on the goals, purpose and outputs to be achieved by December, 1999, with phased indicators.
2. Workplan for ddp-Kalomo giving activities, time-schedule, milestones and responsibilities needed to achieve the outputs.
3. Plan of Inputs (personnel, equipment, recurrent cost) required for implementing the activities planned. The plan has to include indications as to who will provide the inputs, e.g.: District Council, MLG&H, German Funds.

While producing these outputs the planning team had to keep in mind that the outputs were meant to serve the following purpose:

1. Based on the planning documents ddp-Kalomo will be implemented in a systematic way by the District Project Team.
2. Based on the indicators and milestones the ddp-Kalomo Project Team will monitor project progress.
3. Based on the Plan of Inputs the project partners (Council Administration, MLG&H, ddp Support Team) will do budgeting and procurements.

The planning workshop was attended by 28 participants (see Annex 1 and 3: List of participants) which attended the workshop on Monday, 14th May (situation analysis and needs assessment) and on Friday, 18th May (feedback and recommendations on draft planning documents). The 28 participants represented the Local Authorities (LAs) the main Government Departments (GOs) and NGOs, the Council, the District Development Coordinating Committee (DDCC) and the sub-committees of the DDCC. On these two days the workshop was conducted at the Farmers Training Centre, Kalomo.

On the three days in between (15th - 17th April) a core group of participants (see Annex 2:) composed of the ddp-Kalomo project team, planners from national and provincial level and from other districts and the GTZ advisors elaborated the draft Project Planning Matrix and the Workplans. The venue for these 3 days was the New Kalundu Hotel in Choma.

After receiving feedback from the stakeholders (on Friday, 18th May) the core group of planners met again for another 2 days in Choma (19th and 21st of April). They used this time to revise the recommendations received from the stakeholders. They then proceeded to produce the Plan of Inputs.

The program of the Workshop is documented in Annex 2. The workshop has been prepared and organised by the DPO Kalomo advised by Dr. Kellam. R.Schmidt co-ordinated the documentation and moderated the 5th day of the workshop. The overall concept and moderation of the workshop was provided by Dr. B. Schubert.

3. Situation Analysis and Participatory Needs Assessment on the First Day of the Workshop.

In the morning of the 1st day of the Workshop the Council Chairman, Mr Peter Matubulani formally opened the workshop. Then the Deputy Commissioner for Town and Country Planning, MLGH, Mr Wina, explained the history and concept of ddp-sp. After that the DPO - Kalomo Mr B. Nakaanda presented the results of the Rapid Institutional Analysis which he together with H. Kellam had conducted in February/March 1997. He described the organisational landscape of Kalomo and gave an assessment of the potential and constraints of the organisations involved in development activities. Details are given in a separate report which will be made available by ddp-Kalomo latest by the end of May 1997.

In the afternoon two working groups discussed the question:

What should ddp-Kalomo accomplish?

Group A presented the following recommendations:

1. Build capacities for sub-district staff for planning and implementation
2. DDP should put in place a strong and sustainable data-base
3. Build capacities to manage developmental projects at village level e.g. Food Security Programme
4. Institutional framework put in place for planning and implementation at village level
5. Participatory methodologies are introduced and sustained at district level for planning purposes
6. Build capacities for villagers to identify viable and sustainable projects

Group B recommended:

1. Improved cooperation amongst all development focused stakeholders i.e. Government Departments and NGOs
2. Improved co-ordination amongst all development oriented stakeholders
3. Training of technocrats in new concepts of development like participatory planning and decentralised planning

4. Enhanced capacity of the planning section of the Council by provision of equipment (Computers, Typewriters etc.), Transport etc.
5. A well established Data Base i.e. a functional nerve centre for all development based organisations
6. Improved information flow (The information super high way should be well oiled) from the communities to the planning office
7. Well established and functional ward development coordinating committees. This should be achieved by training and improving capacities of field extension officers from government departments and NGOs
8. Sensitise and train the communities about the concepts of participatory planning and decentralisation, Councillors should be included
9. An accomplished and elaborate development plan
10. Regular and systematic funding by ddp. There, however, should be a gradual reduction on donor money dependence in due course
11. A fully fledged and working decentralised service delivery system that is answerable to the community that it is serving

Working Group C discussed:

In what way should ddp-Kalomo strengthen the DDCC?

The group resented the following recommendations:

1. ddp to provide transport for monitoring and evaluating projects through the District Planning Officer
2. ddp to assist with creation and up-dating district data bank
3. ddp to assist with improvement of project management skills by conducting workshops
4. ddp to assist with procedures and formats with regard to planning and management
5. ddp to assist in soliciting funds for formulated agreed projects
6. ddp to assist in the co-ordination of Government Departments, NGOs and other stakeholders through support to the District Planning Office and by way of workshops and seminars

In the final discussion on the 1st day of the Workshop, the participants recommended that the plan for ddp-Kalomo should take into account the following potential and constraints of the organisational landscape of Kalomo District:

Potential

- DDCC and other fora to discuss conflicting interests
- Participatory approaches being increasingly applied in Kalomo District

- Donors can be attracted
- Diversified organisational landscape

Constraints

- Co-ordination
- Uniform approach needed
- eliminate competition
- Co-operation (e.g. between NGOs)
- Identification of communities with their projects
- Politicians intervene
- Councillors do not reach rural areas (transport)
- Transport
- Funding of the council like e.g. DAC is getting allowances
- Not all donors have offices in the district
- DDCC ends at District level
- Communities don't know where to direct their problems - no committees on lower level
- No follow-up of projects funded by constituency fund and youth fund
- Reporting to DDCC

As a result of the 1st day the stakeholders had been familiarised with the ddp-concept, had been informed on and contributed to the institutional analysis and had expressed their needs and expectations. They had also given detailed recommendations on how to plan ddp-Kalomo.

4. Defining Project Objectives, Indicators and Assumptions

On the 2nd day of the planning workshop the core planning team consisting of 13 persons (see Annex 1: List of participants) met in Kalundu Hotel, Choma. Their **first step** was to discuss the recommendations given by participants on the first day. Summarising the felt needs, expectations and recommendations expressed by the stakeholders, the core planning team formulated the following **issues to be taken care of by ddp-Kalomo**.

- A. Capacity building on district and sub-district level in the areas of planning, management, and financial administration with emphasis on the DDCC.
- B. Decision making on district development based on appropriate information
- C. Institutionalising participatory and integrated community development at village level.

- D. Improved cooperation and co-ordination among stakeholders in district development.
- E. Improving the logistical capacity of the planning section of the council.
- F. Producing a District Development Plan in a systematic and participatory way.
- G. Soliciting for funds for agreed projects.

The **second step** was to formulate outputs, purposes and goals for each of these issues. In order to facilitate this, the moderator gave the following definitions for the three different types of objectives:

OUTPUTS

- Are the products and services which the ddp-Kalomo project team should produce. For each output it has to be indicated which group or organisations needs access to the respective output.

PURPOSE

- Describes by whom and how the outputs will hopefully be used.
- The purpose states the change in behaviour, attitude or mode of work of the target groups or organisations which will hopefully be facilitated as a result of using the project outputs.

GOALS

- Describe the benefits which will hopefully materialise when the target groups and/or organisations achieve the project purpose.

After discussing these definitions and using one issue as an example how to use them, the core team split up in 2 working groups to draft outputs, purposes and goals for each issue.

Then the working group results were discussed, revised and summarised. In this way the core group reached consensus on the following **hierarchy of objectives for ddp-Kalomo**:

GOALS

1. Essential District Development Objectives specified in the District Development Plan of Kalomo have been achieved.
2. Communities in Kalomo District analyse their potential and constraints, set priorities, plan and implement self-help projects and reap the benefits resulting from these projects

PURPOSE

- Local Authorities (LAs), GOs, NGOs and private sector organisations deliver services to the communities of Kalomo District in an effective, co-ordinated and demand oriented way

OUTPUTS

1. Institutionalisation of a participatory and integrated community/village development approach
2. Assistance for capacity building with regard to planning, management monitoring and financial administration has been provided on District and Sub-district level with emphasis on the DDCC and on the District Planning Unit.
3. Assistance with regard to improving the logistical capacity of the District Planning Unit and the Planning sub-committee of the DDCC
4. Assistance to the District Planning Unit with regard to establishing a data management system and providing appropriate information to decision makers.
5. Assistance to the District Planning Unit with regard to elaborating a gender and poverty oriented District Development Plan in a systematic and participatory way.
6. Support to the DDCC, LAs, GOs, NGOs and private sector organisations on request with regard to soliciting funds for development activities.
7. A monitoring system providing information on project progress on a regular basis.

The **third step was to formulate indicators and means of verification** for all objectives identified (outputs, purpose, goals). This **step** has again done in working groups and occupied the core team for the whole third day. The work was based on the following definitions:

Objectively Verifiable Indicators: They describe in precise terms which observations will signal that the respective objective has been achieved. Each indicator has to give targets in terms of what (contents), how good (qualify), how much or how many (quantity), by when (time) and by or for whom (target group or organisation). These targets will later serve as yardsticks for monitoring project progress.

Means of verification: They indicate where the information for verifying the achievement of indicator targets will be available.

All indicators defined by the core planning team are documented in the Project Planning Matrix (see below). The purpose indicators are numbered in such a way that it can be

traced which impact each output is expected to have on purpose level. The number P2/1 for instance signals that this is the first indicator showing how project output 2 will hopefully be used by the organisations of Kalomo District.

The **fourth step indicates the assumptions** made in the cause effect-chain of outputs leading to purpose achievement and purpose leading to goal achievement (see Project Planning Matrix below).

Assumptions are conditions which are essential for achieving the next higher level of objectives. The planners believe that these conditions will materialise but they are not absolutely certain. Assumptions indicate risks in the project concept. They have to be monitored. If monitoring results indicate that assumptions were unrealistic the project has to be replanned.

By indicating the assumptions the core team completed the draft of a Project Planning Matrix on the third day of the workshop.

5. Activities, Time, Milestones and Responsibilities for Achieving the Project Outputs (Workplans)

On day four the core planning team proceeded to **step five: Producing Workplans**. A workplan lists all the activities which the project team will have to implement in order to produce an output. The workplan also gives information when each activity will start, when it will end, and which event (milestone) will indicate that the activity has been successfully completed. The milestones will later be used for monitoring. Finally the workplan contains information on which Zambian Officer of the ddp-team Kalomo will be responsible for implementing each activity and which consultants will assist.

On the end of the fourth workshop day this step was completed. The workplans elaborated are documented on the following pages.



Kalomo Wokplan

1. Strengthening participatory integrated community development (PID) in Kalomo

ACTIVITY	MILESTONE	RESPONSIBLE	1997	1998	1999
1.1 Prepare logistics for PIDEF activities	Schedules for transport, accom., office & stationary	Advisor/ CATAD TL	4-6/97		
1.2 Assess curen PRA activities in Kalomo & Zambia	Assessment report on PIDEF activities	Advisor/ CATAD TL	4-7/97		
1.3 Visit CATAD Group in Berlin to prepare consultancy	Report of Berlin visit	Advisor/ CATAD TL	6/9		
1.4 Assist CATAD in designing, testing & introducing PIDEF in 4 pilot communities in Kalomo	CATAD report	Advisor/ CATAD TL	7-10/97		
1.5 Organise training for Planning Sub-Committee on M&E	Training programme	ddp/sp TL/ DPO		3/98	
1.6 Establish fund for Participatory Integrated Development activities	Fund available	DPO/ ddp Finance		9/97 - 9/98	
1.7 M&E of PID activities in 4 pilot communities	Quarterly monitoring/ evaluate of PID activities in 4 communities	DPO/ Advisor			4/98 - 12/99
1.9 Assist organisations to apply PID in 8 communities in Kalomo including regular M&E	Participatory integrated development reports available	DSO			1/98 - 12/99



2. Assistance for capacity building regarding planning, implementation, monitoring & financial management for DDCC & the DPU

ACTIVITY	MILESTONE	RESPONSIBLE	1998	1999
2.1 Design/prepare costing for computer room extension & multi-purpose building & request for 50% cost share to ddp/sp	Building plan and cost estimate.	Director of Works/DPO	1-3/98	
2.2 Implement construction of computer room extension & multi-purpose building	Building completed.	Director of Works/DPO.	3/98 through 12/98	
2.3 Conduct training needs assessment for planning, implementation, monitoring and financial management for DDCC & the District Planning Unit (DPU)	Training needs Report	Dir. of Works/ Consultant	5-6/98	
2.4 Prepare training program on planning, implementation, monitoring and financial management for DDCC/Council members	Training Programme	Dir. of Works/ consultant	7-8/98	
2.5 Establish, co-ordinate & assist WDC's in 2 pilot areas where PIDEF activities were conducted	List of WDC's formed	Chief Reg. Planner/SP Advisor	7/98 - 12/98	
2.6 Conduct & co-ordinate training on planning, implementation, M&E and financial management for DDCC & DPU.	List of persons trained	DPO/ Consultant	9-10/98	
2.7 Prepare monitoring & reporting formats	List of persons trained	" " "	9-10/98	
2.8 Monitor impact of training programme	Monitoring Reports	DPO/Advisor		10/98 through 12/99



3. Assistance with regards to improving the logistical and technical capacity of the District Planning Unit in carrying out it's formal and legal functions.

ACTIVITY	MILESTONE	RESPON-SIBLE	1997	1998	1999
3.1 Compile a list of procurement needs.	List of procurement needs	ddp/sp TL/ Advisor	5/97		
3.2 Placing of orders	Equipment/transport available	DCS/ddp/sp	5-8/97		
3.3 Make a plan for utilising and maintaining equipment/transport.	Maintenance Plan	DCS/DPO Advisor	5/97		
3.4 Prepare budget to cover maintenance cost.	Running cost reflected in Council Budget 98-99 re-quest for CP Funds (MLGH)	District Treasure			
3.5 Make Plan for utilisation and maintenance of equip/transport.	Signed agreement	DCS/ddp/sp Advisor	5/97		
3.6 Follow-up on the implementation	Quarterly inspection of maintenance plan	DCS/ Advisor	Provided every three months		
3.7 Technical back-stopping to the DPU in carrying out it's formal and legal functions. (see annex)	Quarterly project progress reports/monthly ddp-Kalomo Team Meetings	DPO/ Advisor	Provided every 3 months and each month		



4. Assistance to the District Planning Unit with regard to establishing an effective data/ information management system and providing appropriate information to users.

ACTIVITY	MILESTONE	RESPONSIBLE	1998	1999
4.1 Training needs assessment in data collection, storage and management.	Training needs assessment Report.	Consultant	5-6/98	
4.2 Prepare training programme for data collection, storage and management.	Training programme.	Consultant	7-8/98	
4.3 Conduct training on data collection, storage and management.	List of trained persons.	DSO/Consultant	9-10/98	
4.4 Follow-up and assist those involved in data collection, storage/management.	Followup meetings Report.	Consultant		11/98 through 12/99
4.5 Collect and compile Sector Policy Information.	Sector Policy Documents and list of compiled information.	DSO/Siavonga GIS/Consultant	2-4/98	
4.6 Assess needs for GIS in Kalomo and design the system accordingly.	Assessment Report on the needs for GIS/system design.	DSO/Siavonga GIS/Consultant/ddp-TL.	2-5/98	
4.7 Procure/set up GIS for Kalomo DPU.	GIS functioning at ddp-DPU.	" " "	2-4/98	
4.8 Assess training needs and prepare training programme for GIS.	Assessment Report and training programme.	" " "	2-4/98	
4.9 Conduct GIS training for ddp-Kalomo.	List of persons trained in GIS.	" " "	5-6/98	
4.10 Follow-up/assist ddp-Team in producing maps/datasets for organisation upon request.	Follow-up on meetings, reports, maps and datasets.	" " "		8/98 through 8/99
4.11 Assess decision making process of service organisations in Kalomo.	Assessment Report & decision making process in Kalomo.	DPO/Advisor		4/99
4.12 Orient service organ. on use of info.	List of persons oriented.	DPO/Advisor		5/99



Kalomo Wokplan

5. Assistance to the DPU with regard to formulation of a socio-economic (gender, poverty, environment oriented) Development Plan in a systematic and participatory way.

ACTIVITY	MILESTONE	RESPON-SIBLE	1998	1999
5.1 Prepare District Profile.	Profile produced.	CRP/DPO/ DSOAdvisor	3-5/98	
5.2 Carry out situation analysis with PSC.	SA document produced.	“ “ “	5-6/98	
5.3 Prepare & disseminate guidelines on data collection/compliance to DDCC.	Guidelines provided and list of recipients at DPU.	“ “ “	10/98	
5.4 Data collection and compliance.	Data available at DPU.	“ “ “	11/98 - 3/99	
5.5 Conduct workshop on defining strategies and objectives for 5 year plan.	Workshop documentation.	“ “ “		4/99
5.6 Follow-up & assist those responsible for preparing the 5 yr. District Dev. Plan.	Follow-up meetings and Reports available at DPU.	“ “ “		5-8/99
5.7 District Development Plan approved and adopted.	District Development Plan available with DPU/DDCC.	“ “ “		8/99
5.8 Conduct workshop on setting Dev. Priorities/targets for Annual District Plans.	Workshop documentation available at DPU.	“ “ “		9/99
5.9 Follow-up & assist those responsible for preparing Annual District Plans.	Follow-up meeting Reports available at DPU.	“ “ “		10-12/99



6. Support to LA's, GO's, NGO's and private sector organisations on request with regard soliciting funds for development activities.

ACTIVITY	MILESTONE	RESPON-SIBLE	1998	1999
6.1 Collect information from funding organisations and produce manual.	Report available.	ddp/sp/DPO Advior	1-3/98	
6.2 Distribute manual to all organisations.	List of manual recipients.	DPO/ddp/sp	3-4/98	
6.3 Orient district organisations on guideline procedures for soliciting funds.	Orientation Programme.	“ “ “	5-7/98	
6.4 Follow-up assistance in project proposals.	Report on follow-up visits.	DPO/DSO	8-12/98	
6.5 Flow of information through newsletter.	Bi-yearly newsletter	DPO/DSO	3/98 through 12/99	
ACTIVITY	MILESTONE	OFFICER	1998	1999
7. A monitoring system providing information on ddp-Kalomo progress				
7.1 Compile quarterly project monitoring Reports and send to ddp/sp Support Team, Steering Committee and MLGH via DDCC.	Report has been submitted	DPO/ Advisor	1/98 3/98 6/98 9/98 1/99 3/99 6/99 9/99	
7.2 ddp-Kalomo Team meet monthly to review status of Project outputs/activities.	Meeting Minutes available at DPU and copied to DCS and ddp/sp TL.	DPO/ Advisor	ddp-Kalomo Team meetings held 1st Monday of each month	

6. Inviting Feedback from Stakeholders on the Draft Project Planning Matrix and on the Workplans

Day 5 of the workshop (Friday, 18th April) was again conducted at Farmer's Training Centre, Kalomo. The core planning team presented the draft Project Planning Matrix and the workplans to the representatives of various district organisations who had already attended the first day of the workshop (Monday, 14th April).

After presentation of the planning documents the participants formed three working groups which scrutinised the planning documents and gave recommendations, how the plans should be improved. The discussions were lively and a substantial number of recommendations were made.

In addition to the specific recommendations given for improving the Project Planning Matrix and the Workplans, the participants also discussed more general project issues. In this context they suggested that ddp-sp should have a **Steering Committee**. The Teamleader of the Support Team committed himself to initiate the formation and regular meeting of a Steering Committee.

On the morning of the 6th workshop day the core planning team met again in Kalundu Hotel, Choma, to complete the planning. Their **sixth step was to revise the Project Planning Matrix and the Workplans to accommodate the feedback received from stakeholders**. The Project Planning Matrix and the Workplans documented above already include all improvements made by the planning team on day 6.

7. Estimating Inputs Required and Calculating Costs of all Project Activities (Plan of Inputs)

After the Project Planning Matrix and the Workplans had been revised, the core team proceeded to **step seven: Estimating for each activity contained in the workplans which physical inputs will be required to implement these activities and calculating all recurrent costs for each activity**. This was done for the financial years 1997 and 1998.

The **physical inputs** estimated include:

- * Number of days required as input from the Zambian members of the ddp - Kalomo project team. Team members who contribute at least 25% of their time to the project are: District Planning Officer (DPO), Director of Works (DOW), District Statistical Officer (DSO), and the Treasurer. It is hoped that this team will be strengthened by the appointment of an Assistant Planner before the end of 1997.

- * Number of days required as input from the GTZ Advisor, Dr. Henry Kellam. The estimate for Dr. Kellam's input had to take into account that in 1997 he can give priority to Kalomo but that in 1998 he will have to concentrate more on Choma.
- * Transport required in terms of the number of days on which a 4 wheel drive vehicle or a motorbike will be required for project activities.
- * Material like stationery and photocopies and the number of days a computer will be required for a certain project activity.

The **recurrent costs** per activity were calculated by multiplying the physical inputs with a factor representing the average costs per unit:

- * For allowances it was assumed that 2/3rds of of the days required from Zambian members of ddp-Kalomo would involve travel allowances and this would cost on the average K25 000 per day (K15 000 if more than 8 hours but no overnight stay, K50 000 when overnight stay required)
- * For recurrent costs of transport including repairs and depreciation it was assumed that a 4 wheel drive vehicle used for an average of 200 Km per day will cost K75 000 per day. A motorcycle was estimated at K15 000 per day.
- * The costs for photocopies were estimated at K200 per copy.
- * Costs for using a computer were estimated at K5 000 per day

The following plans of inputs per output show the results of estimating physical inputs and calculating recurrent costs for 1997 and 1998.

The last step on day 6 was **step eight: Summarising the inputs for all activities of all outputs to arrive at a matrix showing all inputs required by ddp-Kalomo** (See above). The matrix shows that ddp-Kalomo will require a high input of person days while the requirements with regard to transport and material are modest. This leads to relatively low recurrent costs. Taking 50% unforeseeable expenses (contingencies) and overhead costs into account the recurrent costs to be borne by the Zambian side are estimated at only K15,270,000 for 1997 and (taking a 20% inflation into account) at only K43,124,000 for 1998. The cost calculation has been done having in mind information supplied by the representative of MLGH that the Ministry might not be able to fully supply the K50 million which had been promised during the Siavonga workshop in October 1996.

8. Identifying which Inputs will have to be contributed from the Council, from MLG&H and from German Funds (Commitments and Requests for Funding)

The 7th and last day of the planning workshop started with **step nine: Identifying which of the inputs required would have to be provided by which of the project partners**. As a result of intensive discussions the following consensus was reached:

A. Contributions of the Kalomo District Council

- 284 person days of the Zambian members of the ddp-Kalomo project team in 1997 and 473 person days in 1998
- the project offices, the maintenance of these offices and the overheads
- communication facilities
- a driver
- a secretary
- a data entry clerk

B. Contribution Requested from MLGH (in K1000)

	1997	1998
• Costs for fuel, lubricants, servicing, spareparts for vehicles, photocopier, computer etc.	3,000	8,000
• Costs for repairs and depreciation for vehicles and other equipment	3,000	8,000
• Subsistence allowances for the Zambian members of the ddp-Kalomo project team to facilitate duty travel for project activities	6,000	14,000
Office stationery	<u>3,300</u>	<u>13,500</u>
TOTAL	15,300	43,500

This calculation is based on the Plan of Inputs (see page 33 and 34). The District Council Secretary will send a formal request for CP-funds for 1997 to MLGH together with a copy of this report by end of April 1997. In addition to the K15,000,000 required for the remaining months of 1997, the DCS will also request for the amount already forwarded (spent on the Project) since October 1996. It is hoped that these funds will be made available latest by 30th June 1997.

C. List of Equipment which has been or will be supplied from German funds

Already supplied:

1 x desk top computer system

1 x photo-copy machine
1 x fax machine
1 x camera

To be ordered:

1 x 4 wheel double cab Hilux with canvass and foldeable benches
1 x motorbike, preferably 185cc, if make is found where spareparts are available in Zambia and helmet and carrier
2 x bicycles suitable for non tarmac roads with helmets and carriers
1 x stencil scanner
1 x spiral binder
1 x paper cutter
4 x foldable pinboards with transport bags
1 x "ZOPP - suitcase"
1 x photocopy machine in exchange against the machine already supplied which is unsuitable
1 x additional computer system if required after GIS activities have started

Except for the last item all this equipment will be ordered immediately. However, it will only be made available after agreements on the use of this equipment and on financing the recurrent costs have been signed by the Council Secretary and by the Kalomo advisor and have been submitted to the ddp support Teamleader.

9. Evaluation of the Planning Workshop

One evaluation was done at the end of the first workshop day in Kalomo. The results of that evaluation (see Annex 5) indicate that the participants were satisfied with regard to material organisation, participation and food provided. Some participants felt, however, that the workshop had been too short and that transport arrangements were poor.

A second evaluation was done at the very end of the workshop on day 7 (see Annex 6). The results indicate that participants assessed the ZOPP approach to project planning and the way it has been used as appropriate. They also liked the venue, the organisation of the workshop, the composition of participants from different districts and the high level of participation. However, a number of participants felt that the workload was too much for the given time and that they were very tired at the end of most days.

As consequence they recommend that in future planning workshops there should be a break after the first 5 days. Another recommendation is that the ddp-teams from other districts, especially the planners, should be invited to district project planning workshops. They feel that this would contribute to strengthening their planning skills.

At the end of this report the moderator would like to congratulate all participants for their hard, patient and effective work. He would also like to thank all persons who have contributed to the organisation and to the documentation of the workshop and who have made it possible that this report is ready for distribution only three days after completing the workshop.

**Annex 1. List of participants attending the ddp-Kalomo Project Planning Workshop
monday 14th april, 1997 at Farmer's Training Centre.**

NO	NAME	POSITION	ORGANISATION
1.	B. Schubert	Teamleader/Moderator	ddp-sp, GTZ
2.	P. Matubulani	Council Chairman	Kalomo District Council
3.	S. Sikaale	Chairman - Finance	Kalomo District Council
4.	N.M. Simango	Chairman - Planning	Kalomo District Council
5.	Z.B. Moonde	Chairman - Staff Estabt.	Kalomo District Council
6.	S. Mbale	APM	CARE - Livingstone
7.	G. Shikabeta	District Statistical Officer	Kalomo District Council
8.	K. Lohne	Co-ordinator	CINDI (Family Health Trust)
9.	Noah Kadimba	Field Manager	AFRICARE
10.	Charles M Ufwenuka	Director of Planning	Choma Municipal Council
11.	K.L. Mbanga (CAPT)	District Education Officer	Education - Kalomo
12.	A.C. Chileshe	Project Manager	CARE - IFAD roads
13.	J.M. Mwansa	District Water Eng./Oil	Department of Water Affairs
14.	Muchabi Kingsley	Development Facilitator	World Vision (WASHE)
15.	Gilbert Liseli	D.C.D.O.	Community Development
16.	Kebby Majila	Officer-in-charge	Social Welfare
17.	Humphrey Mwalweni	District Veterinary Officer	Dept. of Animal Production and Health
18.	D.W. Situngu	Act. Council Treasurer	Kalomo District Council
19.	H.M. Oskui	Administration Advisor	GTZ
20.	E.M. Zulu	Act. Director of Works	Kalomo District Council
21.	M. Wina	A/Deputy Commissioner	MLGH
22.	Dr. Henry Kellam	Planning Advisor	ddp - Kalomo (GTZ)
23.	Brian Nakaanda	District Planning Officer	Kalomo District Council
24.	B. Siwakwi	District Council Secretary	Kalomo District Council
25.	Wilfred Kalinda	Project Manager	AFRICARE
26.	K.S. Mubu	Technologist Signals	Zambia Railways Ltd.
27.	N. Musulwe	District Agriculture Officer	Department of Agric.
28.	M.M. Hamanenga	DAC Member	Agriculture

Annex 2. List of participants (“coreteam”) attending the ddp Kalomo project workshop during the whole period (14th - 20th April, 1997)

NO	NAME	TITLE	ORGANISATION
1.	Dr. Henry Kellam	Planning Advisor	ddp-Kalomo (GTZ)
2.	D.W. Situngu	Act. Council Treasurer	Kalomo District Council
3.	H. Oskui (on 15 th)	Administrative Advisor	GTZ
4.	E.M. Zulu	Act/Director of Works	Kalomo district Council
5.	G. Shikabeta	District Statistical Officer	Kalomo District Council
6.	A. Beebe	Director of Planning	Mazabuka Municipal Council
7.	F. Siyunyi (15-17 th)	District Planning Officer	Siavonga District Council
8.	C.M. Ufwenuka	Director of Planning	Choma Municipal Council
9.	M. Wina (15 th -16 th)	A/Deputy Commissioner	MLGH
10.	B. Siwakwi (15-17 th)	Council Secretary	Kalomo District Council
11.	R. Schmidt	Planning Advisor	ddp-Mazabuka (GTZ)
12.	B. Schubert	Teammleader/ Moderator	ddp - sp (GTZ)
13.	B. Nakaanda	District Planning Officer	Kalomo
14.	W. Mwanza	Chief Regional Planner	Livingstone/SP

Annex 3. List of participants attending the ddp-Kalomo project planning workshop, Friday, 18th April, 1997 at the Farmers Training Centre.

NO	NAME	TITLE	ORGANISATION
1.	Brian Nakaanda	District Planning Officer	Kalomo District Council
2.	R. Schmidt	Planning Advisor	ddp-Mazabuka (GTZ)
3.	E.M. Zulu	Act. Director of Works	Kalomo District Council
4.	H. Mwalweni	District Veterinary Officer	Kalomo
5.	K. Majila	District Social Welfare Officer	Kalomo
6.	G.M. Liseli	District Community Development Officer	Kalomo
7.	K.L. Mbangwa (CAPT)	District Education Officer	Kalomo
8.	C.M. Ufwenuka	Director of Planning	Choma Municipal Council
9.	Noah Kadimba	Field Manager/	AFRICARE - Choma
10.	Kari Lohne	Coordinator	CINDI - Kalomo
11.	G. Shikabeta	District Statistical Officer	Kalomo
12.	Samson Mbale	Assistant Project Manager	CARE - Livingstone
13.	K.S. Mubu	Technologist - Signals/Telecoms	ZR - Kalomo
14.	N.M. Simango	Chairman Planning Committee	Kalomo District Council
15.	A.T. Beebe	Director of Planning	Mazabuka Municipal Council
16.	W.K. Mwanza	Chief Regional Planner/SP.	Livingstone
17.	B.W. Schubert	Teamleader/Moderator	ddp - sp (GTZ)
18.	P. Matubulani	Council Chairman	Kalomo District Council
19.	S. Sikaale	Committee Chairman Finance	Kalomo District Council
20.	Z.B. Moonde	Committee Chairman (Staff Establishment)	Kalomo District Council
21.	R.R. Muntanga	DAC Chairman	Kalomo District Council
22.	Henry Kellam	Planning Advisor	ddp - Kalomo
23.	N. Musulwe	District Agriculture Officer	Kalomo
24.	Wilfred Kalinda	Project Manager	AFRICARE (Water Prog.)

ANNEX 4: Programme for the ddp-Kalomo Workshop, 14th - 20th April, 1997 and the Re-Planning Workshop, 22nd-23rd and 29th-30th, December 1997:

Monday 14 April, 1997:

- 8:00: - All invited participants meet at District Council Secretary's Office for transport to the Farmer's Training Center.
- 9:00: - Official opening by Mr. Peter Matubulani, Council Chairman, Kalomo.
- ddp/sp history/overall project design by Mr. M. Wina (MLG&H).
- Objectives and schedule of the entire Planning Workshop and of the 1st day by Dr. Bernd Schubert, ddp/sp Team Leader.
- 10:00-10:15: Tea/coffee break.
- 10:15-11:15: - Presentation on organisational landscape of Kalomo District and ongoing programs related to District development.
 - From the perspective of the organisations.
 - From the perspective of the communities.by Mr. Brian Nakaanda, Kalomo-DPO.
- Followed by discussions.....
- 11:15-11:30: Tea/coffee break
- 11:30-12:30: - Presentation of potentials and constraints of District organisations with regard to serving communities. Also by Mr. Nakaanda.
- Followed by discussion.....
- 12:30-14:00: Lunch (served at the Farmer's Training Center).
- 14:00-15:15: Break into groups:
 - GROUP 1 (2 groups): What should ddp-Kalomo accomplish.
 - GROUP 2 (2 groups): In what way should ddp-Kalomo strengthen the DDCC and visa versa.
- 15:15-15:30: Tea/coffee break.
- 15:30-16:45: Presentation of group results to plenary and discussions.
- 16:45-17:00: Summing up (Mr. Wina).

Day 2-4 (Core ddp/sp Work-Team), 15-17.97:

The core ddp-Kalomo Group will meet at the Choma New Kalundu on these 3 days (see page 1 for Team Members names to attend).

- 8:00-5:30: - Prepare Project Planning Matrix (PPM) for ddp-Kalomo, summarising the consensus reached on the goals, purpose and outputs to be achieved by December 1999, with phased Indicators.
- Prepare a Plan of Action for ddp-Kalomo giving activities, time schedules, milestones and responsibilities needed to achieve the said outputs.

Day 5 of the Workshop, Friday the 18th of April, 1997:

All who were invited on Monday 14 April are invited to attend (same Venue: Farmer's Agriculture Centre).

- 8:00: Meet at the DCS Officer for transport.
- 8:30-9:30: Summary of the 1st day by Dr. H. Kellam, ddp-Kalomo Advisor.
- 9:30-10:30: Presentation of draft PPM and Plan of Action by Mr. Nakaanda.
- 10:30-10:45: Tea/coffee break.
- 10:45-12:00: - Working Groups on Feedback and Recommendations with regard to the PPM and Plan of Action.
- 12:00-13:30: Lunch (served at the Agriculture Center).
- 13:30-15:00: Presentation of Group Work results to plenary and discussions.
- 15:00-15:15: Summing up by Mr. Wina.

Day 6 and 7 of the Core Work-Team 19-20 April, 1997:

The primary reason for these two final days is to bring back together the 'Core Work Team' (venue: New Kalundu Hotel Choma) to:

1. Update, edit and finalize the ddp-Kalomo Project Planning Matrix and Plan of Action and;
2. Prepare a Plan of Inputs (personnel, equipment and recurrent cost) required for implementing the activities planned. Indication who will be responsible for providing the inputs, eg: District Council, MLG&H, German Fund.


Re-Planning Project Planning Worksop for Kalomo 22-23 and 29-30, Dec., 1997

This Re-Planning of the April, 1997 Kalomo Project Planning Workshop was scheduled the above four days at the Farmer's Training Centre from 8:00 through 17:00. Because it consisted a small Core Group, the programme was consistant in Group Work throughout the days with scheduled breaks and lunch.

The participants attending these four days of Re-Planning were:

- | | |
|--------------------------------|-------------------------------------------|
| 1. Mr. Benard Siwakwi | Kalomo District Council Secretary |
| 2. Mr. Brian Nakaanda | Kalomo District Planning Officer |
| 3. Mr. Edward Zulu | Kalomo Director of Works |
| 4. Mr. David Situngu | Finance Officer, Kalomo Water Supply |
| 5. Mr. Geoffrey Shikabeta | Kalomo District Statistics Officer |
| 6. Mr. Winter Mwanza (1st day) | Cheif Regional Planner, SP |
| 7. Mr. Daniel Bothma (1st day) | Project Co-ordinator (D-WASHE) |
| 8. Dr. Henry Kellam | ddp-Advisor (Workshop Co-ordinator) |
| 9. Mr. David Mbilikita | Freelance Consultant (Workshop Moderator) |

ANNEX 5. Evaluation of 1st day of the planning workshop

<i>The Workshop is very good but too short. The place is better than the Hotel.</i>	<i>Quite successful and productive.</i>	<i>The presentation was good and at the end of the day I know the end result will be good.</i>
<i>All in All the day one Workshop was knowledgeable.</i>	<i>Good presentation of Workshop material.</i>	<i>Workshop has been splendid and educative (90%)</i>
<i>Workshop period too short. Otherwise very good Organisation and good participation.</i>	<i>It was quite encouraging and inspirational to see stake holders in the development of Kalomo (GRZ, NGO, KDC) working together towards a common goal.</i>	<i>The Workshop has been well organised. Feeding has been very good.</i>
<i>Workshop was short, meals very good. I was happy the whole day.</i>	<i>The Workshop has been a good and frank exchange of ideas about district development. The essence of cooperation and co-ordination has been emphasised by the presence of government departments and NGO's. However, our pockets are going empty as they came.</i>	<i>Stationery - inadequate Feeding - very good Subject matter - very real and helpful</i>
	<i>Admin. Arrangements - (Good) Workshop material - (Adequate) Mood - (Morale generally high)</i>	<i>The Workshop was:</i> <ul style="list-style-type: none"> • Good • More time must be given to the Workshop.
<i>Food - okay Presentation by R/Person - very good and brief</i>	<i>I have learnt a lot about district development project and Kalomo district council. Before</i>	<i>Generally good in terms of sharing experiences.</i>

<p><i>Objective of programme not very clear and straight forward.</i></p> <p><i>Lecture material - well organised.</i></p> <p><i>Participation of participants in groups - very good.</i></p>	<p><i>lunch, the facts, information was too long.</i></p> <p><i>Maybe male grave work and contribution from the participants.</i></p>	
<p><i>Food was good</i></p> <p><i>Venue was good</i></p> <p><i>Facilitation was good</i></p>	<p><i>Workshop was interesting and I felt happy.</i></p>	<p><i>Transport arrangement - sad</i></p> <p><i>Food was fair</i></p> <p><i>Workshop presentation-</i></p>
<p><i>Transport arrangement was poor, some of the participants came from distant places, some of the transporters have no receipts for the purpose of refund.</i></p>	<p><i>Day I has been a good one, especially that the lessons have been educative and interesting though new.</i></p>	<p><i>Happy.</i></p> <p><i>Group discussion - happy.</i></p>

Annex 6: Evaluation of last Workshop Day

Positive Observations

Kalomo Workshop was eye opener on project planning and budgeting	Workshop material:good Time given: limited Workplan for ddp Kalomo: accomplished Participation: good	What I liked: The aspect of using planners for PPM instead of the entire team. Participation level was high
Constructive contributions from Siavonga, Mazabuka and Choma partners	Logistics very adequate for the workshop e.g. stationary	Logistics: accomodation, transport, meals well done
Material presentation was systematic	Well organized away from District Headquarter	Venue for workshop and core team were satisfactory
Workshop material well presented	Participatory Process with good inputs of participants and realistic outputs	ZOPP process well improved for effective participation
Learnt a lot on Project Planning Matrix	Planning task: accomplished Time allocation: tight Participation: good Logistics:Fair but could be improved e.g. food, allowances, venue	

Negative Observations

Workshop was too intensive and tiring	The hotel was not ideal because we have been cut from the rest of the world due to -no news facilities only for people who dont need TV	All GTZ supported districts should have participated in this first experience
ETC= End of thinking capacity has been reached quiet often	The allowance to be doubled fro Saturday and Sunday as they are not usual working days	Participation on 2nd day workshop on terms of representation of key stakeholders
Allowances inadequate and did not serve the purpose	Workshop should have taken into account requirements of other districts tough workshop specific to Kalomo. In short other start up activities need to be initiated in other districts. These activities should have been specified	Estimation of costs relies too much on guess work; time needed for task; quantity of materials required
Venue was not suitable for serious planning exercise	Time for starting the days work was very much observed but the ending was ignored	
Double allowance to be paid for working on Saturday and	Time for core group work insufficient hence overflow into	

Sunday	weekend. There may arise some consequences - fatigue during the following week	
--------	--------------------------------------------------------------------------------	--

Recommendations for next planning workshop

One should have a break after first 5 days	If the process cannot be accommodated in 7 days then try 10 or 11 days to give participants enough time to rest fro next days work	Core group need familiarity with logical framework prior to PPM preparation
The amount of time of paying allowances should be reviewed	Venue for core team in remaining district should be outside district to avoid disturbances Arrangements to/from workshop should be made by project It would appear core team has to attend remaining workshop to sharp things	Core group gender imbalanced
Culture and spirital inclinations of the planning team should be considered in future	Good hours to be planned for each activity	
Planners from other ddp projects should be part of the future planning meeting for other districts	Help DSA to be paid to participants like other workshops	