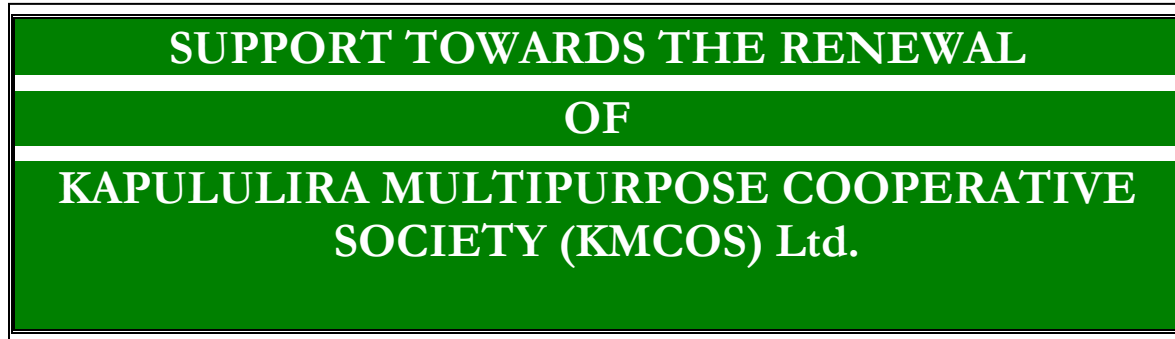


# PROJECT PROPOSAL

*To Fairhandeln*



*Prepared, Compiled and Submitted  
By  
Monze Diocese Development Department.*

*May 2017.*

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### ***ACRONYMS***

CDCs	Centre Development Committees
CMAs	Community Market Animators
CSOs	Civil Society Organizations
EEPO	Economic Empowerment Project Officer
KMCOS	Kapululira Multi-purpose Cooperative Society
MDDD	Monze Diocese Development Department
NGOs	Non-Governmental Organizations
PDCs	Parish Development Committees
WDO	Water Development Officer

**CONTACT DETAILS**

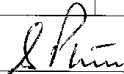
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**PROJECT EXECUTIVE SUMMARY:**

<b>Title:</b>	Support towards the renewal of Kapululira Multipurpose Cooperative Society (KMCOS) Ltd
<b>Locations in Zambia:</b>	Lower Zambezi River of Chirundu Parish in the Diocese of Monze.
<b>Overall Goal:</b>	To have a renewed KMCOS with quality leadership, improved standard of doing business and improved Irrigation system.
<b>Proposed period of Time:</b>	18 months i.e. July 2017 to December 2018.
<b>Number of Beneficiaries</b>	89 farmers (40 women and 49 men) representing 89 households therefore an estimated 712 women, men, girls boys and children.
<b>Total Project Cost:</b>	ZMW 85,578.00
<b>Requested from Fairhandeln</b>	ZMW 36,548.00 an equivalent of Euro 3,593.39

At 1 Euro = ZMW 10.1709

Signed



Promoter for Development

Date:

29/5/2017

## **1.0. INTRODUCTION**

The introduction of Economic Empowerment Project to Monze Diocese Development Department (MDDD) is intended to bring about sustainable regular income among rural communities to be targeted in the Diocese of Monze Southern Zambia. The intervention under this project involves promotion of cooperatives or indeed strengthening them where they already exist, promotion of community savings and credit schemes or indeed strengthening them where they already exist, enhancing market linkages for agro products and enhancing entrepreneurial skills and knowledge among targeted members.

## **2.0. ORIGIN OF THE PROJECT**

Kapululira Multipurpose Cooperative Society which derives its name from its traditional leader-Headman Kapululira located along the Zambezi valley South of Zambia has a climate that is very unpredictable in terms of rainfall pattern. This has left people living in the area with hardships to grow rain fed crops. However, considering the fact that the Zambezi is a perennial River with lots of water, gives the inhabitants a great opportunity for both agriculture and aquaculture production.

To take advantage of this opportunity the Diocese of Monze in conjunction with the Government of Zambia established Zambezi Training Centre in the early 70s in this area of Kapululira having secured the land under the Diocese of Monze. The effort was complemented by the Italian CeLIM volunteers who managed and supported the center during its training phase. The center offered skills training to farmers in banana production through irrigation – using water from the Zambezi River. Alongside training was resource support including land to the trainees. Between the years 1991 and 1993, training activities of the center were concluded. For continuity of the farmer activities, Kapululira Multi-purpose Co-operative Society (KMCOS) was formed and registered under the cooperatives act in line with Chapter 397 of the laws of Zambia. At the time of registration the Cooperative had 89 farmers registered as members.

Despite having been registered as such, KMCOS has not been functioning as a cooperative and the main challenges have been *unavailability of a plan* to direct members in their work, *uninformed leadership*, *lack of entrepreneurship knowledge* among members and lately a *dilapidated irrigation system*.

Therefore this proposal is intended to renew KMCOS by facilitating a process that will address the here referred to identified issues.

## **3.0. DEVELOPMENT OF THE PROJECT**

### **3.1. Purpose.**

The purpose of the project is to help KMCOS function as an effective business entity. It is intended to address the issues that were identified as obstacles to the effective functioning of the cooperative. 79/89 (55 men and 24 women) members of KMCOS met, facilitated by MDDD Economic Empowerment project staff to review their cooperative. During the said 2 days meeting, members resolved to arrive at some plan that would embrace some prioritised issues for addressing.

### **3.2. Issues Identified.**

Being the first review meeting since its establishment, many issues were identified as impediments to the functionality of KMCOS. Of the many issues identified 3 were taken for addressing and these were:

#### **3.2.1. Lack of quality Leadership**

It was acknowledged during the review meeting that a cooperative is an organisation (like any other) that requires a visionary, an informed, accountable and exposed leadership which should also be able to effectively represent its members at various levels of society. It was unanimously agreed that such qualities were conspicuously missing in the current KMCOS leadership. It was however noted that such qualities may not be easily found among members of KMCOS. Therefore it will be necessary firstly to identify potential members for leadership positions and train them in their roles and responsibilities as KMCOS leaders.

### **3.2.2. Inadequate knowledge among members to effectively manage their business.**

From the outset it is important that members of KMCOS understand that theirs is a business and not just a way of life. It is clear from the way KMCOS has been managed and from the way individual members of KMCOS went about their life, that for them this was just another village life but dabbed with a name KMCOS. Yet the members acknowledge the fact that KMCOS was established purely for them to earn income for their livelihood; to make profit. However, it is also known that the majority of the farmers in KMCOS were not trained. The few that were trained, it was mainly in banana growing. As such training of KMCOS members is inevitable if their objectives are to be realised and this training should be diverse in nature; covering the technical field (i.e. Agriculture production) as well as knowledge and skills in entrepreneurship.

### **3.2.3. A dilapidated irrigation System.**

The main business of KMCOS members has been banana production. This involves harnessing the Zambezi river waters for irrigation of bananas. The currently used irrigation equipment and system was established in the early 70s. This system is not only old, no longer serviceable but also not appropriate to recent challenges posed by climate change. In the past three years the Zambezi river waters had receded so much that it could not be easily harnessed. The irrigation system in place was not designed in mind with such un-anticipated occurrences. Further, the system (furrow irrigation) used for irrigation is wasteful when it comes to watering. It was further observed that the system is limiting as to the number of farmers who may irrigate their fields at any given time. This poses a challenge to the farmers in managing their crop especially during dry season of the year resulting in poor quality products. Unless this was to be addressed, then KMCOS members may have to resort to some other businesses rather than that which requires irrigation.

## **4.0. PROJECT DESCRIPTION**

**4.1. Main Objective:** Having the outlined issues in mind, the plan was developed to achieve as the main objective stated below: - *To have a renewed KMCOS with quality leadership, improved standard of doing business and improved Irrigation system.*

### **4.2. Specific Objectives**

4.2.1. *To have in place, by end of 2017, a leadership that will effectively and efficiently spearhead the activities of KMCOS* - What is envisaged is the realisation of a cooperative society whose members are financially benefiting from its activities which are business oriented offering services to the individual members as well as the community in general. This will be possible if KMCOS has in place a leadership that is visionary, innovative, exposed and accountable to the members in the utilisation of the cooperative's resources.

4.2.2. *To have knowledgeable and skilled KMCOS members in their business as members of the cooperative and as farmers by mid-2018* - As already stated above, members of KMCOS have that opportunity to exploit the waters of the River Zambezi for their benefit. However it was noted that most of them lack the knowledge both businesswise as well as technically. This therefore demands diverse training for the members if they are to succeed in their business.

4.2.3. *To have KMCOS with an improved irrigation system in place by the end of 2019* - Realization of this objective is an assurance of a successful KMCOS as their business is highly influenced by the utilisation of the Zambezi river waters. It is however appreciated that this is a highly technical and expensive undertaking. Therefore time for feasibility study, designing and fundraising will be required.

### 4.3. Project Activities.

In order to address the identified issues and realise the objectives outlined above activities were drawn under each objective as stated in the table below:

Specific Objective	Activity	Activity Description.
1. To have in place, by end of 2017, a leadership that will effectively and efficiently spearhead the activities of KMCOS.	1.1. Conduct a two days' workshop to identify and induct the identified leaders into their roles and responsibilities.	1.1.1. Day one will be a workshop for all members of the cooperative to have an in-depth understanding of what they should expect of quality leadership. Based on the knowledge to be acquired members will then elect potential leaders.
		1.1.2. Day two will comprise of a focused leadership training for the elected members in their roles and responsibilities.
		1.1.3. The training will be followed by an evaluation to ascertain the elected leaders understanding
		1.1.4. The final session of the leaders' induction will be placement of the elected members into the various portfolios in line with the exhibited understanding of their roles during the evaluation in 1.1.3 above.
2. To have knowledgeable and skilled KMCOS members in their business as members of the cooperative and as farmers by mid-2018	2.1. Conduct 3 two days workshops on cooperatives covering board members, affiliation fees, shares, dividends, General assembly, etc.	2.1.1. The first day of this training will focus on helping members understand the concept of a cooperative and the various articles as are enshrined in the by-laws of their cooperative. These will include terms like board members, the executive, share capital, dividends, and General assembly.
		2.1.2. Day two will focus on helping members have an in-depth understanding of their roles as members, the roles of their office bearers, the roles of the registrar of cooperatives in line with the laws of Zambia and sharing on other relevant bodies / organisations that would influence the works of the cooperative.
		2.1.3. Day 3 will focus on Finances of the cooperative. Other than just the accountability aspect, also included in this session will be a differentiation of share capital, members' affiliation fees and members Savings. This will be concluded with a session on how dividends are arrived at.
	2.2. Conduct a 2 days training in entrepreneurship and market systems approach.	2.2.1. Firstly is to go through with the members the needed knowledge and skills in managing a profitable business. This is in view of the fact that as cooperative members they must embrace a business attitude.
		2.2.2. Secondly will be to discuss with members on how to effectively participate in the wider market. The intention is to change the farmers mind set from the conventional development theory which emphasises on social benefits to a market approach which emphasises sustainable regular income leading to poverty reduction.

Specific Objective	Activity	Activity Description.
Objective 2. Contd.	2.3. Conduct a 2 days training in land use Management and water conservation.	2.3.1. Day one will focus on sharing the various concept / Principles of sustainable land use and water conservation. <i>Zambia is now known for high rate of land degradation and increasingly water levels depletion. Since this is a cooperative of farmers whose main activities are land and water dependant, it is important that they adopt practices that will ensure sustainability of these natural resources.</i>
		2.3.2. Day two will focus on demonstrations on the practicability of some of the concepts that would have been shared in day 1.
	2.4. Conduct a 3 days training in banana production, other crop(s) production and aquaculture.	2.4.1. As already alluded to in previous chapters of this proposal, the main business of the members has been banana production. However the majority of the current members did not undergo training held during the training period in the 80s. Therefore working with the government department of agriculture staff, MDDD field staff will conduct this training.
		2.4.2. The training will cover both the Science of the crops and the practical aspects to be undertaken within the farmers' fields. In the hind side will be the introduction of aquaculture as an alternative business for the members in the cooperative in view the opportunity offered by the Zambezi river waters.
3. To have KMCOS with an improved irrigation system in place by the end of 2019.	3.1. Conducting physical head count of farmer members (Census)	3.1.1. This activity is a census to ascertain that all the registered members of the cooperative are actually there. This is important in determining what size irrigation system should be established.
	3.2. Conduct feasibility study on existing irrigation system	3.2.1. The study to be undertaken by the MDDD Water Development Officer (WDO) and a staff from the Government department of agriculture should take two days of field work and two days of report compilation. This will inform KMCOS on the possible irrigation system to be developed.
	3.3. Outsourcing and installation for improved irrigation system	3.3.1. Once feasibility study is done a presentation will be made to the Government for consideration into the 2019 budget.
	3.4. Facilitate a 2 days training in irrigation equipment management and establishing an irrigation committee.	3.4.1. This is an intervention that is conditional to the establishment of the irrigation system. Once the new system is in place it is important that members have an understanding on how to use and maintain it. A committee will be formed to oversee the functionality of the system.
4. To conduct monitoring visits intended to support the newly elected leaders of KMCOS by MDDD		4.1. Monitoring will be in the form of accompanying the newly elected leaders to ensure the functionality of KMCOS. It will constitute holding meetings, checking KMCOS records and learning of the activities being embarked on for the benefit of the members.



4.4. Projects costs and Proposed Financing.

4.4.1. Proposed Summary Budget.

Details		Units	Unit cost in ZMW	Total Units	Total Cost in ZMW	Total Euro equivalent
1.1	Conduct a two days' workshop to identify and induct the identified leaders into their roles and responsibilities.	workshop	8,840.00	1.00	<b>8,840.00</b>	<b>869.15</b>
2.1	Conduct 3 two days workshops on cooperatives covering board members, affiliation fees, shares, dividends, General assembly, etc.	workshop	18,610.00	1.00	<b>18,610.00</b>	<b>1,829.73</b>
2.2	Conduct a 2 days training in entrepreneurship and market systems approach.	Training	12,990.00	1.00	<b>12,990.00</b>	<b>1,277.17</b>
2.3	Conduct a 2 days training in land use Management and water conservation	Training	12,990.00	1.00	<b>12,990.00</b>	<b>1,277.17</b>
2.4	Conduct a 3 days training in banana production, other crop(s) production and aquaculture.	Training	18,640.00	1.00	<b>18,640.00</b>	<b>1,832.68</b>
3.1	Conducting physical head count of farmer members (Census)	event	346.00	1.00	<b>346.00</b>	<b>34.02</b>
3.2	Conduct feasibility study on existing irrigation system	event	3,610.00	1.00	<b>3,610.00</b>	<b>354.93</b>
3.3	Outsourcing and installation for improved irrigation system	event	230.00	1.00	<b>230.00</b>	<b>22.61</b>
4.0.	To conduct monitoring visits intended to support the newly elected leaders of KMCOS by MDDD	Visit	2,330.50	4.00	<b>9322.00</b>	<b>916.54</b>
<b>Total Project Cost</b>					<b>85,578.00</b>	<b>8,414.00</b>

4.4.2. Proposed Financing Plan.

Proposed source of Funding		Amount in ZMW	Amount in Euro Equivalent.
1	Local Contributions mainly towards meals	49,030.00	4,820.62
2	Being Requested of Fairhandeln	36,548.00	3,593.39
<b>Total Project Cost</b>		<b>85,578.00</b>	<b>8,414.00</b>

## **5.0. OTHER STAKE HOLDERS INVOLVED**

KMCOS is an organization of rural women and men existing within a complex arrangement of various interest groups or organizations. In one way or the other such groups or organizations may influence the activities of KMCOS either positively or negatively, consequently deterring or enhancing the realization of the intended objectives. Below are some of the notable stakeholders who were considered during the project design workshop. These will either be involved during this proposed project in training and workshops or continue to mentor KMCOS beyond the project lifespan.

### **5.1. Relevant Government Ministries.**

- 5.1.1. Department of Agriculture – Technical, policy guidelines and Financing.
- 5.1.2. Department of Community Development – Technical and Policy guidelines
- 5.1.3. Department of water Affairs – Technical support
- 5.1.4. District Councils and committees within District Councils - Policy guidelines and Financing

5.2. Chiefs/Headmen - Leadership Support. The membership of KMCOS is mainly villagers who belong to Kapululira and surrounding villages. Therefore members in each village are likely bring varying experiences to the cooperative. Unless the leadership of KMCOS are assisted to appreciate such variation they may end spending time resolving traditional differences. This may deter progress for the cooperative.

5.3. Private sector (individual businessmen and women, private companies, Banks, commercial farmers etc.) – Technical support, input supply, market outlets and Finances.

5.4. Other NGOs / CSOs working in the area – Technical support, advocacy and financing.

## **6.0. POSSIBLE OTHER EFFECTS OF THE PLAN**

6.1. This is the first organizational renewal project KMCOS has ever had jointly arrived at by 79/89 (55 men and 24 women) KMCOS members. Therefore the project document is likely to be owned by the members and consequently become a uniting factor when it comes to participation. However the members will need to be reminded of this fact from time to time so that they do not relent on the same.

6.2. The work of KMCOS may attract attention of other development partners as the project brings a new insight on how things will be done.

6.3. While the idea of renewal was at community level, some individual members may want to emulate the same and use it for their own households. Those who will make such an attempt will certainly realise the value of reviewing and renewing their own individual household lives which is not a common thing among Kapululira framers. It will give families an impetus to work as a unit as the product of such an undertaking is usually a plan which gives direction.

## **7.0. SUSTAINABILITY MEASURES.**

### **7.1. Financial sustainability:**

7.1.1. KMCOS members will pay membership fees which will be a source of funds for administrative costs that may be incurred. This is a certainly a sure way of enabling the leadership team of the cooperative to carry out their function with no reliance on external finances.

7.1.2. KMCOS members will buy shares which will be used as investment fund for the business of the cooperative. This is a sure way of the cooperative rendering service to the members as well as the community in general. As an investment fund it should yield profit which will be shared as dividends by members. That will be one way by which the members shall earn income aside from the individual enterprises which may also be possible as a result of the services to be rendered by the cooperative.

**7.2. Institutional sustainability:**

7.2.1. MDDD will endeavour to strengthen the existing church development structures such as PDCs / CDCs and CMAs whose main function is to animate development work within and among members of the communities (regardless of faith affiliation) in the Parish catchment area.

7.2.2. Beyond the trainings stated in this project the KMCOS board will be linked to various organisations and government departments that are specialised in the cooperative movement in Zambia. This linkage will strengthen the leadership of KMCOS in that way enhance the sustainability of the institution.

7.2.3. The KMCOS by-laws demands for members' commitment. Therefore members will have to be reminded of this document from time to time ensuring that the stipulations therein are adhered to.

**8.0. MANAGEMENT AND REPORTING OF THE PROJECT.**

The project directly falls within the responsibility of the MDDD Economic Empowerment Project's Officer's (EEPO) ambit. Therefore working with his team, the EEPO will follow through on all the planned activities of the proposed project and consequently report to the MDDD management. In turn the Promoter for Development who is the head of department will pass on the reports to Fairhandeln.