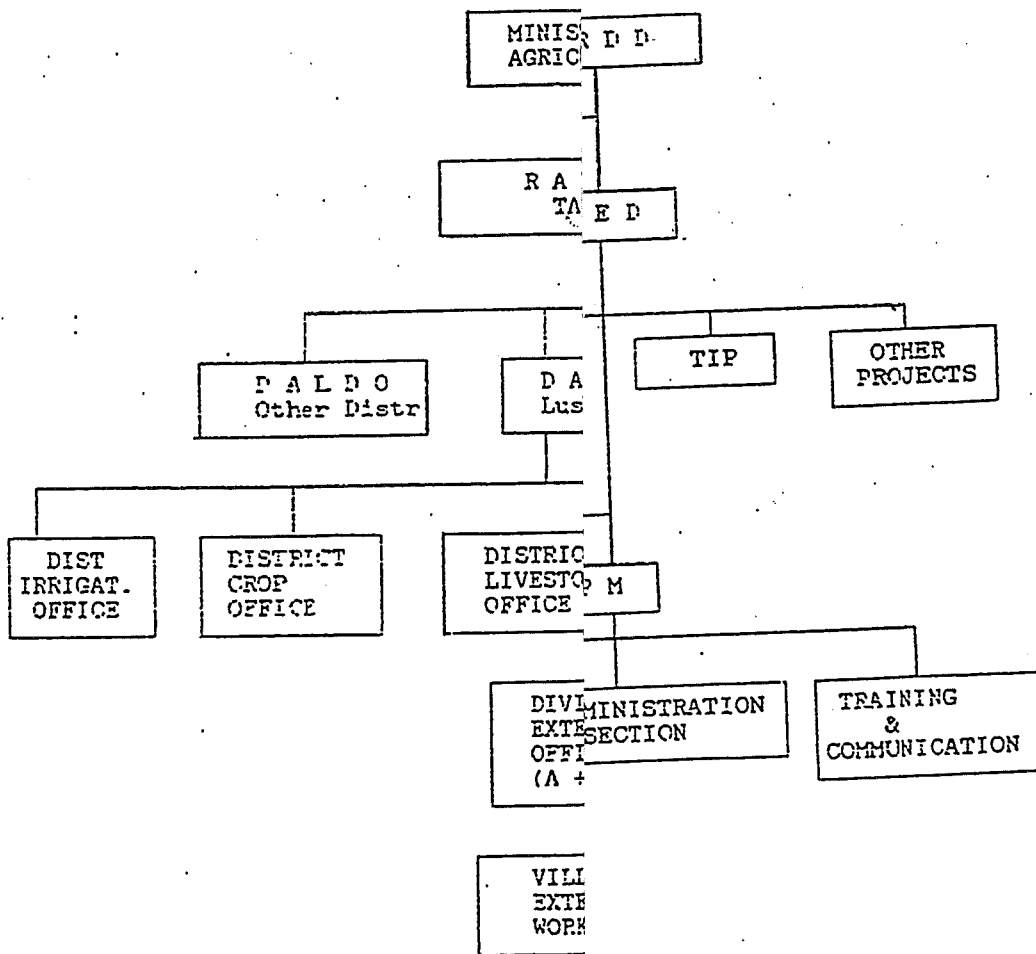


# **3.2.3**

**DIA- Workshop**

**im SECAP-Projekt, Tanzania**

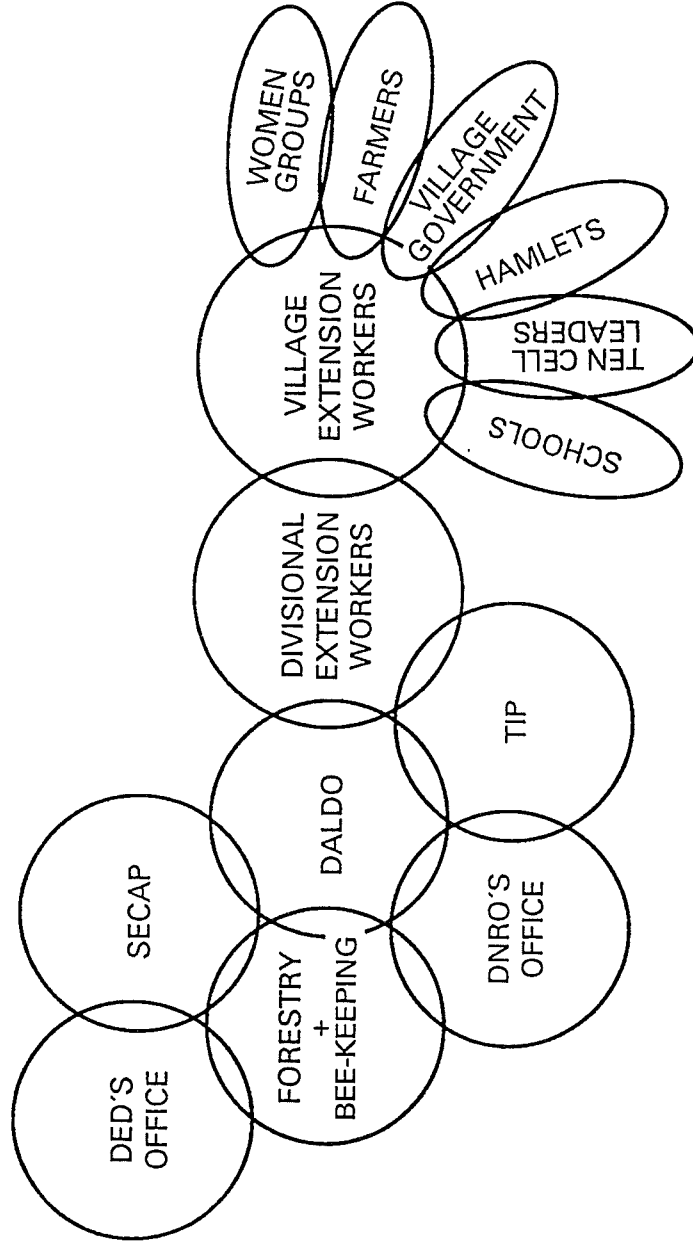
## **Anlagen**



**Anlage 3**

**Sketch of the organizational network of SECAP**

## Sketch of the organizational network of SECAP\*



\*This sketch gives only a rough overview of the existing network and does not show all the existing interfaces

ORGANIZATIONAL NETWORK - SECAP

1ST GROUP

T I P

WOMEN GROUPS

FARMERS

DALDO

DED'S OFFICE

VILLAGE EXTENS WORKERS

DIV. EXTENSION WORKERS

PARAPROFESSIONALS

VILLAGE GOVERNMENT

S E C A P

G T Z PROJECT TEAM

SCHOOLS

HAMLET LEADERS

TEN CELL LEADERS

2ND GROUP

TAFORI

D H S

COMM. DEVELOPMENT

FORESTRY & BEEKEEPING  
DEPARTMENT

DC'S OFFICE

S D E P

G T Z HEADQUARTERS

R D D -OFFICE

MAGAMBA FOREST OFFICE

SHUME FOREST OFFICE

LITI BUHURI PROJECT

R N R O

R A L D O

3RD GROUP

C I A T

C A P U

S U A

TECHNOSERVE

H I A P

V D P

EDUCATION DEPT.

TFAP-NORTH PARE

DIARY CO-OPERATIVES

IRENTE AGRIC. TRAINING INST.

NATIONAL SEED PROGRAMME  
(NSP) LUSHOTO

C A R M A T E C

J B G

LUTHERAN CHURCH OFFICE

SAKARANI MISSION

DISTRICT IRRIGATION OFFICER'S  
OFFICE

MABUGHAI FARMERS TRAINING  
CENTRE

TANSEED

RULING PARTY

T F A  
(Input Suppl. Busi)



**Anlage 4**

**Services provided by SECAP**

SERVICES PROVIDED BY SECAP

TARGET GROUP OF SERVICES	DIVISIONAL EXTENSION WORKERS	VILLAGE EXT WORKERS	DALDO	DNRO	VILLAGE GOVERNMENT	FARMERS
TYPES OF SERVICES						
1. ECONOMY SERVICES	Provides Transport	Support Transport	Provides funds for -agric.seeds -not drugs	Support transport	Bull Boxes Repairs + Constructions (providing funds)	
1.1 FINANCING	PAY ALLOWANCES funds regular meetings to discuss issues of extension work.		Cost Shearing (Vew's Allowances)  Financing of Fruit Tree Promotion	Finance Rehabilitation of local forest reserves	Finance Planning Seminars  Finance rehabilitation of deforested areas.	PROVIDE INCENTIVES (prizes etc)
1.2 MATERIAL GOODS PROVISION	SUPPORTS DIV. OFFICES (funds, work, material) EQUIPMENT ( M Bike, Coat,etc	Provision of working material		Provide Tree seedlings for campaigns	Procurement of Breeding Bulls	SECAP Provide materials to farmers eg seeds polythin tubes etc Provision of Tree seedlings to farmers supply of grass splits.
1.3 PROVISION + CONTROL OF MANPOWER			Provide Manpower (casual workers)	Provide Manpower (casuals)		
2. ADVISORY SERVICES	PROVIDES INFORMATION e.g ON MCL  ASSIST... PLANNING & COORDINATION	RECOMMEN-DATIONS on Soil Erosion Control	Expertice on Intergration of forestry and appropriate land use. Expertice on extension approach Support to acquire knowledge & experience -with PRA Assist Planning - DALDO	Expertice on Intergration of forestry and appropriate land use  Assistance in Planning rehabilitation and management of local forest reserve	Assist in designing plans for rehabilitation and management of deforested areas.  Assistance in the PREPARATION OF -DEVELOPMENT PLANS -PLANS OF OPERATION	EXTENSION ADICE  COURAGE ADICE TO FARMERS  AWARENESS CREATION

TARGET GROUP OF SERVICES	DIVISIONAL EXTENSION WORKERS	VILLAGE EXT WORKERS	DALDO	DNRO	VILLAGE GOVERNMENT	FARMERS
TYPES OF SERVICES						
3. COORDINATION SERVICES	Coordinates regular meetings to discuss issues of extension work.		Assistance in Coordination			
	Assistance in Coordination of work execution					
4. TRAINING	Provide Training -Women Promotion -Fruit Trees -Soil cons- ervation -Agro- forestry -Extension approaches	TRAINING -SEMINARS -EXCURSIONS			Training of village leaders on -land use -planning -tree raising	Provide Training -soil water -nurseries -animal husbandry

**Anlage 5**

**Services provided by farmers**

SERVICES PROVIDED BY FARMERS

SERVICE RECEIVERS TYPES OF SERVICES	1. ECONOMY SERVICES			2. Information/ Feedback	3. Coordination /Election
	1.1 Labour	1.2 Material goods	1.3 Funds/land		
VILLAGE GOVT.	Labour for communal work: -nurseries -fodder for bull centre -roads.  Bull Plots Establishment taking care of the bull.  Provision of Transport.		Funds for -construction of bridges schools health Security	Information events	Election of village govt officials SELECTION OF PARA-PROFESSIONALS FOR TRAINING:
HAMLETS	Labour for hamlets (roads, nurseries, irrig. canals etc) Provision of time for Security Guard.		Funds for construction -bridges -schools -health -security		Contribution to hamlet group formation.
WOMEN GROUPS	Provides land for experimental demonstration plots on appropriate land use.				
SCHOOLS	Labour + finances for construction.		land for school construction		Participation in school-Committees.
VILL. EXT WORKERS			Provide land for his own subsistence housing.	INFORMATION experience Advice.	
DIV. EXT. WORKER				Same	
PARA-PROFESSIONALS		Food		Information EXPERIENCE	
SECAP/District	Provide security for demonstration Plots. Provision of Transport. Provide Demonstration Plots.	Seeds		Experience Information feedback.	SELECTION OF PARA-PROFESSIONALS FOR TRAINING

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FARMERS	Asist distri- bution of seedlings  Labour	Provide: -grass splits -bulls for service. -tools -pasture.	Exchange of experience.
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OTHER PROJECTS	Labour & funds intraditional Irrig. Projects -Family Health (dispensaries) -Private schools (missions.	Materials eg. stones, sand for construction of water intakes etc.	Provision of -calves -funds for construction of health facilities.  Fund Raising -water/ shallow well cons tructions.	Experience traditional Irrig. channels & structures.  Experience of tradi- tional Mid- wives/Atten- dants.
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OTHER MINISTRIES	LABOUR IN ROAD REHABILITATION  Labour & Funds for construction & maintenance of roads, water- works etc.			
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## **Anlage 6**

### **Problem analysis of services**

1. RECOMMENDATION ON SOIL EROSION CONTROL TO BE GIVEN TO VEW'S

2. COURAGE ADVICE TO FARMERS

SERVICE PROVISION			SERVICE RECEPTION			SERVICE INTERACTION
1. Paraprofessionals were trained before VEW'S	Being unstable on the recommendations.	Planning of the VEW's extension approach is not appropriate.	Specialized formal training not related to subject.	inadequate field experience of some VEW'S	TOO MUCH WORK FOR VEW'S	Training on recommendations does not transmit the conditions under which message applies.
Recommendations do not match the needs of all the farmers the VEW's have to advise	Demonstrations (plots) do not adequately reflect situation in "real" farms.		DIFFERENT RECOMMENDATIONS BY DIFFERENT PROJECTS	Reluctance negligence of learning new innovations.	Living place of the VEW.	
2. SECAP's priority are not in line with farmer's immediate needs increase of food production more cash.	"laboratory" type of recommendations versus broad needs of farmers.		Inter-personal relationship within farmers group.	Confidence of farmers towards VEW		"Single Farmers" approach will predetermined messages does not favour exchange of ideas with farmers.
Being Model e.g.-not active -in farming -in livestock -in irrigats	no Commitment Follow-up			Low Capacity of some views to advice farmers. to meet their satisfaction.		
				NEW CAN NOT OFTEN GIVE THE RIGHT ANSWER AT THE RIGHT TIME.		
				CONSERVATIVENESS SOME FARMERS DUE TO TRADITIONAL PRACTICES.		
				FARMER THINKS THAT VEW's		
				1. Not trained		
				2. No Vocational call for work.		



# **3.2.4**

**DIA-Workshops**

**in Nkomazi/Transvaal, Südafrika**

**Bericht zum Workshop  
„Dienstleistungs-  
Interaktions-Analyse“ (DIA)  
in Nkomazi/Transvaal,  
Südafrika**

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ANNEX

## 1. Background

The "Service Interaction Analysis" is one of a series of instruments offered by "interact", an advisory service of the "Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GMBH, focusing on services and service provision in agricultural development in general and in irrigation in particular. "interact" makes use of recent innovations in the field of service management and adapts them to development cooperation. The instruments of "interact" are focused on the identification and analysis of services, on the peculiarities of management functions in service provision, on strategic management of service organizations, as well as on interest and power relations in the field of service delivery.

Following the presentation of the underlying concepts and main tools elaborated by the "interact"-project at the "Workshop on Small-holder Irrigation" in Eastern Transvaal in 1993, representatives of the Development Bank of Southern Africa (DBSA) asked "interact" to apply the "Service Interaction Analysis" (SIA), one of the main tools elaborated by "interact", in two irrigation projects in Eastern Transvaal. Both projects envisaged at that time - "Buffelspruit" and "Tonga" - formed part of a series of irrigation Projects DBSA is currently financing in the Eastern Transvaal. In the light of the political and institutional changes experienced in South Africa in the last two years and the ones to come in the next years an analysis of the main actors and service providers and their present and future roles in the context of the projects seemed eminently important.

Two three-day "Service Interaction Analysis" workshops were therefore planned to be held in June 1994 in the project areas. The objective of the workshops was to identify the most important services and service providers (relevant to the irrigation schemes) in the sub-project-areas and subsequently analyze selected service provisions between two or more organizations. Additionally, a short one-day workshop at the headquarters of DBSA was planned, where the "interact"-tools and some selected results of the two "Transvaal-workshops" were to be presented to the staff of DBSA's "Rural Development Divisions".

However, the plan was changed in the course of the mission. While the first workshop with ten representatives of the different role players involved in the Buffelspruit project took place as planned on the 1.-3. June 1994, the programme for the second workshop was significantly altered. Instead of analyzing the services and service provisions in a second irrigation project, namely Tonga, it was decided, to focus the second workshop

on different aspects of the overall development in the Nkomazi East Expansion area of which the Tonga irrigation project formed part. The main reason for this change was, that problems related to other aspects like rural water supply, cattle farming, and dry-land farming seemed to be more relevant in view of the most pressing needs in the area, and also, for a broader spectrum of the population. The analysis of the "Tonga"-project would mainly have included the problems of a limited (and anyway already privileged) segment of the farming community, namely the sugar and rice farmers - provided with irrigated lands in the project area. The second workshop took place from 6-8 June 1994. Methodologically this change of scope was not difficult, as the SIA can easily be applied in areas outside the irrigation sector.

The workshop with the staff of the DBSA "Rural Development Divisions" was conducted as foreseen on June 9th 1994 in Johannesburg.

The following text will briefly introduce the "Service Interaction Analysis" (SIA), its conceptual background and the way the instrument can be used (chapter 2). Then the results of the three workshops "Buffelspruit" (chapter 3), "Nkomazi East" (chapter 4), and "DBSA Rural Development Divisions" (chapter 5) will be presented.

## **2. The "Service Interaction Analysis" (SIA) - introducing the instrument and its conceptual background**

### **2.1 Conceptual background of the instrument**

The recent World Development Report brings it out clearly: "...there has been too much emphasis on the stock of infrastructure built and not enough on the service provided"<sup>1</sup>. Why is that so? Obviously, the reasons for this are manifold. But one issue seems to be at the heart of the problem. In infrastructure development the construction of the infrastructure itself tended to be looked at as the core activity. The services to be provided by the infrastructure were largely regarded as a natural output, that came by itself after construction. In reality, however, infrastructure is developed in a complex multiorganizational network where a multitude of services and interactions between different service providers and receivers have to function so that the infrastructure can provide the "promised" services, and also, in order that the infrastructure itself can be operated and maintained on a long term sustainable basis.

However, in infrastructure development questions of organizations and their interactions were until recently only of a marginal importance - irrigation development is a clear example of this.

In an irrigation system, in order to allow the system to be operated and maintained on a sustainable basis, many organizations, mainly service organizations, have to interact. The organizations participating in this network are usually of different nature (public authorities and agencies, NGOs, Associations, private companies etc.). In irrigation systems the most frequent participating organizations are e.g. the national irrigation administration, irrigation agencies, water user associations, private input providers, and the organizations involved in development cooperations (cf. Fig.1 in Annex).

Also, in irrigation, the majority of the organizations involved are service organizations. The irrigation project organization provides support services to the irrigators, the water user organizations provide services (representation, conflict resolution etc.) to their members, and the technical cooperation organization provides (consulting) services to their partner organizations etc.

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<sup>1</sup> Statement given by Mr. Lewis Preston, the World Bank's president, in the Financial Times, 20.6.1994

Taking this into account it is quite astounding that up to now development cooperation has not yet looked into the question of services and service provision. The questions of what are services, how are they managed (as compared to goods production), and how service delivery in multiorganizational irrigation networks can be organized haven't really drawn much attention so far. Even the simple question of who provides which services to whom has - in many irrigation systems - not been analyzed systematically. Therefore it is not surprising that the provision of such service cannot properly be planned, controlled, and organized.

Therefore the "interact"-project has developed the "Service Interaction Analysis" (SIA) which is a set of tools that help to identify role players, services and the interaction between service providers and their clients in a multiorganizational network. It also allows to analyze problems that occur in the provision of individual services. The set of tools has been applied and tested throughout the years 1992-94 in ten different project settings in countries as different as Bolivia, Haiti, Germany, Tanzania, and Mali.

## **2.2 The "Service Interaction Analysis" (SIA) - introducing the instrument**

The "Service Interaction Analysis" is one of the core instruments developed in the scope of the "interact"-project. The "Service Interaction Analysis" aims directly at facilitating the identification and analysis of services and service interactions in the context of projects. The "Service Interaction Analysis" itself again contains various analytical tools that can be used for different purposes in varying problem situations (cf. Fig. 2 in Annex).

The ideal context in which the "Service Interaction Analysis" should be applied are project settings where either the service interactions between different role players in a multiorganizational context are unclear or problematical, or else, in settings where the service programmes of individual service providers are unclear. This includes also situations where the service provided by individual organizations to others prove to be problematical.

The ideal way to apply the "Service Interaction Analysis" (SIA) is within a workshop situation where the most relevant role players participate. The problem the workshop will mainly focus on has to be identified beforehand together with the initiators of the workshop. This discussion generally brings out who the relevant participants will be.

Initially the "Service Interaction Analysis" (SIA) was conceived as a step by step procedure in a prefixed sequence. However, a series of experiences in very different settings has shown that the selection of the individual tools within the "Service Interaction Analysis" (SIA) should depend closely on the major problems identified in the preparation and planning of the workshop. This obviously requires some experience with the application of the different tools.

The workshops presented in the following text will illustrate the different focuses the "Service Interaction Analysis" (SIA) - workshops can have, depending on the situation at place. The texts will illustrate how the workshops were conducted, and which were the prevailing results - details can be deduced from the figures and tables, given in the appendix at the end of this document.



### **3. The "Buffelspruit"-Workshop**

#### **3.1 Background**

The Buffelspruit irrigation project is located in the Buffelspruit area of the Kamhushwa district of Kangwane. The objective of the project was the "training and settlement of commercial irrigation farmers and the provision of income and job opportunities for members of the Matams Tribe, by utilizing the agricultural potential of the Buffelspruit area." The project included the provision of the infrastructural and capital elements and direct production inputs associated with the establishment of 30 commercial farmers on 7 ha irrigated sugar cane farming units each, as well as the establishment of 16 commercial farmers, each on 5 ha irrigated banana units in the Buffelspruit area.

Kangwane Government implemented the irrigation infrastructure whilst the Agricultural Extension Agency "Agriwane" established the sugar cane and the banana units. With no overall "project manager", the lack of synchronising activities led to serious problems. While sugar cane (under irrigation) is an ideal crop for farmer settlement - apart from being a relatively easy crop to grow and market, it also involves the private sector (sugar industry) - the suitability of bananas as a crop for settling beginner farmers was seriously questioned. It was only considered reasonable when comprehensive support was made available to the farmers. By the end of 1993 not one of the banana farmers had started repaying any loans and most of them had carry-over production input debts (according to a DBSA Completion Report from Nov. 30, 1993).

The workshop held between the 1-3 of June 1994 aimed at analyzing the services provided to both the farmers groups. Participants were representatives of DBSA, Agriwane, Dept. of Agriculture, and the farmers associations.

#### **3.2 Development of the workshop**

After an introduction to the instrument by "interact" and a presentation of the Buffelspruit project by the farmers and representatives of the organizations involved the SIA analysis was started by elaborating the "web of relations" of the Buffelspruit project (cf. Fig.3 Annex).

Thus the major organizations involved in the project were identified and a sketch of the "service network" was elaborated. This is the typical initial step in all of the "Service

Interaction Analysis" (SIA) workshops. It helps to identify the main role players, and the sketch can be used throughout the workshop as means of orientation.

One of the main problems mentioned in the discussions was "multiple" provision of services by different organizations. Therefore, as a second step a matrix of services provided by the different groups and organisations in the Buffelspruit area was elaborated (cf. Fig. 4 in Annex). This matrix included only the most important services provided by the organizations. The matrix brought out, that three organizations (Agriwane, Dept. of Agriculture and TSB - Sugar Mill) were partly offering the same services (agricultural extension, training) to the farmers. While the provision of extension to the sugar farmers by TSB was not seriously questioned (because of the tight links between TSB and the sugar farmers), the provision of extension to the banana farmers by Agriwane was questioned. The banana farmers demonstrated clearly their lack of confidence towards Agriwane by whom they felt dominated, without having the feeling that they were really receiving a sufficient service. They mentioned that they would prefer to be supported by the Dept. of Agriculture - which is presently providing extension services to the non-irrigation farmers in the area.

However, the analysis also brought to light that the underlying problems were only to a lesser extent related to the provision of efficient services, but that the problems of the banana farmers resided heavily in marketing problems, and thus lay outside the reach of improved service provisions.

In order to discuss the effectiveness of service provision in the Buffelspruit project, service provision programmes of Agriwane, TSB and the Dept. of Agriculture were elaborated (cf. Figs. 5.1 - 5.3 in Annex) and contrasted with a matrix of services needed as stated by the farmers themselves (cf. Fig 6 in Annex). The elaboration of "Service Provision Programmes" is one of the central tools of the "Service Interaction Analysis" (SIA). "Service Provision Programmes" helps to draw up an overall view of the entire range of services provided by the organization or organizations under review. It illustrates the full breadth of the services provided by the organization for various bodies and/or individuals. To this end a list is drawn up of all the individual services provided by the organization, along with the beneficiaries of the services. The list is then broken down and categorized by type of service and beneficiary. This tends to reveal a number of services which would otherwise often be glossed over or forgotten because of their intangible nature.

In our case, the services provided by the three organizations were categorized in three main types: Extension, Technical Assistance, Training (cf. Fig. 5.1. - 5.3. in Annex).

When contrasted with the services "needed" it became obvious that a large number of services "provided", especially by Agriwane, were not really required by the farmers. Services offered by Agriwane, such as management training, technical assistance in the planning of new projects and extension in agriculture were not mentioned by the farmers when the matrix was elaborated. On the contrary, the farmers wanted to have more responsibility of their own in the management of their production.

In the discussions the farmers mentioned that they felt badly informed by Agriwane on the conditions of the loan repayment. It became apparent that the conditions for the repayment of the loans were considered a very important problem by the farmers. Thus it was decided to treat this question in a separate problem analysis at the end of the workshop.

The final problem analysis aimed at clarifying why the farmers regarded the "credit problem" as crucial in their relation to Agriwane. The problem analysis conducted within the "Service Interaction Analysis" looks in more detail at those services which workshop participants have classed as problem areas. The special nature of services, i.e. the fact that they can as a rule only be provided with the collaboration of the client, must be taken into account. Interaction with the client is particularly important in the case of interpersonal services, such as consultancy. This means that the problems of providing services must be seen not only from the viewpoint of the provider, but also from the side of the beneficiary and at the interface of the two sides, where the interaction per se takes place. Thus the problem analysis looks at the problem identified at three separate levels: 1. problems involved on the side of the service provider, 2. problems involved on the side of the client, 3. problems involved at the interface.

In this case the problems at the "interface" were significant (cf. Fig. 7.1 in Annex). It became apparent that Agriwane had up to now never managed to make the farmers understand the conditions for the repayment of the loans they had received when being installed on their farms. This resulted in serious mistrust of the farmers towards Agriwane by whom they feared to be betrayed. Obviously, the procedures are so complicated that even the staff of Agriwane does not fully understand them. Nevertheless, it can be considered a serious negligence that this feeling of not being informed properly was never taken seriously. Several proposals to overcome this situation were discussed, amongst them the simplification of the procedures presented by the authorities, the translation of the statements into local language, and the dedication of time and suitable personnel for the explanation of the statements (cf. Fig 7.2)

### **3.3 Final Comments**

In the workshop the service interactions between the main actors in the Buffelspruit project were made transparent, roles were clarified and specific problematical aspects of the organizational network (such as the multiplication of services) were tackled. Furthermore, the different aspects of an individual service provided (credit problem) were dealt with in a special problem analysis. Finally the workshop helped to clarify that some of the serious problems within the project were not directly related to service provisions. They resided in underlying structural problems - no market for banana farmers, impossibility of changing to other crops, financial and other restrictions due to the loan arrangements - that have to be treated outside of service analyses.

## **4. Workshop "Nkomazi East"**

### **4.1 Background**

As indicated in the initial paragraphs of this document this workshop was originally not foreseen. As a result of the final analysis of the Buffelspruit workshop it was noted that a) the problems of the irrigation farmers were not primarily related to the inefficiency of service provision but rather to underlying structural problems and b) that the problems of the irrigating farmers were rather of minor magnitude compared to those the "non-irrigating population" in the project area were confronted with.

The irrigation farmers - since they have been granted irrigated lands by the state - already belong to a privileged group of farmers. Compared to them, the rest of the population in the area of the Nkomazi East Expansion project is confronted with serious problems - the most serious one being the deficiency of rural water supply. Also, the problems of the cattle and dryland farmers in the area seem to be more serious than those of the irrigation farmers. Thus, in accordance with the representatives of the DBSA it was decided to change the focus of the second workshop to analyze problems and deficiencies in the service provision in the latter mentioned areas. In order to make this possible within a short period of time representatives of these groups (i.e. cattle and dryland farmers) were additionally invited to participate in the workshop.

## 4.2 Development of the workshop

At the beginning of this workshop the above mentioned perception of the overall situation and the proposal to change the focus were discussed with the participants. Most of the participants coincided with the facilitators that the really important problems in the area were related to problems outside irrigation, especially in the provision of rural water supply. Consequently it was decided to put the main emphasis of the workshop on service provision in the field of rural water supply, and additionally analyze the situation of cattle farming.

Following the presentation of the "Service Interaction Analysis" instrument and a short description of the Nkomazi East Expansion Project the way to proceed in the analysis of the provision of services in the area of rural water supply - considered to be the main theme of the workshop - was discussed.

In view of the overall inefficiency in the provision of rural water supply it was decided to elaborate a "Service Reception Programme" in the field of "Rural Water Supply" for the community. This required the enumeration and categorization of all the services provided to the community in the field of rural water supply (also indicating the provider). Subsequently, the individual services were analyzed, considering the importance and adequacy of the service, the adequacy of the service provider and alternative service providers. Finally, also additional services required - presently not being provided - were indicated. The results of the discussions were included in the table: (1) Problematical but necessary services were marked with one star (\*), such as the maintenance and financing of potable water systems presently a service to be provided by KDW; (2) services that were still to be decided upon were marked with two stars (\*\*), such as the question whether in the planning and design of rural water systems local contractors and consultants were supposed to be included besides KDW (presently the only service provider in this field); (3) services that were probably no longer needed in the future (or rather would not be needed any more, when the rural water supply was working efficiently) were marked with three stars (\*\*\*), such as raw water supply from the river (provided by the communities) or supporting services in raw water maintenance (presently provided by Agriwane); (4) services that were definitely no longer needed in the future were marked with four stars (\*\*\*\*), such as the identification of water points by the farmers association (cf. Fig.8 in Annex).

All in all this procedure proved to facilitate the identification and discussion of the services needed in order to improve "rural water supply" in the area and also helped to identify and discuss possible alternative service providers (in the future).

As a next step in the workshop the participants elaborated a service reception programme for the cattle farmers in the project area. The underlying question was: Which services are needed by whom to improve the situation of the cattle farmers? (cf. Fig. 9 in Annex).

As in the elaboration of the Service Reception Programme for the rural water supply the different organizations and institutions that were actually supplying (or supposed to supply) the various services were included in the programme and the efficiency of the service was discussed. In this case the problematical services, meaning services that were not provided efficiently were marked with one star (\*) and services that were necessary but presently not provided at all were marked with two stars (\*\*).

Amongst the services that were regarded as inefficiently provided figured for example the provision of animal health services and security by the Stockfarmers Committee and all the services presently provided by Agriwane (Financing, Input Supply, Livestock extension and marketing). The inefficiency of the livestock extension provided by Agriwane was considered such a big problem that it was decided to be analyzed in a separate step.

The analysis of the individual service "livestock extension", provided by Agriwane to the livestock farmers was the last step in this workshop. As mentioned above in the problem analysis of interactive services, three levels of problems should be considered: (1) problems on the side of the provider, (2) problems in the interaction, and (3) problems on the side of the recipient.

It became apparent that a main problem area was on the level of the interaction between Agriwane and the cattle farmers (cf. Fig. 10 in Annex). Both sides perceived the underlying problem differently and pursued different objectives (vision and aim of the provider: establish market oriented cattle farming vs. aim of the receiver: maintaining cattle farming also as "security system" and more interested in hindering cattle theft than making cattle growing more efficient). Also and not surprisingly problems that were perceived as problems by the provider (illiteracy, no/poor record keeping, no leadership example) were not at all regarded as problems by the cattle farmers present in the workshop. On the other hand the feeling of a lack of specialist advice - perceived as a problem by the cattle farmers - was not seen as such by the provider. Obviously the dif-

ferences in the underlying concepts of cattle farming resulted in a completely inefficient service in the field of livestock extension.

### **4.3 Final Comments**

In this workshop the main underlying problems were related directly to insufficient service provision. This accounted for the "water supply"-programme, where the success in the future depends heavily on the establishment of a functioning network of service providers and the selection of the "appropriate" service providers. In this case the "Service Interaction Analysis" (SIA) can help in the process of identification and problem analysis.

Also in the field of cattle farming, the adequate service provision towards the cattle farmers is not being granted. The elaboration of the "service reception programme" not only helped to make transparent all the services (and their providers) needed to improve cattle farming, the following problem analysis also helped to make clear the inefficiency of one of the most important services required: livestock extension. The reason for the problems in field resided primarily in different views, concepts and objectives related to livestock farming between the service provider (Agriwane) and the recipient (cattle farmers). In this case, however, the underlying structural problems can be overcome by improving the service, that means by adapting the service to the requirements of the clients, the cattle farmers (client orientation). An analysis of the concepts of the extension service provided and its orientation towards the felt needs of the farmers can definitely help to improve the situation.

## **5. Workshop "Rural Development Divisions" (DBSA)**

### **5.1 Background**

On the last day of the mission a one-day-workshop was conducted in the headquarters of DBSA in Johannesburg. The aim of this workshop was a) to present the main concepts and tools of the "interact"-project to the staff of the rural development divisions of DBSA (including tools that were not applied in the workshops described above) and b) to present some of the results of the two preceding workshops. Participants of this workshop were 12 staff members of the rural development divisions of DBSA.

## 5.2 Development of the Workshop

First, again the main concepts of the "interact" project were presented, though in a more detailed way than in the preceding workshops. The presentation included a) the background of the "interact"-project, b) an analysis of the management peculiarities of services and service provision and c) a presentation of the "Service Interaction Analysis" taking an example from Germany (Service Analyses in German Soil and Water Management Associations). Additionally some of the different steps of the "Service Interaction Analysis" were demonstrated using examples from the workshops held in the Eastern Transvaal (see workshop documents in section 5.2 of this folder).

In order to heighten the discussion on the practicability of the instrument a "Service Provision Programme" for the rural development divisions of DBSA was elaborated together with the participants (cf. Fig. 11 in Annex). After systematizing and categorizing the services provided by DBSA in 1) Core Services (Finance), 2) Project Management Services (in-house), 3) Technical Assistance (mainly for regional governments and NGOs) and 4) Information Services (for all relevant role players) and after identifying the different recipients of DBSAs services a number of additional future services potentially to be provided by DBSAs rural development divisions were discussed (cf. Fig. 12). Amongst these were for example the inclusion of community banking, support in capacity building (for borrowers and non-borrowers), environmental analysis programmes, facilitation services and funds mobilisation (for borrowers and clients).

Finally two further instruments developed by "interact" were presented to round up the workshop, an instrument on strategic planning (specially designed for non-profit-organizations) and an instrument called "Interest Analysis" that facilitates the identification and evaluation of interest and power relations in project settings.

## 5.3 Final Comments

Through the elaboration of a service provision programme for the rural development divisions of DBSA it could be seen that the tool is not only applicable for organizations as a whole (for example in project settings) but that it can also clarify the roles and services provided by divisions or departments within larger organizations. The comments received after the presentations indicated that especially the tools related to the definition of "strategic orientations of non-profit-organizations" and the "analysis of interests" were regarded as useful not only in project contexts but also for the



improvement of the quality of services of the organizations involved in development cooperation themselves.

## **6. Conclusion**

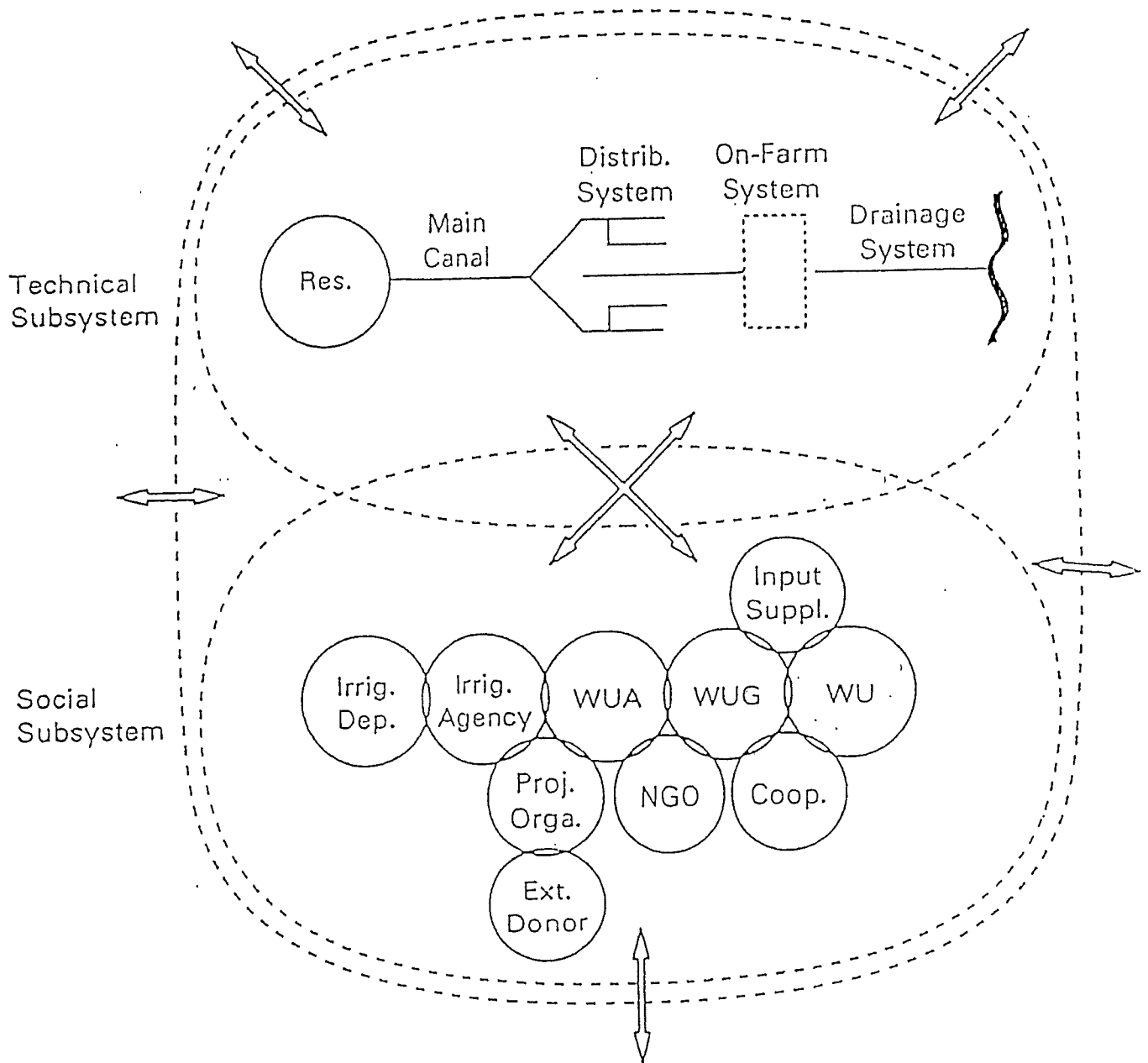
As mentioned above, the "Service Interaction Analysis" was, up to now, applied in many different project settings and countries. The most astonishing experience was, that the simple exercise of having a complete list of who is providing which service, has not been realized in nearly all of the projects visited. This more or less was also valid for the projects visited in the Eastern Transvaal. Consequently the elaboration of "service provision programmes" and of "service reception programmes" filled a gap and was regarded as a step forward with respect to the improvement of service provision.

Moreover, it became obvious, that up to now, questions of the interorganizational set-up had been more or less neglected. In this respect, the tools of the "Service Interaction Analysis" were proved capable of making the complex network of interacting partners transparent, and of focusing the discussions on questions of interrelationships, and also of facilitating discussions on service interactions and the problems involved. In addition to the issues presented above, the tools of the "Service Interaction Analysis" helped to deal with such topics as the choice between alternative service providers and the problems of overlapping service provisions (Buffelspruit), also to deal with questions relating to the adequacy of the services delivered by projects.

**ANNEX**

Fig. 1

Socio-technical Irrigation System



**Legend**

- WU = water users
- WUG = water user group
- WUA = water user association
- NGO = non-governmental organization
- COOP = cooperative

Fig. 2

## Different Instruments of the SIA

TYPE OF PROBLEM	INSTRUMENT TO BE USED
1. Interaction problems - identification	- Relation matrix
2. Problem in service provision - package composition - receiver comp.	- Service programme
3. Problem in service reception - Package - Providers	- Service reception programme
4. Problem related to single services	- Problem analysis
5. Problems related to sequence of s. provision	- Service chain analysis
6. Problem related to diverging interests of role players in service provision.	- Interest analysis

Fig. 3

WEB OF RELATIONS

ORGANIZATIONAL NETWORK : BUFFELSPRUIT

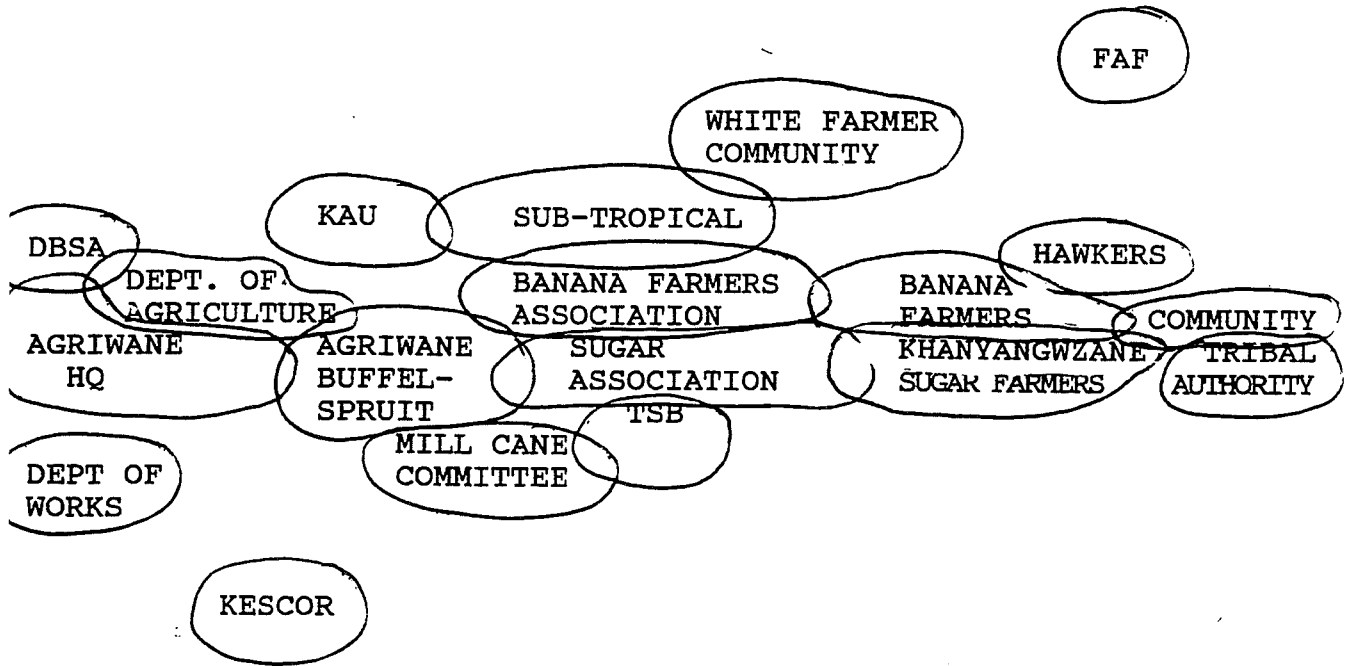


Fig. 4

MATRIX OF SERVICES PROVIDED

	SUGAR ASSOC. FARMERS	BANANA ASSOC. & FARMERS	AGRI-WANE	DEPT. OF AGRIC	TSB	OTHERS
SUGAR FARMERS AND ASSOC.				- 18	Cane	Job opportunities
BANANA FARMERS AND ASSOC.						Work to community Marketing of bananas. Support to families
AGRIWANE	Extension training Finance					
DEPT. OF AGRICULTURE	Project planning Infrast- ructure Extension and training					
TSB	Sugar milling. Harvesting insfrast ructure. Agric. exten- sion					

Fig. 5.1

**SERVICE PROGRAMME : AGRIWANE**

**EXTENSION**

**TECHNICAL  
ASSISTANCE**

**TRAINING**

Long-term field  
advice

Marketing advice

Budget control

Identify  
deficiencies  
in production

Planning of  
new projects

Training in  
all field  
actions

General advice  
on dryland,  
size, crop,  
community  
issues

Draw up budget  
for farmers

Management  
training for  
new committee

Redirect training  
and technical  
advice

Input require-  
ment analysis  
to improve  
production

Refresher  
courses for  
farmers  
associations  
(management)

New ideas to  
improve  
production

Fig. 5.2

**SERVICE PROGRAMME : DEPARTMENT OF AGRICULTURE**

<b>EXTENSION</b>	<b>TECHNICAL ASSISTANCE</b>	<b>TRAINING</b>
Ext. on weed eradication	T.A. Project planning	Application of herbicides
Ext. on pest control & combat of diseases	T.A. Layout of irrig. pipes	Different types of diseases (grain crops, vegetables)
Ext. on fertilizer application	T.A. Water provision	Safe use of Chemicals
Ext. on soil preparation	Cattle dipping for disease control	Farm management
Ext. on live-stock selection and parasite treatment	Provision of water for animal use in camps	Extension Committees
	Provision of material for fencing	Formation of Farmer Association
	Land use planning	S u g a r production
		Livestock production and improvement



Fig. 5.3

**SERVICE PROGRAMME : TSB**

**EXTENSION  
AGRONOMIC  
ADVICE**

Cutting and  
harvesting  
techniques  
(Buffelspruit)

Reducing  
burn to crush  
delay  
(Buffelspruit)

**TECHNICAL  
ASSISTANCE**

Information  
on milling  
process  
(Buffelspruit)

Radio link  
(proposed)  
(Buffelspruit)

**TRAINING**

Cane  
quality  
training

Fig. 6

MATRIX OF SERVICES NEEDED

	SUGAR ASSOC. & FARMERS	BANANA ASSOC. & FARMERS	AGRI-WANE	DEPT OF AGRIC.	TSB	OTHERS
SUGAR FARMER AND ASSOC.			Production loans. Agric ext.		Technical support	Provision of land resources
BANANA FARMER AND ASSOC.			Loans. Information on loan repayments			Transport
AGRI-WANE	Repayment of loans. Mutual cooperation					
DEPT. OF AGRICULTURE	Communication	Communication				
TSB	Information/communication link high quality sugar cane					

GTZMAT

Fig. 7.1

**PROVISION OF CREDITS: AGRIWANE TO FARMERS  
PROBLEM ANALYSIS**

<b>SERVICE PROVIDER</b>	<b>INTERACTION</b>	<b>SERVICE RECEIVER</b>
Poor payment track record	Statements sometimes not received	Non-clarity in info containing status, eg. interest
No security for loan agreement	Lack of understanding of farmers problems	Accounting terminology handicap/ language
	No regular involvement in budgeting	Non-clarity in nature of statements provided eg. short term etc
	Poor communication on interest	Non-clarity of time span needed to fully offset debt
	Interpretation of terminology used.	
	Nature of statement issued eg. short/med term	Banana marketing poor, low income to repay loan
	Improvement of communication skills necessary	
	Lack of communication between providers and client.	Double role of Agriwane (Extention & credit)
	Mistrust between farmer and contact agent	No collateral
		Interest (lack of understanding)
	Recording keeping systems not matching	Not knowing the balance in the budget

**PROBLEMS RELATED TO EXTERNAL CONDITIONS**

Drought relief related to debt

Fig. 7.2

**STEPS TO BE RECOMMENDED TO SOLVE MAIN ASPECTS OF THE "CREDIT PROBLEM"**

1. Landownership/collateral
  - investigate small farmer
  - collateral systems/alternatives
2. Improvement of communication
  - translation/simplification of statements into local language
  - dedication of time and suitable personnel for the explanation of statements
  - Association should promote and organize participation of farmers (precondition: strengthening of association)
3. Nature of statement and budgeting systems
  - need for cooperation in the drawing up of the budget (in a joint meeting)
  - try to make record keeping systems match (or explain why they don't match)
  - interest and time needed to repay loans should be made understood (details should possibly be mentioned on the statement)
4. Low production (not enough income)
  - can not be solved at this workshop
5. Double role of Agriwane
  - to be solved at political level

Fig. 8

Service Reception Programme : Rural Water Supply, Recipient: Community

TYPE OF SERVICE	KDW	COMMUNITY BODIES	FARMERS	FARMER'S ASSOCIATION	LOCAL CONTRACTOR CONSULTANTS	AGRIWANE	LOCAL WATER COMMITTEES	NGO'S	OTHERS
PLANNING	Planning & design of potable water systems.	Participation in planning and design. Institutional development efforts.		Identification of water points****	Planning and design.**		Identification of areas in need of water		Legal framework adapted to decentralised authority.
	Institutional development efforts.				Installation of water systems.		Participation in Planning and design.		Institutional development efforts.
INSTALLATION	Installation of potable water systems*				Supply tankers (potable water)			Drilling of boreholes	
OPERATION	Operation of potable water systems.*	Raw water provision from river.**	Raw water supply from river.***						Electricity supply by KESKOR.
		Tariff collection							
MAINTENANCE	Maintenance of potable water systems.*	Maintenance of boreholes.	Raw water maintenance.			Supporting services in raw water maintenance.***			
		Maintenance of water supply systems.							
FINANCING	Finance*							Finance*	Tariff policy to be decided on. Finance
INFORMATION & COORDINATION	Coordination	Coordination		Coordination between farmers and Department of Works. Coordination between farmers and local water committees.			Information and coordination with Department of Works		

Fig. 9

**SERVICE RECEPTION PROGRAMME**  
 Recipient: Cattle Farmers

	KDA	COMMUNITY/ TRIBAL AUTHORITY	AGRIWANE	PRIVATE ENTERPRISE	STOCKFARMER COMMITTEE	OTHERS
<b>POLICY &amp; PLANNING</b>	Livestock Policy ** Rural and Livestock policy planning of communal grazing scheme. Institutional Development efforts.	Planning of communal grazing scheme				
<b>RESOURCE PROVISION</b>	Input Suppliers Watering Points** Grazing Allocation	Agreement on rotational use of grazing land. Grazing Allocation Fee collection (grazing, dipping, etc.)	Finances* Input Suppliers* Livestock extension*	Breeding stock provision Private Vet Services	Agreement on rotational use of grazing land. Breeding stock provision. Animal Health Services*	
<b>HUSBANDARY</b>	Animal Health Services. Livestock Extension.					
<b>MARKETING</b>	Quarantine facilities.		Marketing (livestock)*	Branding services. Quarantine Facilities** Livestock Training Services.	Input Supplier's	Marketing (Livestock)
<b>INFORMATION COORDINATION</b>	Information Services* Livestock training services.					Regional Abattoirs.
<b>VARIOUS</b>	Small stock development*	}Security* }Small stock Development*			}Security* }Daily Schemes	Security

Fig. 10

PROBLEM ANALYSIS		SERVICE: LIVESTOCK EXT. PROVIDER: AGRIWANE, KDA RECIPIENT: LIVESTOCK FARMERS	
PROVIDER SIDE	INTERACTION	RECIPIENT	
Lack of ability to measure controllable results	Mistrust between farmer, government, staff **	Identification of training needs	
Lack of Resources finance/training facilities lack of qualified staff	Diverging objectives	Practical training to be encouraged to be encouraged	
Not sufficient manpower for dipping	Lack of cooperation by clients	Livestock field days inadequate	
	Lack of understanding of F's problem's by providers	Training not demand driven	
	Poor interface between provider & client	Follow-up on training non-existent	
	Favour group training against individual visits	Uncordinated training programme	
No/poor record keeping (Problem as perceived by provider)	Too much training in a short time		
No leadership example ( Follow the successful one)	Duplication of training and extension programme (KDA/farmer/Agrwane	Feeling of lack of specialist advice (Problem as perceived by client)	
(Problem as perceived by client)			
Illiteracy		Inadequate info about expectations of provider	

Fig. 11

PROVISION PROGRAMME RURAL DEV. DIV/DBSA

TYPE OF SERVICE	REGIONAL GOVERNMENT PARASTATALS	NGO'S	COMMUNITIES	FUNDERS	CONSULTANTS	DBSA (IN-HOUSE)	ALL RELEVANT ROLE PLAYERS	OTHERS
DEV. FINANCE CORE SERVICE	FINANCE* - loan - grant	FINANCE* - loan - grant						
FACILITATION NETWORKING	Coordination of development planning* Environmental analysis process Guidance on proj. prep.  Promote community participation in social analysis  Planning for Regional and Sectoral Development.		Initiation of participation process.	Mobilisation of funding.	Environmental analysis projects (initiated).		Coordination function.  Facilitate network.	
PROJECT MANAGEMENT (IN-HOUSE)				Appraisals		Monitoring of projects, Policy Information and dialogue, cost benefit analysis (Proj. and Programmes) development planning. Institutional Appraisal Appraisals	Capacity building Training Fund Institution Building	
TECHNICAL ASSISTANCE	Capacity building.  Training  Advice on project management.	Advice on project management.  Capacity building.			Training			
INFORMATION							Information	Information



**GTZ WORKSHOP 9 JUNE 1994**

**SERVICE PROV. PROG. RURAL DEVELOPMENT DIVISION**

**FUTURE SERVICES PROPOSED**

Community Banking (Community)	Evaluation (DBSA/Borrowers)	
Facilitate Identification resource of Community need Institutional Provision (Community & Government)	Facilitation (Directly) Govt. Community Forums	Sustainable Natural through planning (Regional Government)
Support in Capacity Building Borrower & Non Borrower	Capacity building (Grassroots) To ensure project sustainability (community)	Gender & Youth sensitive projects (communities)
Information gathering from (Community)	Training-broader than existing (Client)	Funds mobilisation (Borrower)
Environmental Analysis Programs & Regional (Community & Society)	Social Assessment (in-house staff) (Borrower & Clients)	Decentralised services (Regional/Provinces Borrower, Clients & Others)
Finance to NGO's/CBO's	Health and Education (Communities)	Funds mobilisation (clients)

# **3.2.5**

**Kurz-DIA**

**im Projekt**

**"Kleinstaudämme Burkina Faso"**

**Dienstleistungs-  
Interaktions-Analyse (DIA)  
im Vorhaben  
„Kleinstaudämme im  
Südwesten Burkina Faso“  
Burkina Faso**

## **Vorwort**

Im Rahmen einer Verlaufskontrolle im Vorhaben "Kleinstaudämme im Südwesten Burkina Faso" wurde im Frühjahr 1992 das Instrument der Dienstleistungs-Interaktions-Analyse (DIA) im Projekt vorgestellt.

Die Entwicklung der DIA befand sich zu diesem Zeitpunkt noch in ihrer Anfangsphase. Versuche zur Anwendung haben sich deshalb auf die ansatzweise Erstellung einer Beziehungsmatrix und auf die Durchführung von Problemanalysen einiger Leistungsbeziehungen beschränkt.

Der AP dieses Vorhabens hat im Frühjahr 1994 an dem DIA-Workshop im PVADP-Projekt im Dogonland/Mali teilgenommen und ist insofern vertrieft in die Handhabung der DIA eingeführt worden.

## Beteiligte

Ministère de l'Eau, MdE mit

- ONBAH Office National des Barrages et Aménagements Hydroagricoles (Träger)

Ministère de l'Agriculture, mit

- OMR zuständig für bäuerliche Organisationsfragen
- CRPA zuständig für Produktionsberatung
- Environnement zuständig für Umweltfragen

Präfekt

Projekt

Wassernutzergemeinschaften

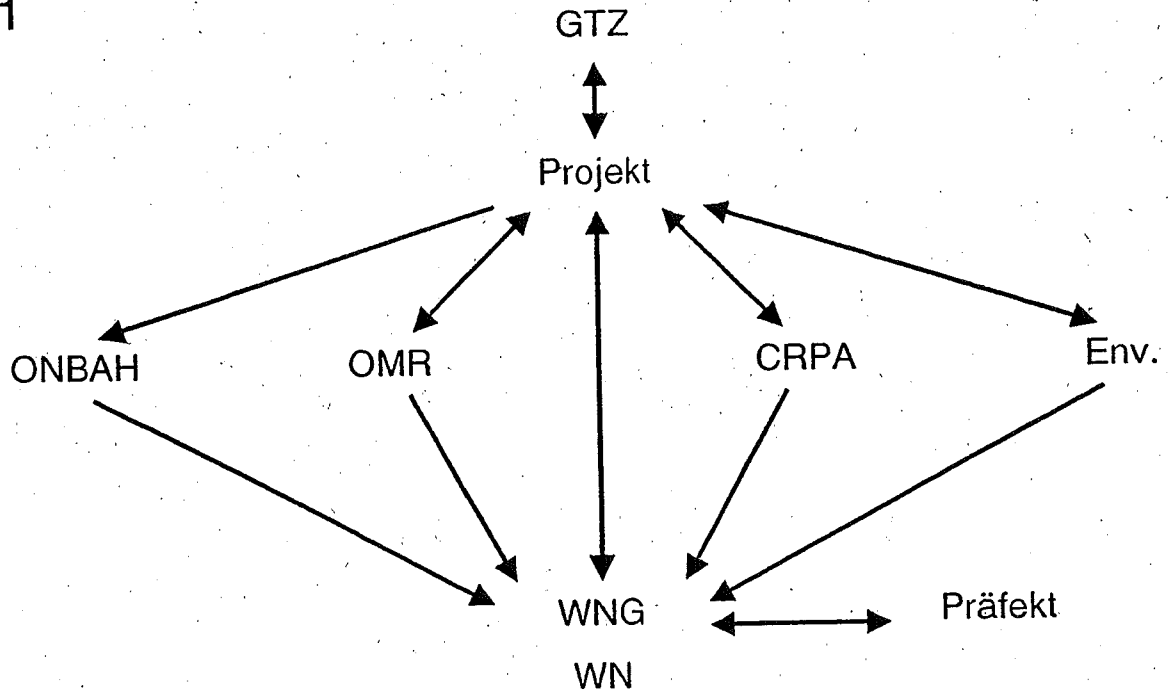
Wassernutzer

GS (NRO)

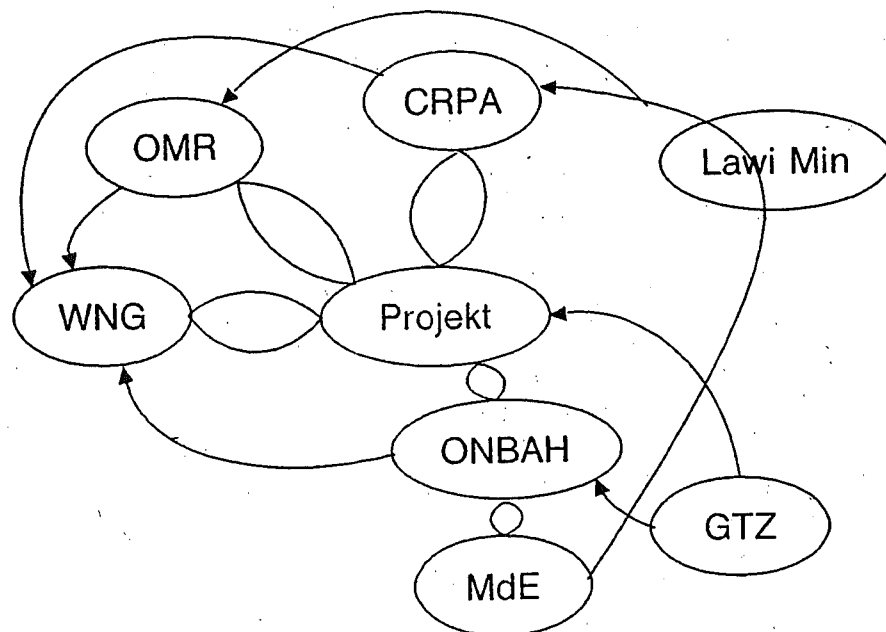
Die Struktur kompliziert sich dadurch, daß ONBAH einerseits als Träger auftritt, andererseits als UAN für die Ausführung von bautechnischen Aufgaben.

2 Versuche, die Organisationsstruktur darzustellen

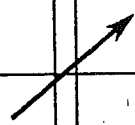
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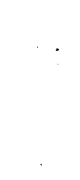
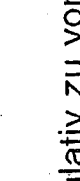


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	DL Bereitstellung	DL-Objekt	Schnittstelle
<p>WNG → WN</p>	<ul style="list-style-type: none"> <li>- Dorfkonkurrenz in WNG</li> <li>- kein Kapital (Rücklagen)</li> <li>- zwar lange, aber nur lose Gruppenerfahrung</li> <li>- DL/Mgt. Kapazität schwach ausgeprägt</li> </ul>	<ul style="list-style-type: none"> <li>- kein Kapital (Rücklagen)</li> </ul>	<ul style="list-style-type: none"> <li>- Rücklagenbildung</li> <li>- Kreditrückzahlung</li> </ul>
<p><u>Environnement</u> → WNG (auch WN)</p>	<ul style="list-style-type: none"> <li>- kapitalschwach</li> <li>- Arbeitsinhalte + Programmformulierung wenig ausgereift und angepaßt</li> <li>- geringe Flexibilität des Personals</li> </ul>		<ul style="list-style-type: none"> <li>- Sinnhaftigkeit der vorgeschlagenen Maßnahmen wird nicht eingesehen + nachvollzogen (langfristige Orientierungen entsprechen nicht kurzfristigen Erwartungen)</li> <li>- Notwendigkeit der Maßnahmen wird nicht gesehen, Tragweite nicht erkannt.</li> </ul>



	DL Bereitstellung	DL-Objekt	Schnittstelle
CRPA → WNG (auch WN)	1. unflexibles Arbeitsverhalten 2. träges, admin. Verhalten, was nicht den Erfordernissen gehorcht 3. Wissensvermittlung zu theoretisch und didaktisch nicht adäquat 4. Wissensniveau der Berater z.T. zweifelhaft Projektarbeit kumulativ zu vorh. Arbeit zu hohe Belastung		- mangelndes Vertrauen der Bauern in Leistungskapazität der Berater - nichts bewegt sich am status quo
OMR → WNG (auch WN)	1. s.o. 2. s.o. 3. kein ausr. Budget, Lähmung und geringe Umsetzung 4. geringe pädagogische Kapazitäten Beratungsansatz zu dirigistisch keine horizontale Zusammenarbeit		- Gruppenbildung wird in ihrem Sinn und Zweck nicht klar - Vorteile also nicht erkennbar



	DL Bereitstellung	DL-Objekt	Schnittstelle
ONBAH → WNG →	<ul style="list-style-type: none"> <li>- langatmige Administration</li> <li>- Koord. Schwierigkeiten</li> <li>- nicht an situative Inhalte angepasste Planungen</li> <li>- vergleichsweise hohe Kosten</li> <li>- keine Flexibilität</li> <li>- kein eigenes Budget</li> <li>- Qualität der Arbeit u.U. nicht sichergestellt</li> </ul>		<ul style="list-style-type: none"> <li>- ONBAH kann nur über Dritte eingeschaltet werden (Kosten)</li> <li>- wenig angepasste Planungen führen zu Nutzungsproblemen und Bewirtschaftungsproblemen</li> </ul>
Projekt → WNG →	<ul style="list-style-type: none"> <li>- vielfältige inst. Einbindung</li> <li>- räumliche Entfernung</li> <li>- kommunikative Probleme</li> <li>- personelle Unterbesetzung</li> </ul>		Präsenz des Projektes bewirkt hohe Erwartungshaltung, die durch zögernde, unzureichende Mitarbeit der Partnerorganisationen belastet wird.

	DL Bereitstellung	DL-Objekt	Schnittstelle
Projekt → Env.	s. 3	s. 1	schleppende, wenig dynamische Zusammenarbeit
Projekt → CRPA	s. 3	s. 2	<ul style="list-style-type: none"> <li>- Umsetzung von Beratungs-inhalten nicht zuverlässig</li> <li>- den staatl. Programmen wird Vorrang eingeräumt</li> <li>- Arbeitsüberlastungen</li> </ul>
Projekt → OMR	s. 3	s. 2	ohne Projektunterstützung keine Aktivitäten
Projekt → ONBAH	s. 3	s. 3	<ul style="list-style-type: none"> <li>- konzeptionelle Zielkonflikte</li> <li>- Abstimmungsprobleme</li> <li>- Verzögerungen in Durchführung</li> <li>- Demotivation der ZG</li> </ul>
GS → WNG	<ul style="list-style-type: none"> <li>- Zweifel an Profession des Personals</li> <li>- Zweifel an Nachhaltigkeit der durchgeführten Programme</li> <li>- Mangel an Transparenz der Ausgaben</li> <li>- Führungskraft/Integrität des Reg.Koord. wird in Zweifel gestellt.</li> </ul>	s. 1	<ul style="list-style-type: none"> <li>- Zusammenarbeit hat kaum und nur wenig ermutigende Spuren hinterlassen</li> <li>- obskures Rollenverhältnis Bauern/GS (Abhängigkeitsverhältnis)</li> </ul>

	GTZ	Proj.	Env.	CRPA	OMR	ONBAH	WNG	WN	GS
GTZ									
Proj.	(X)								
Env.		↓ X LTR IP IF							
CRPA		↓ X LTR IP IF RK	X IP IF						
OMR		↓ X LTR IP IF RK	X IP IF	X IP IF					
ONBAH		↑↓ X LTR IP IF RK			(X) IP IF				
WNG		↓ X LTR IP IF	↓ X LTR IP IF	↓ X LTR IP IF	↓ X LTR IP IF	↓ X IP IF*			
WN				↓ X LTR IP IF	↓ X LTR IP IF		↑↓ X LTR IP IF RK		
GS		X IP IF	IP IF	X IP IF	(X) IP IF		↑ X LTR IP IF	(X)	

\* die eigentliche Leistungserbringung ist von ONBAH gegenüber WNG

LTR - Leistungstransaktion

IP - interpersonale Kommunikationsbeziehung

IF - informationale "

RK - rechtliche "

→ - Abhängigkeiten / Steuerungsrichtung

# **3.2.6**

**Kurz-DIA  
zum Projekt  
PPEI, Burundi**

# **Dienstleistungs- Interaktions- Analyse**

**Beispiel PPEi, Burundi**

**Anlagen**

**Januar '94**

## **Vorwort**

Im Dezember 1993 wurde auf Anfrage der Abteilung 423 in der GTZ-Zentrale eine kurze Dienstleistungs-Interaktions-Analyse zu dem Projekt PPEI, Burundi, durchgeführt.

Der Workshop sollte neuere konzeptionelle Überlegungen zu einer Weiterführung der Komponente 'landwirtschaftliche Beratung' in dem - zu diesem Zeitpunkt unterbrochenen - Projekt unterstützen.

Im folgenden sind die Workshop-Ergebnisse dargestellt. Sie sind in einen umfangreichen Bericht zur landwirtschaftlichen Beratung im PPEI-Projekt eingeflossen, der hier nicht präsentiert wird.

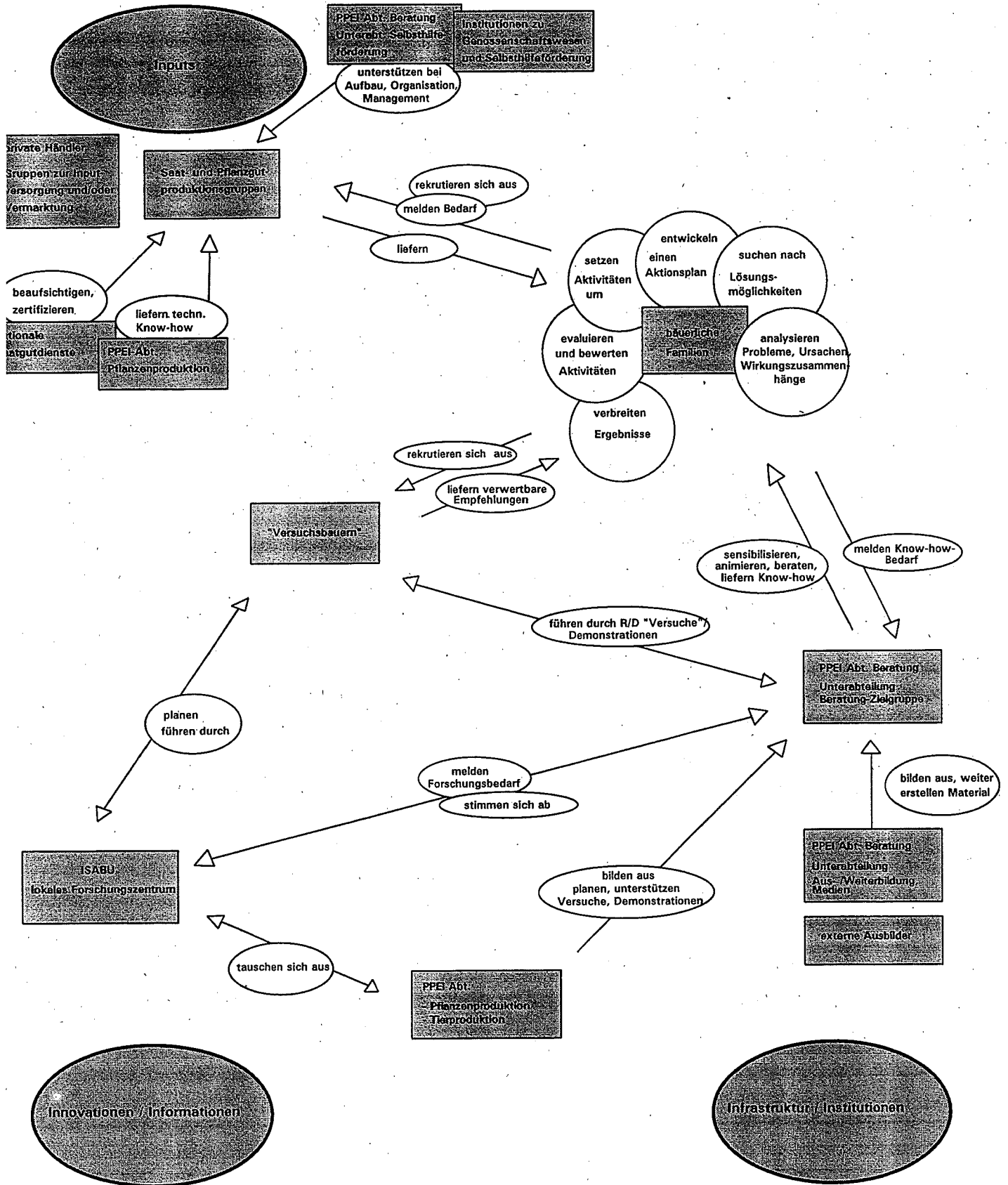
Workshop-Teilnehmer waren:

Frau Ilse Hoffmann, Mitarbeiterin im PPEI

Herr Dr. Walter Huppert, 'interact'

Herr Dr. Klaus Urban, 'interact'

# Die Beziehungslandschaft der Beratung



**PROBLEMANALYSE**

generelles Problem



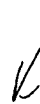
mangelnder Zielgruppenbezug des Konzeptes



1. Identifizierung des Beratungsbedarfs

"AGENTEN"-SEITE	"KUNDEN"-SEITE	INTERAKTION
<p>Unterschätzung des 'Know-how' der Kleinbauern</p> <p>Schulmeisterliches Selbstverständnis der Berater</p> <p>Geringes instrumentales Know-how (zur Identifizierung des Beratungsbedarfs)</p> <p>Zu wenig kommunikatives Know-how der Berater</p>	<p>HOHE 'DISTANZ ZUR MACHT'</p> <p>Artikulationsprobleme gegenüber Beratungsdienst</p> <p>Mangelnde Repräsentanz der Gruppen</p>	<p>Soziale Diskrepanz</p> <p>'Top-Down' - Kommunikation</p>
<p>2. Vermittlung technischer Beratungsinhalte</p> <p>a) (angebotsorientiert)</p> <p>b) (nachfrageorientiert)</p>		
<p>a) Beratungsinhalte zu monothematisch, kein Bezug zum Betriebssystem</p> <p>Mangelnde methodische Kenntnisse der Informationsvermittlung</p> <p>Beratungsinhalte technisch nicht angepasst</p>	<p>Beratungsinhalte zu wenig an reellen Bedarf angepasst</p> <p>Kurzfristige ökonomische Attraktivität z.T. nicht erkennbar</p> <p>Risiko häufig nicht abschätzbar</p>	<p>'Top-Down' - Kommunikation</p>
<p>b) Planungsvorgaben (angebotsorientiert) lassen keinen Raum für nachfrageorientierte Beratung</p> <p>Beratungsdienst inhaltlich nicht auf Nachfrage vorbereitet</p>		

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## LEISTUNGSPROGRAMME

	<b>Beratungsdienst vs. inform. Beratergruppen</b>	<b>Beratungsdienst vs. Projektleitung</b>	<b>Beratungsdienst vs. GTZ-Team</b>
"Haupt"-DL's	<p>Identifizierung des Beratungsbedarfs ◆</p> <p>Vermittlung technischer Beratungsinhalte (nachfrageorientiert) ◆</p> <p>Vermittlung technischer Beratungsinhalte (angebotsorientiert) ◆</p>		
Ökonomisierungsleistungen	Versorgung der ZG mit Produktionsmitteln		
Koordinationsleistungen	<p>Feedback d. Bauern</p> <ul style="list-style-type: none"> <li>- aufnehmen</li> <li>- verarbeiten</li> <li>- Beantwortung organisieren</li> </ul>	<i>Abstimmung der Aktivitäten mit anderen Aktionen des Projekts</i>	
Info-Leistungen	<p>Info-Veranstaltung über Projektaktivitäten durchführen</p> <p><i>PR-Aktivitäten zu Projekt durchführen</i></p>	<p>Finanz-, Material- und Info-Bedarf gegenüber PL melden -</p> <p>Arbeitsberichte (Rechenschafts-schreiben) -</p> <p>Ergebnisse aus der Praxis rückmelden</p> <p><i>Situation der ZG verstehen und bekanntmachen</i></p>	<p>Finanz-, Material- und Info-Bedarf gegenüber GTZ melden</p> <p>Arbeitsunterlagen <i>fristgerecht</i> zur Verfügung stellen</p> <p>Ergebnisse aus der Praxis rückmelden</p>
Vertretungsleistung			

	Bäuerliche Familien	informelle Beratungsgruppen	PPEI Beratungsdienst	PPEI Feldberater	PPEI Techniker Zone	PPEI Abt. Beratung Abteilungsleiter	PPEI Projektleitung (= DPAAE)	DPAAE/LWG. Verwaltung	ISABU nationale Forschungszentrale	Staatsfarmen Saatgutproduktion	GTZ-Team
Bäuerliche Familien	-										
informelle Beratungsgruppen		-	⊕	⊕							
PPEI Beratungsdienst		⊕ ◆	-				⊕				⊕ ◆
PPEI Feldberater				-	⊕						
PPEI Techniker Zone				⊕ ◆	-	⊕					
PPEI Abteilungsleiter Abt.				⊕ ◆	⊕ ◆	-					
PPEI Beratung							⊕				
PPEI Projektleitung (= DPAAE)			⊕			⊕	-	⊕ ◆	⊕	⊕	⊕
DPAAE/LWG Verwaltung							⊕ ◆	-	⊕	⊕	
ISABU nationale Forschungszentrale							⊕ ◆	⊕	-		
Staatsfarmen Saatgutproduktion							⊕ ◆	⊕		-	
GTZ-Team			⊕ ◆		⊕	⊕ ◆	⊕				-

Legende ⊕ = ◆ = ⊗ =