

## Management Summary Learning report Zambia 2005 – Capacity Development

IICD's capacity development programme in Zambia was the subject of the 2005 learning report. In general the report reflects a positive experience by the participants in different courses from 2002 onwards. Satisfaction and impact levels are encouraging, but also point to the challenge of improving organisational impact. The report is the result of continuous Monitoring & Evaluation (M&E) activities in Zambia as a tool for self-evaluation and learning, conducted by Travaillant Vers Une Economie Liberale (TEL), the local M&E partner.

In Zambia there are about 12 IICD-supported projects: six in formulation and six in implementation. The project managers, team members and occasionally the users of the projects participated regularly in capacity development courses. Most participants filled in a questionnaire immediately after the training session to indicate their levels of satisfaction. A smaller group of participants also filled in a follow-up questionnaire 3-6 months later to indicate the longer term impact of the training. The collected data was entered onto the online tool, analysed and presented to the project partners during a Focus Group Meeting on 7th July 2005 in Lusaka, Zambia.

### Results and impact

The results have shown high levels of satisfaction with the capacity development programme, for instance 95% were satisfied with the course content. There is also a positive trend in the impact levels of the capacity development programme in the longer term. The high score on awareness implies that most participants are now more aware of the opportunities presented by ICTs in their sector. The high score on awareness is very encouraging, in that it is a prerequisite for development, hence a good starting point. The fact that only 3-5 months after the capacity development session, half of the participants experienced a personal positive economic impact is

a great achievement. This implies that people are now more productive and they incur fewer costs for the same work than they did before. This is a very impressive trend, taking into consideration most of the courses were conducted during the project formulation phase and that the participants were ICT novices.

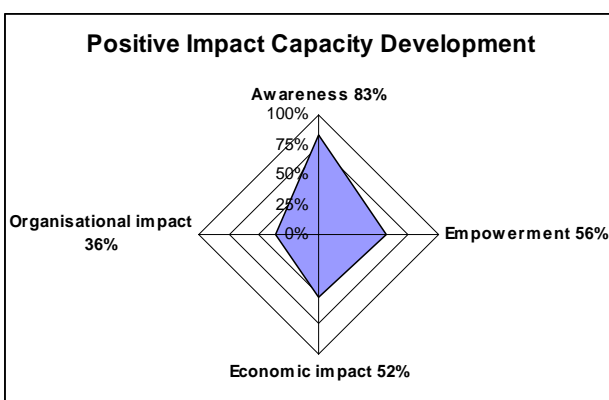
### The participants

Looking at the participants' profile, the country programme is working with persons with high literacy levels, earning an average income and residing in capital city. The reason for this is that the train the trainer principle is applied in Zambia, meaning that these educated participants are expected to transfer their knowledge to their organisations. Therefore the low score on impact on the organisation (36%) may be worrying. It leaves us with two questions. Are the acquired skills actually transferred to the organisation? Does the trained staff consciously train their colleagues? This is acknowledged as a point of attention for the country programme plans for 2006.

The profile of respondents in terms of higher literacy levels, income and influence within their organisations could be considered as a plus in that the participation of hosting institution is thus assured and developmental perceptions are picked up. The majority of the respondents are young. This is quite positive and very encouraging as this age group is perceived to be very productive and determined to achieve goals.

### Challenges

During the Focus Group Meeting three issues coming out of the data analysis were discussed, which were found in the suggestions made in the questionnaires. These included the lengthy interval between training and follow up, inadequate training material, and the time allocated for courses was generally thought not to be adequate.





Staff from the small initiative fund projects develop their capacities in the information management training

To lessen the time between training and follow-up, participants indicated the need to create a strong linkage in advance of the training between needs assessment, training evaluation and follow-up. The need finance training follow-ups was emphasized. In addressing the concern about inadequate

training materials, participants felt the need to explore ways of making materials available to non-technical participants. Further, participants indicated the need to introduce a budget to facilitate reproducing training materials.

From the proceedings of the Focus Group it was clear that workshop was not meant to evaluate the individual projects, but rather to facilitate closer interaction among participants so as to enable the teams find common solutions to issues in the capacity development programme. The Focus Group Discussions will also contribute to the enhancement of internal collaboration and networking among IICD supported projects in Zambia.

#### **More information**

For information about IICD and Monitoring & Evaluation, visit [www.iicd.org/evaluation](http://www.iicd.org/evaluation) or contact us at [information@iicd.org](mailto:information@iicd.org). The online M&E system can be viewed at <http://www.survey.iicd.org>.

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*The International Institute for Communication and Development (IICD) assists developing countries to realise locally owned sustainable development by harnessing the potential of information and communication technologies (ICTs). IICD realises its mission through two strategic approaches. First, Country Programmes bring local organisations together and help them to formulate and execute ICT-supported development policies and projects. The approach aims to strengthen local institutional capacities to develop and manage Country Programmes, which are currently being implemented in Bolivia, Burkina Faso, Ghana, Ecuador, Jamaica, Mali, Tanzania, Uganda and Zambia. Second, Thematic Networking links local and international partners working in similar areas, connecting local knowledge with global knowledge and promoting South-South and South-North exchanges. Thematic Networking focuses on sectors and themes like education, health, governance, the environment, livelihood opportunities (especially agriculture), and training. These efforts are supported by various information and communication activities provided by IICD or its partners. IICD is an independent non-profit foundation, established by the Netherlands Ministry for Development Cooperation in 1997. Its core funders include the Directorate-General for Development Cooperation (DGIS), the UK Department for International Development (DFID) and the Swiss Agency for Development and Cooperation (SDC).*

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