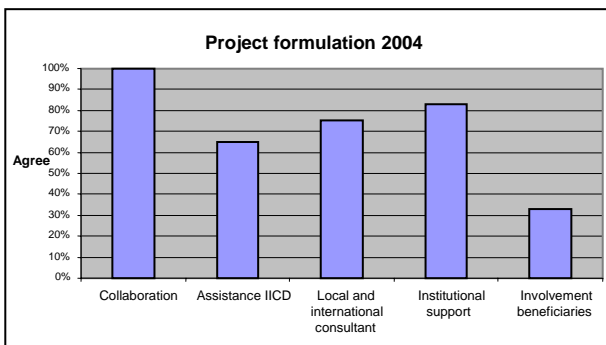


Management Summary Evaluation Report Zambia 2004

In the second half of 2004, for the first time in Zambia the project teams participated actively in the M&E process. Eighteen project team members of a total of 12 projects filled in the questionnaire 'Projects in Formulation'. This has given the project teams and IICD insight in the past period of project formulation, which has taken two years in Zambia. In this questionnaire they provided their opinions regarding IICD's effectiveness and the success of the project.

The conclusions of the analyses were discussed among all project leaders during a Focus Group discussion which was held in Lusaka on 30th November 2004. The increased debate and interaction led to in-depth information sharing among projects managers. In this way the projects shared their strengths and discussed solutions to common weaknesses. This is the beginning of building confidence among local partners which factor is important in enhancing sustainability. The local M&E partner, Travaillant Vers Une Économie Libérale Ltd (TEL), facilitated the data collection, data analyses and the Focus Group discussion.



Lessons learned from project formulation

The results from the evaluation brought out a number of lessons that are essential in project formulation. The main conclusions are:

1. All project team members agree the success of project formulation was highly dependent on participation of team members.
2. The majority indicated that there was full commitment and collective responsibility by their institutions for the projects in formulation.
3. Only one third of the project team members indicated they involved beneficiaries during project formulation. During the Focus Group discussion, it was pointed out that beneficiary involvement in project formulation is essential in enhancing sustainability and ownership of project activities. The following suggestions were made to improve the involvement of beneficiaries:
 - Beneficiaries should be given the chance to comment on the proposal.
 - Projects under formulation can conduct the following studies to gain more insight in the beneficiaries' needs: Study census results to identify factors which affect beneficiaries; Conduct needs assessment among beneficiaries through participatory methods; Conduct baseline survey to identify necessary indicators; Conduct market survey to identify user needs.
 - Projects under formulation can conduct meetings to increase beneficiary involvement. The following were mentioned: focus group discussions with beneficiaries; stakeholders' workshop.
 - Formulation of projects will take sufficient time in order to cover all beneficiary needs.
 - Projects under formulation should define the roles of all managers and staff in their project documents, for this will assist in identifying the roles and integration of beneficiaries in the whole process of project management at an early stage.
4. Advice from local and international consultants was appreciated at a high level only by 40% of the project team members. During the Focus Group it became clear most of the participants found difficulties in distinguishing between local, international

and IICD consultants. After clarifications, the group decided to do a new rating for satisfaction for advice from local consultants. The outcome was: high satisfaction by six participants; medium by one participant; four participants did not receive any consultants.

From the open comments submitted through the questionnaire, it was evident project team members indicated the process of project formulation took too long. At the same time, the duration of the formulation process was advantageous to some projects. They indicated

the time was needed to align the project goals with the overall goals of the organization. The result is that the project will neatly fit into the organization and be fully supported by all staff during project implementation.

More information

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



Data analysis and discussions during the Focus Group meeting

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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