

## **MSC Pilot Report MS-Zambia 2001**

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## **1.0 Introduction**

The Most Significant Change exercise was undertaken as a pilot by MS-Denmark in collaboration with MS-Zambia in late April to early May 2001. The exercise aimed at assessing the workability and appropriateness of the approach as an alternative and/or supplementary monitoring and evaluation tool. Ten partners were visited in Southern and Eastern Provinces of Zambia (see annex I). These included community based organisation, district council, national non-governmental Organisations, civil society

## **2.0 Methodology**

The most significant change pilot exercise used different ways of soliciting information to assess which one gives the best results. The following ways were tried out. Group as well as individual interviews were used to solicit information on the changes considered significant that have occurred in the lives of the people in the community.

a) Group interview/discussion: this was done in two different ways.

- The first approached involved asking the whole group to identify the significant changes that have occurred in the last six months. Individuals in the group were free to express themselves on what are the perceived changes.
- The second approach involved asking individuals within the group to identify the most significant changes, then pair them up to share the changes identified by each other and then agree on one, which was shared to the group members.

b) Individual interviews involved asking individuals to identify the changes and mention the changes to the facilitator. The process was too long and time consuming. Further more, there were no significant difference in the changes identified by separate individuals.

The use of different groups and approaches also served as a means of triangulating the findings, which reduces biases and increases reliability of the collected information. The groups who participated included project staff, project committee members, and community members.

## **3.0 The Most Significant Change Approach**

The most significant change method records different groups' perceptions of the changes considered significant that are linked to the development interventions of MSiS. Before starting the process, three to four broadly defined types of changes that are of interest were identified. Three main domains of change were considered; these are:

- Poverty Reduction: Changes in people's lives (livelihood, control, etc)
- Intercultural Co-operation: changes due to people getting a broader outlook; increased contacts across cultural or national barriers.
- Organisational Performance: changes in partners' ability to accomplish their goals, sustainability of people's institutions and their activity.
- Any other type of change: open category for informants to use for changes they find significant.

Some of the advantages of using the most significant change method are highlighted below:

- It is involving and participatory at all levels. It thus significantly contributes to organisational learning, and it does well together with the whole idea behind MSiS.
- It is honestly transparent and free from pseudo-objectivity;
- The method is demystified and understandable to all of us. The method reflects a strong epic tradition that marks many non-western cultures;
- It grasps unforeseen consequences on programme interventions
- The method gets hold of change in people's and organisation's outlook and priorities.

- It systematically uses information already gathered, e.g., in progress reported and review workshops
- The information is used on all levels with clear links between monitoring at partner/”beneficiary” level, and monitoring of country programs and the whole of MSiS.
- It supplements M&E systems already in place;
- It saves us from investing considerable time and energy. As it is now, we try to invent and agree on sophisticated, pre-constructed, quantitative indicators. We then fight to the bitter end to feed these indicators into a system, which lacks resources for measuring against them.

## **4.0 Outcomes of the Pilot**

The main outcome of the pilot was 100 most significant Changes Stories from the various partners grouped in categories of domains – poverty reduction, inter-cultural co-operation, organisational performance, and general changes. Annex II contains the stories, although somewhat quick and dirt.

## **5.0 Prioritisation of the Partner Stories**

The 100 stories were presented to the PAB representatives as well as the some Country Office staff and were asked to select:

- One change within the category of poverty reduction/gender issues
- One change within the category of intercultural co-operation; and
- One change within the category of organisational performance.

The selected change was to be considered as the most significant change (to PAB and CO staff) illustrating the environment within which MS Zambia is working and the performance of the partnership programmes. After having made the choice, the PAB and CO staff were asked to collectively qualify/justify their choice: “we have chosen this change because.....”

The selection was made by way of assigning points/scores to the changes. Each person was given 20 points that they were to distribute freely on all the listed changes. The importance of the change was denoted by the number of scores awarded to it. The changes with the most scores in each category was chosen as the most significant.

## **5.1 PAB Prioritisation**

### *a) Poverty reduction domain*

**Story:** People in the community have started planting cassava as a new crop and many have introduced crop rotation as a means to circumvent the consequences of no fertiliser. The program has stopped giving fertiliser and seed loans to farmers, which has led them to finding alternatives like crop rotation, planting nitrogen-fixing plants and introducing organic farming. 30 farmers out of the trained 54 farmers are now involved in these activities.

**Justification:** the story is significant as it points to food security through diversification and ecological concerns. A change in people’s eating habits from the staple maize to non-traditional cassava shows a response and an adaptation to the changing demands. For sustainability purposes, the story also portrays the fundamental organisational transformation the project had to undergo from fertiliser and seed loans to organic fertiliser.

### *b) Inter-cultural Co-operation domain*

**Story:** Our group believe that there over the years has been much more "acceptability." People of different colours and from different tribes now meet in another way than before when there was suspicion and fear. MS has played a big part in this, by placing Danish DWs here. There are free mixing, even intermarriages.

**Justification:** Significant as it depicts the interaction levels and how a development worker plays an important role in this.

c) *Organisational Performance*

**Story:** Organistion is now widely known, and an abusing husband will know that he is "touching fire" if a case is referred to the YWCA. For the drop in centre we have recorded a negative change. The car of the DW was not left behind when he left, and now we have no transport for urgent cases. We loose in credibility when we tell clients that we cannot serve them because of lack of transport. Then they think that we are just like any other organisation. Staff is demotivated by this, and they "go back to own priorities" instead of following the organisation's priorities and needs (co-ordinator). We hope that somebody somewhere will furnish us with a car.

**Justification:** Significant because it seems the role of development worker has changed from a technical advisor to an expensive driver.

## 5.2 Country Office staff Prioritisation

a) *Poverty reduction Domain*

**Story:** The community is able to speak out now, there is participation, also in decision-making, and they can speak against the government. This is because there are organisation teaching the communities about their rights

**Justification:** MS-Zambia's existence is to secure that people and communities are empowered to the level of participating actively in their own development and taking responsibility of their lives and challenges.

b) *Inter-cultural Co-operation*

**Story:** Today, some men do women's work, and women take part in community matters like in the committee for Mntihila ADC. This is due to western culture having influenced our way of life. Husbands also now realise that women should participate in development. And one example is a growing acceptance that they should give girl children an education.

**Justification:** Equal participation is a pre-requisite for development and the mainstreaming of gender in development shows a cultural change.

c) *Organisational Performance*

**Story:** As a project, we are now able to pay our own staff ourselves! This has happened within the last six months. It is part of our preparing ourselves for the time when MS phases out.

**Justification :** Partners realisation that they can be able to run their own business which is a clear indication of empowerment leading to sustainability.

## 6.0 Overall Conclusions

Based on the pilot exercise, the following conclusion can be drawn

- We are now convinced that the method will work if introduced after some further testing and adjustment.

- b) All respondents can identify changes - but nearly no one communicated them as stories. Specification can, however, easily be produced by asking for examples.
- c) Changes pertaining to Poverty Reduction and Organisational Performance are more easily identified than changes within the domain of Intercultural Co-operation. This may be due to our wording of question related to Culture, and we will look into that. It could, however, also be because changes in this domain are happening more gradually over longer time. It may also be that such changes are not readily perceived by the partners because the partnership process has given this domain very little attention so far.
- d) In general, it was difficult for respondents to come up with specific reasons for choosing a given change as most significant. This may be due to the method of working in groups. In future tests in Mozambique, we will look for ways of getting better responses to that part.
- e) The method provided us with added insight, especially about the importance that community-members attach to the observed changes. It also sometimes elicited unexpected dimensions and perceived relationships between issues. We have compared the information gained in the field with the content of partner-files in MS' Lusaka office. Very little of the information related to us is available in already existing reports. This goes for both the changes in organisational performance and for more general changes in the wider community settings.
- f) It was said in many places that the group discussions had given the partner (staff and others) an opportunity to collectively reflect about their work in the communities. In some cases it naturally led to instant discussions about the appropriateness of the strategies and means, which they were currently using. Partners told us, that they rarely had that type of discussion.

## **7 . 0 Lessons learned**

A number of lessons have been learned from the pilot exercise which focus mostly on the technicalities, methodological and issue related of the approach. These are highlighted below:

**Table 1: Lessons Learned**

Group interviews	Skilful and focused facilitation is key in enabling the respondents bring out the perceived changes and in prioritising the perceived changes.
Perception of importance or significance	It is not always easy for the respondents to give reasons as to why they have chosen a given story as significant. This is even after prioritisation has been done. For example, in Mthila Kubili it proved difficult for respondents to give a reason other than "This is because this area of activity is important to me" or "This is what was significant to me".
Sharing of experiences	Respondents said reported that it had been a useful exercise to listen to each other's stories and to reflect about what had actually changed during the last six months. In one community, a retired schoolteacher was very outspoken about it. He heard for the first time about the increased participation and influence of parents in running school affairs: "This is something new and interesting to

	me to hear about, it was not like that before."
Group decision on prioritisation	In situations where group members came up with 7-8 different significant change stories, it proved difficult for the group to do so as they saw all stories as being interrelated.
DWs as an element in Cultural Co-operation	DWs are rarely mentioned spontaneously neither as carriers or facilitators of cultural exchange, but more as somebody having stimulated programme activities. When probed, most people say that DWs were good to have and that they helped a lot, especially with transport.
Identification of respondents (informants)	The larger the group, the more difficult it is in collecting the stories. Information given to the respondents during their invitation is more likely to influence the way they will discuss the issues at hand. The type of person to provide the story is at the discretion of the persons responsible for collecting stories (partner/DW). We recommend individual interviews, or maybe tiny groups of 2-3 people.
Confidentiality	In the domain of organisational performance, it was difficult for employees in some organisations to provide any stories or answers as the fear of losing their jobs compelled them to maintain confidentiality. It was, however, easier to get the stories on the same domain from committee members and other community members.
PAB prioritisation	The PAB was able to prioritise the most significant change illustrating the environment within which MS-Zambia is working and the performance of the partnership programmes.
Ranking and scoring mechanism (prioritisation)	The ranking and scoring mechanism needs to be worked on or modified accordingly. Should it be the number of points/scores per issue or the number of people who have scored on that issue? The name of the partners should not be included as it might bias selection.
Wording of Questions	The wording of the questions is crucial for proper interpretation and understanding of the issue. This might have affected the responses given, although to a lesser degree.
Grasping Cultural Co-operation as a concept	The concept of inter-cultural co-operation was not easily grasped by the respondents. Their perception did not go beyond acknowledging the interaction with people from outside and mostly limited to technical expertise and transport provided by the DW. It seems that even MS is not clear on what is intended to be achieved through the inter-cultural co-operation theme.
Guidelines for noting down the statements (future work to be done)	Record verbatim, or write in form as a person telling the story and use characteristic formulations.

Storytelling	Did not work, and it is also not important as long as instructions to respondents state that there should be given at least 2 examples to each change communicated. Questions like "how did this change come about? What made this change occur? may help.
Probing and explanations of domains of change	Some general guidelines for those producing the stories on the domains of change need to be made - guidelines about common interview technique matters.
Broader outlook than that confined to MS matters	Respondents tend automatically to report about changes that are exclusively related to their own organisations' interventions and aims.  This was overcome by stating clearly in the beginning that we are interested in the change in the lives of people in the community or those that the organisation work with. It was further stated that we would ask questions related to the organisation's performance at the end of the interview.
Qualifying statements, specifying information (Guidelines needed)	Often statements are given in a very general form: "Many people changed attitude", "There are signs of gender equity" and the like.  Interviewer should always try to get specification on such statements asking like this: "How many would you say have changed attitude?", "Which signs?", "If you are to prove what you just said, how would you prove it?"
What added insight was produced, if any?	The exercise brought to the fore more and new insight as issues not covered in the
The benefit to the partner of using the method	It was said in many places that the group discussions had given the partner (staff) an opportunity to discuss and reflect about their role and the wider setting they were operating in. Partners told us, that they rarely had that type of discussion In one case (Chipepo) it led to an instant discussion about strategy in combating malnutrition in their area.  If/when we choose to use the method by interview respondents more individually, that opportunity (benefit) may not materialise.
What distinguishes this pilot from others using the MSC method?	We used many "ordinary" people as informants (and they did it!!). In Bangladesh informants were field officers, in VSO they are volunteers, in Australia they also used field officers.

## 8.0 The way forward for MS Zambia

- MS-Zambia will continue to use most significant change approach as a supplementary data collection method. During each quarterly report, the partners will be asked to present a most significant change story in each domain either exclusively or as a supplement to their regular reports. There is, however, need to train the partners in conducting the Most Significant Change exercise.

- MS-Zambia will also use the method can during the provincial review meetings and when deemed necessary.

**Annex I : Partner Organizations who participated in the MSC.**

<b>Partner Organization</b>	<b>Location</b>
1. Mthila Kubili agriculture Training Project	Lundazi (Eastern province)
2. South Luangwa Area Management Unit (SLAMU)	Mfuwe (Eastern Province)
3. Mnkhanya Area Development Committee	Mfuwe (Eastern Province)
4. Mambwe District Council	Mambwe (Eastern Province)
5. PAMO youth Training centre	Petauke (Eastern Province)
6. Petauke Nutrition Group	Petauke (Eastern Province)
7. Chipepo Nutrition Group	Siavonga (Southern Province)
8. Yuma Ujane Project	Mapanza (Southern Province)
9. YWCA	Lusaka (Lusaka Province)
10. Kanyama Youth Programme Trust.	Lusaka (Lusaka Province)

## Annex II: List of changes recorded (MSC-test in Zambia)

id	Change recorded	CO Comments
<b>Poverty Reduction theme: Livelihood and access to resources</b>		
1.	A year ago people in the community were careless about the wastage as represented in their lack of respect for protecting the wildlife and other resources here (poaching). They did not fear the official game scouts, they were too far away. And they were only laughing at our boys who formed the group of community based scouts (CB Scouts) monitoring and protecting the wildlife. "What can you do without guns?", they said. There is a change now. They respect our own young persons and accept that they take care of our own resources. [Mnkhanya ADC]	
2.	Animals have lately destroyed much of the crops, more than before [Mnkhanya ADC]	
3.	The community is not benefiting from SLAMU's activities as it used to. Many simple jobs with SLAMU are now phased out, there is no distribution of revenue from hunting because of the hunting ban this year, and informers on poaching do now not get a bonus if they render information [SLAMU]	
4.	The heavy rains have swept away people's crops. Food is now expensive and people have no food. Some areas already request for food relief. Because of the flooding there is now more fish, but less Nsimma (Nsimma = maize "porridge", stable food). [SLAMU]	
5.	The community is now given money for their projects by the council. [Mambwe District Council]	
6.	The decentralisation has led to real ownership of the projects as they are initiated and implemented by committees (contact groups). One proof of this real ownership is that now the wells and the pumps are properly maintained and clean. [Mambwe District Council]	
7.	Nowadays people have become more interested in farming. Before, people could have their land taken back by people with money, now we are given land and fertiliser. [Mambwe District Council]	
8.	MS' intervention here is overwhelmingly accepted. We have gained in terms of capacity building, and most ADCs (Area Development Committees) are well trained, and the council now contracts them to extract revenue (levies) to the council [Mambwe District Council]	
9.	The community has lately got access to income; we have labour intensive roadwork financed by the government. Men <i>and</i> women have now a possibility of earning some income. Other recent opportunities for employment: The rehabilitation of the Health centre and the guesthouse for the council. [Mambwe District Council]	
10.	People in this community will complain about that their standard of living has gone down during the past six months due to the heavy rains that destroyed crops, and because there has been no fertiliser. People will complain that they now are not able to pay school fees for their children. [Mthila Kubili]	
11.	People in this community has started planting cassava as a new crop (food security) and many have introduced crop rotation ass a means to circumvent the consequences of no fertiliser. The programme has stopped giving loans for fertiliser and giving seeds to the farmers, and that has led them to find alternatives like crop rotation, planting nitrogen-binding plants and introducing organic farming. 30 farmers out of trained 54 farmers now do such things. [Mthila Kubili]	
12.	A change experienced strongly is that the marketing system is not good enough to ensure a fair price for the groundnuts here. Indian buyers can via middlemen force farmers to sell groundnuts for as low a price as 300 Kwacha for one kilo. [Mthila Kubili]	
13.	After having been to the literacy classes, mothers are not shy anymore to bring their children	

	<p>to the under-five clinics. Before they were shy, afraid that they would not be able to answer the questions posed there and to read the cards. They have been prepared for this in the literacy classes. During the last six months we have seen an increase in mothers coming to the clinic. Before, less than 50 mothers came regularly, today it may be one hundred. [Mthila Kubili]</p>
14.	We have experienced an increased interest among the farmers to come for training at the centre. This is a result of our decision to introduce training out in the zones (a decision based upon a need assessment where farmers wanted outreach training). Now they also want to come to the centre for additional seminars and workshops. We just advertised such a seminar and far more than expected signed up. The invitees were mostly our former students, or people having received training here. [Mthila Kubili]
15.	The last months have been marked by a big increase in malaria-cases among especially children, and too many are dying. It has to do with the malaria becoming resistant to the drugs given for treatment. We have many burials of children in the villages around here. [Mthila Kubili]
16.	The last six months poverty is increasing, due to the heavy rains and the delayed input to agriculture such as fertiliser. People are now travelling to Mozambique to look for food. The poor harvest has led to a drastically reduced income (no surplus to sell), and therefore people have no means to pay schoolfees etc.[PAMO]
17.	The failure of the agricultural policy (lack of input as fertiliser and seeds) and the heavy rains has led to a situation where people have no access to health services. They do not have the money to pay. As a result we see an increase in deaths in the community over the past six months, and we have many orphans. People are dying in their homes, not at the health centres. Every day we bury three to four people. [PAMO]
18.	We see now that children do not go to school, instead they are running around selling groundnuts or doing other small businesses (informal sector). They have to do that because their families lack income.On a positive note we have seen that people now realise the importance of education, and they are establishing themselves the community based nursery schools. [I think it was mentioned that PAMO had established one such nursery school - PS] [PAMO]
19.	In the beginning of the farming season there was no access to input; it was delayed. Harvest was therefore very bad, and therefore people have no access to money. There is a fear of hunger, which will lead to malnutrition, which is already going up. District data per December 2000: 27% of children malnourished.Petauke data per December 2000: 28-29% and we see in the communities where we work, that it is still rising. [PNG]
20.	Our example is the same. Fertiliser came late, and the distribution was late. The farmer was should be member of certain "nearly political" groups in order to get access to this fertiliser. The resulting poverty has grave consequences. We have seen that people fear to show their malnourished child and come out in the open with their problems. They are ashamed. We recently had a case here in PNG where even one among us had a child who died because of malnutrition. The person did not want to tell about it because it was a shame to have such a child even when you were a salaried person. [PNG]
21.	<p>People at the grassroots level are more self-reliant than before because the economy has gone from bad to worse.</p> <p>On the positive side is that the situation has created community schools and many people get necessary skills through diverse forms of training.</p> <p>On the negative side is that there is now too much crime, more than before. [KYPT ex.students Lusaka]</p>
22.	<p>The standard of living has deteriorated during the last year or so.</p> <p>Many people in this area only eat one meal per day and now you see a lot of people in the</p>

streets during daytime, they are jobless (retrenched) and have nothing to do. Informal housing without sanitation is popping up (shanty towns), and the whole area is characterised by all kinds of small business within the informal sector. All the people in the KYAP management are involved in informal business have to run diverse activities beside their work in order to make ends meet.

The conditions have forced people to join distance education via radio, or the community schools that are now being organised because the formal school system is overcrowded.

On the positive side we have seen a lot of Kanyama students that graduated and they are now on their own and able to fend for themselves. [KYPT Management]

- 23.** Hard work is the key. People no longer rely on handouts and have learned how to be productive and use their initiatives. They assess what is needed at that particular time and respond according such as moulding bricks for the lodges to purchase [Mnkhanya ADC]

- 24.** “ZAWA has brought a lot of suffering to our lives. At first when they came, they seemed to be a wonderful idea and were very enthusiastic in bringing about change. However, we have noticed one thing, our husbands have to work much harder than before and the money is not much because it does not even come at all. We have not had any money from ZAWA for close to six months. We keep hoping that each month will be a better month but we are becoming desperate and poorer,” one of the women narrated. [SLAMU]

#### **Poverty Reduction theme: Participation and decision-making**

- 25.** Political parties are active in the area, and we have had meetings where these political parties are coming forward with their ideas. [Mnkhanya ADC]

- 26.** People participate more in community matters because of increased sensitisation. During the last six months an increase in awareness and changing of attitude to community matters have changed. (The respondent said that around 8000 persons had changed attitude! He was laughed at, and he clearly showed that he did not believe it himself. [Mnkhanya ADC]

- 27.** The community is able to speak out now, there is participation, also in decision-making, and they can speak against the government. This is because there are organisation teaching the communities about their rights [SLAMU]

- 28.** A major change is also that parents are having more influence over the schools. (Condition for government grants?). Within the last six months school committees have been formed and the parents participate a lot in decision making around the school. For example, parents are now accompanying the teacher when he or she goes out to buy material for the school. They do it together. This was not so before, and parents are much more motivated for the co-operation with the teachers. [Mthila Kubili]

- 29.** Civic awareness has increased, but also political tensions.

Generally people are now able to speak out [highly valued] [KYPT Management]

- 30.** People have come to realise that if development has to occur, it has to be in groups. People used to request fertilisers as individuals and never got any. But now we have seen groups formed today and receiving assistance the next day. Working in groups has brought about unity and development. [Mnkhanya ADC].

- 31.** In the past six months, the people of Mnkhanya through the Village Action Groups have been exposed to a lot of seminars and workshops. This has brought about a great change in attitude. People are now very serious with having vegetable gardens and diversifying their crop products. They have also understood the importance of growing early varieties of crops which mature while the rain season has just set in, reducing the possibility of drought and famine. All these things have brought about a change which has meant that people do not have to go hungry as a result of the poor maize crop especially during the last season. [Mnkhanya ADC].

- 32.** People in the area had renovated the school and teachers' houses. They had also employed

untrained teachers to teach in the schools as there were not enough trained teachers. Villagers worked hand in hand to pay these teachers some salaries.

At first the idea of employing and paying teachers had been unheard of and unthinkable as most villagers felt it was not in order for them to pay teachers, a task they thought was for the government. However with much sensitisation, they came to appreciate and support the idea. The school now has a new grade ten class meaning it was updated to assist the villagers even more. People in the village, it was felt, were more objective and focused than before, which means they understood what was happening around them more than before. A lot of villagers now thought in terms of what to do next and not who should do what for them.

[Mnkhanya ADC]

33. One other change that affected these people negatively was the current ban on hunting which had been imposed by the government due to a scandal in which a number of hunting licences were said to have been forged, uncovering a racket of fraud. The season for hunting starts this month, but there will not be much happening for ZAWA, as there will be no income coming in. ZAWA as at now relies heavily on government funding and when this funding does come, it goes to attend to the needs of the urban areas first. [women group- SLAMU]

#### **Gender issues**

34. The Gender awareness and a sense of gender equity has spread to the community. There are signs of changes that male and female couples cooperate more peacefully. (On probing): One sign is that now husband and wife can share income and resources coming from farming - this was not the case before, where the man controlled the economy. The change has (partly) been due to gender awareness activity conducted in all six zones (villages), the MS DW attached to a woman group was mentioned as influencing the change. [Yuma Ujane]
35. We see that many women now gain in *self-esteem*. They speak out and they take responsibility for their own lives. For example, one of our clients decided to divorce or leave her husband. He had been consistently unfaithful for a long time, and now she said: OK, I will give you a grace period. If you do not change within that period, I will leave. If you want to die, it is your decision, but then I at least am alive and can take care of our children. I will divorce you, if you do not change.

The centre has become known - and sometimes feared - by the men. One client and her husband were given a lot of counselling after she succeeded in bringing him here. Then they continued their life. One day we needed to call some former clients for a meeting, and we sent a letter to that woman. When the husband saw the envelope in the mail, he asked her "What have I now done, I have not done anything again, I have changed, why are you now going to the centre? We had to intervene and explain to him that we just called his wife for a meeting to tell about her experiences with the centre. [YWCA Lusaka]

36. There is more co-operation among the women on gender and development issues in general. They are sensitised on the need to work jointly for their survival. We have formed area women Associations (AWA) to co-ordinate development at the local level. We have received treadle pump from a Germany organisation which we use to irrigate our gardens [Mnkhanya ADC].

#### **Poverty Reduction theme: Access to knowledge**

37. During the last two years there has been an increased knowledge about malnutrition, and mothers in the area increasingly use the under-five clinics. Since 1999, malnutrition in our area has decreased from 42% to 32% (measured by data from under-five clinics, District Health Office). Mothers do not, however, always apply the knowledge they now have because of the general poverty level or because of feeding habits [Chipepo Nutrition Group]

- 38.** Now there is an increased awareness among women (and also men) about their rights, and they increasingly refer to the law or the YWCA when they encounter problems - especially when being abused (violence in family) or in connection with inheritance. Before the inheritance laws were not known, and widows' rightful property was easily grabbed by the husband's relatives. Even the local courts are now increasingly applying the "english law" instead off customary law when dealing with family problems and inheritance rights. [YWCA Lusaka]
- 39.** In the educational sector there has been a tremendous change: That parents are not able to pay sufficient school fees has led the government to pay some money to the schools to buy material and other necessities, this as a measure to alleviate the consequences of poverty. [Mthila Kubili]
- 40.** We have chosen to look at change in access to knowledge about malnutrition. Those that we inform in the villages have gained in knowledge, and it led to improvement. We know from interviews in the villages that mothers changed their attitude. Before they mistook malnutrition with witchcraft. Unfortunately we choose only a few villages to work in. The rest remain. [PNG]
- Intercultural Co-operation**
- 41.** It has been good to have white people around. Children do not get scared anymore when they see them. In general it had been a good experience to work with MS and white people, one could observe differences and likeness.[Chipepo Nutrition Group]
- 42.** As we are working within an international organisation we have gained a lot of inspiration from sister organisations in other countries. It is encouraging for us to see that others are working with basically the same problems, and their posters are hanging around in our office. Working with civic education is an example of activities where we learn from other countries.
- It was a very good experience to have the DW (Henrik). He inspired us, first and foremost by being very committed. He enjoyed work, and that stimulated all of us. Besides his dedication and professional inspiration, he also was providing transport for the centre, always being ready to drive somewhere when there was an urgent need. [YWCA Lusaka].
- 43.** We have formed the Kanda Cultural Association. This association tries to revitalise the Kanda culture. Before, when we came here, we were very few, and therefore we stuck strongly to our own culture. Later, because we increased, and because of intermarriage with others, the culture has not been observed so strongly. We want to change that, to seek back to, or make people aware of our roots. [Mnkhanya ADC]
- 44.** Today, some men do women's work, and women take part in community matters like in the committee for Mntihila ADC. This is due to western culture having influenced our way of life. Husbands also now realise that women should participate in development. And one example is a growing acceptance that they should give girl children an education. [Mnkhanya ADC]
- 45.** We have benefited from technical co-operation with other countries. [Mnkhanya ADC]
- 46.** The DW was *not* mentioned. By probing the respondents mentioned that she had learnt a lot, she was now after one year able to move around freely. She had also introduced the system that each member of the committee had his or her own cup to drink from (or for washing hands before meals?), instead of using the same cup. She had also helped with planning in ADC. [Mnkhanya ADC]
- 47.** The change is big when it comes to politics. People are now confused, and chiefs are meddling into politics, what they did not do before. Chiefs are now travelling to Lusaka to do politics and receive brown envelopes [refers to recent debate about the government's attempt to mobilise chiefs to support its campaign for a constitutional change that allows the president to vie for election for a third term. A chief in the area has accepted the invitation to come to Lusaka and support the governing party's politics while being put up at a posh lodge and

	given other favours].[SLAMU]
48.	A conspicuous change in Gender issues. Marriages are now disturbed. Men are not meant to nurse babies or even sweep the house. Some workshops on gender issues have been held on these issues, and it led to this confusion. It is an influence from outside. [SLAMU]
49.	People's copying of western lifestyle has increased dramatically lately. It comes in many forms, but you see it in dressing: some women now wear shorts or skirts with lo-o-o-o-ong slits. Many are bleaching their skin or dying their hair with chemicals. The change has come about because of the coming of many whites in the valley. The tourism industry is one factor behind this, but there are other factors as well, including the DWs.[After probing]: In general it is a good thing that people copy western lifestyle, but the bleaching of skin - for example - is harmful to the health and the body. [SLAMU]
50.	A Finnish volunteer (from KEPA) came here four months ago, she works amongst others with teaching the women here record keeping (business?). We will also have a Peace Corps volunteer here in the future. [Mambwe District Council]
51.	Ole (Danish DW) has helped us a lot and he chose to live in the compound among people. He was very helpful, and he always gave us a lift when we asked. He took us even to Lusaka if need be. After he finished his contract, people now complain: "Where are we to get transport?" [Mambwe District Council]
52.	You can see some influence from people coming from outside if you think back to old times: We were originally a hunter society, but we now turn to farming, and we have learned about farming from people coming from other tribes settling here. [Mambwe District Council]
53.	The community is all of a sudden a place where we have a lot of political discussion. The discussions are vibrant and participative in the sense that people feel that they are informed and take part in the nation-wide discussion about the possible change of the constitution. I mention this as an example because it illustrates an increased contact between the villages and the urban areas. We now discuss the same issues.[Mthila Kubili]
54.	The spirit of people's mind has changed within short time, especially among women. We have tasted the freedom, now some people even change party affiliation from one day to the other (shift from one party to another). The reason may be that there is a lot of information going around, especially about human rights and Gender (it was mentioned that these activities were initiated and supported by foreign organisations and donor-societies). Another reason for the change in this community is that the literacy instructors have raised these issues at seminars. "In general, Zambians now are more literate." [Mthila Kubili]
55.	The community has now accepted foreign ideas from organisations like MS-Zambia, World Vision, and others. For example, the community now accepts that they try to hinder HIV/AIDS doing it their way, that is by speaking freely about sex. [PAMO]
56.	Over time (more than six months) there is developed more openness. We are not segregated in tribalism as before, where we met each other with suspicion. Today, all want to - and are able to - to learn from others. [PAMO]
57.	[Additional statement after probing about DW as an intercultural agent] "Danes have learnt a lot from us - they are easy to live with." [PAMO]
58.	A change has occurred when we recently introduced Outreach Monitors who are from the village and work there directly with the people where they are. We earlier had problems with transport and accessibility. The monitors know the community culturally and they go and look for people where they live. Often, mothers who are poor and dirty do not come to us, but they co-operate with the monitors. [PNG]
59.	There are many traditions. For example: Here people do not eat eggs, which is bad if you want good nutrition. Another tradition is that a widow should be married to her late husband's relative. Her husband may have died because of AIDS. [With force]: <i>We from PNG go and teach, and we are destroying traditions.</i> [PNG]

<p><b>60.</b> Our group believe that there over the years has been much more "acceptability." People of different colours and from different tribes now meet in another way than before when there was suspicion and fear. MS has played a big part in this, by placing Danish DWs here. There are free mixing, even intermarriages. [PNG]</p> <p><b>61.</b> The most significant change mentioned is about the Danish DW who has shown that it is possible to build balance between Denmark and Zambia. Internationalisation has helped to transform the conditionss, and we now also learn from and respect other people in the region, e.g. those from Zimbabwe.</p> <p>Other elements of cultural exchange mentioned:</p> <p>Intermarriage between tribes has become common</p> <p>Whites were earlier looked upon with suspicion, now not.</p> <p>There are many more religious denominations trying to canvass followers, this is good, it makes us morally better. [KYPT ex.students]</p>
<p><b>62.</b> Different topics were mentioned. The most important was agreed to be: We are now more copying ideas from abroad, especially in the way of living, methods of getting our daily food (here was meant liberalisation had forced people to rely on own efforts to make a living), we are in the same network, i.e. the global village.</p> <p>Other changes mentioned:</p> <p>Intermarriage across tribal boundaries is now more common, and it leads to unity.</p> <p>We have many refugees in the community in the lasst year. They have led to increased insecurity because they bring their weapons, which they trade to criminals. We now hear more gunshooting.</p> <p>We now better can mingle with white people. It is not like before when people seeing a white man thought that he had come here to buyy slaves. There is more cultural understanding, this also due to the DWs we have had here.</p> <p>Due to the deteriorating economy there are now many more religious groups in the community and many more different churches. They try to get followers, and that it OK - but it can also lead to conflict. Mostly it is positive. [KYPT Management group]</p>
<p><b>Organisational Performance</b></p>
<p><b>63.</b> From July 2000 to April 2001:</p> <p>Beneficiaries have been trained in sustainable agriculture and agroforestry. The communication system to the beneficiaries has changed through introduction of 1) Zone Groups and 2) Contact Farmers</p> <p>The contact farmers which are to be trained have been formed in all the six villages so that there is an easy reach-out on training (mobile courses). The committee members have identified these persons.</p> <p>When the meets, the sub managers are sked to give reports and they are advised by the others whenever necessary. [Yuma Ujane]</p>
<p><b>64.</b> Capacity building of board members have been conducted and sub managers been introduced in the structure. This was rated very high by the committee members groups (PS commentary).</p> <p>"The board has changed in capacity building through forming of sub-managers in all departments, which are in the project these:</p> <p>Carpentry, Training Wing, Project Field, Gardening and Overall Department. [Yuma Ujane]</p>
<p><b>65.</b> Organistion is now widely known, and an abusing husband will know that he is "touching fire" if a case is referred to the YWCA.</p> <p>For the drop in shelter we have recorded a negative change. The car of the DW was not left behind when he left, and now we have no transport for urgent cases. We loose in credibility</p>

when we tell clients that we cannot serve them because of lack of transport. Then they think that we are just like any other organisation.

Staff is demotivated by this, and they "go back to own priorities" in stead of following the organisation's priorities and needs (co-ordinator).

We hope that somebody somewhere will furnish us with a car. [YWCA]

- 66.** ADC has had an influence in raising general awareness about development and possibilities for support from the NGO community to projects among members in the society. Now people participate more. We have sensitised the community.  
[Mnkhanya ADC]
- 67.** ADC has now improved in planning (one year plan) and we now go for monitoring and evaluation (by probing it was not possible for members to state how they would go for that).  
[Mnkhanya ADC]
- 68.** There is now a better information flow between the different elements of the ADC and the community. Besides, community groups have improved in defining and identifying projects, and ADC has assisted in advising groups to get support. [Mnkhanya ADC]
- 69.** We have a rule that no employee must publicise information about the organisation without permission from the top management [SLAMU]
- 70.** Recently we formed the contact groups (community committees) that form a direct link between the community and the council. This has improved our performance. Formerly the council was ignored. [Mambwe District Council]
- 71.** We have seen improvement in fundraising and community's own contribution (labour, etc.) to projects. [Mambwe District Council]
- 72.** Management within the council has improved, and we got good marks for holding regular staff meetings in a recent review of district councils' performance. [Mambwe District Council]
- 73.** Before the council worked with a skeleton staff and a lot of positions were vacant. This has changed. Now many of the positions are filled. [Mambwe District Council]
- 74.** We have poles lying outside this building. We are now working on getting this area "electrified." [Mambwe District Council]
- 75.** We are now working with (solar powered) computers in the administration. Few other councils do that. We try to build a database. [Mambwe District Council]
- 76.** The outreach training done in the zones has been good; we have recorded good performance and a positive change. A negative consequence *could be* that the farmers are looking at the centre here and wonder what use it is for. They may say or believe that "the Danes bring all the money to this centre and these people (employed there) just chew it (the money)." [Mthila Kubili]
- 77.** Training in agriculture is now done at the farmers' doorstep, this is as planned for the second year of the phase-out period (agreed with MS). [Mthila Kubili]
- 78.** Two literacy classes in English have been started upon the request of the students. They take it very serious, and the students want now to be greeted in English. [Mthila Kubili]
- 79.** Through the literacy classes we have taught people (the women?) improved groundnut farming, utilising the space between rows better. [Mthila Kubili]
- 80.** There has been a rapid growth in carpentry, and there is a market despite the low income these days. We sell furniture to foreign people, and there is a market for coffins. [PAMO]
- 81.** That there is now no DW in PAMO is maybe a significant change. The whole lay out (structure) of PAMO is also changed. [PAMO]
- 82.** A change is the forest element is noted. People now appreciate the production of wood that is done in our plantation of trees. [PAMO]
- 83.** During the last six months there has been an improvement in accounts and an increase in production. [PAMO]

- 84.** A big change occurred: PAMO was over the years a source for employment of graduates from PAMO. The labour force became too big. We have recently been through a process where 50% of this labour force has been laid off. [By probing it was confirmed that the respondent meant that production had increased despite this massive reduction in staff, cf. point 4] We also see that membership in PAMO is growing. People now become members. [PAMO]
- 85.** It is a change that we now have a co-ordinator from within PAMO. [PAMO]
- 86.** The last months have shown a greater unity within the diverse section of the management. Better communication between us and co-operation. [PAMO]
- 87.** PNG is now able to pay our own staff ourselves! This has happened within the last six months. It is part of our preparing ourselves for the time when MS phases out. [PNG]
- 88.** There has been an evolution of our project, we are now an accepted and respected group, and we have become members of the District Development Committee, and recently we entered a partnership with the PAM programme (distributing food packages to vulnerable families). [PNG]
- 89.** People now choose us as lead NGO for nutrition programmes in the area, e.g. administering the PAM programme in the area. [PNG]
- 90.** Workers have now a changed attitude. They work harder because they know that we have to stand on our own. We awarded four workers on the recent Labour Day. [PNG]
- 91.** The Community based Growth and Monitor Promoters do a very good work now after we introduced this Programme. We trained them; they are volunteering and get no salary. One could just wish that we had some money for added training of these Promoters. [PNG]
- 92.** Mothers now come in scores to the under-five-clinics [respondent related that to PNG activity] [PNG]
- 93.** KYPT has experienced an increase (200%) in number of students during the last year or so. This is also reflected in increased infrastructure (class-rooms), more tools and equipment for the vocational training.  
The higher number of students has also led to a situation where KYPT has been able to attract funding from many donors, we have now a more diversified funding.  
On the negative side is, that it is still a problem to extract fees from the students, and this problem has grown with the bigger intake and the low general economy. [KYPT Manangement]
- 94.** The project used to give us fertilisers on loan basis. This has changed now as fertiliser has been replaced with groundnuts. Although this has greatly affected the availability of maize, the increase in the production of groundnuts is both improving soil fertility and has good value on the market. [Mthila Kubili]
- 95.** Community meetings and demonstration fields were based at the centre. It was a good idea in that it afforded an opportunity for people from various zones to meet and share ideas and experiences. The shifting these activities to zones has negated against this. As a result, community members are saying that the centre is dead. This is despite the distance that has been greatly reduced and the same persons facilitating the meetings. [Mthila Kubili]
- 96.** We the committees members are not aware of what is happening at the project as information does not reach us any more. When you ask the board members they too have no clear information. Communication has become too bad. The Annual general meeting has not been held and there was no communication to that effect. We need to identify the source of information blockage for use to work together. (Mthila Kubili)
- 97.** PAMO has laid off about half of its employees as it was too much to manage. Most of them are seen loitering around as they do not have anything . The production has, however, increased with the few staff available. The presence of the development worker and the efficient running has improved attracted local community members to join the project. [PAMO].

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| <b>98.</b>  | The council is now getting more recognised and known by the community. This has been brought about by the forming of contact groups in the community. These identify and prioritise development activities and seek funding from the council. The council also offers technical support to the groups thus formed. [Mambwe district Council]   |
| <b>99.</b>  | In order to meet the increasing demand of farm input, the centre has increased the amount given out to farmers. This shows that they are here to serve us. [PNG]   |
| <b>100.</b> | SLAMU is going down because it is laying off workers and those who have remained have gone without salaries for some months now. Workers are frustrated and not motivated. As a result, money meant for community projects has been diverted to salaries. this is a clear sign that SLAMU is no longer interested in the community – there is no transport for community based projects such as natural resource management, no training has been given to Community based scouts (CBS), and game patrol have reduced tremendously from 14 days per month to nil. The CBS cannot patrol alone as they do not have guns. [ community group-SLAMU]       |
| <b>101.</b> | There was abuse of power when VAGs where under the leadership of chiefs. Development was hampered as the chiefs used most of the money on personal interests and development. The constitution was not respected and participation of the people in community projects was very limited. We now follow a democratic process where any capable person can contest the position and the people can decide whether to maintain them or remove them. It has made leaders more accountable to the people . As a result of this transparent leadership, a prominent person (Steve) has come up to support the training of CBS. [ community members – SLAMU]. |