

over info - 1.4.14
IDRC - Lib.
(4) 113010

Survey of IDRC Completed Projects
in Southern Africa
Information and Communication Technologies
Case Study

March - October 1997

Final Report - October, 1997

Shirley E Giggey

RECEIVED / REÇU
NOV 6 1997
Evaluation Unit /
Section de l'évaluation

ARCHIV
000:338(25)
G 5

Table of Contents

Highlights

<u>Summary Assessment of Impact of the I.C.T. Case Study Projects</u>	1
<u>Individual Project Summaries</u>	2
<u>Summary of Major Factors Influencing Impact of I.C.T. Case Study Projects</u> ..	6
<u>Summary of Lessons Learned</u>	6

1.0 <u>Background</u>	8
2.0 <u>Methodology</u>	9

3.0 Project No: 88-0197/93-8488 Information Provision for Rural Development (INFORD) Phases I & II Botswana

3.1. Description of Project	10
- Context	11
- Objectives	12
- Strategies	12
- Phase I - Activities	12
- Phase I - Inputs	13
3.2 Project Outcomes	
- Phase I - Outputs	16
- Phase I - Reach	18
- Phase I - Impact	18
- Factors Enhancing or Hindering Impact	22
3.3 Enhancement of Outcomes	
- Phase I	22
3.4 Phase II	
- Activities	22
- Inputs	23
- Factors relating to delay of Implementation	24
- Reach	25
- Impact	26
- Factors Enhancing or Hindering Impact	29
- Enhancement of Outcomes	29

Appendices

INFORD 1. List of Documents Reviewed

INFORD 2. List of People Interviewed

INFORD 3. Report of Meetings and Training Programmes..

Chiwamba Community Information Centre September 1996
and April 1997...

INFORD 4. Acronyms and Initialisms

4.0 Project No. 91-0270 - Chambers of Commerce Trade Information Systems - Zimbabwe

4.1. Description of Project:	31
- Context	31
- Objectives	31
- Strategy	31
- Activities/Inputs	31

4.2 Project Outcomes	
- Outputs.....	34
- Reach	35
- Impact.....	35
- Factors Enhancing or Hindering Impact.....	35
4.3 Enhancement of Outcomes	38

Appendices

ZNCC 1. List of Documents Reviewed

ZNCC 2. List of People Interviewed

ZNCC 3. Acronyms and Initialisms

5.0 Project No. 89-0230 Grant and Debt Recording Management System - Mozambique

5.1.- Description of Project	39
- Context.....	39
- Objectives	40
- Strategies	40
- Activities	40
- Inputs.....	41
5.2 Project Outcomes	
- Outputs.....	42
- Reach	42
- Impact.....	42
5.3 Enhancement of Outcomes	43

Appendices

CS/DRMS 1. List of Documents Reviewed

CS/DRMS 2. Acronyms and Initialisms

6.0 Project No. 89-1004 - Industrial and Technological Information System - Small Industries Development Organisation - (SIDO) Zambia

6.1. Description of Project:	45
- Context.....	45
- Objectives	46
- Strategies	46
- Activities	46
- Inputs.....	47
6.2 Project Outcomes	
- Outputs.....	48
- Intended Reach	50
- Impact.....	50
- Factors Enhancing or Hindering Impact.....	53
6.3 Enhancement of Outcomes	53

Appendices

ITIS 1. List of Documents Reviewed

ITIS 2. List of People Interviewed

ITIS 3. Acronyms and Initialisms

7.0 Project No. 89-0033 - National Health Documentation and Information Network - Zimbabwe

7.1. Description of Project:	54
- Context	54
- Objectives	54
- Strategies	54
- Inputs	55
- Activities	56
7.2 Project Outcomes	
- Outputs	57
- Reach	58
- Impact	58
7.3 Enhancement of Outcomes	62

Appendices

NHDIN 1. List of Documents Reviewed

NHDIN 2. List of People Interviewed

NHDIN 3. Acronyms and Initialisms

8.0 Summary

Project Components:

- Objectives and Strategies	63
- Inputs/Activities	63
- Outputs	64
- Reach	64
- Impact	64
- Results of the use of I.C.T.'s	64

Tables

Table 1.1	88-0197 INFORD Phase I - Budget in Canadian Dollars
Table 1.2	88-0197 INFORD Phase I - Impact/Reach
Table 1.3	88-0197 INFORD Phase I - Factors Enhancing or Inhibiting Impact
Table 1.4	93-8488 INFORD Phase II - Budget in Canadian Dollars
Table 1.5	93-8488 INFORD Phase II - Intended Impact/Reach
Table 1.6	93-8488 INFORD Phase II - Factors Enhancing or Inhibiting Impact
Table 2.1	91-0270 Chambers of Commerce Trade Information Systems - Zimbabwe National Chamber of Commerce - Budget in Canadian Dollars
Table 2.2	91-0270 Chambers of Commerce Trade Information Systems - Zimbabwe National Chamber of Commerce - Reach/Impact
Table 2.3	91-0270 Chambers of Commerce Trade Information Systems - Zimbabwe National Chamber of Commerce - Factors Enhancing and Inhibiting Impact
Table 3.1	89-0230 Grant and Debt Recording and Management System - Mozambique (CFTC/TAG) - Budget in Canadian Dollars
Table 3.2	89-0230 Grant and Debt Recording and Management System - Mozambique (CFTC/TAG) - Reach and Impact
Table 4.1	91-1004 Industrial and Technological Information System - SIDO-Zambia - Budget in Canadian Dollars
Table 4.2	91-1004 Industrial and Technological Information System - SIDO-Zambia - Reach and Impact

Table 4.3	91-1004 Industrial and Technological Information System - SIDO - Zambia - Factors Enhancing and Inhibiting Impact
Table 5.1	89-0033 National Health Documentation and Information Network - UZML - Budget in Canadian Dollars
Table 5.2	89-0033 National Health Documentation and Information Network - UZML - Reach and Impact
Table 5.3	89-0033 National Health Documentation and Information Network - UZML - Factors Enhancing and Inhibiting Impact

General Appendices

- No. 1 - Travel Itinerary
- No. 2 - Questionnaire

IDRC Case Study Evaluation - 1997 - Information and Communications Technology

Highlights

Summary Assessment of the Impact of the I.C.T. Case Study Projects

The overall objective of this Case Study was to assess the outcome and specifically the impact of selected IDRC-funded Southern African projects that involved an Information and Communications Technologies (I.C.T.) component. The study took place in the second quarter of 1997 and involved document study, development of a workplan and questionnaire and contact through telecommunications and/or visits with key persons in each project. This was followed by the production of a preliminary report by mid-June 1997. A draft final report was produced by mid - August which was reviewed and commented upon by IDRC and recipient organisations. This final report produced in October 1997 takes into consideration those comments.

The Case Study was designed to determine whether the I.C.T. component helped or hindered in the development of a knowledge pool, institutional policy, institutional capacity, individual skills, information exchange and in overcoming barriers such as information access, distance, language, and culture. It also was to assess whether there were some innovative solutions to development problems and whether more community involvement and empowerment were facilitated.

It must be understood from the outset that the projects chosen by IDRC for this Case Study were initiated several years ago before the recent significant increase in the use of I.C.T.'s. Most of the projects that involved the use of I.C.T. utilised what would now be considered commonplace information technology (I.T.), mainly databases, in an attempt to achieve their objectives. The impact of the activities of the five projects studied varied from relatively high and positive to virtually no impact at all. Where positive impact has been felt, it has mainly been in the areas of increased knowledge and individual capacity building through training. Other areas of impact included income, policy development and institutional capacity building. There is an increased awareness of the use of I.C.T.'s, and where used, I.C.T.'s have provided easier and quicker access to information.

There was a lack of documentation about the projects presented in advance, most specifically progress and evaluation reports. Had more documentation been available and studied in advance, it is possible that some of the projects may not have been chosen for the Case Study. Of the five projects studied one was halted part-way through, one is 'stalled', one involves two phases and the second phase has only just begun, and neither of these phases utilises I.C.T. Only two projects have been completed. The effect on the Case Study is that it appears that there is a high percentage of unsuccessful projects or projects with little or no impact in the I.C.T. sector. This in addition to the use of information technology limited to mainly databases or not used at all, reduces the usefulness of the results of the study in terms of the impact of I.C.T.'s. Nonetheless there were some useful lessons to be learned from the case study.

Individual Project Summaries

1. Project No. 88-0197/93-8488 - Information Provision for Rural Development (INFORD) Phases I and II

Original Dates: Phase I - 1988 -1990; Actual dates: Phase I - 1989 -1992; Phase II original dates: 1993 - 1995; Actual - 1996 -1998 (active)

In recognition that information for development is not reaching or having as positive effect as possible on the development of rural communities, this project was designed to research information needs and produce best practice methods for improved information provision for rural development projects. Phase I involved research carried out in 2 rural communities in each of the following countries: Botswana, Malawi and Tanzania into how, why, what, when, where's of information dissemination and sharing in rural communities. It also provided guidelines on how information providers must interact with rural communities and noted the importance of indigenous information, the involvement of rural communities in the process of information exchange, and the necessity to change the perceptions of information providers to the rural population. The second phase of the project will explore possible and effective methods of providing for the information needs of rural populations in the three different countries by implementing pilot village information centres in the research villages. The results in turn will be utilised to influence training programmes for rural information providers.

Summary of outputs:

Phase I resulted in a fairly comprehensive research report which was distributed to libraries, ministries and other institutions involved with agricultural and rural information throughout the SADC region.

Phase II pilot village information centres have just begun in Malawi and Tanzania (in one village and two villages respectively). The Botswana pilots have met with an impasse and have not yet been implemented.

Impact of Phase I:

The impact of Phase I is potentially high but has not been measured or any clear influence of the research documented. Nonetheless, several donor agencies and NGO's have expressed interest in the research results. The Project Leader has presented the results to several international conferences and workshops (mainly within the Librarianship sector). Within Botswana, the results of the research seemed not to be publicised a great deal among those institutions that are considered key potential implementers. The results of the research on the curricula for training of rural information facilitators has not been implemented yet, although there are possibilities in Botswana and Namibia in the two library studies programmes with which the Project Leader has been or is involved.

Impact of Phase II:

The lessons learned about the most effective methodologies of imparting and sharing information at rural level have yet to be realised and documented. Measurement tools for the impact of the pilot centres are being put in place.

Key Factors relating to Impact

Among the key factors affecting the potential negative impact of Phase II, the most important are assessed to be the change of residence of the Project Leader from

Botswana to Namibia and no person or institution identified to take over the co-ordination of the pilot in Botswana; and the downsizing of the East Africa Regional Office of IDRC and most specifically the Information Sciences Services Division (ISSD). Factors enhancing the impact are the strong commitment of the Project Leader and the partner institutions especially in Malawi and Tanzania.

There are no I.C.T. components built into either phase although they should be considered for at least one pilot site in Phase II.

2. Project No. 91-0270 - Chambers of Commerce Trade Information Systems - Zimbabwe National Chamber of Commerce

Original Dates: 1992 - 1993; Actual date July 1993... (still active)

With the liberalisation of economies in Southern Africa, it is important that the private sector has access to and can easily utilise information that will help it become more competitive, be a major player in trade in the region and world-wide and help increase the involvement of communities in economic activity. The overall project aimed to strengthen four Chambers of Commerce through the implementation of computerised information systems (national and international databases of trade opportunities, tenders, import/export information etc. as well as membership information) to address the aforementioned needs. The Chambers involved were in Mauritius, Lesotho, Kenya and Zimbabwe and it was the Zimbabwean National Chamber of Commerce section that was specifically chosen for this study.

Summary of Outputs:

The project is in a 'stalled' position. An initial consultancy input which would have provided a framework for the implementation of the databases did not occur in any of the four Chambers of Commerce. The hardware and part of the software were acquired and two Zimbabwean project staff were trained who subsequently resigned. The membership list is kept up-to-date using different software than intended (dBaseIII) by current staff, and the quality of the publications is high and distribution wide-spread, although it is unclear how much IDRC funding was utilised in their production. Little else has resulted from the project.

Impact:

There has been little impact of the project on the increase in trade in Zimbabwe and the region by the private sector.

The Key Factors relating to Impact

- the failure to implement the initial consultancy stage of the overall four country project which resulted in a lack of a cohesive framework for all and each of the chambers concerned,
- the over-ambitious proposal/plan to co-ordinate a consultancy for all four different chambers of commerce at very different stages of development, at the same time,
- specific to Zimbabwe; the resignation of key project staff and the lack of response to the issue by IDRC or the Chamber,
- lack of response on the part of either party to requests for information especially concerning the software (CDS/ISIS) and project reports.

3. Project No. 89-0230 - Grant and Debt Recording and Management System: CFTC (Commonwealth Fund for Technical Co-operation and Technical Advisory Group (TAG) through the Special Fund for Mozambique)

Original Implementation dates - 1989 - 1991; Actual - June 1989 - 1992

The Commonwealth Secretariat has contracted IDRC to distribute the Commonwealth Secretariat Debt Recording Management System (CS-DRMS) software to non-Commonwealth countries. Mozambique's enormous external debt has the possibility of crippling any potential economic growth and therefore is of interest to its Commonwealth neighbours. The efficient management of this debt will help facilitate a rational approach to debt borrowing and repayment, encourage donor and other international confidence, and provide information to the financial policy makers for planning. The Bank of Mozambique and the Public Debt Department of the Ministry of Finance were the main Mozambican partners. The implementation of the project was administered by the Commonwealth Fund for Technical Co-operation and the Commonwealth Secretariat Technical Advisory Group placed a resident advisor in Mozambique.

This project was studied only through desk study and tele-communications contact. The issues to be addressed in the study were the current status of the use of the CS-DRMS programme in Mozambique, and the scope for IDRC to market this product elsewhere to generate income.

Project Outcomes:

Data entry sheets with the loans and repayment information were completed, followed by the training of appropriate staff and the placement of a resident advisor who assisted with the installation and development of the databases. It is reported the software is fully operational and relevant institutions are now able to access accurate and timely information about external debts, repayments and can make the necessary reports to the IMF and the World Bank.

Impact: The Impact of the project appears to be high.

4. Project No. 91-1004 - Industrial and Technological Information System - SIDO (Small Industries Development Organisation) - Zambia

Original Implementation dates - 1991 - 1993; Actual - Nov. 1991 Nov. 1994

Vibrant small-scale Industries are essential to any economy. They are especially important where the national economy is based on one or two primary resources whose income generation is at the mercy of international markets as in the case of Zambia's reliance on copper exports. Therefore, the project aimed to develop computerised technical and industrial information databases using CDS/ISIS software to provide information to assist small-scale industries with information about products, standards, appropriate machinery, marketing etc. that could help them increase their productivity. The Small Industries Development Organisation (SIDO) was viewed as the most appropriate organisation to implement the project. A Question and Answer (Enquiry) Service was to be developed and then decentralised to the branches of SIDO throughout the country. The Centre de Recherche Industrielle du Quebec (CRIQ) was to be integrally involved with training the project staff of SIDO.

Project Outcomes

Most equipment was procured, training took place and software loaded albeit after delays. Four databases were developed and reference materials acquired. The Question and Answer Service exists at the Headquarters library but is not highly used and not publicised. Little else has been achieved. The project was terminated after 3 calendar years during which time there were substantial delays in implementation.

Impact

The impact of the project to assist small - medium enterprises was minimal.

Key Factors relating to Impact

The capacity of SIDO to carry out its commitments was overestimated. A major factor relating to this was the rapidly declining economy of Zambia and the lack of money within Government departments. There also seemed to be poor senior management input during the life of the project. Several pieces of project equipment were moved into other offices for more general use. An additional factor was that the planned assessment did not take place. The database used for the project was CDS/ISIS which has limitations in its use. Project Staff felt that IDRC and CRIQ could have had a more hands-on approach and may have been able to foresee the collapse of the project sooner or provided alternatives.

5. 89-0033 National Health Documentation and Information Network - University of Zimbabwe Medical Library

Original Implementation dates - 1989 - 1990/1; Actual Aug. 1990 - July 1992

In order to provide effective, efficient and wide-cover health care, health workers at all levels (and especially those in Primary Health Care), must have access to information that is appropriate for use in their daily work. Foresight in Zimbabwe led to the development, with IDRC assistance, of The National Health Documentation and Information Network in the University of Zimbabwe Medical Library, the designated Zimbabwean focal point for health services information. The project aimed to provide a computerised database of Zimbabwe-based health information accessible to the whole spectrum of health workers through database searches and production of bibliographies and a register of current health research in Zimbabwe. The project fit nicely with 'Health for All 2000', a commitment of many governments in the region.

Project Outcomes:

A database of 300 items of Zimbabwe-related health information literature was developed and one volume of an annotated bibliography (UTANO) produced and distributed. The database is accessible by students and staff of the Medical Faculty and through requests to the Medical Library staff. The database is continually up-dated and its contents included in African Index Medicus.

Impact:

Health services personnel throughout Zimbabwe have been made aware of the database information. It is quite heavily used by students of the Medical Faculty (although not so much by the staff) and some practitioners. No significant measurement tools were put in place to assess the use and impact of the information by health workers.

Key Factors relating to Impact:

The high quality of staff and services of the University Medical Library had a positive effect on the project implementation. The Project Leader feels that the calibre and personal style of staff of the project, however, could have been better as could have the quality and quantity of the output; the University administration could have responded more effectively and efficiently to the project needs and that the Project leader herself was not able to give better support due to lack of time and other commitments. There is some question as to the ease of use of CDS/ISIS as the database software. There were no assessment tools to measure the impact of the use of the information although one survey was carried out using a questionnaire to test usability of the bibliography which provided limited information. IDRC was commended on its flexibility regarding changes in time limits.

Summary of Major Factors Influencing Impact of I.C.T. Case Study Projects:

Positive:

1. Training component built into project and carried out
2. Recognition of the use of I.C.T. (specifically database information storage and retrieval)
3. Reported flexibility of IDRC during implementation to extend time allocation

Negative:

1. Insufficient study of capacity of recipient institution to meet commitments of project
2. Over-ambitious objectives
3. Lack of regular more hands-on monitoring by IDRC
4. Use of a particular software that is not very user-friendly
5. Lack of impact measurement tools built-in to project
6. Current lack of IDRC staff to respond to project needs.

Summary of Lessons Learned

IDRC's involvement in the development of strategies for information exchange and access was highly appreciated by the project recipients and beneficiaries. The projects that involved information technologies where implemented introduced individuals, and institutions to the use of I.C.T. and its benefits and made them aware of resources they previously had not known. This increased knowledge led to an increase in the use of the resources. Given the current enthusiasm for and advances in the technologies involved in I.C.T., IDRC can play a role in determining the most appropriate approaches for its use in the most needy communities.

In terms of the projects studied, there are some practical lessons to be learned regarding project enhancement. They are summarised as follows:

- the leadership, capacity and capabilities within a recipient organisation of IDRC assistance must be thoroughly investigated prior to final decision to implement a project,
- as there can often be high turnover in project staff for reasons generally not related to IDRC input, IDRC must anticipate this possibility and be ready to respond accordingly with additional support, such as extra training and increased staff visits,
- technical and software support after initial training needs strengthening,
- the software utilised in three projects (Computerised Documentation System/Integrated Structured Information System - CDS/ISIS) was distributed fairly widely in developing

countries at the time and available at no cost through UNESCO. This software is now viewed with some frustration by certain project staff as it has been superseded by much more user-friendly, compatible products. There is some debate, however, as some users feel it is still a very viable product and its utilisation should be continued. The issue should be more thoroughly investigated,

- greater resources need to be put into regular monitoring exercises with the ability to make relevant adjustments to project objectives, strategies etc.

1.0 Background

Relevant information in appropriate forms is essential to and underpins the rate of success in all development activities. However, there is a growing information gap between the developed and developing countries globally and between the information rich and information poor in Africa specifically.

The past decade has witnessed a virtual explosion of the use of information technology. It is a means to an end or, a facilitator in a process, of acquiring, storing and disseminating information and has been utilised in several of the projects in question in an attempt to bridge this information gap.

The issues to be addressed relating to the impact of the use of I.C.T.'s included:

- the role I.C.T. played in achieving the objectives
- determining whether the activities were carried out more efficiently as a result of the use of I.C.T.'s
- were research or other results disseminated more easily through the use of I.C.T.'s
- were people trained or were resources created that will influence the future use of I.C.T.'s
- did I.C.T.'s facilitate the involvement of people and communication among key stakeholders
- did I.C.T.'s promote new forms of co-operation and communications
- did the use of I.C.T.'s overcome barriers such as language, culture, distance
- could the technologies used be improved and how
- could the impact of the project be enhanced by the use of I.C.T.'s

The study and lessons learned should have an effect on any future policy and projects with which IDRC is associated. For this reason the I.C.T. projects chosen for study necessarily cover an interesting and varied spectrum. Three of them relate to the dissemination of information in a variety of sectors; health, small business, other private enterprise economic/income generating activities nationally and internationally. One project is the implementation of a computerised management system for a very large national debt.

The fifth project (INFORD) first phase provided results from research that provides key information that can be integrated into project implementation in virtually every sector. As rural and marginalised communities are often the last ones to receive benefits in the quest for 'development' because of the lack of information in the right form or imparted in the right way, it is essential that the information needs of these communities are understood and then appropriately met. It is important to understand the ways people seek information, why information is sought, the role played by indigenous information in peoples' lives etc. Therefore this fifth project is of great significance. The results of this research project tell us a great deal about information, rural communities and development activities and deserves special attention.

2.0 Methodology:

A workplan was devised from an initial review of specific project documents provided by IDRC and the provided Framework for the Evaluation of Use and Impact of IDRC Projects, Jan. 1997 draft, the Concept paper - Survey and Assessment of Completed Projects (94-0821/02287) draft March 25, 1997), and briefing by Evaluation Case Study Co-ordinator. Contact was made with recipient organisations where possible and visits arranged with persons connected with four of the Projects.

The Work/Travel Itinerary for the visits which took place in April and May 1997 is attached as General Appendix No. 1. After discussion with the Case Study Co-ordinator, it was decided not to visit the project that was based in Mozambique as neither the Case Study Co-ordinator nor the Case Study consultant could locate any of the Mozambicans directly involved in the project in Mozambique; the Case Study consultant does not speak Portuguese and the travel budget dictated a desk study of at least one project. Visits were made to the following: Small Industries Development Organisation in Zambia, The Zimbabwe National Chamber of Commerce and the Medical Library of the University of Zimbabwe Faculty of Medicine. Time was also spent in Gaborone interviewing persons who had involvement with the Information for Rural Development Project. It was planned that during these visits, identification of and discussions with key beneficiaries would be organised. In most cases, this proved to be either impractical due to the fact that the project concerned did not implement activities which could have had an impact on beneficiaries as in the case of SIDO Industrial and Technological Information System and Zimbabwe National Chamber of Commerce Trade Information System or that a visit by the Case Study consultant may have caused further confusion and complications to an impasse situation as in the INFORD Phase II project.

During the visits, discussions were held using a questionnaire based on the Framework... as a guideline for information collection. A copy of this questionnaire was sent in advance to the Project Leaders requesting preparation of answers where possible.

The questionnaire concentrated on determining key issues in the following areas: Objectives, Strategies, Inputs, Activities, Context, Outputs, Reach, Impact and Enhancement of Outcomes. The Questionnaire is attached as General Appendix No. 2.

Most of the IDRC Project Officers involved in the projects concerned are no longer with IDRC therefore no attempt was made to contact them for information.

3.0 Project No: Title: 88-0197/93-8488 Information Provision for Rural Development (INFORD) Phases I & II Botswana

3.1. Description of Project:

Although it has now become an accepted fact that information for rural development is a basic need, the information needs of the rural populations in Africa's developing countries are not being met. They are not being met by library services or by other agents such as agriculture and health extension workers. The style of services and the training of library workers and others do not equip them for appropriate information exchange and communication in rural areas and a co-ordinated approach to information exchange is lacking. Historically, information dissemination has been top down with little credit given to the knowledge that rural people have about their environment and livelihoods (known as indigenous knowledge (IK)).

For many years information workers and librarians in particular, have been discussing methods of providing information to rural communities and many attempts have been made such as book mobiles, postal lending services etc. Most of these ventures have been generally unsuccessful and little has been done to research why, what the possible solutions are and to test those solutions. With this lack of success and substantiated solutions, policy makers have remained unconvinced that they should allocate major resources to satisfy rural information needs.

In order to implement an effective information provision, it is necessary to understand how people acquire and exchange information, the relationship between the different types of knowledge, external and Indigenous Knowledge (IK) and how they are used and their relationship with key rural development issues.

In the late 1980's, early 1990's IDRC took a keen interest in addressing the issue of how information (or the lack thereof) affected rural socio-economic development. It addressed this concern through several initiatives: in 1987 the Information Sciences Division funded exploratory research into possible countries and institutions in southern Africa that showed sufficient interest and support capabilities to become involved in research into rural information provision. During 1992 it sponsored an international computer conference on the theme of measuring the impact of information on rural development resulting in the publication Measuring the Impact of Information on Development, and in 1993 it held a workshop in Nairobi on the practical implications of that conference. From 1989 to 1992/3 it funded the project, Information Provision for Rural Development (INFORD) in southern Africa. Mr Mchombu, the INFORD Project Leader, was, at that time a lecturer in the Department of Library and Information Science at the University of Botswana was involved in the aforementioned activities.

The project has been divided into two phases. During Phase I research was conducted into the issues as noted above and Phase II, using the results of Phase I, is to experiment, test and adapt participatory approaches and strategies for information delivery, exchange, storage and management at rural/village level through pilot projects. At stake is whether a fundamental shift in attitude and process in the current method of information dissemination with rural communities needs to be addressed by all public and private sectors. This in turn will affect the training of rural information workers. The research took place in six selected villages in Botswana, Malawi and Tanzania and there are pilot projects currently being implemented in three of those villages.

Context:

General Socio-Economic

Botswana, by virtue of its diamond wealth and financial prudence, has been able to put in place major developments in infrastructure and assistance to those in need, especially in times of severe difficulties e.g. drought. Botswana are provided with money and technical assistance to implement certain activities such as ploughing and planting. This situation has however, led to a dependency culture and demand for financial assistance.

Malawi's economic activity is based on agricultural output from large estates which have in the past been assisted by government. Most rural Malawians are subsistence farmers and are used to helping themselves due to the lack of government assistance for their sector. The recent change to multi-party democracy has given the population a new impetus to implement self-help projects.

Tanzania has, since Independence been characterised by many innovative and far-reaching economic and social experiments. In the 1960's large agricultural estates were nationalised and there was a concentration on developing heavy industry. In addition, many people were moved into designated villages to facilitate the provision of services and raise output through collectivisation and large scale agricultural production. For reasons, studied elsewhere, these initiatives failed and the rural economy came close to collapse. The Tanzanian economy has only recently begun to turn around resulting from major shifts in policy and implementation. Through all these changes the rural villagers in Tanzania are used to depending on their own initiatives to accomplish local gains.

Rural Information Specific Context Factors:

The Botswana Library Association was a forerunner in developing the interest in rural library services. In 1985 the Botswana Library Association, the Botswana National Library Service (BNLS) and the Department of Non-Formal Education (DNFE) held a conference on libraries and literacy which gave rise to a joint initiative of setting up Village Reading Rooms. After an evaluation carried out by two researchers, one being the INFORD Project Leader (PL), the pilot of this project was extended to 57 villages throughout Botswana. A Village Reading Room division is now a permanent department within the Botswana National Library Service. These reading rooms, however, are book-based and a subsequent evaluation showed insignificant impact on rural development, although it has not been measured in any formal way. The INFORD project will help provide the necessary information in order to evolve and change the objectives of VRR's to include a rural information service.

In Malawi a strong commitment to rural services has been present for some time. The Malawi National Library Services hosted at Commonwealth Secretariat 3 week workshop on Rural Community Resource Centres in January 1986 which resulted in a publication which has had wide spread distribution (Giggey, S. Rural Community Resource Centres: a guide for developing countries. Commonwealth Secretariat. Macmillan. 1986). The Malawi National Library Service subsequently developed over 300 rural libraries, however, as in the case of Botswana, these libraries are book and document oriented. A switch to more information-related activities is now intended using the lessons learned from the pilot Village Information Centres (VIC's).

Tanzania also has a past of progressive initiatives in rural information and library services. Initially the Tanzania National Literacy Campaign included the provision of rural libraries in many villages and the Tanzania Library Services also had developed a parallel system of rural libraries. Both these systems however, were print-based and did not concentrate on information for development. In addition, they both fell prey to the poor economic situation in Tanzania and have virtually all closed.

The Project Leader himself a Tanzanian, was at the time of inception resident in Botswana and a lecturer at The Department of Library and Information Science at the University of Botswana. He had also been contracted to carry out two evaluations of the Village Reading Room Project of the Botswana National Library Service. Prior to his residency in Botswana he had worked within the Tanzania Library Services as a trainer for paraprofessionals for several years. He is very familiar with the issues concerned and has been a leading figure in the promotion of appropriate information services in rural areas. (Source: Project reports and personal knowledge).

Objectives:

The overall Objective of the project is to determine the information needs of rural communities and to determine the best information provision methodologies in order to provide rural communities with information that can lead to their greater involvement in their own development.

Strategies:

Phase I:

- a) to study the information provision systems of rural communities, including their information seeking behaviour, and information exchange patterns (these constituted Phase I), and to design and implement a pilot rural information provision system which addresses these behaviours and patterns, (this latter objective became Phase II)
- b) to work out the curriculum implications of above findings for information intermediaries in rural information provision (Phase II).

A SADC regional approach was adopted in order to give the findings a broader African perspective and Botswana, Malawi and Tanzania were chosen on the basis of the existence of certain institutions (partners) searching for alternative modes of information provision to rural communities. More specific detail about the criteria for choosing the countries and their partner institutions is given in Context - Rural Information Specific Factors.

Activities:

Phase I -:

In order to study the existing information provision systems it was necessary to carry out research to:

- a) find out how the information provision systems in rural communities operate, with specific reference to indigenous knowledge and knowledge originating from external sources,
- b) explore the interrelationship between information needs and 1) the dominant rural development activities, 2) socio-psychological environmental factors, and 3) social problems
- c) investigate the extent of use, storage, and communication patterns of Indigenous Knowledge,

- d) explore the existing channels of information transfer and exchange and determine which channels are used, preferred for which messages and why
- e) identify (some) key rural development issues and map out broad information requirements which might address them
- f) identify extension organisations which produce information materials for rural communities, and to collect, list and abstract such materials, (this to be done in a regional centre to be set up within the Department of Library and Information Science (DLIS) at the University of Botswana
- g) investigate the role, perception of rural information providers (e.g. extension agents, change agents, teachers, etc.) in their function as information transfer middlemen.

This phase was carried out by setting up reference groups in each country, and identifying key institutions and individuals who would oversee the research. The research concentrated on determining answers to the aforementioned issues using an interview schedule. Details of the results of the research are provided in Outputs. Only item f) above was not fully satisfied as a regional Centre for rural information has not been established and the identification of materials has not occurred. However, these objectives fit easily into Phase II and should be considered as part thereof.

Co-ordinating the research, identifying, training and supervising researchers etc. in three different countries was a formidable task and it necessitated heavy reliance on the partner institutions. The Case Study consultant has knowledge of three of the partner institutions (The Department of Library and Information Science of the University of Botswana (DLIS), Malawi National Library Services and the Botswana National Library Services), and is acquainted with the Project Leader and his work. In her considered opinion she feels that the strategy was acceptable and appropriate to achieve the objectives given the time frame allowed. If the time allocated had been any shorter, this would have been cause for concern, and then an alternative strategy involving either a sabbatical or leave of absence for the Project Leader would have been necessary.

(Sources: Project Summary, Final Report of Phase I and other documentation listed in Appendix INFORD 1); communication with Prof. Kingo Mchombu, Project Leader; Mr Charles Momba, Malawi National Library Services - Rural Services Librarian)

Inputs:

Phase I: General:

Phase I - the Research Phase: The Department of Library and Information Science (DLIS) at the University of Botswana acted as 'the 'base' institution primarily because it was the Project Leader's place of work and was seen as the institution that would be best placed to implement training programmes that reflected the results of the research. Although the Department was the base (recipient) institution, it appears the staff viewed the research as the Project Leader's personal project. It did, however, support the need for the research by supporting the decision to provide a contribution to his salary and allowing some flexibility in his workload to attend to the project's needs. The Head of DLIS provided advice and general facilities were made available for use. An overall Advisory group was formed made up of key personnel in the identified Partner Institutions of Botswana, Malawi and Tanzania and reference groups were established in each country to provide advice throughout the research phase. Visits by the Project Leader were made to each country to develop criteria for selection for study and identify villages that met these criteria. Research was carried out over 2 years (1989-91) as a case study of 6 rural communities (2 each in of the selected countries). An interview

schedule was developed and researchers were identified and trained in key issues regarding administration of the interviews in the rural communities. The research methodology used was mainly individual interviews and group discussions following the schedule. The same method was used with identified extension workers, teachers, health workers involved in the communities to keep the data analysis simplified.

The Project Leader carried out the work of the Project primarily in his holiday and leave time.

Local inputs:

Botswana:

A reference group was formed with representation from University of Botswana (UB), Department of Library and Information Science (DLIS), the Botswana National Library Service (BNLS), and The Department of Non-formal Education (DNFE). The key Partner Institutions were The Department of Library and Information Science (DLIS) and The Botswana National Library Service (BNLS) which provided support through its Village Reading Room Co-ordinator. The Village Reading Rooms in the 2 villages were used as focal points and assistance was provided by the relevant branch librarian (Ramotswa). The UB Vice-chancellor assisted in obtaining ministerial permissions, and the UB Bursar funded a portion of Project Leader's (PL's) salary (CAD 6210) and leave to carry out research. The Researchers were selected mainly from UB students, and school leavers from the respective villages. And last but not least the villagers of Kapong and Mogobane (totalling 470) were the respondents in the research.

Malawi:

The key partner Institution is the Malawi National Library Service, whose Director, Rodrick Mabomba has been very involved with rural information provision for many years. The Rural Services Librarian, Mr James Chuma, co-ordinated the research in Malawi which was carried out by students from Bundu Agricultural College as interviewers. The villagers of the Chiwamba and Bandawe village groupings (totalling 530) were the respondents to the questionnaire/interviews.

Tanzania:

The Partner Institution was the Institute of Development Studies of The University of Dar es Salaam whose staff provided advice, and The University of Dar es Salaam provided student researchers. The Information and Development Services of the Tanzania Commission of Science and Technology granted research permission. The villagers of Kisarawe II and Marindi (totalling 422) were the respondents.

IDRC inputs:

Phase I :

IDRC funded a foundation meeting, (IDRC 's Information Strategy for Africa) which gave impetus to the project, and the major financial input (disbursed Total CAD 43837.00 of a final revised budget of CAD 64060.00 - an increase of CAD 9005 over original budget) for researchers' fees, part-time secretary, consultants' fees, production of report, reference groups meetings, travel for Project Leader, computer services, communications, stationery and supplies and a cassette recorder and typewriter. The regional centre for collecting information has not been set up and this accounts for positive variance between budget and actual disbursements.

Table 1.1
INFORD Phase I Budget in Canadian Dollars

Budget Item	Original Budget 1989	Source	Percentage of Total
Capital Equipment	590	IDRC	1.04%
Reference Group Meeting	5670	IDRC	10.00%
Professional Advice - consultants	4350	IDRC	7.68%
Publication of Research Report	3105	IDRC	5.47%
Research Expenses - computing services	1865	IDRC	3.29%
Salaries - Research Assistants	11555	IDRC	20.39%
Salaries - Pt. Time Secretary	1860	IDRC	3.28%
Salaries - Project Leader	6210	Univ. Bots. - recipient org.	10.95%
Support Services - communications and supplies	4350	IDRC	7.68%
Travel	12530	IDRC	22.12%
Contingency (Centre portion)	4590	IDRC	8.10%
Original TOTAL	56675		100%
Univ. Bots. portion	6210		11%
IDRC portion	50465		89%
IDRC Revised portion - RAP (Nov'90)*	59470		
REVISED TOTAL**	64060		
IDRC Disbursements as per Variance Report - 05/97	43837		
Variance	+20222		

* Much of the revised total IDRC RAP portion increase (CAD 9005) was due to the increased costs of travel, hotel etc.

** This is according to Project Variance Report and does not include the Centre Administered portion (CAD 4590)

Sources: Project Summary 1989 and Project Variance Report May 1997

No monitoring visits by East Africa Regional Office (EARO) took place throughout Phase I.

Use of I.C.T.

Phase I did not involve I.C.T. inputs except the use of a word processor in the production of the final report of Phase I.

The inputs in Phase I were sufficient and timely. The Project Leader indicated that during Phase I the advice and support from Nairobi EARO was excellent.

3.2 Outcomes:

Outputs:

Phase I - the major outputs were:

1) A Final Report of Phase I was produced in 1994 detailing the results meeting all the research objectives.

This report is comprehensive and 400 copies were produced in 1993 by the University in Monograph form. About 80 copies remain with the Project Leader.

The findings show that rural information needs can be divided into two main areas:

- those common to all rural communities in southern Africa, and
- those that are location specific.

Common rural information needs include:

- information on income-generation projects or activities
- community leadership
- literacy support
- basic economics; running small businesses, finance, loans
- government policies on rural development (health, agriculture, education, co-operatives etc.)
- soil conservation, fertility restoration, soil erosion

Country Specific:

Botswana:

- information on seasonal/casual employment
- vocational training opportunities
- farming in drought conditions
- livestock husbandry

Malawi:

- agriculture - tobacco farming, marketing etc., alternatives to rice crops
- health, hygiene and sanitation - hookworms, malaria prevention etc.
- fishing information - marketing

Tanzania:

- farming - different crops, marketing
- co-operatives
- health and sanitation, malaria prevention
- cross-breed cattle herding

The research also showed that on initial questioning, villagers were hostile to recognising the worth of their own indigenous knowledge (IK) even though they used it regularly for daily survival. Indigenous knowledge lacked legitimacy. After some discussion about it, they began to realise that they do indeed use it and that it does have some worth. There appears to be no longer a tradition or provision for passing on IK to younger generations and that 'good' knowledge is seen as that which is imparted in the schools and by extension agents who visit from other places.

The research showed that people obtain information mainly through person-to-person communication and that in every community there are people who are regarded as being 'information gatekeepers' or are respected for their knowledge. It is necessary then to have these information gatekeepers involved in the processes of information provision strategies for they not only are respected but can influence activities and opinions.

People exchange information in all the common gathering places: churches, markets, bus stops, water collection points etc. Therefore any effective information provision should utilise these places to impart information and there must be flexibility in siting any information point.

It was also shown that extension workers viewed rural people as lacking knowledge and slow to adopt new or modern practices. They also seemed to view illiterate, elderly or poor rural people as difficult to deal with. They also saw IK as a barrier to rural development and felt that their outside knowledge and information was superior. As a result they simply informed or imparted this information one way and did not utilise information exchange or invite feedback or participation. In addition, they tended to concentrate on imparting information relating only to their particular topic, such as water and sanitation, or health or agriculture and did not involve themselves in co-ordinating the information with other extension workers.

The format of information materials extension workers received to utilise in their work tended to be pictorial or unpublished ('grey literature') and they either took it away or stored it unorganised in filing cabinets or store rooms inaccessible to the rural population.

Also revealed was that few rural people engage in experimenting with new methods and ideas or collecting information and rely on the outside extension workers to tell them what to do.

Unexpected outputs

-Publications by the Project Leader:

- The results of the research have been described in the following sources:

- i) Mchombu, K. J. "Researching rural information provision: a case study", in Seminar on Information Provision to Rural Communities in Africa. Proceedings of the seminar held in Gaborone, Botswana, 22-25 June 1994. (IFLA ALP Project no 3).

ii) K. J. Mchombu, "Impact of Information on Rural Development: Background, methodology, and progress" in Making a Difference: Measuring the Impact of Information on Development. Proceedings of a workshop held in Ottawa, Canada, 10-12 July 1995. (P.87-102).

Reach:

Phase I

The main intended beneficiaries were:

- villagers interviewed
- the researchers
- national institutions and organisations including training institutions
- IDRC
- international organisations.

The findings from the report were discussed with each community but little feedback was requested by the researchers.

The Case Study consultant was not provided with a list of specific individuals, organisations, ministries etc. which received a copy of the Final Report. The Project Leader notes that the report was distributed to libraries, and Ministries of Agriculture, Rural Development. Requests have come from various aid organisations, institutions and individuals throughout other parts of Africa and internationally, namely CIDA, German Foundation for International Development, Norwegian Aid Organisation (NORAD), Danish Aid (DANIDA) and Finnish Aid (FINIDA).

However, it must be noted that in Botswana the research was not publicised a great deal and members of two key institutions (current senior staff at BNLS and DNFE), although very aware that the research took place, do not remember having copies of the Final Report on Phase I. The Case Study consultant thinks that the report may be in the collections of the aforementioned but because of changes in staff, a lack of publicity or workshops about the report and the research findings, it does not immediately come to mind.

Impact:

Phase I

The findings have significant potential impact on developing effective information provision in rural areas and the training for it. It is necessary to alter rural peoples' perception of their role in development from passive to more active and to value of their own knowledge. This implies a lengthy process of attitudinal change and that they must be integrally involved in designing and developing their own information service provision. The training of extension workers and others involved in information provision must sensitise them to overcome negative attitudes to rural people and their indigenous knowledge. It must also emphasise that information provision is an exchange of information, not a one-way or top-down process and needs to be co-ordinated with information from several sources. Those involved in rural information work also need to have basic and simple information storage and retrieval skills.

The Project Leader reports that there has been immediate impact, however on specific groups. The villagers who were interviewed became more sensitised to the value of information, including indigenous knowledge. The researchers trained in each country

benefited by learning how to administer and carry out interviews, gain trust and acceptance from respondents, how to expand questions and present questions in conversational mode, to record responses and to share results. They have also been sensitised to the information needs and information exchange mechanisms in rural communities.

IDRC, through the reports was able to see more clearly that this was an important research area.

The impact on National institutions and organisations has not been tested but from discussions it appears to have varied throughout the three countries involved, described below.

In Botswana, as noted, the research was not publicised a great deal locally and therefore institutions outside the Department of Library and Information Science have yet to act upon any of the information provided in the Research Report. The Training of Rural information Facilitators at the Department of Library and Information Science (DLIS) at The University of Botswana has not been initiated. DLIS is the most noted Southern Africa regional library and information school with over 200 students from around a dozen countries and therefore would have the greatest impact on training for rural information, especially in southern Africa. While the PL was still resident in Botswana, a course was started on Communication of Development Information, which was aimed at taking Phase I results and creating a training package for extension workers, rural nurses, and community workers. The efforts were not successful, because the funder, a Netherlands based organisation (CTA), ran out of funds. The PL is trying to revive the same idea where he is currently Head of Department - Library Studies at the University of Namibia. The DLIS Head of Department is still interested in the concept but awaits results of Phase II and input from the Project Leader.

In Malawi, The Malawi National Library Service has supported the research throughout and has now implemented the pilot site in Malawi, is training the Rural Information Officer and is looking to changing the focus of all its 300+ rural libraries into information centres pending results of pilot phase,

The Case Study consultant has no information on the impact of the research in Tanzania but it would surmise that it has had a positive impact. The villagers must regard information provision as important to them as they have both implemented pilot village information centres.

The Project Leader reports positive feedback of the Report from the donor agencies and some information workers but others felt that the Project Leader was championing a new and different concept to rural libraries and were not so supportive. What little feedback he has received from Ministry personnel has been about the daunting size of the report but not its content.

The international community, most specifically members of organisations involved with Library and Information Science have become aware of the research and its results through presentations made by the Project Leader at the following:

- Commonwealth Library Association (COMLA) Conference on Rural Community Resource Centres, Accra, Ghana September 1992 - third in a series of 3 conferences sponsored by COMLA;

- IFLA Pan African Seminar on Services to Rural Areas, June, 1994;
- through invitation to a UNESCO/World Bank sponsored conference to participate in a panel discussion, on the theme of development information provision to rural areas, 1997;
- The University of Natal has also invited the Project Leader to speak on the subject of Information provision for Rural Development;
- as part of a team to prepare indicators for rural community information centres formed by the International Federation of Library Associations, Advancement of Libraries in Developing Countries Section.

Table 1.2
88-0197 - Information Provision for Rural Development (INFORD) - Phase I - REACH/IMPACT

Beneficiary	Benefits (Impact area)	Mechanism	Impact	Potential for future Benefits
Villagers in Research Villages	Increased awareness of the value of information and of Indigenous Information (Knowledge)	1. Interviews 2. Discussion of research results	Limited	1. Possible implementation of an information service offering information in usable formats and relevant to needs 2. Increased knowledge about how to improve local quality of life
Researchers	1. Sensitised to rural information needs 2. Skills in information gathering (Capacity and Knowledge)	1. Training in discussion methods for info. gathering and recording	Quite high	Skills can be transferred
IDRC	1. Awareness of info. needs of rural communities 2. Recognition of importance of research area (Knowledge)	Final report	Quite high	Better results from projects in rural areas
National Institutions and Organisations (including Government bodies and workers)	Awareness of info. needs and info. exchange methods in rural areas (Knowledge)	Final Report	Potentially high	Better communication methods with rural dwellers and better results from rural development initiatives Effect on policy concerning rural information provision
International Organisations	Awareness of info. needs and info. exchange methods in rural areas (Knowledge)	1. Dissemination of Final Report 2. Presentations at international conferences and workshops 3. Published articles	Potentially high	Better communication methods with rural dwellers resulting in better results from rural development initiatives

Table 1.3

88-0197 - INFORD Phase I - Factors Enhancing or Inhibiting Impact

<u>Factors Enhancing Impact</u>	<u>Factors Inhibiting Impact</u>
Commitment of Project Leader	General lack of publicity of research results specifically in countries of research
Involvement of key institutions/partners	

3.3 Enhancement of Outcomes:

Phase I - it is recommended that the results of the research be more widely publicised through a systematic timetable of meetings, workshops etc. in the countries where it took place, and regionally and internationally. Further effort to ensure publication of the research results in international journals, conferences etc. where possible should also be encouraged.

3.4 Phase II

It is important to note that the description of the activities, outputs, impact etc. of Phase II reflect the information available to the Case Study Consultant as of June 1997. As this phase of the project is still being implemented, it must be understood that changes have and will continue to occur. It will only be at the completion of the second Phase and its evaluation that complete and up-to-date information will be available.

Activities:

In order to achieve the second main objective of determining best methods and curriculum implications it is necessary during Phase II to:

- a) explore the impact of information on rural development, and to establish conditions under which information can make an impact on attitudes, skills, knowledge of targeted groups and cause them to achieve developmental goals
- b) test various methodologies for the efficient collection, dissemination and use of indigenous knowledge resources and measure the impact of IK use on the community's development,
- c) identify, gather and disseminate selected data and information generated from the rural development efforts of the community, and measure the impact of increased use of such information,
- d) select 'key information needs areas' and facilitate the supply and use of information by the community in these areas, and measure the changes which take place as a result of the information input,
- e) develop a model approach to information support for rural development which would be applicable, in a broad sense, to rural communities in Africa,
- f) identify problems and constraints in delivering information in support of rural development,
- g) find training needs of information workers in offering an effective impact bearing information support service.

These will be achieved by establishing pilot Village Information Centres (VIC's or sometimes called CIC's - Community Information Centres) in one or more of the two research villages in each country. The pilot is to last 3 years (1994 -7). The Villagers are to form a committee, to provide a physical structure and choose an information worker

(Rural Information Facilitator (RIF). Activities will also include further negotiations with partners in each country (the library services, extension workers etc.) and these partner institutions are to train the Rural Information Facilitators, assist in collection, organisation and facilitation of information resources, assist in developing impact assessment tools and monitoring project progress throughout the pilot stage.

The objectives of Phase II have not yet been realised as the setting up of pilot sites has just begun.

Inputs:

Phase II : Local inputs

Botswana

At present the implementation of Phase II is on hold and therefore inputs virtually nil. Interest is retained however by BNLS, DLIS, DNFE personnel.

Malawi

The villagers of Chiwamba have set up a committee and built a centre which has now been operating since August 1996, with official opening scheduled for June 5, 1997. The Partner Institution is The Malawi National Library Service. The Rural Services Librarian (currently Mr Charles Momba) spends about 1/4 - 1/3 of his time on pilot project issues and visits the Chiwamba centre at least once every two weeks. The Ministry of Women and Children's Affairs and Community Development allows their full-time Community Development Officer to work three times a week (4 hours each time) as the Rural Information Facilitator (RIF). The Malawi National Library Service provided the RIF with one week training in information management, and with on-going response and training as need arises. The RIF visits The Library Services Headquarters in Lilongwe about once a week and he is reimbursed for his travel costs. The Ministry of Education agreed that a centre could be located on the primary school premises and two teachers have the keys to the centre allowing use out of hours. The local Post Office has allocated a PO Box to the Centre thereby facilitating postal communication.

Tanzania

The Partner Institutions:

As there are no telecommunications with the villages in Tanzania the consultant has written letters requesting information about the pilot sites. To date one reply has been received from Mr Mchomvu of Marindi VIC.

The Villagers in Marindi have received permission to have a building in the R.C. primary school and the Centre has started service provision. It is open every day Monday to Saturday and has booklets, newspapers, T.V./video and tape cassette equipment as well as tables and chairs. Mr Mchomvu received training from the Project Leader.

The Villagers in Kisarawe II have donated a small building, which was originally built to house a small police unit in the village but the Case Study consultant has yet to receive further information about this centre.

IDRC has supplied the first and second allocations of money - (CAD 85,000 of a total requested of CAD 145951 from IDRC) . Malawi and Tanzania portions have been disbursed by Project Leader. The Project Leader had produced a revised budget in December 1996 to EARO for the final two years of Phase II which would primarily allow for an increase in travel for the Project Leader as he is now resident in Namibia and in rents for the VIC's. This increase request has not been reflected in the Project Variance Report of May 1997.

Main purpose of funds is for training of information facilitators and members of Village Development Committees; travel for Project Leader; research expenses, in this instance local travel, the production of booklets, purchase of videos and newspapers; rent of VIC premises; salaries (RIF's, literacy teachers, research assistants and library assistants); meetings of advisory group; part-time secretarial services, stationery and communications.

Table 1.2.
INFORD Phase I I - Budget in Canadian Dollars

Budget Item	Original Budget 1994	Source	Percentage of Total
Capital Equipment	29750	IDRC	14.74%
Reference Group Meeting	5443	IDRC	2.7%
Research Expenses	56846	IDRC	28.15%
-			
Salaries - RIF's etc.	35700	IDRC	17.68%
Salaries - Proj. Leader*	16551	Univ. Bots.	8.2%
Support Services - communications and supplies	5340	IDRC	2.64%
Training - RIF'S etc.	12872	IDRC	6.38%
Office (VIC) rents	39405	Univ. Bots	19.51%
Original TOTAL	201907		100%
IDRC TOTAL	145951		72%
IDRC Disbursements	85000		
Variance	+60951		

* Adjustment needed as PL no longer a staff member at UB

Sources: Project Summary 1994 and Project Variance Report May 1997

To date no monitoring visits from IDRC have taken place and although an evaluation was planned it has not occurred due to delay in implementation.

The inputs and activities have been delayed for various factors but in the case of Malawi where implementation has now started and information can be acquired, the Rural Services Librarian in Malawi has indicated that the financial inputs are adequate.

I.C.T. Inputs

At this point no major I.C.T. component is envisaged.

Factors relating to delay in implementation of Phase II:

These can be divided into General Factors and Country Specific Factors:

General Factors:

The Project Leader cites the downsizing of the EARO Nairobi resulting in long delays in answers to communications to be a problem. He himself was also involved in an accident in 1995 and as he uses vacation time to supervise the project, was unable to utilise as much time as he had hoped due to convalescence. There was a delay in report

writing thereby delaying disbursement of funds for the implementation of Phase II and this was exacerbated by the fact that the Project Leader has left Botswana to take up a post in Namibia leading to complications in transferring the funds. In addition, negotiations with the villages concerned took longer than expected.

Country Specific Factors:

Botswana:

The implementation of the pilots have met with an impasse. Several issues are involved. One being some confusion over who is responsible for the rent of the VIC building and the contents of the existing Village Reading Room. In the case of one pilot village (Mogobane) the villagers have identified a building but are reluctant to allow the implementation of the Village information centre (VIC) for two main reasons: there is confusion of the right of the community to move Government owned materials from a Village Reading Room to a new premise which is not Government owned and reluctance of the community to provide premises without the assurance of rent for more than 2 years. The situation in this instance was further confused by a letter from the Project Leader to the Village Development Committees of the two villages concerned that a small amount of money would be available for rental of premises but does not clarify how much or for how long. In order not to confuse the matter further with another visitor, the Cast Study consultant, in consultation with BNLS staff, chose not to visit the pilot villages for purposes of this report.

Those interviewed during the study almost unanimously noted that the dependency culture in Botswana is a major problem when trying to implement any type of innovative activity. The Project Leader feels that this has also contributed to the impasse concerning the implementation of pilots in Botswana. No one in Botswana has been identified to oversee the implementation of the village information centres and this must adversely affect the situation.

The Project Leader has indicated that he wants to re-locate the pilot village information centre to Namibia where he feels there is more enthusiasm for the pilot and where he can have more input. The negotiations with IDRC about this are taking some time. The Case Study Consultant and other key persons interviewed feel that there is still hope to implement a pilot village information centre in Botswana but it will need the Project Leader's presence and input into negotiations with the villagers, the BNLS, DNFE and DLIS.

Malawi:

One of the villages involved in the research, Bandawe, has had some difficulty in providing suitable premises for the pilot information centre which has delayed implementation. Therefore only one site was started in Chiwamba in August 1996.

Tanzania:

Communication with the Project Leader indicated delays were due to problems of availability of suitable buildings and then necessary repair to buildings before they were suitable for use.

(Sources: Project Summary, Final Report of Phase I and other documentation and communications with PL and key personnel)

Reach:

Phase II's most important group to be reached are the villagers themselves and those in the villages where pilots are implemented have already been involved. The potential

reach is very wide indeed as interest in the process is growing. This potential reach includes rural people throughout the region, all or any government ministry or department and any organisation or institution in the region which is involved in rural development. It should also reach those institutions involved in training for information provision.

Impact:

The Project Leader and the Co-ordinator in Malawi noted that impact cannot be measured as implementation has just recently begun in 3 of the 6 pilot sites. However, there have already been some notable activities in the pilot site in Malawi:

- the Centre is being used by adults, youth and primary school children for reading purposes; new literates are encouraged to and actually use the Centre,
- discussion groups are being held in the Centre (see Appendix No. INFORD 3 - Meetings and Training Programmes...). These discussion groups are varied. The use of the Centre in this way means that the villagers are utilising it as a meeting and information sharing place,
- a local politician has encouraged use of the Centre,
- international organisations in Malawi have shown interest:
 - UNICEF is currently investigating ways in which it can be of assistance in expanding one or two rural libraries into information centres,
 - a representative from CODE (Canadian Organisation for Development through Education) visited the pilot and indicated that other such centres should be developed and would support where possible.

In Tanzania the Rural Information Facilitator, Mr Mchomvu keeps statistics of users and indicates that villagers are visiting the centre regularly with up to a 100 visitors a week. They partake in a number of activities including reading newspapers, watching videos, holding discussion groups. The Primary School teachers use materials for their lessons and Agriculture and Extension workers conduct classes. Some of the village elders are imparting their indigenous knowledge to younger villagers. The local leaders utilise the notice board for announcing events. Nearby villagers have indicated the desire to have their own Village Information Centre.

Mr Mchomvu notes that he has already noticed a difference in the way people are working together. Some have formed vegetable production groups and are making terraced gardens to prevent soil erosion. More mothers are bringing their children to the clinic and there is an increase in the use of condom for the prevention of AIDS. His letter implies that these initiatives have come about from some activity that has taken place in the VIC. Hence it would seem that there is potential for increased community involvement and empowerment through these VIC's.

In terms of all the VIC pilot sites, impact measurement tools are being considered and they will include:

- 1) the involvement of the community in setting up and managing the pilot information centres through committees
- 2) obtaining accounts of beneficiaries giving their own assessment of what benefits have been achieved as a result of using the information centre. This will involve using anecdotes on an on-going basis, interviews after one year and small scale ancillary studies during second year to observe new practices
- 3) collecting routine statistical data on use and activities for example - number of people entering centre, what they use, for how long, etc. will be used to supplement these narrative accounts
- 4) observation to verify some of the claims made by the villagers

5) tracing various information products according to key information needs and the impact they have on activities in each pilot site (participating villages). This is to be followed by doing a similar study of the impact of information on development in a village where no information centre exists and comparing the results of the 'control' villages and the participating villages.

Table 1.3
93-8488 - Information for Rural Development (INFORD) - Phase II
- Intended Reach/Impact

Beneficiary	Benefits (Impact area)	Mechanism	Potential Impact/Benefits
Rural Dwellers	1. Increased access to information 2. Increased knowledge relating to livelihoods, health etc. (Knowledge)	Services and resources of Village Information Centre	1. Increased production resulting in increased income 2. Better health 3. More involvement in local development issues
National Institutions and Organisations	Increased knowledge of effective information provision methods (Knowledge and Policy)	Published reports, workshops, conferences	Policy changes in training and methods of information exchange in rural areas
IDRC	Increased knowledge of effective information provision methods (Knowledge)	Final Report, evaluation	Effect on future design and implementation of rural development initiatives
International Organisations	Increased knowledge of effective information provision (Knowledge)	Reports, publications, workshops, conferences	Effect on future design and implementation of rural development initiatives

Factors Enhancing or Hindering Impact

There are several factors that have contributed positively to the impact of Phase II. They include the commitment of the Project Leader and the partner institutions especially in Malawi and Tanzania and the villagers in which pilot information centres are now implemented. However, there are several factors that have the potential of having a negative impact. They include the fact that the Project Leader is no longer resident in Botswana and no other person or institution has been identified to co-ordinate the implementation of the pilot sites. The Project leader, himself, feels that the instability with IDRC's Information Science Services Division has had an effect on the project implementation. These factors in addition to the impasse caused by some misunderstandings about responsibilities of each of the players in the pilot sites has led to an impasse. The Project Leader, as mentioned also feels that the lack of a self-help attitude among the villagers in Botswana also contributes to the impasse.

Table 1.4

93-8488 - Information for Rural Development (INFORD) - Phase II Factors Enhancing or Inhibiting Impact

<u>Factors Enhancing Impact</u>	<u>Factors Inhibiting Impact</u>
<u>General:</u> Commitment of Project leader	Downsizing of EARO and instability of IDRC's ISSD
	Delay in disbursement of funds
<u>Training:</u>	Project Leader no longer staff member of DLIS and resident elsewhere
<u>Country specific:</u> Botswana:	Lack of identified person/institution to co-ordinate implementation
	Perceived general lack of self-help attitude
	Project Leader no longer resident in Botswana
Malawi: Commitment of Chiwamba villagers and The National Library Services	Apparent lack of interest of Bandawe villagers
Assistance and co-operation of related ministries	
Tanzania: Commitment of partner institutions	
Commitment of villagers	

Enhancement of Outcomes:

Phase II - pilot sites:

Botswana:

At this point, it is necessary for the Project Leader to visit the villages in Botswana accompanied by officials of BNLS and possibly DNFE in order for all to understand who is responsible for what and areas of co-ordination and co-operation. It is also necessary to identify an individual and institution to oversee and co-ordinate the implementation of the pilot centre(s). This could be negotiated with the Director of the Botswana National Library Service who could also be involved in facilitating activities to address the

impasse. If these activities fail, then negotiations with IDRC about changing the pilot sites to Namibia could be considered.

As Botswana's infrastructure is more highly developed than the other two countries especially in terms of telecommunications, it is possible at this stage to consider an I.C.T. input. The Botswana Government has made a commitment to putting telephones into every health clinic and police post in the country through use of microwave technology. One interviewee felt that it was probably necessary to 'put something exciting' into the pilot sites in Botswana in order to help kick start the interest in an information centre at the pilot villages.

In general, IDRC could assist by putting mechanisms into place to respond more quickly to communications from projects that were initiated under the Information Sciences Division, and implementing a monitoring and evaluation procedure. An additional benefit would come from organising a meeting with all RIF's and partner institutions to share experiences. Given the interest in I.C.T. bridging the gap between the information rich and information poor, the situation deserves consideration of including an I.C.T. component in one of the pilot sites in Botswana to make the project more interesting for local population. This could be done, for example by extending the existing solar power in the Village Reading Rooms, and the local telephone network, by installing computers, software and e-mail/Internet connections and providing local training in their use.

Appendix No. INFORD 1

List of Documents Reviewed

Project No: 88-0197/93-8488 Information Provision for Rural Development Phases I & II:

- IDRC Internal Project Summary 21 March 1989
- IDRIS Summary Phase I
- Information Provision for Rural Development - An Interim Report on INFORD -Kingo Mchombu. No date.
- Information Provision for Rural Development - A Final Report on Phase I of the INFORD Project - Kingo Mchombu
- Report 126 - An Evaluation of the Village Information Centres in India (October 1992)
- IDRC Internal Project Summary - Phase II 12/05/94
- Memorandum - Shahid Akhtar to Office of the Treasurer 6 November 1990 - Supplement Information Provision for Rural Development
- Letter to E. Rathgeber - budget revision attached,
- Researching the Impact of Information on Development: background methodology and progress - Kingo Mchombu. No date (assume this is report attached to aforementioned letter to E Rathgeber)
- Project Status Report - R Archer March 17, 1997
- Department of Library and Information Studies - Development Plan NDP8: 1997/8-2003 Feb. 19, 1996
- Copy of letter from K. Mchombu to Director of Botswana National Library Service 30 March 1995
- report from Mr C. Momba, Rural Services Librarian 20th May 1997.
- letter from Mr Mchomvu of Marindi VIC, Tanzania 18-7-1997.

Appendix No. INFORD 2

List of People Interviewed:

Project No. 88-0197/93-8488 - Information Provision for Rural Development Phase I and II -

- Prof. Mchombu, Project Leader (e-mail and telephone communications only)
- Richard Neill, Head, Department of Library and Information Sciences,
- Kay Raseroka, University Librarian, Ex-COMLA Regional member, IFLA Africa Section Chairperson, member of Botswana Library Association and Ex- chair
- Mrs Legwaila, Co-ordinator National Literacy Programme, Department of Non-Formal Education
- Anna Maroatona, Head, Evaluation Unit Department of Non-Formal Education, member of ComSec Workshop on Rural Community Resource Centres - January 1986
- Ms Gertrude Mulindwa, Director, Botswana National Library Service
- telephone discussion with Pulane Ping, Branch Librarian, Ghanzi, formerly branch librarian Ramotswa in charge of Village Reading Rooms Kopong and Mogobane (pilot sites)
- Mr Luswile - Senior Public Librarian, Public Libraries Section, BNLS (overall responsibility for Village Reading Rooms)



NATIONAL LIBRARY SERVICE
HQ.: P.O. BOX 30314, CAPITAL CITY, LILONGWE 3

National Librarian: R.S. Mabomba, M.Lib., FLA.

Telephone : Lilongwe 782 790

F A X : 783 560-33

Our Ref No. J/5 D Chi

20th May. 1997

S. E. Giggey

Fax No. (263) 4 721 429

Dear Madam,

Greetings from Malawi. I hope all is well with you as you continue with your case study evaluation of some IDRC funded projects involved in information and communications technology.

Regarding, the INFORD Project in Malawi, the following is what can be said at the mean time :-

1. We are only running one pilot site. This is known as **CHIWAMBA INFORMATION CENTRE**, situated at Mkhupa F. P. School in Traditional authority CHIMUTU's area in Lilongwe District. The centre is located in Lilongwe North-East approximately some 50 Kilometres from Lilongwe City Centre.

Due to lack of cooperation from the local community and other logistical problems, the second pilot centre (which was expected to be sited at Bandawe Village in Salima - a district on the shores of Lake Malawi) failed to take off. This was communicated to Kingo Mchombu and it was agreed that we only go ahead with the Chiwamba Centre.

2. Since we unofficially opened the Chiwamba centre (we are planning the official opening for 5th June, 1997) in August 1996, we have been able to note a couple of positive results/activities.

2.1 Use of the Centre

2.1.1 Reading

The centre has been used for reading purposes by both the youth and adults. School child, especially those at primary school level from Schools within the centre's catchment area, have heavily patronised the centre. New adults literates have been encouraged to and actually make use of the centre.

2.1.2 Discussion groups

As per appendix 1 (attached) it will be noticed that various groups of people use the centre to discuss various aspects concerning development of their community. It will be noticed from the appendix that Information workers, Extension Workers, Village leaders, and others e.g. Small Business Management Consultants/facilitators, village Orphan Care Coordinators, Development facilitators, Low cost housing facilitators and religious leaders have and continue making use of the centre.

2.2 Influence on Individuals and other organisations

Though not yet publicised by the mass or electronic media to the general public, the impact of the centre on individuals and other organisations has already started being felt. For example:-

2.2.1 The Member of Parliament for Lilongwe North-East Constituency (where the centre is located) expressed happiness at the establishment of the centre and urged people in his Constituency to make full use of it.

2.2.2 On 12th December, 1996 (see appendix 1) Elise Tousignant (CODE team leader for Malawi) visited the centre and commented that the centre is Unique and that more of such centres should be set up where possible.

2.2.3 On 31st January, 1997 National Library Service invited Unicef to visit Chiwamba centre. Unicef was very impressed with what is happening at the centre such that

Malawi. Sites for the proposed centres were visited between 12th and 16th May, 1997. It is expected that the centres will be operational at the end of the current calendar year.

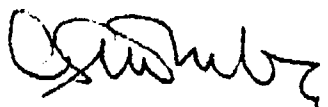
- 2.2.4 Efforts are currently underway to explore the possibility of interesting other organisations, notably the Aids Secretariat of Malawi to assist in setting up one such centre in Mchinji district in Central Malawi.

3. Like it was mentioned in our recent teleconversation, it is abit too early to be talking about measuring meaningful impact apart from what has been mentioned above. This is because we have not seriously sat down to draw and put together various tools/methods of measuring impact except the following :-

- recording of activities on daily basis.
- recording questions asked and answers provided.

It is therefore high time that gadgets/methods of measuring impact were put in place. This will be done and be communicated to you soonest.

4. As our Chief Accountant is kind of tied up with other official duties at the moment, I am not in a position to give you total expenditure as of today. I will do this in the course of the week. You might however be interested to know that my records (not those of Accounts) show that we expended K100,000.00 and as at the beginning of February, 1997 we had spent K10,214.00.
5. From what has happened so far and what we plan to do in the course of the year, I am positive that the project has got the capacity to influence policy reform on information production in Malawi. and dissemination.



C. S. Nomba

Att'd.

KEY TO ACRONYMS ON APPENDIX 1

ADP	:	Area Development Project
CDA	:	Community Development Assistant
DF	:	Development Facilitator
FA	:	Field Assistant
HCW	:	Home Craft Worker
IGA	:	Income Generating Activity
LHA	:	Land Husbandry Assistant
OSTC	:	Orphan Sub-Technical Committee
PHN	:	Population Health and Nutrition
SBE	:	Small Business Enterprise
SR	:	Sponsor Relation
VAC	:	Village Action Committee

APPENDIX 1

MEETINGS AND TRAINING PROGRAMMES THAT HAVE TAKEN PLACE AT CHIWAMBA
COMMUNITY INFORMATION CENTRE BETWEEN SEPTEMBER, 1996 AND APRIL, 1997

DATE	TYPE OF MEETING/TRAINING	CONVENOR & TYPE OF PARTICIPANTS	NO OF PARTICIPANTS
02/09/96	Use of Information Centre	M. Banda (CDA) - Extension staff	14
03/09/96	Use of Information Centre	M. Banda (CDA) - Village headmen	17
05/09/96	CEP and Use of Information Centre	M. Banda (CDA) - (Men & Women)	12
13/09/96	Loan recovery	M. Moyo - Farmers' Club leaders	08
15/09/96	Save motherhood	Letia Jenti (Ms) - mothers	23
19/09/96	Loan recovery	M. Moyo and Philimoni - I.G.A. group of women	13
09/10/96	<p>Mr for Lilongwe North-East H.M.B. Matengula who was guest of honour at a Hecraft display held at Chita Primary School (which is in his constituency) urged people in his area to make maximum use of Chiwamba Information Centre.</p>		
11/10/96	W - IGA meeting	M. Banda - women	18
28/10/96	Business Management	L. Kachipande - Men	23

07/11/96	Community Dev. Project	D. Chagwira - VAC Chairman (Men & Women)	15
12/11/96	Agric. Development	C.E. Phillimoni - F/A (Men & Women)	10
12/11/96	Ms Elise Tounignant (CODE Team Leader for Malawi) visited Chiwamba CIC to see to what use some items and resources donated by CODE are put. She was impressed. She found a group of women on a safe motherhood meeting during her visit.	M Banda - CDA (Women)	
19/11/96	Loan Repayment	B. Moyo - D/F (Men & Women)	13
20/11/96	Section meeting	C.E. Phillimoni & M. Mkandawire - F/As (Men & Women)	36
23/11/96	Loan Recovery	B. Moyo - D/F C.E. Phillimoni - F/A (Men & Women)	15
25/11/96	Loan Acquisition	L.K. Kapulula - Secretary S.B.E. (Men & Women)	15
25/11/96	Focus Group	C. Chirwa - Bunda College - PHN Supervisor (Men & Women)	10
26/11/96	Programme Evaluator	B. Moyo - D/F (Men & Women)	13

28/11/96	Class Organisation Sellers of Likuni Phala (S.S.B.)	C. Phiri - HC/Worker C. Chirwa - Bunda College PHM Supervisor (Women)	10 04
02/12/96	School Project	B. Hoyo - D/F (Men & Women)	06
11/12/96	Review progress of CIC with users	H. Banda - Information Assistant (Men & Women)	08
30/12/96	Review business Management	L.K. Kapulula - Secretary of Small Businesses (Men & Women)	13
24 - 25/01/97	Training of Chiwamba Community Orphan Care Committee	S.M.J. Chalaula - D.C.D.O. and Katsabola - D.S.W.O. (Men & Women)	10
26/01/97	Bible Study	D. Kanyama (Men & Women)	07
27/01/97	Business Management	L. K. Kapulula - Club Secretary (Men & Women)	10
02/02/97	Bible Study	D. Kanyama - Secretary (Men & Women)	13
05/02/97	Orphan Care Committee meeting	F. Chikhoko - Chairman (Men & Women)	09
07/02/97	Video show for Local Leaders & Extension staff	H. Banda - Information Assistant (Men & Women)	30
07/02/97	Village Orphan Care committee	K. Simalambo - Vice Chairman (Men & Women)	07

1/02/97	Video show with general Community	H. Banda - Information Assistant (Men, Women & Children)	62
13/02/97	I.G.A. Meeting (W.V.I.)	B. Kalanga - Chair ADP - Manager (Men & Women)	27
19/02/97	Video show with standard 6, 7, & 8.	H. Banda - Information Assistant (Boys & Girls)	88
19/02/97	I.G.A. Meeting (W.V.I.)	P. Ulaya - SR - Worker (Men & Women)	22
21/02/97	Loan meeting (W.V.I.)	M.L. Kachipande - chairman (Men & Women)	12
21/02/97	Orphan Care Committee meeting	F. Chikhoko - Chairman (Men & Women)	07
21/02/97	Business Management meeting	D. Chagwira - Chairman (Men & Women)	21
21/02/97	Village Orphan Care committee meeting	Deliyasi - Chairman (Men & Women)	06
13/03/97	School Development meeting	V.H. Mtsekwe - School Comm. Chairman (Men & Women)	13
18/03/97	Community Leadership	M.L. Sajiwa - Dev. Facilitator (Men & Women)	25
28/03/97	Orphan Care meeting	H. Banda - OSTC - Secretary (Men & Women)	06

01/04/97	Business Management	H.I. Kachipande - I.G.A. Chairman (Men & Women)	14
05/04/97	Orphan Care meeting	Village Headman Lundu II - OSTC - Vice Chairman (Men & Women)	07
07/04/97	Money Management	H.L. Kachipande - I.G.A. Chairman (Men & Women)	16
08/04/97	Loan Recovery meeting	M.L. Saijiwa - Dev. Facilitator (Men & Women)	20
10/04/97	Community meeting	M.L. Saijiwa - Dev. Facilitator (Men & Women)	41
11/04/97	Orphan Care meeting	F. Chikhoko - OSTC - Chairman (Men & Women)	27
14/04/97	Club Executive meeting	G. Nyamasauka - IDA - Facilitator (Men)	04
18/04/97	Video - Chiwamba Experience	M. Banda - Information Assistant (Men, Women & Children)	80
19/04/97	Video - Helping women in Econ. Activities	M. Banda - Information Assistant (Men & Women)	40
22/04/97	Low-Cost messages training	Y.J.R. Ng'ambi - LHA (Men & Women)	52
28/04/97	Business Management	H.I. Kachipande - I.G.A. Chairman (Men)	12

[illegible]

Appendix No. INFORD 4
Acronyms and Initialisms

BLA	Botswana Library Association
BNLS	Botswana National Library Service
CIC	Community Information Centre
CODE	Canadian Organisation for Development through Education
COMLA	Commonwealth Library Association
DLIS	Department of Library and Information Science
DNFE	Department of Non-Formal Education (Botswana)
FID	Federation of Information and Documentation
IFLA	International Federation of Library Associations
IK	Indigenous Knowledge
INFORD	Information Provision for Rural Development
PL	Project Leader
RIF	Rural Information Facilitator
UB	University of Botswana
VIC	Village Information Centre
VRR	Village Reading Room

4.0 Project No. Title: 91-0270 - Chambers of Commerce Trade Information Systems - Zimbabwe

4.1 Description of Project

The project involved working with the Chambers of Commerce in Kenya, Lesotho, Mauritius and Zimbabwe. The objective was to assist the Chambers to help its private sector members increase trade and become more competitive in the region and world-wide. It would do so by facilitating access to trade information by designing, developing, and up-dating computer data bases of national, regional and international trade information. The Chambers would collect, process, store, retrieve and disseminate market information to their respective target audiences. During the Evaluation Case Study only the Zimbabwe National Chamber of Commerce's (ZNCC) sector of the project was examined.

Context

Prior to the project, Zimbabwe had embarked upon a liberalisation of its economy with emphasis on developing its exports. Therefore it was important to improve access to information that would help its private sector become more competitive and a major player in trade in the region and world-wide. It was also seen as important to increase the involvement of communities in the economic development of Zimbabwe.

ZNCC, an active Chamber of Commerce, was the obvious local Zimbabwean partner to implement the project. It had over 2000 members at the time with a network of 34 branches located in all the main commercial and industrial centres throughout the country. Its fees are based on number of employees and not on turnover, thereby encouraging membership from a wide sector. Its services are also available to non-members for a nominal fee, and thereby was well-placed to encourage greater involvement of communities.

Sources: Project summary and other documents, interviews with ZNCC staff.

Objective:

The objective was to assist the Chambers to help its private sector members increase trade and become more competitive in the region and world-wide.

Strategy:

The strategy to achieve the objective centred on acquiring and developing databases of trade information from national, regional and international sources; disseminating the information to appropriate members; developing high quality publications and developing and maintaining an up-to-date membership list.

Intended Activities/Inputs:

The activities involved were to enable the Chambers of Commerce to:

- develop and maintain computerised databases on their members with an automatic subscription renewal alert system;
- develop computerised profiles of potential importers interested in products of the respective countries using CDS/ISIS (Computerised Documentation System/Integrated Structured Information System);
- acquire databases of trade organisations such as the Preferential Trade Area (PTA) and the International Trade Centre (ITC) which would enable the Chambers to access up-to-date trade information from different parts of the world;
- acquire databases on tariff and non-tariff barriers of priority products and markets;
- develop market briefs and provide market intelligence to their members;

- develop human resource capabilities in the management and handling of trade information systems;
- improve upon the quality of publications on trade issues;
- facilitate co-operation through networking with other Chambers and institutions within the Eastern and Southern Africa region; and
- conduct occasional training seminars on trade information system and management.

The aforementioned would be facilitated by :

- procuring computer equipment and software,
- a consultant visit to determine needs and develop worksheets for database input,
- training personnel to develop computerised databases to develop up-to-date membership lists and subscription account information,
- utilising various regional and international databases to facilitate rapid responses to enquiries, (Question and Answer - Q&A Service),
- utilising desktop publishing to improve publications,
- holding 2 annual regional meetings for information exchange and networking.

Other inputs were expected from the Preferential Trade Area (PTA) office which had agreed in principle to provide its databases (TINET - their Trade Information Network using standard international country codes and product codes) to each of the Chambers which would provide regional information. It also agreed to train users during a one-week training course at PTA Headquarters in Lusaka.

The International Trade Centre (ITC) in Geneva also agreed to provide its databases to provide world-wide information and training would take place in Geneva.

(Sources: Project summary and other documents, interviews with ZNCC staff.)

Generally the intended inputs could be considered adequate to achieve the objectives had the full inputs occurred. The I.C.T. component constituted the main strategy for achieving the objectives. The use of CDS/ISIS had up to that time been utilised only in the Library and Information sector but was considered suitable for the needs of the Chambers and was free of charge.

Intended Financial Inputs:

ZNCC's contribution was for the salaries for Project Leader and Information Assistants totalling ZIM \$126000 (approximately CAD 44360). The organisation was to produce publications and provide just over half the money to do so and to absorb communications and some local travel costs. The IDRC Recipient Administered Portion (CAD 29430) was for the production and purchasing of publications from regional and international sources, for local travel and local training of staff.

IDRC's Centre Administered Portion (CAD 34463) was to cover all costs incurred for a Consultant to appraise needs and develop worksheets and train personnel in information storage and retrieval. In addition, money was allocated for the purchasing of computer equipment including a modem and software, for the procurement and installation of the bibliographic database programme CDS/ISIS and dBase IV and for the annual information exchange meetings of the four chambers. The IDRC Centre Administered Portion was to be CAD 34463 totalling an IDRC contribution to the Zimbabwe Chamber of Commerce of CAD 63893.

Actual Financial Inputs:

ZNCC contributed ZIM\$32522.00 for staff salaries. IDRC expended ZIM\$68363 (CAD 16000) for computer equipment, advertising, consumables, postage, communications, printing and stationery, repairs and maintenance, travelling expenses and trip to Kenya for training of Information Assistant. The consultant could not determine from the information received the source of the expenses for the Project Leader's training. (It is to be noted, the money from IDRC was not used as per the original proposal).

IDRC EARO communicated that there was only one disbursement of funds and expenditure reported as only 26% of total with only one report received to end of December 1994. Further requests for reports have gone unanswered, and therefore any further disbursements have not occurred. There is a financial report on ZNCC's file but there is some confusion as to whether it was ever sent to IDRC. ZNCC had written to EARO in February 1996 outlining problems with software but report that that letter went unanswered.

Clarification is needed regarding the information in the Project Variance Report of May 30, 1997. There is no amount for Budget to Date for any of the four Chambers of Commerce but there has been actual expenditure of CAD 80710 mainly for equipment and training. The overall project status is active.

Table 2.1

Chambers of Commerce - Zimbabwe Sector only - Budget in Canadian Dollars

<u>Budget Item</u>	<u>Original Budget - 1991</u>	<u>Source</u>	<u>Percentage of Total</u>
Capital Equip. (PC, printer FAX)	12000	IDRC	11%
Project Staff - salaries	28570	ZNCC	26.5%
Consultancy - Start-up	5500	IDRC	5%
Evaluation	3663		3.5%
Local travel	3130	IDRC	3%
	2270	ZNCC	2%
Purchase of software	4080	IDRC	4%
Training - local computer	6800	IDRC	6%
PTA training	5600	IDRC	5%
Study Tours	4200	IDRC	4%
Annual Meetings	3500	IDRC	3%
Publications - purchase and production	12700	IDRC	12%
Production only	11340	ZNCC	10.5%
Support Services - Office supplies, Communications	2720	IDRC	2.5%
	2180	ZNCC	2%
Original TOTAL	108253		100%
ZNCC TOTAL	44360		41%
IDRC TOTAL	29430(RAP)+34463(CAP)		59%
IDRC Disbursement*	80710		

* Please Note: this amount is for the whole project involving all four Chambers.
Sources: Project Summary 1991 and Project Variance Report May 1997

4.2 Project Outcomes

Outputs

Many of the activities and inputs did not take place. No consultant's visit took place as EARO found it difficult to harmonise the start-up of the different Chambers and therefore it meant hiring different consultants at different times. The computer equipment was received in November 1993 but a modem was not included. The two ZNCC staff members received training. The Project Leader received 2 weeks training in Nairobi in September, 1993 on Computer Software in Trade Information Management and the Information Assistant attended a longer course of 8 weeks of the same title including some desktop publishing in May-July 1995. Both resigned from their posts soon after receiving training (PL in Feb. 94 and Assistant in August 1995).

Sources: Project summary and other documents, interviews with ZNCC staff.

The trade information system was never put into place, although Preferential Trade Area (PTA) TINET Comreg+3 was installed after some delay and change in sources and was operational for some time. PTA sent ZNCC only one issue of the PTA/TINET statistics database up to 1993 which has not been updated since and is now out of date. PTA did not implement the training. As of February 1996 the software developed problems and is no longer accessed. The CD/ISIS software was installed but never became operational due to problems with some of the files in the software. The membership database was implemented and is kept up-to-date by the current Membership Officer but not with IDRC intended software (CDS/ISIS and dBase IV) as they did not receive dBase IV. ZNCC purchased dBase III in June 1994 reportedly in desperation to produce the membership database. This database incorporates subscription payments due and paid, and the information concerning importers and exporters (which is limited as only 120 replied from the 2000 import/export profile forms that were sent out to the membership). It was reported that no databases were received from The International Trade Centre in Geneva and they did not conduct any training.

The publications of ZNCC are comprehensive, timely, regular and well produced. The ZNCC News (Monthly Newsletter), EcoFlash (bimonthly), Commerce (monthly), Membership Directory (annual) go out to all members and the International Trade Opportunities and Tender Bulletin are sent to those members who pay an additional fee. Two of these are designed with Desktop Publishing in-house but not by the intended Project staff, both of whom, as noted, resigned. It was not possible to determine precisely which ones have had financial input from IDRC funds. They are all now are paid for internally by ZNCC.

In terms of reports: although there was a reference to a report dated June 1994, the only reports that could be found in ZNCC files were one for period ending December 1994 (which describes projections in more detail than actual activities that had taken place) and one for Expenditure for 12 Months to December 1995/June 1996 (sic). From correspondence with EARO, it appears this last report was never received.

There were no known monitoring visits from IDRC staff during the project implementation. As a result it appears that the ZNCC project, although the file is still open at IDRC EARO, is at a standstill.

Sources: Project summary and other documents, interviews with ZNCC staff.

Reach

The intended beneficiaries of the project included all members of ZNCC, and Zimbabwe trade associations, foreign investors and regional trade organisations which would benefit from up-to date information on trade opportunities nationally and internationally through alerts and newswatches, legislation etc. ZNCC would benefit from a computerised up-to-date membership list and access to information to answer queries. Other beneficiaries were to include investors, Ministry of Industry and Commerce, and researchers who would have access to current trade information about Zimbabwe. The ultimate long-term beneficiary was to be the country as a whole with a more vibrant commercial sector resulting from an informed private sector leading to increased employment.

At this point members of ZNCC receive publications as noted in the Outputs section but virtually none of the other beneficiaries are reached due to the lack of implementation of the project activities.

Sources: Project summary and other documents, interviews with ZNCC staff.

Impact

As the databases never really were developed or utilised, the intended service never really took place. Therefore any impact of the database information on increased trade would be negligible. There is no system put in place to determine how the users of the publications benefited or whether there is an increase in trade. For example, there is no mechanism to determine if a Zimbabwean company won an international tender published monthly in International Trade Opportunities or what company won a local tender published daily in the Tender Bulletin.

The feedback on ZNCC services is informal and occurs on an ad hoc basis, for example it may occur when a recruitment officer visits a lapsed member and determines why they have ceased membership or through the monthly branch meetings. The most common reason for not keeping or taking up membership is ZNCC's lack of a loan facility. There are no formal information exchange linkages with the Ministry of Industry and Commerce but copies of Government Tenders are Faxed to ZNCC for publication in the Tender Bulletin.

The greatest impact has been from the development of the membership data base which allows the Chamber to keep up-to-date records of members and fee payments. Therefore there has been some effect on institutional capacity. The two project staff who resigned presumably have enhanced skills from the training they received.

Factors Enhancing or Inhibiting Impact

The Case Study consultant feels that there are two major input factors that have seriously affected the project. The first has been the lack of the consultant's visits. The objectives of the visits were to help design the worksheets, data entry etc. and these activities would have provided a framework to the project. The fact that this key activity did not take place indicates that the overall project was too ambitious. The second factor was the key software packages were never received or never really became operational and there seemed no technical input into solving the problems. Although the staff received training in the software packages, they were not able to solve the software installation/operation problems.

The problem with CDS/ISIS might have been solved locally had ZNCC informed IDRC sooner of the problem (if indeed it sent the letter or if indeed it was received) and had IDRC informed ZNCC of the Harare CDS/ISIS Support group. This group is relatively active and does run training courses and can identify technical support.

The Project Leader and Information Assistant both resigned early on during the project implementation and are no longer contactable. Whether the aforementioned factors contributed to the resignation of the two project staff members was not determined.

Table 2.2
91-0270 -Chambers of Commerce Trade Information Systems - Zimbabwe National Chamber of Commerce - REACH/IMPACT

Beneficiary	Benefits (Impact Area)	Mechanism	Impact
ZNCC membership	1. Increased info. about up-to-date trade opportunities 2. Better publications (Knowledge)	1. Publications include newflashes and tender bulletins & Q&A service using PTA and ITC databases 2. Desktop publishing	1. Possibly high - major information organs of the organisation but no measurement tool in place. 2. Good - quality publications but not produced with IDRC funding
ZNCC + staff	1. Up-to-date membership lists and subscription info. 2. Skills (Individual and Institutional Capacity)	1. Computerised database of members with mailing labels and subscription payment info. 2. Training in software in Tanzania	High - is operating well, now being transferred to newer software 2. Not tested
Others (Ministry, other trade orgs.)	Current information on trade opportunities (Knowledge) More vibrant commercial sector (Increased Income)	Databases from PTA and ITC	Very limited - Enquiry service not implemented
Country as a whole		Relevant information sent to commerce and industry via publications and Enquiry service	Not tested - suspected low to nil

Table 2.3

91-0270 -Chambers of Commerce Trade Information Systems - Zimbabwe National Chamber of Commerce - Factors Enhancing and Inhibiting Impact

<u>Factors Enhancing Impact</u>	<u>Factors Inhibiting Impact</u>
ZNCC's wide membership providing potential users of information	Large 4 country project too ambitious, therefore initial consultancy did not take place
Training component provided by IDRC of original project staff	Resignation of project staff and not replaced or new staff not trained
	Information about local support for CDS/ISIS not provided
	Lack of response to requests for information by both IDRC and ZNCC - not enough IDRC involvement
	Databases not received from PTA/ITC

4.3 Enhancement of Outcomes

The communications break-down between the project and EARO may have been solved had both parties been more pro-active in contacting each other. The Case Study consultant feels through discussions that ZNCC rather lost 'hope' but did little to notify IDRC about its concerns early enough and IDRC EARO did not react strongly enough to the lack of information received. This resulted in a slide into non-activity regarding the implementation of the project.

ZNCC and The Confederation of Zimbabwe Industries (CZI) are in the process of merging. This is being done to eliminate duplication of membership and services to those in the private sector and to provide a unified voice of business to government and international bodies. This merger, however, means that there will be some redundancies, and a necessity to combine services and computerised information. A Co-ordinator for the merger is in place and issues arising from the merger are being addressed. Therefore, there seems no immediate need for IDRC to become involved other than to clarify once and for all that the project has ended or can be salvaged.

Lessons learned

This project clearly indicates that a more regular monitoring 'hands on' role by IDRC along with better benchmark reporting from the recipient organisation may helped resolve the problems resulting from the resignation of the Project Staff, found some alternatives and prevented the current state of affairs of the project. In addition, more information and better technical and software support was needed.

Appendix ZNCC No. 1

List of Documents Reviewed:

Project No. 91-0270 Chambers of Commerce Trade Information Systems - Zimbabwe National Chamber of Commerce (ZNCC)

- an IDRC internal Project Summary dated January 27, 1992
- a shorter summary of the Summary

New Documents:

- letter May 2, 1995 from IDRC - EARO to Mercy Mangwiro re: training course content - at African Regional Centre for Computing in Nairobi - staff training on computers in Trade Information Management
- response from Mr Maisiri 8 May 1995 noting attendance of Mrs Mangwiro and possible reduction in training hours in specific topics
- Financial Report to IDRC - Payments received and Income and Expenditure for 12 months ending 31 December 1994. No date
- Financial Report to IDRC - Income and Expenditure Summary 1994-1996. Revised . No date
- Technical Report to IDRC for the Period ending 31st December 1994
- letter to Mrs Jane Qgwapit - IDRC, 26 February 1996 from G Kumhot Administration Manager re: status of project and software
- letter from E Rathgeber to Chief Executive ZNCC - 6th March 1997 requesting technical and Financial reports.
- FAX to E Rathgeber requesting clarification on status of project 26 May 1997
- response from J Mambo re: status of project - May 25, 1997

Appendix ZNCC No. 2

List of People Interviewed:

Project No. 91-0270 - Chambers of Commerce Trade Information Systems -

- Initial phone contact with Confidential secretary to Mr Maisiri -
- Mr David Mugarisanwa - Administrator (both in Harare and at Mutare Branch)
- Mr Brian Zingambwe - Membership Officer
- Mr Norman Ngaru - Freelance Recruitment Officer for ZNCC - Mutare Branch

Appendix ZNCC No. 3

Acronyms and Initialisms

CDS/ISIS	Computerised Documentation System/Integrated Structured Information System
CZI	Confederation of Zimbabwe Industries
ZNCC	Zimbabwe National Chambers of Commerce

5.0 Project No. Title: 89-0230 - Grant and Debt Recording and Management System: CFTC (Commonwealth Fund for Technical Co-operation and Technical Advisory Group (TAG) through the Special Fund for Mozambique)

5.1 Description of the Project

Mozambique's external debt has the potential of crippling its economy for the simple reason that the majority of the country's earnings are needed for debt repayment. It was imperative that an efficient, rapid computerised system be put in place to assist the Mozambique Government to manage its debt servicing on time, keep an accurate up-to-date record of loans, grants, and other financial agreements and facilitate better borrowing strategies.

The Commonwealth Secretariat (ComSec) had developed software: Commonwealth Secretariat Debt Recording and Management System (CS-DRMS) that enables financial bodies to manage the relevant information. The Secretariat had been successfully setting up the software and training staff of appropriate institutions in several Commonwealth countries.

Mozambique was chosen as a recipient of the software and training due to its immense external debt and obsolete debt management system and its key geographical position in southern Africa in relation to the Front-line States which is comprised mainly of Commonwealth Countries. However, only being an observer to the Commonwealth and a non-Commonwealth country, it was necessary to engage another organisation to distribute the software. IDRC had already been appointed as one of the official distributors of CS-DRMS to non-Commonwealth countries and the two organisations entered into an agreement through the Commonwealth Special Fund for Mozambique to implement its use in Mozambique.

The recipient of this IDRC grant was The Commonwealth Fund for Technical Co-operation (CFTC) Technical Assistance Group (TAG) who administered the funds in Mozambique for the Public Debt Department and The Bank of Mozambique.

A Desk study only of this project was undertaken as it proved difficult to find anyone in Mozambique who was associated with the project; the Case Study consultant does not speak Portuguese and the limited time and budget meant that not all projects could be visited.

Context:

Mozambique's external debt, exacerbated by the South African destabilisation plan under the Apartheid regime, was being recorded and managed by an obsolete, labour intensive, incomplete and unreliable system by poorly trained staff of the Public Debt Department of the Ministry of Finance (PDD-MOF). This was seen as one of the major risk factors, along with the language barrier, in the implementation of the project in Mozambique. Prior to the project grants and loans were not recorded efficiently, external debts were not being serviced on time, and information for a developing a national borrowing strategy was not available.

The relationship between IDRC and The Commonwealth Secretariat had already been well established regarding the development and implementation of the software package. IDRC had funded the development of the software in 1985 and has assisted with funding in several of the 26 Commonwealth countries in which it has been installed and implemented prior to this project. IDRC had also assisted with the first non-Commonwealth country installation in Thailand in 1989.

In addition, any monies attracted by Mozambique from a Commonwealth country to the Special Commonwealth Fund for Mozambique (SCFM) would receive an additional equivalent amount through the British government grant matching pledge. This would generate funds for SCFM which in turn would assist Mozambique in economic and institution building.

Source: Project summary, correspondence, documentation

Objectives:

The overall objective of the project was to assist the Mozambican national financial institutions to compile relevant information and develop systems that would allow them to service their external debt more efficiently.

Strategy:

The strategy to achieve the objective was to support the application of CS-DRMS and to provide appropriate training in its use in the Public Debt Department of the Ministry of Finance and the Bank of Mozambique (BM) so that the MOF and BM could use it for contracting and servicing external grants, loans and internal lending.

Activities:

The activities included co-ordination by the Public Debt Department (PDD) with various government agencies to ensure all grant and loan information was sent to PDD; issuing information on procedures and specific of information needed by MOF; acquisition of computer hardware; installation of software; training in interpreting land and grant agreements; entering data on worksheets then entering into software; analysing the debt data; and training in use of software as a management tool.

More specifically the activities were:

- a) to maintain a comprehensive inventory of all external borrowing by government and parastatals, grants to government and on-lending,
- b) monitor loan and grant utilisation,
- c) forecast external debt service payments
- d) monitor payment of local counterpart funds against disbursements associated with grant agreements,
- e) monitor credit and retrogressive agreements to ensure local funds for debt service payments are received on the due date,
- f) undertake debt management activities such as debt analysis, assessment of impact on debt service of changes in exchange and interest rates, rescheduling and refinancing etc. of debts,
- g) produce reports that assist in loan administration and formulating debt management policy,
- h) service needs of multilateral agencies e.g. World Bank, IMF through reports that meet the requirements of the World Bank Reporting system.

It was reported to IDRC in an evaluation report by a Commonwealth Secretariat staff member in 1993 that during the initial implementation (Phase I) Objectives a,b,c,g,h, were achieved; Objectives d and e were implemented outside the project's framework by MOF using custom-written software and Objective f would constitute Phase II. Phase II was subsequently implemented but was solely funded by the Commonwealth Secretariat. Therefore most of the following comments relate to Phase I, that section which involved IDRC inputs.

Source: Project Summary, Reports to IDRC from ComSec.

Inputs:

IDRC provided the majority of the funding for the I.C.T. component which included in-country training, the hardware, some software and installation of CS-DRMS package (Budget of CAD 101110 with actual expenditure of CAD 101682). The Commonwealth Secretariat's, Commonwealth Fund for Technical Co-operation (CFTC) provided the software and overseas training of Mozambican staff and through its Technical Advisory Group (TAG) recruited and placed a resident advisor for two years (CAD 227255) in Mozambique. In addition CFTC administered the IDRC portion in country. The Economic and Legal Advisory Services Division of ComSec sent a staff member to Maputo for an assessment visit in 1993. The PDD and BM contributed staff to the project.

Source: Project Summary, documentation, correspondence.

Table 3.1

Commonwealth Secretariat- Debt Recording and Management System - Budget in Canadian Dollars

<u>Budget Item</u>	<u>Original Budget - 1989</u>	<u>Source</u>	<u>Percentage of Total</u>
Capital Equipment (PC's)	37005	IDRC	11%
Consultants - review of data sheets, installation of software, data input and review etc	29210	IDRC	9%
Research Expenses - software	10740	IDRC	3%
Training - software, report writing	24145	IDRC	7.5%
Overseas Training	34995	ComSec	10.5%
Resident Advisor	192260	ComSec	59%
Original TOTAL	328255		<u>100%</u>
ComSec TOTAL	227255		70%
IDRC TOTAL	101100		30%
IDRC Disbursements as per Variance Report - 05/97	101682		
Variance	- 582		

Sources: Project Summary 1989 and Project Variance Report May 1997

5.2 Outcomes

Outputs - Phase I

Phase I included the training of Public Debt Department and Bank of Mozambique staff in June 1989 in the interpretation of loan agreements and filling in of CS-DRMS data entry sheets. After some delay a Resident Advisor (CFTC-TAG) was posted in Maputo from 1990-1992 to assist with building of the databases and to provide on-the-job training for MOF and BM staff including implementation of rescheduling in CS-DRMS and in the appropriate report writing programme. Subsequently databases of the loans, grants and on-lending in BM and MOF were compiled and a system to check for inaccuracies put in place although some donors did not co-operate in providing information. The loan and grant utilisation was reported to have been implemented, and the software was utilised to produce forecasts of loan repayment schedules and reports available on a daily, weekly, monthly, quarterly and annual basis. The necessary reports for international institutions were produced but initially not in the appropriate format for the World Bank and IMF, and a bridging system was to be utilised. The concern of the weak staffing component was addressed and the staffing compliment of MOF strengthened. During Phase II an analysis of the information produced from the computerised system was implemented but this did not receive funding from IDRC.

An unexpected activity did take place during the implementation of the project as two staff (one each from MOF and BM) participated in a seminar on debt management issues and techniques in the UK organised by the Crown Agents.

Reach

The intended beneficiaries were primarily The Public Debt Department of the Ministry of Finance, and The Bank of Mozambique. Additional beneficiaries were the Ministry of Co-operation, Banco Popular de Desenvolvimento, The Treasury Department, and the Unit to Co-ordinate Import Programmes. Throughout the region the SADC and Front-line states should benefit in the long-term by having a stronger economy emerging from Mozambique. The donors, lending bodies to Mozambique should benefit from the knowledge that their monies were being properly and efficiently recorded and managed.

IDRC has benefited from the sale/marketing of the software under the terms of the Distribution Agreement with the Commonwealth Secretariat. The amount of revenue obtained from the sale of the software has not been determined by the Case Study consultant.

With the reported successful implementation of the programme all intended beneficiaries would have been reached although extent cannot be determined during this study given the limitations of time.

Impact of Phases I & II

The overall impact of the successful implementation of the project can only be surmised from the information provided to the Case Study consultant. Phase II is reported by staff of ELAS (Economic and Legal Advisory Service of ComSec) to have had a significant impact on both the MOF and BM in their ability to manage the debt information. It is presumed that Mozambique can now manage the information concerning its national debts effectively and monitor its grant disbursements. Debt repayments can be paid on time and this should result in lesser or no penalty payments. The MOF can develop an effective borrowing strategy and the international lending agencies should recognise Mozambique's attempts at managing its debts and that there

is a reporting mechanism in place that meets their requirements. Therefore MOF's institutional capacity has increased and financial policy can be better developed.

The programme has been successful enough that ELAS is providing assistance and training in developing a separate database with the same software to manage on-lending by Government to parastatals and the private sector.

IDRC is already benefiting from the distribution of the software and has replicated the project in Thailand, Bulgaria, Laos, Benin, Cameroon and Mali and is now exploring the possibility of assisting Burkina Faso.

Source: correspondence with ComSec. ELAS Division, IDRC

Factors Enhancing or Inhibiting Impact

The main factors enhancing the impact of the project appear to be the software that has been tried and tested elsewhere; the commitment of a strong organisation to assisting Mozambique (ComSec through SCFM); and a Resident Advisor to assist during the project implementation.

<u>Factors Enhancing Impact</u>	<u>Factors Inhibiting Impact</u>
Tried and tested software	
Commitment of Commonwealth through SCFM	
Resident Advisor	

5.3 Enhancement of Outcomes:

Funds for the assistance in developing the system for on-lending by Government to parastatals and the private sector have been provided by the SCFM but will soon be depleted. At one time it was thought that IDRC may be asked for additional funds to ensure the capacity building continues, however, this situation has changed as Mozambique is now a part of the Commonwealth and therefore additional funding would be sought through Commonwealth channels.

Table 3.2
89-0230 - Grant and Debt Recording and Management System - Mozambique (CFTC/TAG) - Reach and Impact

Beneficiary	Benefits (Impact Area)	Mechanism	Impact	Potential for future Benefits
Mozambique Gov't. Financial Institutions	Better information about external debt receipts and payment (Capacity, Policy formation)	Specialist software installed on computers with appropriate training	High - through better debt management	- Better reputation for managing debt
IDRC	Income (Increased Income)	Marketing software	High - several programmes implemented	Future income
International Organisations	Knowledge of Moz.'s good debt management (Knowledge)	Reports	Potential high - not tested	Better results from Moz. economy

Appendix CS-DRMS No. 1

List of Documents Reviewed:

Project No. 89-0230 Grant and Debt Recording Management System - Mozambique

- an IDRC internal Project Summary dated March 20, 1990
- a shorter summary of the Summary
- Report of First Two Years of Operation and Planned Activities, SCFM 12 June 1990
- brief trip report from Cecil Blake (IDRC - Regional Office for Eastern and Southern Africa) to Shahid Akhtar - Information Sciences Division of IDRC (18/10/91)
- IDRC Evaluation Unit Report 123 - An Evaluation of the Commonwealth Secretariat Debt Recording and Management System Project in Sri Lanka (May 1993)
- copy of the final technical report for DRMS Mozambique - Jose Maurel, 30 November 1993, addressed to Ms Rosemary Kennedy - Information Services and Systems Division - IDRC
- brief e-mail note from Antoine Raffoul (IDRC) to Gail Motsi- explaining the Distributor Agreement and noting countries in which IDRC has implemented the project up to July 1996
- letter from Dr Raj Kumar re: CS-DRMS Mozambique and other countries

Appendix CS-DRMS No. 2

Acronyms and Initialisms

BM	Bank of Mozambique
BPD	Banco Popular de Desenvolvimento
CFTC	Commonwealth Fund for Technical Co-operation - Commonwealth Secretariat
ComSec	Commonwealth Secretariat
CS-DRMS	Commonwealth Secretariat Debt Recording Management System
DRMS	Debt Recording Management System
ELAS	Economic and Legal Advisory Section - Commonwealth Secretariat
MOC	Ministry of Co-operation
MOF	Ministry of Finance - Mozambique
PDD	Public Debt Department
SCFM	Special Commonwealth Fund for Mozambique
TAG	Technical Assistance Group
TD	Treasury Department
UCPI	Unit to Co-ordinate Import Programmes (Mozambique)

6.0 Project No. Title: 91-1004 - Industrial and Technological Information System - SIDO (Small Industries Development Organisation) - Zambia

6.1 Description of the Project

Vibrant small-scale Industries are essential to any economy and are especially important where the national economy is based on one or two primary resources as in the case of Zambia's reliance on copper exports. Zambia's National Development Plan placed emphasis on the need to diversify its economy away from copper mining. As a result the Small Industries Development Organisation (SIDO) was established. SIDO's purpose was to promote the development of small and medium sized industries and enterprises and assist them through the provision of business and technical counselling, advisory services and information about products, marketing, legislation etc. to help them increase their productivity. This project sought to strengthen SIDO's information service and establish a national industrial and technical information service (ITIS) using computerised systems.

A partner institution, The Centre de Recherche Industrielle du Quebec (CRIQ), was chosen to work with SIDO. It has a wide reputation as a leader in industrial information and had collaborated with other similar institutions and projects in the Caribbean namely The Caribbean Industrial Research Institute (CARIRI), and with the Ministry of Industry in Mauritania. The involvement of CRIQ was also seen to reduce the risk factor given the economic situation in Zambia at the time which could pose a threat to a government development project.

Context:

For many years, information was not recognised as a significant factor of efficient production of SME's/SSI's. This view however, changed and information became recognised as playing a key role in this process of starting up and developing an effective manufacturing base. SIDO was viewed as the natural organisation to link all the aspects of the project and network with those individuals and organisations concerned with the sector. The library within SIDO, while providing the only specialised small industry information resource in the country, was deemed not adequate to identify, gather, process and disseminate the variety and volume of information necessary for development of the sector. Hence the need for strengthening its role.

The project was first envisioned by the librarian in situ in 1989/90 who attended an IDRC workshop on industrial and technical information. A three-phased preparatory exercise was embarked upon and included:

- a) establishing of an advisory group made up of representatives from a wide range of players in industry, government, information,
- b) engaging a consulting firm to carry out field research on current status of information needs, sources etc.,
- c) holding a workshop with all key players to date to develop a proposal and plan the progress of implementation.

The I.C.T. component, given the state of the computer and communications at the time, was innovative and appropriate. During visits, the staff of CRIQ saw the limitations on full computerisation and networking throughout the country and addressed them and a progressive plan for such activity was proposed.

Source: documentation, interviews

Objective:

General Objective was to create an integrated and co-ordinated information system for Zambia that will enable the collection, processing and dissemination of industrial and technological information to the manufacturing sector in general and small scale industries in particular. This information would help these industries increase productivity.

Strategies:

The main strategies to achieve this objective were:

- to establish an information system responding to the needs of the relevant users, including decentralisation to two SIDO's regional offices;
- to develop a team of information specialists and, through training, enable them to respond to the information needs of small scale industries;
- to identify the potential clientele for industrial and technological information services, with their technological capabilities, through the creation of a database on manufacturing industries in Zambia and to determine their information needs.

Intended Activities:

The activities included:

- to develop 3 Main Databases using CDS/ISIS, (Computerised Documentation System/Integrated Structured Information System - a UNESCO developed database programme):
 - a) Industrial Database - To do a questionnaire survey of Zambian industries to create an Industrial Database of their characteristics, activities etc. and to identify their information needs with assistance of SIDO Economist.
 - b) a resulting directory of industrial enterprises to be published at end of first year
 - c) Technologies Database - for indigenous technologies to be complemented by the installation of UNIDO database of technologies available from other international organisations;
 - d) Information Sources Database - for sources of information in Zambia of institutions their resources, activities and specialisation;
- to develop information services management tools to evaluate and adapt SIDO's interaction with its clientele;
- to link Zambian ITIS to other regional and international industrial information systems;
- to link up with the Centre de Recherche Industrielle du Quebec (CRIQ);
- to utilise SIDO's nine regional offices as focal points using a Wide Area Network (WAN);
- to reinforce the capacity of the library at SIDO HQ by:
 - expanding the physical space of the library;
 - acquiring appropriate computer and office equipment;
 - acquiring technical and industrial books and manuals, project profiles, and other reference materials;
 - augmenting library personnel at HQ and in regional offices;
 - acquiring 4x4 vehicle for collection of documents and extension visits and consultation;
 - regular visits from CRIQ staff to develop databases and to review progress;
- training and extension visits by Project staff to identify needs, publicise service and provide information;
- develop and Enquiry Service (Q & A);
- produce Newsletter;
- to obtain training and do study visits to CRIQ, UNIDO-Vienna;

- user Education via circular, user education seminar.

From an Information System perspective the aforementioned activities would have been more than adequate had they occurred (see Outcomes section). although no measurement tools were put in place to measure impact of information.

Source: Project Summary, documents, interviews

Inputs:

A total IDRC grant of CAD 249,775 with SIDO contribution of CAD 104,915 and CRIQ contribution of CAD 27000 for a project grand total of CAD 381,690 was budgeted over 3 years. The IDRC contribution was to be used primarily for purchase and production of publications, conferences, workshops and seminars, training and travel, survey costs including vehicle maintenance, capital equipment, and office supplies .

SIDO's contribution was primarily for staff salaries, vehicle purchase, extension visits, equipment maintenance and communications costs. And CRIQ's contributions was primarily for the contribution to CRIQ staff salaries during visits to Zambia and training of SIDO staff at CRIQ.

IDRC dollar amounts dispersed in the first year to SIDO were to be CAD 51405.00 in 2 disbursements. The first CAD 30,000 was received and with an additional CAD 25,000 deducted from second disbursement to cover travel expenses to Quebec and Vienna. The second year saw only CAD 6340 disbursed due to lack of activity on the part of SIDO for specific tasks. (Annual reports - Librarian). Additional monies were thought to have been received by SIDO but those interviewed could not say exactly how much or where it went. The final total amounts disbursed to SIDO contribution is difficult to ascertain as money was administered through the Ministry of Finance. Exact information regarding SIDO's inputs was unobtainable but it would be safe to say that many did not occur. The only Project Variance received by the Case Study consultant dates May 30, 1997 reflects the actual disbursements to CRIQ only totalling CAD 92899.

CRIQ contributed its proportional share as far as can be determined until the early cessation of the project.

Table 4.1
Industrial and Technological Information System- Budget in Canadian Dollars

<u>Budget Item</u>	<u>Original Budget - 1991</u>	<u>Source</u>	<u>Percentage of Total</u>
Capital Equipment (PC, FAX, photocopier)	52555	IDRC	14%
Vehicle	18995	SIDO	5%
Project Staff - SIDO salaries	63020	SIDO	16.5%
CRIQ - missions	66000	IDRC	17.3%
CRIQ staff	24000	CRIQ	6.3%
Research Expenses - Extension visits	3810	SIDO	1%

Database survey	5790	IDRC	1.5%
Info. Searches by CRIQ	11000	IDRC	2.9%
Training	9200	IDRC	2.4%
	4695	IDRC	1.2%
Regional Seminars	2760	IDRC	.7%
Publications - purchase and production	26540	IDRC	7%
Promotional materials	1840	SIDO	.5%
Support Services - Office supplies, postage, vehicle and equipment maintenance	21850	IDRC	5.7%
Communications	17250	SIDO	4.5%
CRIQ Office supplies	6500	IDRC	1.7%
	3000	CRIQ	.8%
Travel - regional tour	4140	IDRC	1%
Start up and follow-up visits by CRIQ	38745	IDRC	10%
Original TOTAL	381690		100%
SIDO TOTAL	104915		27.5%
CRIQ TOTAL	27000		7%
IDRC TOTAL to SIDO	122835		65.5%
IDRC TOTAL to CRIQ	126940		
IDRC Disbursements as per Variance Report - 05/97 TO CRIQ ONLY	92899		
Variance	+34041		

Sources: Project Summary 1991 and Project Variance Report May 1997 to CRIQ only

IDRC Information Science Division - EARO Nairobi staff visited 2/3 times during project planning stages, and two CRIQ staff visited within four months of implementation and again at the end of the first year and part way through the second year of implementation. This last visit resulted in the recommendation that the project inputs by IDRC and CRIQ be halted.

The IDRC/CRIQ inputs initially were timely and deemed adequate. Staff at SIDO expressed that IDRC and CRIQ could not be faulted for the failure of the implementation of the project.

Source: Project Summary, documentation, interviews

6.2 Project Outcomes:

Outputs

Activities that were implemented were primarily those involved with reinforcing the capacity of the library at SIDO HQ. These activities included the purchase of Computer Equipment (386 PC, laser printer), photocopier and FAX machine. There was a delay in the purchase by SIDO of the aforementioned equipment due to FOREX and importation procedural problems. All items were adequate for the purpose purchased. The delay in the purchase meant a delay in implementing most aspects of the project including the training of personnel. Some equipment was either reassigned to other departments (fax

and photocopier) or utilised by other members of staff for non-project use due to their own lack of equipment. Other equipment was not purchased.

The Library was to be moved to larger premises in a new building under construction nearby. The construction was never completed and the library therefore was not moved. Additional library furniture was not acquired. (The current library staff work in one of the most dispiriting conditions the consultant has seen with no outside windows, poor lighting and extremely cramped quarters).

In terms of library resources the librarian who was most integrally involved in the project received 975 Industrial Project profiles and other publications from international sources, many free of charge. She purchased several reference titles. The number of these resources acquired was initially adequate and up-to-date. Her persistence to acquire as many free publications as possible was notable. Most of the materials acquired have not been updated since the cessation of funding and remain on the shelves as dead material.

The Librarian, Computer/Systems Analyst, and Project Leader were identified from the existing staff, and a library assistant was hired to work at HQ library. The Librarian (whose position in the project was renamed to Project Leader - the Project Leader becoming the Project Co-ordinator) and the Computer/Systems Analyst went to CRIQ for 3 weeks in 1993 for training on database development and management, and during the same trip visited UNIDO in Vienna. The Computer/System Analyst left soon after return from training at CRIQ. He was replaced but no other project staff was identified or appointed. The Systems Analyst's replacement and the Librarian also went to an IDRC funded workshop in Arusha on the use of CDS/ISIS in 1993.

Upon return from training, the second Computer/systems Analyst installed CDS/ISIS on the PC with outside assistance.

Questionnaires were developed for 2 surveys: one for identifying the specifics of extant Zambian industries, and one for the sources of information relating to industry in Zambia. Identification of targets for surveys involved extensive searching. The collection of information was hampered by the failure of SIDO to purchase a vehicle for the project.

After the installation of CDS/ISIS the following databases were developed:

- a) Information Sources Database which is a database of other sources of relevant information in Zambia
- b) Industrial Data base - comprising membership of SIDO
- c) Library Resources database - a catalogue of resources in SIDO library
- d) Technological Database - comprising the industries in Zambia

The databases were used to assist in answering questions constituting the Question and Answer Service (Enquiry service). The questions and answers were recorded in a ledger book and show an average of 2 enquiries a week over the period of the project funding. This service continues at the same rate.

A modem was imported from Canada in late 1994. After installation, connection was made to ZAMNet (the University of Zambia Internet Service Provider) and e-mail facilities provided to SIDO. This facility is still used very regularly by SIDO staff except when the phone lines are down or have been disconnected. The latter has occurred several times due to non-payment of telephone bills.

No introductory circular, directory or newsletter were produced. Nor were user education seminars, extension visits, publicity/marketing or training of SME's/SSI's undertaken. No decentralisation to or computer linking with regional offices took place. This was mainly due to the lack of a project vehicle.

Several other staff not involved in the project left SIDO for various reasons and were not replaced for reasons the consultant did not investigate. This state of affairs affected the project in that valuable contributions and information sharing activities with other technical and professional members of staff did not take place and a demoralising atmosphere predominated within SIDO.

There seems to be an apparent contradiction between the information provided in the initial project document that stated that SIDO had a strong commitment to carry out this project and this would minimise the risk factor with the information revealed in the first year-end report. This report indicated that the first year of implementation suffered major setbacks due to the departure of several staff who were involved in the project. These setbacks were exacerbated by the inability of SIDO to procure items due to lack of foreign exchange etc.

Given this situation, the Centre de Recherche Industrielle du Quebec (CRIQ) recommended the cessation of the project due to lack of inputs from SIDO and the project was finally halted in November 1994.

Intended Reach

The SME's/SSI's: The intended reach of the project was to provide all those in Zambia interested in or already involved in small industries and manufacturing with access to a comprehensive technological information service. This service would assist them in forming and developing efficient enterprises through advice and information on technological requirements, sources of machinery, equipment and materials, product standards, patents, packaging, markets etc. With the improvement of the economic viability of SME's/SSI's through increased production and quality and markets, those working in the industries would benefit directly.

Other related institutions and organisations: These would benefit from the increase in positive linkages with SME's/SSI's and national, regional and international organisations and markets. SIDO staff: would benefit from increased availability of information and interaction affecting their own jobs and would this in turn would strengthen SIDO services.

Basically the lack of implementation of several key aspects of the project resulted in lack of services which in turn did not reach the intended targets.

Impact

There was virtually no impact on the increased productivity of SME's/SSI's. There were impact assessment measurement tools built into the proposal but none put in place. In addition the user education, publicity and training aspects of the project were not implemented. The service was not known and therefore not used producing virtually no positive impact on SME's/SSI's. The Q & A service (Enquiry) statistics show the same use of the service during the project as after and would be considered very low for any enquiry service. The current library staff do not know how to search the databases by fields and therefore the whole purpose of databases is somewhat lost and their use is

very limited. Had the main beneficiaries (small enterprise and industries) been involved from the beginning in the project design, there would have been a built-in publicity component and hence increased use of a service even given the lack of inputs.

Other organisations/institutions:

Those involved in the collaborative effort to set the objectives of the project would have had some spin off through working together. Staff of other related institutions and organisations (mainly governmental) became sensitised to the idea of the project and the possible use of I.C.T. because the project librarian visited many to discuss the project and collect information. Apart from that there was little impact of the project on these institutions.

The SIDO staff involved in the project have benefited from the training received and the linkages obtained, even though they may now be in other positions. In general the positive impact in this project was mainly through the training which developed individual skills.

There was some negative publicity about SIDO because of the lack of implementation. It should be noted however, that this was not the only factor that resulted in negative publicity as SIDO's image in other areas was also negative. SIDO staff noted that other donors also ceased projects or did not continue support of SIDO after completion of a project primarily due to SIDO's inability to meet its commitments in projects.

A positive outcome, albeit somewhat circuitous, is that SIDO has now been disbanded as SIDO and replaced by SEDB (Small Enterprises Development Board). Most of the Board's political appointees will be replaced by appointees from industry, and the work of the organisation will place emphasis on cost recovery, profit to be put back into the organisation and self-sustainability. A large accounting firm has been contracted to do a management and structural review and the organisation is already downsizing. An Information and Business Centre will replace the library and services will be offered on a fee/pay basis.

The Use of I.C.T.

The use of I.C.T. was central to achieving the objectives of the service as the databases developed and utilised properly would provide information that would be useful to SME's/SSI's. The purchase of a modem and connection to ZAMNet for e-mail early in 1994 was very innovative and well in front of many other organisations. This facility made communications between organisations that had e-mail (including CRIQ and UNIDO) much easier and file transfer facilitated.

The basic model proposed for information dissemination was good and still stands as relevant with the addition of impact assessment tools to be included. There is, however, a growing consensus among CDS/ISIS users that it is user unfriendly, inflexible and could be replaced by more modern, windows-based database programmes. Its main attraction is that it is distributed free.

Table 4.2
91-1004 - Industrial and Technological Information System - SIDO - Zambia - Reach and Impact

Beneficiary/User	Benefits received (Impact Area)	Mechanism for receipt of benefits	Impact	Potential for future benefits
SME's/SSI's	Basic Q & A service provided (Knowledge, increased income)	Access to documentation, free photocopying of information or verbal information	Very limited - no publicity or marketing done, no users seminars or newsletters etc.	New information and Business Centre planned utilising similar inputs on a cost recovery basis
Other Institutions and Organisations	Networking and awareness of potential benefit of service (Knowledge)	Involvement in Steering Committee - networking	Minimal - meetings stopped after start of project	Members aware of concept of use of I.C.T. for information gathering and dissemination
SIDO staff	Increased access to technological information to enhance their work Training (Capacity)	Availability of documentation, e-mail, photocopying, fax Training courses at CRIQ, Tanzania and study visits	Minimal due to staff removal, resignation and retrenchment Moderate to High (especially for librarian)	Some lessons learned for the development of a new organisation; skills and training received for other employment.

Factors Enhancing or Hindering Impact

Although the staff at SIDO appreciated the 'hands off' approach of IDRC, the staff reported that when CRIQ staff were due to arrive there would be a flurry of activity. SIDO now recognises that intervention in terms of more frequent visits by IDRC and CRIQ may have facilitated more action on the part of SIDO and prevented the cessation of the project (Interviews with Project Leader, Director). Although none of the staff were directly asked or volunteered specific information about why SIDO did not implement its commitments, the consultant could deduce that much of it had to do with two main factors: one being the significant lack of government funds and the rapidly declining economy in Zambia at the time. Given the lack of money available to SIDO useful resources or equipment that could be harnessed for other purposes may well have happened. The other factor appeared to be the style and quality of leadership/management within the organisation during the project implementation.

Table 4.3

91-1004 - Industrial and Technological Information System - SIDO - Zambia - Factors Enhancing and Inhibiting Impact

<u>Factors Enhancing Impact</u>	<u>Factors Inhibiting Impact</u>
Commitment of Librarian	Insufficient study of capacity and willingness of senior staff of recipient organisation to implement commitments
	Lack of government - departmental funds
CRIQ's training and support	Lack of more hands-on monitoring by IDRC
	Lack of impact assessment tools implemented

6.3 Enhancement Of Outcomes

Lessons learned:

As many countries suffer from depressed economies situations such as Zambia at the time the project was conceptualised, it would appear that there should be a more in-depth study of the capacity of the recipient organisation prior to project approval and dispersal of inputs. This would ensure stability of the organisation and its funding and ability to contribute; its productivity and staff commitment. If there is more than one recipient body, (as in this case SIDO and CRIQ), it is questionable that one recipient should be placed in the position of being the sole monitoring body and thereby possibly having to recommend termination of a project. More frequent monitoring on the part of IDRC is advisable and where possible, financial transparency should be insisted upon.

Appendix ITIS No. 1

List of Documents Reviewed:

Project No. 89-1004 - Industrial and Technological Information System - Small Industries Development Organisation - (SIDO) Zambia

- an IDRC internal Project Summary dated May 15, 1991
- a shorter summary of the Summary
- Financial and Technical Report January to December 1992
- "An information system for Industrial Development in Zambia: some basic considerations" by Maurice Lundu in FID News Bulletin Volume 44 issue 4/5 May 1994
- an IDRC Evaluation Unit 1993 evaluation of the Industry and Technology Information Sub-programme (world-wide - not specific to SIDO)
- Internal (ITIS) Reports: Quarterly Reports: October - December 1996; July - September 1996; November - December 1995; September 1994- March 1995; 1 April - 30 September 1993.
- Annual Reports January 1 - 31 December 1993
- Notes: Objective IV: Information and Small Business Centre - no date
- Proposal for the Enhancement of the Services of the Industrial and Technical Information Service (ITIS) - no date
- Institutional Survival Strategies - Projects Division Brain Storming Output - SIDO November 1995

Appendix ITIS No. 2

List of People Interviewed:

Project No. 91-1004 - Industrial and Technological Information System - SIDO (Small Industries Development Organisation) - Zambia

- Mr M C Mongo, Director - SIDO/SEDB
- Mr M C Kaumba - Projects Management Director - SIDO
- Mrs Florence Chipasha - current Librarian - SIDO
- Mr K Kalala - ex- Computer/Systems Analyst - SIDO
- Mr R Sanyikosa - ex- Project Co-ordinator- ITIS project , ex- Project Development Manager
- Mr M Muliwana - Projects Extension Services Manager
- Ms. Catherine Muyawala - ex- Librarian - SIDO, ITIS Project Leader

Appendix ITIS No. 3

Acronyms and Initialisms

CDS/ISIS	Computerised Documentation System/Integrated Structured Information System
CRIQ	Centre de Recherche Industrielle du Quebec
ITIS	Industrial and Technical Information Service
SEDB	Small Enterprises Development Board
SIDO	Small Industries Development Organisation
SME's	Small and Medium Enterprises
SSI	Small Scale Industry

7.0 Project No. Title: 89-0033 National Health Documentation and Information Network - University of Zimbabwe Medical Library

7.1 Description of Project:

Health for All 2000 is now a commitment of many Governments in the Southern Africa region. This international programme specifically aims at improving health care for rural populations. In order to achieve success, health workers at all levels and especially those in Primary Health Care, must have access to information that is appropriate for use in their daily work. Zimbabwe's health professionals are considered some of the leaders in the region in innovative approaches to health care. Foresight in Zimbabwe led to the development of The National Health Documentation and Information Network project based at the University of Zimbabwe School of Medicine Library (UZML). The project aimed to provide unpublished Zimbabwe-based information (grey literature) to the whole spectrum of health workers which in turn should have an effect on health care delivery.

Context:

With the recognition that rural areas suffer from poor communications and lack of current health information, in 1983 the Ministry of Health officially designated University of Zimbabwe Medical Library (UZML) as a focal point for health services information. A Joint Health Information Committee (JHIC) was formed in 1986 to co-ordinate and improve the supply of health information to the country's health workers. The region has no other health information network and the countries concerned would benefit from the information collected and from the implementation of the project. In addition, The African Health Information and Libraries Association (AHILA) in conjunction with WHO were compiling an African Index Medicus and the results of this project would contribute greatly in that initiative.

UZML, a branch library of The University Library which is one of the best endowed medical libraries in the region, is considered a well-established and run service with highly qualified and motivated staff. It is a fore-runner in implementation of innovative and relevant services. In addition, Zimbabwe has one of the best developed information sciences support networks in Africa. Linkages with other institutions in Zimbabwe and in the region already existed and would be strengthened by the project and there was a positive response from relevant institutions to it. The Library also produces CHIZ (Current Health Information Zimbabwe) a quarterly current awareness service publication aimed at rural and other health workers in Zimbabwe utilising MedLine monthly updates.

Source: Project Summary, interviews, reports

Objectives:

The general objective of the project was to improve access for all Zimbabwe's health workers to information emanating from or relating to Zimbabwe's health services to assist them to impart better health care.

Strategy:

To achieve this objective the project would establish a national health documentation and information database of health related unpublished reports, research etc. Once the material was identified, a computerised database would be developed and published. This would complement MedLine - a computerised database of published international health information. It was expected that systems would be put in place to facilitate

exchange of databases and bibliographies with other libraries and documentation centres in the region and to promote awareness of the network's existence and its activities among Zimbabwe's researchers and health workers.

Computer and other equipment and software would be purchased, staff hired and trained in the collection and computerised processing of health-related materials. Once trained they would seek, solicit, collect and process unpublished and published health-related materials through national travel/visits. These materials would be entered into the database and two print-outs (bibliographies) would be produced and disseminated. A biannual newssheet would be produced and disseminated. The Library would adopt accepted standards and procedures for the collection and processing of health-related information.

Inputs:

The University of Zimbabwe would make a financial contribution (CAD 37595) for portions of salaries of the existing Medical Library staff, publications, office supplies and communications, furniture.

IDRC's intended financial support (CAD 141115) was for salaries of new project staff, publications, local travel, meetings, training, travel to conferences, and capital equipment.

The Actual amount from the Project Variance Report of May 30, 1997 was CAD 108235. This amount does not match the amounts reported by the University which are actual 1990-1992: Zim\$76120.00 and 1993: Zim\$126561.00 (approximately CAD 119224) exchange rate approx. Zim\$1.6-1.7 to 1 CAD at the time). The value of the Zim Dollar lessened substantially during the implementation of the project which would account for the discrepancy. The total amount disbursed is less than originally budgeted and the Project Leader informed the consultant that this was due to the fact that one issue of the bibliography, the newsletter, and the Register of Research were not produced under this project and funding not requested as a result. There remains, however, a positive variance of CAD 32880.

Table 5.1
National Health Documentation and Information Network - Budget in Canadian Dollars

<u>Budget Item</u>	<u>Original Budget - 1989</u>	<u>Source</u>	<u>Percentage of Total</u>
Capital Equipment (PC's Photocopier etc)	53750	IDRC	30%
Furniture	1795	Univ. Of Zimbabwe	1%
Advisory Group Meeting	120	IDRC	1%
Research Expenses - office supplies, network promotion, communications	1830	IDRC	1%
	1590	Univ. Of Zimbabwe	1%
Salaries - Documentalist, Data Entry operation	52815	IDRC	29.5%
Salaries - Project Leader, other Library Staff	25100	Univ. Of Zimbabwe	14%

Consultant	13360	IDRC	7.5%
Publications (bibliog.)	9355	IDRC	5%
Delivery			
Local postage	9110	Univ. Of Zimbabwe	5%
Travel - local and international	9885 (or 9975)*	IDRC	5%
Original TOTAL	178710		100%
IDRC TOTAL	141115		79%
IDRC Disbursements as per Variance Report - 05/97	108235		
Variance	+32880		

* Discrepancy over sum of travel amounts from Project Summary

Sources: Project Summary 1989 and Project Variance Report May 1997

IDRC staff visited 2-3 times during the project and provided much needed assistance to the Librarian especially when she encountered problems during travel to India and with the importation and loss of equipment. No formal monitoring or evaluation took place.

Activities:

An Advisory Committee was formed in 1990 made up of representatives from related Ministries, institutions and organisations. They included staff from the University Library, Faculty of Community Medicine, Blair Research Laboratory (Ministry of Health), the National Library and Documentation Service, Ministry of Health-Health Manpower and Planning, and Zimbabwe Institute of Development Studies. This committee met at least once a year during the implementation of the project.

The Project Leader (the Medical Librarian) and the Deputy Medical Librarian attended the 6th International Congress on Medical Librarianship in Delhi in September 1990. After much delay equipment was purchased which included a photocopier, a fax machine, two PS/2 computers, one laser printer, two dot matrix printers, two filing cabinets, desks and chairs and microfiche filing cabinets. Some of the equipment was purchased in Zimbabwe and some internationally. However, it should be noted that the project implementation was substantially delayed due to three major factors:

- a) the project proposal took several months to be approved by the Ministry of Health and then an additional year to be approved by the Ministry of Finance;
- b) there were University of Zimbabwe internal and bureaucratic procedural problems related to hiring personnel, most specifically ignoring recommended personnel specifications provided by the Project Leader resulting in lack of suitably qualified applicants and inflexibility of recognising qualifications; and
- c) the relevant ministries were slow in providing the appropriate import clearance papers and suppliers did not follow instructions resulting in goods sitting in customs incurring storage charges and taking exceptionally long time to supply. One piece of equipment (microfiche reader printer) was lost and the shipper was too slow in tracing or providing information which resulted in an inability to claim against insurance. Two extensions were given by IDRC as a result of these delays.

A documentalist and a copy typist (compiler) were finally hired in January 1992. In January 1992, a local consultant was hired to train in the use of Micro CDS/ISIS. The documentalist and the Reference Librarian attended a 4 week course in Tanzania sponsored by IDRC in micro-computer-based data base management systems for

information and documentation services. In November 1992 and October 1993, the documentalist attended workshops funded by IDRC on the use of e-mail. These were not part of the original proposal and it is not clear if they were funded from the Project. In September 1993, a WHO Brazzaville-based information specialist visited the project and provided needed advice and training for 5 days. This visit was very beneficial as it concentrated on the implementation of uniform bibliographic standards which were to be used for African Index Medicus.

The Project Documentalist received additional training in WP5.0, MS DOS and Ventura DTP. The documentalist undertook travel to the provinces, to acquire documents and enter the bibliographic details into the database with annotations.

The I.C.T. component was central to the project. Databases are the most appropriate tool for information storage and retrieval. The database programme utilised (Micro CDS/ISIS) was not necessarily the most innovative but was extensively used at that time in developing countries and free of charge. —

Source: Project Summary, documents, interviews

7.2 Project Outcomes

Outputs:

Contact was made with all provincial and district medical teams and materials collected totalling about 300 items. The bibliographic information was annotated and entered into the computer using Micro CDS/ISIS and then housed in a special filing cabinet by Master File Number where they are available for use within the library but not for loan. The Project Leader feels that given the amount collected in a similar project in Malawi, perhaps more items could have been identified and collected.

A database of the 300 items was developed by January 1993 from the materials collected. All users of the database were asked to fill in an evaluation sheet on the use and usefulness of the searches done. Of the 480 requests in 1993 (average 40/month) 400 (83%) were answered and users indicated 80% satisfaction with the information retrieved. 20% felt more information was needed in certain areas e.g. nursing education, adult education, cancers especially those of the female reproductive system.

The bibliography of database items was given the title of Utano -The Bibliography of Zimbabwean health-related literature. Volume One was produced in March 1993 using the international standard adopted from WHOBIS (WHO Bibliographic Information System) an internationally recognised system for health documentation organisation and an ISSN (International Standard Serial Number) was granted. 500 copies were printed. The quality of Volume One is of concern to the Project Leader and the Case Study consultant supports the Project Leader in this assessment. The concerns centre on inconsistency of print quality but most specifically in the number and length of abstracts. The abstracts are author abstracts and not produced by the documentalist. This means that some entries have no abstract, others have short abstracts, and yet others have quite lengthy abstracts. The Project Leader feels she would have liked to have had more time to ensure quality control. Her other commitments did not facilitate this. The Case Study consultant would suggest that an abstracting group be formed to develop clear guidelines for the abstracts in terms of length, content style etc. The group could also be involved in producing abstracts for the bibliography.

A mailing list of 350 was developed to include all relevant Ministries, libraries, provincial and district health offices and individuals. 82 additional copies were sent to individuals.

An evaluation of the usage of the documents in the bibliography was agreed by the Advisory Committee. The distribution of the bibliography included a questionnaire on its usefulness and layout. Only 112 of the 432 questionnaires were returned. All responses indicated high ratings for usefulness, layout, easy indexing, and useful abstracts and a need for continuity. The questions asked were somewhat leading ones and allowed for only yes or no answers with space for additional comments. The resulting analysis of the responses to the questionnaire indicates high satisfaction. Nonetheless, an attempt was made to determine response from recipients and this type of exercise is not carried out enough in library and documentation services. From the distribution of the bibliography 279 documents were requested up to the end of 1993.

Volume II of Utano is now ready for printing. The current Outreach Librarian has been collecting and compiling the entries and a higher standard of content has resulted. The printing is funded by another agency.

The production of the Register of on-going research was transferred to the Medical Research Council of Zimbabwe based at the Blair Research Laboratory as it was felt they were in a better position to identify research in progress in Zimbabwe and they were already committed to producing a register of research. The UZML staff, however, always try to request copies of any reports, research etc. that may be forthcoming from those who utilise its resources and services.

The Newsletter was never produced per se as envisaged in the project proposal. An promotional newsletter to introduce the project and its intended services was sent out.

Source: Project Summary, reports, interviews

Reach:

The Intended target groups were primarily all health researchers and practitioners in the health services, staff and students of UZ Medical School, staff in other government departments and institutions working in health related fields and health policy makers and planners and health personnel in the region.

The Project Leader felt that most intended users were informed of the project and were made aware of the bibliography and the advantages of database searches. The students of the Medical Faculty utilise the bibliography and use the materials quite extensively (5-10 requests a week). The University Medical Faculty academic staff, however, don't use it as much as was hoped.

One unexpected group of users is the nursing students who, because of a change in their curriculum, now need to write research papers. This results in increased use of the library, the bibliography and files.

The Project Leader feels that the bibliography could have been promoted more in neighbouring countries. She has however, referred to UTANO database as a major source of information in the USML in several published and conference papers.

Source: Project reports, interviews

Impact:

The main areas of positive impact is the increased awareness of UZML staff of the invaluable documentation and data that exists that had been inaccessible or ignored; the training and development of skills of the Project Staff and currently the staff members working on the continuation of outputs from the Project; and the Library's ability to provide an additional service.

The Project Leader feels that Zimbabwe-based beneficiaries became aware of the benefit of I.C.T. utilising databases for information storage and retrieval and of the local literature available through the dissemination of Utano and there was increased awareness of the existence of local health literature and therefore increased use of the materials. This in turn should enable those workers to impart better health care to patients although this was not tested. The University of Zimbabwe Medical School students now have quicker access Zimbabwe related materials for their studies. The members of the UZ Medical Faculty, although not utilising the information as much as hoped, are aware of its existence. Time did not allow for organising interviews with Faculty members to determine the exact reason for this. Government Bodies have an increased awareness and a better attitude within the Ministry of Health to the importance of local health information for rural health practitioners and the benefits of using I.C.T. in storage and retrieval of that information.

Internationally, WHO and other international health-related bodies are now aware of health issues in Zimbabwe and publish the information in African Index Medicus (AIM) which is widely available and used throughout Africa and the world, (UZML sends disks of bibliography 2 x year via WHO pouch). Although as mentioned, the regional health institutions and personnel are not as aware of the bibliography and database as desired, the impact could be felt from knowledge that there is an institution collecting information on local health issues, many of which are relevant to them.

UZML was able to create 2 positions and it was intended that those positions would become permanent. The Administration, however, did not facilitate that and froze the positions after the end of the project. The two project workers, however, were able to use their new database skills in their next positions.

Since the end of the project, UZML has even fewer staff with which to provide its services. In spite of the efforts, especially those of the Outreach Librarian, to develop and promote the use of the project outputs, it is increasingly difficult for the UZML staff to source new documentation and add them to the database.

Of notable interest and an unexpected result is that the Dreyfuss Health Foundation is using the UZML project work as a model and has started health information programmes in 5 or 6 other countries which results in publications similar to CHIZ but also include grey literature.

Of additional interest is the establishment of the Zimbabwe CDS/ISIS User Group. Several organisations and institutions in Zimbabwe and Harare in particular were provided with CDS/ISIS in the 1980's and early 1990's. Users got together to discuss training and software issues and this resulted in the formation of the CDS/ISIS user group. The Documentalist of the Project attended several meetings and training workshops which he indicated in a report to be helpful in solving a number of ISIS problems. The current status of the CDS/ISIS User Group is now, however, unknown.

One negative impact mentioned by the Project Leader, was that of the extra workload produced by the Project in addition to her normal workload and commitments. She also indicated that a briefing on expectations, procedures to be followed by project leaders would have been helpful. As a result she felt that she was unable to supervise the quality control of the bibliography as much as she would have liked. This was partially because of the style and personality of the individual hired as the documentalist. She suggested that if someone in a full-time position is to take on the role of Project Leader there were two issues that should be addressed. One is the provision of either extra time or money to take on the job and the other is negotiations with the Recipient Institution to allow the Project Leader greater input into the hiring of staff.

I.C.T. played a pivotal role in the project. Through its use access to information relating to a specific informational need was made available to those in the health sector in Zimbabwe. It was also available through a quicker method than manual searching. Although it is possible to produce the same results manually, it is much slower, much drearier and labour intensive and would probably result in less usage which in turn would result in less benefit for the ultimate beneficiaries, the general public and patients in particular. The staff of the Project, however, found difficulties using CDS/ISIS. These difficulties included lack of a spell checker. This meant that the information had to be imported into Word Perfect for spell-checking and then re-imported into CDS/ISIS. Or the information had to be entered first into Word Perfect for checking and then imported into CDS/ISIS. There also are problems with print formats, indexing, exporting files in sorted order, and searching.

The Case Study consultant is not overly familiar with CDS/ISIS but it is a DOS based programme and from the use she has made of it, found it rather inflexible. It requires the user to remember past actions while searching. It also is a text-based database and not a combined data/text database. In discussions with other users who are also familiar with other database programmes, the general attitude is one of "well, it was free". Being free however, does not take into account the time spent trying to learn an inflexible programme or the problems encountered during use.

Table 5.2
89-0033 - National Health Documentation and Information Network - Reach and Impact

Beneficiary	Benefits Received (Impact Area)	Mechanism	Impact
Health Practitioners	1. Greater access to information about Zim. Health issues (Knowledge, Capacity)	1. Collection of materials and entry into CDS/ ISIS, 2. Intro. News-sheet, 3. Dissemination of Bibliography	Moderate-- through increased awareness of materials resulting in increased use and therefore increased knowledge
Consumers of Health Care (patients)	Better health care from practitioners (Improved quality of life)	Health Care delivery	Unknown - untested
Students of UZ School of Medicine	Access to information about Zim. Health issues (Knowledge)	Computerised database and bibliography	High use - Increased awareness of local health issues
Faculty of UZ School of Medicine	Access to information about Zim. Health issues	Computerised database and bibliography	Low-moderate use
Project staff	Training and awareness of grey literature (Knowledge, Capacity)	Training courses and consultancies in CDS/ISIS and computer use	Moderate to High
National Health-related organisations and institutions	Greater awareness of information available and services that they were in a better position to provide (Knowledge)	Computerised database and bibliography	Blair Research Lab. took over Register of Research, then Medical Research Council - increasing capacity to achieve organisation's aims.
Ministry of Health	Greater awareness of health issues	Dissemination of bibliography	Unknown- untested.
International Organisations e.g. Dreyfuss Foundation	Info. On Zim. Health Issues	Dissemination of Bibliography	Generally unknown-untested but in this instance using the project as a model.

Table 5.3

**89-0033 - National Health Documentation and Information Network -Factors
Enhancing and Inhibiting Impact**

Factors Enhancing Impact	Factors Inhibiting Impact
Commitment of Library staff, specifically the Project Leader (Librarian)	Inflexibility of University Administration regarding project staff qualifications, hiring procedures Government bureaucratic procedures for procurement of equipment, suppliers not following import procedures
The reputation of the UZ Medical Library and its recognition as a focal point for health information	Lack of impact measurement tools
Training and support through local CDS/ISIS users and others	Lack of regular monitoring visits by IDRC
	Use of CDS/ISIS as database software
	Time commitments of Project Leader and less UZML staff available to promote the service

7.3 Enhancement of Outcomes

It was reported by the Project Leader that IDRC was very helpful and supportive. Initially IDRC insisted that the documentation identified, collected and organised into the bibliography should only be Zimbabwe grey literature and not published literature as this would be available through MedLine. The Project Leader feels that CHIZ with its broader scope (published works) is of more use.

CDS/ISIS was utilised and promoted by IDRC but if another system had been made available for testing before implementation, CDS/ISIS may not have been chosen as it is felt by the Project Leader to have major limitations and is not very user friendly.

The University showed inflexibility regarding selection of staff for the project. The Project Leader's recommendations were not heeded in terms of the selection of project staff and feels that there could have been a better selection of candidates had the University allowed for wider qualification requirement.

Lessons learned:

It would be very useful to include impact assessment activities in the objectives/outputs and to have more regular monitoring visits by IDRC. It must be noted that such a project requires a great deal of commitment and a financial contribution such as a top up should be considered for the Project Leader or negotiations with recipient body to reduce normal workload. The software, CDS/ISIS, should be examined for improvements or alternatives found if at all possible. Donors should try to ensure through negotiations with the recipient institution that the Project Leader has a greater voice in hiring project staff.

Appendix NHDIN No. 1

List of Documents Reviewed:

- Project No. 89-0033 - National Health Documentation and Information Network - Zimbabwe
- an IDRC internal Project Summary dated April 3, 1989
 - a shorter summary of the Summary
 - brief trip reports from David Balson (17-12-90); Cecil Blake(01-07-91, April 1991).
 - letter to Dr C Blake from Mrs Helga Patrikios - dated 3rd Sept. 1991 providing progress re: personnel, lost equipment. installation of ISIS
 - letter to Dr. C Blake from Mrs Helga Patrikios - dated 11th December 1991 - discussing staff appointments, Micro CDS/ISIS and equipment
 - Interim Technical Report - July 1990-December 1992
 - Inventory of Computers and Programmes at the Medical Library - IDRC Project - no date
 - IDRC - Revised Schedule of Reports and Payments - no date
 - letter from Eva Rathgeber - Regional Director EARO - extending completion date of project to June 31, 1993. Dated January 20, 1993
 - Minutes of the Health Documentation and Information Network Advisory Committee Meeting - 2nd March 1993
 - Financial Report July 1990-December 1992
 - Financial Report January 1993 - December 1993
 - Sample questionnaire on use of Utano 1993.12.08
 - Final Technical Report January 1992-December 1993
 - letter to Mrs Jane Ogwapit 16 June 1994.

Appendix NHDIN No. 2

List of People Interviewed:

- Project No. 89-0033 National Health Documentation and Information Network - University of Zimbabwe Medical Library
- Mrs Helga Patrikios - Project Leader
 - Mrs. Podmore, Reference Librarian - UZ Medical Library (brief introduction only)
 - Mr Edward Mujera - Outreach Librarian
 - Sirira Thom - Project Compiler

Appendix NHDIN No. 3

Acronyms and Initialisms

AHILA	African Health Information and Libraries Association
CDS/ISIS	Computerised Documentation System/Integrated Structured Information System
	Structured Information System
CHIZ	Current Health Information Zimbabwe
ICT	Information and Communications Technology
ISSN	International Standard Serial Number
UTANO	Health (in Shona)
UZML	University of Zimbabwe Medical Library
WHO	World Health Organisation
WHOBIS	World Health Organisation Bibliographic Information System

8.0 Summary

Project Components

Objectives and strategies:

The objectives and strategies of the projects studied in at least two cases suffered from being over ambitious either in general terms (ZNCC) or in terms related specifically to the financial and human resource capacity of the recipient organisation to carry out the project (SIDO). Therefore if the overall objective is too ambitious and the strategies to achieve the objective are beyond the capabilities of the recipient organisation, then it is unlikely success will be achieved.

Inputs/Activities:

It is difficult to assess whether the financial inputs were satisfactory given fluctuations in exchange rates and prices of goods. None of the recipient organisations indicated that the funds received were insufficient for the activities they were intended. If additional funds were required, these were made available by IDRC upon a justifiable written request.

The ability of the recipient organisations to realise their intended inputs was overestimated in three of the Projects (SIDO, ZNCC and to a much lesser degree, the National Health Documentation and Information Network).

The use of I.C.T. in the projects in the projects that utilised it, was central to the provision of services envisaged for the success of the projects. The software used in three of the projects (SIDO, ZNCC and National Health Documentation and Information Network), CDS/ISIS was considered suitable at the time most especially as was free of charge. It is a DOS based text database programme and has limitations in terms of printing multiple selected entries, indexing, exporting data to other programmes, no spell check, and is not user friendly in comparison with more modern programmes.

In most of the projects, considerable delays occurred in some stage of implementation. Although these delays often related to the importation of goods and foreign exchange problems or recipient organisational bureaucracy, these issues could have been foreseen as knowledge about the situations would have been known at the time.

The training component in all the projects in most cases, appears to have been adequate, and timely and in all cases was carried out. Most of the training took place early in the implementation of projects and therefore there was a greater possibility of it taking place. The training in the projects was specifically aimed at providing skills to carry out the activities of the project (use of CDS/ISIS and CS-DRMS). Several project staff, however, resigned after training (SIDO, ZNCC) or their positions were not made permanent. The exact cause of these resignations could not be determined but in one case it was to take up a far more lucrative position elsewhere. Any problems that arose thereafter could be attributed to the following:

- recipient institutional problems,
- lack of local technical backup with the software
- lack of further monitoring input and support by IDRC or other partner institutions if there was staff turnover.

IDRC appears to have had, in these projects at least, a general 'hands-off' approach which can be regarded as politically and culturally positive but operationally potentially

problematic as in the case of ZNCC and SIDO. In only one project involving I.C.T. was there a long-term outside expertise component (CS-DRMS - Grant and Debt Recording). The other projects involving I.C.T. had short-term intermittent consultancies or visits from outside only. This is a sensitive issue and one that must be thoroughly investigated during the design of a project. A great deal depends on other factors such as institutional capacity. In the INFORD project, the research phase very much depended on the very high level of commitment of the Project Leader and the partners.

Outputs:

The main outputs of the projects studied included a research report (INFORD Phase I), a computerised debt management system (CS-DRMS), computer generated bibliographies (NHDIN), membership database (ZNCC), and industrial information databases (SIDO). The most important factor is the dissemination of the outputs in order to reach target beneficiaries or to influence impact.

Reach

The main lesson to be learned from the Case Study is that reach and impact assessment measurement tools must be incorporated into project design if these issues are to be adequately assessed. The lack of these tools made the study of the reach and impact difficult. The other issue that emerged was that the main beneficiaries need to be involved in the project idea and design in order to ensure optimal reach is achieved.

Impact:

The impact of the projects varied a great deal and depended mainly on the ability of the recipient organisation's ability to carry out the activities of the project or the receipt of certain inputs from other organisations. When activities are not carried out, the services planned do not take place and the beneficiaries are not reached. Therefore, the impact is nil to very limited. The impact of the projects that did complete most or all of the activities was difficult to measure as no systematic impact assessment tools were put in place.

Results of the Use of I.C.T.

There is no doubt that the use of I.C.T. was central to the ability of four of the projects in question to achieve their objectives. There was enthusiasm in recipient organisations to use I.C.T. and it had the ability to bring together people in a workplace. In the projects it showed that it can be used to organise and share or disseminate information in a quick and relatively easy manner. Such information services can be provided without an I.C.T. component, but the result is less effective in terms of comprehensiveness, efficiency and speed. Therefore, the role of I.C.T. in a information dissemination projects demanding speed and comprehensiveness is almost imperative.

However, the success, or lack thereof, of the projects ultimately did not depend on the I.C.T. component but on human and institutional factors. Two key issues do arise concerning I.C.T.: the technical back-up necessary and the training in the use of I.C.T.'s which is essential for all concerned. Not only do the first level users need to be trained but others in decision-making policy and development positions to ensure that institutional resources (such as staff, finances, policy) do not hamper the effectiveness of the technology made available but capitalise upon it.

The staff of two projects that had e-mail installed (one from IDRC funding, one from other funding) feel that they would find communications with outside organisations much more difficult without that facility.

There was indication that I.C.T.'s in some the projects studied created jobs (SIDO, CS-DRMS and NHDIN) but because of institutional problems these positions did not always remain permanent. However, the skills that project personnel gained definitely have been of use in other positions and areas of work.

We must not forget, however, that I.C.T.'s are just a tool for communications and information exchange. We all still rely on face to face communication to obtain information, especially information that is local in nature. As shown in the INFORD project, we need to understand how and why people communicate and what information is of importance in order to design technology that can be a tool and not a barrier. If technology cannot be easily harnessed then it is a barrier and it is very important to determine how information can be repackaged using technology to overcome any such barriers.

General Appendix No. 1 Travel Itinerary

Timing/schedule of activities:

- March 29-31
 - document study
- April 1 - 15
 - initial contact with key persons and identifying:
 - development of Workplan for approval
 - development of questionnaires/interview procedures and distribution
- April 21 - 25
 - travel to Gaborone
 - interviews for INFORD research
- May 6 - 10
 - Travel to Lusaka, visit with SIDO
- May 12 - 15, 19 -22
 - Travel to Harare, visit with Zimbabwe National Chamber of Commerce and Mrs Patrikios - University of Zimbabwe Medical Library
- May 25 - June 6
 - collating information received from all sources
 - preliminary report production
- July 23
 - Travel to Johannesburg for Workshop
- July 24
 - Workshop with IDRC staff and other Evaluation Case Study consultants
- August 6 - 10
 - preparation of Draft Final Report
- October
 - preparation of Final Report

General Appendix No. 2 - Questionnaire

QUESTIONNAIRE:

Project Title: xxxxx

1. Your role:

1.a - Please note the role you played or play in the project

1.b - Please identify other key players

2. Inputs/Activities:

2.a - Aside from the intended inputs/activities noted in the original proposal, were there any innovative activities? If so, please describe what they were, why they were used, how they were used.

3. Outputs

3.a - What products, services, processes were provided, produced?

3.b - Please describe these outputs in terms of:

i) - quantity,

ii) - quality,

iii) - relevance of importance,

iv) - innovativeness,

v) - timeliness,

vi) - availability,

vii) - accessibility.

3.c - Were there any unintended outputs produced or provided? What were they? and please describe them as in 3b. above.

4. Context/Environment

Please describe the situation in which the project was implemented in terms of:

4.a - capacity and performance of your institution (e.g. leadership, vision and motivation, human and other resources, relevance, institution's environment),

4.b - political support by IDRC and other donors,

4.c - supportive and complementary environment from government and any other players.

5. Reach

5.a - who are the intended users or beneficiaries and were they reached?

5.b - were there any unintended users or beneficiaries?

5.c - who was touched by the project? (people, agencies etc.)?

5.d - who did not benefit and should have?

5.e - are/were there other potential users/beneficiaries?

5.f - were the relevant players necessary and complementary to achieving objectives drawn up for the project?

5.g - how were they involved and were they committed?

5.h - who was touched directly or indirectly?

5.i - who was touched immediately, in the middle term, in the long term?

5.j - who was negatively affected by the project?

6. Impact - consequences or influences of use and non-use

6.a - what were the positive consequences or influences of the use?

e.g. -

i) were any jobs created by the project, (excluding project staff) if so, what were they and were they temporary or permanent positions?

ii) were there any policy changes in Government resulting from the project?

iii) were there any policy or other changes in your organisation resulting from the project?

iv) did the people involved in the project form new groups or start to communicate in new ways? Please describe the group or activity and explain what was new and what effect this had,

v) did the project influence the development plans of other agencies?

vi) did the project or associated activities create or apply new solutions to the development problems addressed by the project?

vii) during the project, did individuals gain access to information or communication facilities that allowed them to do things they could not do before the project was implemented?

viii) did the project have an influence on community activities? In what way?

6.b - during the implementation of the project what were the most important ways of exchanging information or communication among groups or individuals?

6.c - in any of the activities related to the project:

i) did I.C.T. play a role in accessibility of information and its use, if so how?

ii) did I.C.T. help overcome barriers such as language, culture, or distance? If so please give examples,

iii) did the project train people or create resources that will influence the future use of I.C.T.s? Please describe the training, and indicate the number of people who were trained and how,

iv) did I.C.T. play other roles or produce other results in the project?

6.d - overall, would you say that the value of I.C.T.'s to the outcomes of the project were:

- insignificant?
- moderately significant?
- very significant?

6.e - are there any commercial products or services that were or can be marketed resulting from the project?

6.f - are there further opportunities for income generation or job creation for beneficiaries?

6.g - were there any negative consequences or influences?

6.h - what were the consequences or influences of non-use?

6.i - Please comment on IDRC's role in helping or hindering the project?

7. Enhancement of Outcomes

7.a - What conditions, resources, activities or other support would make the project even better (e.g. investment in I.C.T. development, policy etc.)? Please relate these to the factors that influenced the outcomes and to the people who contributed to the project,

7.b - Do you think that this project could be or should be repeated elsewhere?

7.c - What do you feel are the most important lessons learned from this project?

8. Public Relations

8.a - Are there particular aspects of this project that you have found to be easily communicated or advertised to the public?

9. Any additional comments or observations you would like to make?