

Three Key Lessons and their Implications for Training

1) People use Dividers and Connectors. Few people use more of the Framework than that.

a) People are making *good* programming decisions based on a D/C analysis

b) Few people ever write their analysis down. In conversation they can trace why they made the choices they made. Those conversations reveal they identify RTs and IEMs as patterns they are trying to fix/avoid/reinforce. They don't always use the same language we use, but the patterns they identify are the same.

Implications for training: Develop a heavy focus on D/C analysis. Use both the Tajikistan and South Sudan case studies to get people in the habit of using the D/C lens.

2) There seem to be two types of people in this world: tool users and non-tool users.

a) Tool users will use any tool or framework they can find, often tearing it apart and using whatever piece is most appropriate at the moment.

b) Non-tool users will never use any tool willingly. Non-tool users say they want one tool which does everything. Non-tool users say that there are already too many tools –so how do you expect to us to add this one. Non-tool users will do or say anything to avoid having to use a tool.

Implications for training: Announce this up front as a piece of learning from the project. If someone complains in a non-tool user fashion, shrug and say that our experience is that people who use tools will use DNH. Offer support and positive feedback to the tool users.

3) Local staff are far more likely to use DNH than expatriates.

a) Why? Because local staff feel comfortable prioritizing from their context analysis, while expats/outsideers feel very uncomfortable doing so. A Kenyan man said to me, "Today I work on what is going to get my family killed next month." Expats are rarely so focused.

b) However, this means DNH analyses tend to be micro and not connected to other trends in the country or region. Local staff have suggested that they want expats to be able to tie micro and macro analyses together. Expats rarely understand that this is expected of them.

Implications for training: Bring up the differences between local and expat/outsideer in the training in order to warn expats of the difficulty they will encounter in their own minds and to warn local staff that they can't look to expats to take the lead on programming adaptations.