

APPENDIX G. BASELINE REPORT – INSTITUTIONAL ANALYSIS OF THE WEST
MAMPRUSI DISTRICTS

Institutional Study of the Participation of the District
Administration and Key District Departments and
Agencies in the West Mamprusi and Mamprugu-Moaduri
Districts in SADA MVP

EXTERNAL IMPACT EVALUATION OF THE
MILLENNIUM VILLAGES PROJECT,
NORTHERN GHANA

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Results in development



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Acronyms

ACDEP	Association of Church Development Projects
AEAs	Agricultural Extension Approaches
CAMFED	Campaign for Female Education
CHPS	Community-based Health Planning Systems
DADU	District Agricultural Development Unit
DPO	District Planning Officer
DWAP/CIDA	District Wide Assistance Project of the Canadian International Development Agency
DCE	District Chief Executive
FBOs	Farmer-Based Organisations
GES	Ghana Education Service
GHS	Ghana Health Service
GSOP	Ghana Social Opportunities Project
IDA	International Development Agency
JICA	Japanese International Children’s Agency
LSDGP	Local Service Delivery Governance Programme
MiDA	Millennium Development Authority
MOFA	Ministry of Food and Agriculture
MOU	Memorandum of Understanding
MVP	Millennium Villages Project
NGO	Non-Governmental Organisation
NORPREP	Northern Regional Programme on Rural Enterprises Project
NORST	Northern Regional Small Town Water System

NRGP	Northern Rural Growth Programme
RSSP	Rice Sector Support Project
SADA	Savannah Agricultural Development Authority
SRWP	Sustainable Rural Water Project
UNICEF	United Nations International Children’s Fund
WFP	World Food Programme
WMDA	West Mamprusi District Assembly

1. Qualitative Baseline Institutional Assessment at the District Level

1.1 Introduction

Sustaining the investment into the Millennium Villages Project (MVP) communities at the end of the project depends on institutional arrangements at various levels: national, regional, district, and community. For this reason, it is important to understand institutional, financial, and governance arrangements that have been put in place for the management and implementation of the MVP and to track their effectiveness over the implementation period. It is also important to understand how the relationships between institutions/organisations at various levels have evolved as a result of the project and why. It was for this reason that this baseline study was undertaken.

The study was undertaken by Participatory Development Associates (PDA) Ltd, led by Tony Dogbe with the assistance of Beatrice Sarpong, also of PDA. The study was undertaken with the staff of the West Mamprusi and the newly created, Mamprugu-Moaduri Districts on 22 February 2013 after the nationwide strike by the Local Government Service.

The objective of the study was to document:

- The level of involvement of district institutions and actors in the decision-making process of projects like the MVP and what they know about the MVP
- Contributions of the districts and their departments to projects like the MVP
- The perspectives of these district actors and they think what makes projects like the MVP cost-effective and sustainable
- Expectations of these district actors of the MVP and possible impact at district and community levels

1.2 Organisation of the Study

At the start of the MVP in the Savannah Agricultural Development Authority (SADA) area in 2012, there were two project districts. Over the course of 2012, they were both split into two, making a total of four districts. At the time of the study, some staff for the two new districts had been recruited but did not have functioning offices and most were new to the new districts. Considering that most of the engagement between the SADA MVP and the district officials had been with the staff of the old districts, the District Coordinating Director, the District Planning Officer, and the District Budget Officer thought it best to bring the staff of the two districts together for a focus group discussion. This was to enable the newly recruited staff of Mamprugu-Moaduri District to hear from the staff of West Mamprusi on how the project had been designed and their involvement to date compared to other projects being implemented in the district.

In the light of this, the study team organised two focus group discussions. One with the core staff of the district administration, namely, the District Chief Executive, the District Planning Officer, the District Coordinating Director, the District Budget Officer, etc. and the other with the heads of departments and agencies. They play different roles in the MVP and in projects in general, and hence experience projects differently.

2. Baseline Study with the District Administration of West Mamprusi and Mamprugu-Moaduri Districts

2.1 Involvement of District Leadership/Administration in Decision-Making in the MVP

According to the District Chief Executive (DCE) of the Mamprugu-Moaduri District (the DCE of West Mamprusi District was not present), whose District is one of the newly created ones, he and his team have only availed themselves to learn more about the MVP for the sake of continuity. Since the district did not exist at the start of the MVP, they were not involved in decision-making for the project. He therefore instructed the Planning Officer of the West Mamprusi District, who doubles as the focal person for the MVP, and his cohorts to do more of the talking. The roles and responsibilities of some West Mamprusi District Assembly Staff in the MVP in their own estimation are compiled in Table 1.

Table 1. Roles and responsibilities of some District Administration Staff in the MVP

District Planning Officer

- Member of the external evaluation team
- Part of the team that put up the design for the MVP area in the District
- Focal person in the Assembly for the MVP
- Responsible for data gathering, field survey work, and compilation of reports for the project
- Serves as a coordinator between the project and the various decentralised departments concerned with the project, like health, education, and agriculture
- Participated in civil workshops as part of the project consultation process from inception to completion

District Coordinating Director

- Programme monitoring and evaluation
- Impact Assessment
- Identifying challenges

In the West Mamprusi District, the Assembly draws on the expertise of departments like the District Agricultural Development Unit (DADU), Health, and Education Departments. These departments have been invited to the MVP workshops. The District Planning Officer has also periodically relayed information to these departments regarding MVP activities. The departments are therefore the most involved and well informed about the progress of the project. However, the District Planning Officer admitted not to have received copies of the MVP documents although he was promised one.

On the issue of involvement of the District Leadership in the design of the MVP, the District Planning Officer (DPO) said he was directly involved in the formulation and design of the project from its inception. He also indicated that the health outfit is included in implementing their health interventions

while the Ministry of Food and Agriculture (MOFA) is critical in the implementation of agricultural interventions. The DPO further explained that the design of the MVP was around agriculture, education, infrastructure, health, and ICT. In his view, the district is happy with the agricultural component of the project since over 70% of the population counts on agriculture as their main source of livelihood, and that the percentage may be higher for the newly created Mamprugu-Moaduri District. The aspects of the agricultural component they are enthused about are the supply of inputs and the provision of extension officers. He mentioned that previously the ‘overseas’ (Mamprusi Moaduri District) only had two extension officers, one of which was not fully qualified. However, currently the area has more than 10 extension officers and with the proposed road rehabilitation, access to these communities will improve.

The aspect of the MVP design that the DPO was not happy with, in his own words, is “looking at the value chain of agriculture, supply of inputs to the door steps of the people is very critical.” Unfortunately, this demand has not been realised over the years by various actors, including the MVP, due to the poor road network to the project communities. He hinted that improvement in accessibility was critical to service providers moving into the area or in preventing people from migrating from the area. The District Planner also added that they face the challenge of inadequate staffing.

Another area of dissatisfaction, according to the DPO, is the coverage of the project. In his view, all the project communities are in a line and close to the main road, ignoring the off-track and ‘deeper overseas’ communities such as Bugyinga, Bulbiya, Dindigni, Sakpaaba, and Lichin, among others. In the DPO’s own estimation, supported by the other members present, the communities he mentioned are really poor; “the poverty in these areas is deeper,” he asserted. The roads to the deeper overseas communities are inaccessible due to perennial flooding, especially during the rainy season, making it difficult, and sometimes impossible, to use transport (e.g. canoes, motorcycles, bicycles, walking, etc.).

The Planning Officer was also unhappy about SADA’s unilateral selection criteria where they had their own indicators in the selection of the beneficiary communities. He recalled that he was a mere participant (describing himself as a ‘zombie’) when he joined the team for the community selection. With this, the DPO from the Mamprusi Moaduri District expressed his dissatisfaction that the district was not fully involved in the selection process. He explained that the Assembly knows the poverty pockets of these areas and as such the beneficiary communities should have been selected using the poverty profile of the district.

The district is not happy with some aspects of the MVP health and infrastructural components. For instance, the Wulugu-Fumbisi stretch has only Wulugu and Fumbisi connected to the national electricity grid, but the MVP has no plans to connect the other communities. In terms of health facilities, the Kunkwa area to Kpasinkpe had one referral area, Walewale. Although the road network is good, the roads themselves are full of potholes and very dusty during the dry season. The DPO joked that when you ply the stretch between Kunkwa and Yaadima you get “free powder” (meaning dust). He explained that the proposed road rehabilitation in the MVP is not the best in that some of the roads should at least be tarred thereby relieving community members of some of the stress they go through when accessing these roads.

The Planning Officer from West Mamprusi District Assembly (WMDA) explained that the Upper West Region (which initially was part of the project) was disqualified from the MVP because there are big rivers with no bridges, hence they could not be crossed. He said the MVP design does not include a

component that supports the construction of bridges. The team on their tour changed their route to the ‘overseas’ area, hence Kunkwa and Yizesi area council was ‘discovered’ and included in the project.

The Planner maintained that because they are not adequately involved in the activities of the MVP, the assembly could not ascertain the decentralised departments’ level of participation in decisions relating to the MVP. This is because some of the departments are mostly contacted by the MVP directly without informing the Assembly.

Some of the specific decisions the Assembly has been involved in with the MVP include the citing of health posts and CHPS compound at Kunkwa and Yaadima.

The Planners have enquired to the MVP authorities about the structures and mechanisms that are in place to sustain the MVP. The MVP authorities confirmed that there were exit strategies and sustainability arrangements although these were unclear to the Planning Officers. They tied it to the fact that the involvement of the decentralised departments was enough since they can take over the management of the facilities when the project phases out. He added that the district has plans to operationalise the area councils to sustain the project. The District Coordinating Director was of the opinion that any good thing is worth sustaining so they have also directed the area councils to supervise and oversee the management of the projects undertaken in the MVP communities. He said the District Assembly was aware that the area councils were not functioning as expected. Thus, they have plans in place to resource the councils by providing them with staff and logistics. The Planning Officer for the Mamprugu-Moaduri District, commenting on the operationalisation of area councils, said sometimes area councils are unable to function due to the failure of the Assemblies to provide the necessary support.

In regards to donor-assisted projects and the Assembly’s involvement, the Planning Officer for West Mamprusi said the District Assembly system has its own structures that every donor uses. He explained that the district’s level of participation in a project depends on the project’s design. However, the Assembly is responsible for the project’s planning and coordination.

The administrative arm of the district was asked to list the current projects in the district and rank their involvement in the design, implementation, monitoring, and evaluation to get a sense of the involvement of the district leadership in other donor-assisted projects. The ranking was done on a scale of 1 (low) to 10 (high). The outcome is reflected in Table 2.

Table 2. Level of involvement of District Administration in current donor-assisted projects in the district

Project	Design	Implementation	Monitoring	Evaluation
International Development Agency (IDA)	4	9	9	9
Northern Regional Small Town Water and Sanitation Project (NORST)	4	9	9	9
Millennium Villages Project	1	9	9	9

The administrative staff agreed that when it comes to the implementation, monitoring, and evaluation of district projects, they score a high mark of 9, including the MVP. Their only challenge is during the

design stages when donors come with their own ideas and do not seek input from the Assembly. They were particularly unhappy and critical of the lack of Assembly involvement in the MVP design, hence a low mark of 1.

2.2 The District Administration’s Contribution to the MVP

The District administrative staff catalogued areas where they have contributed to the project. Among others, the DADU is the department that is most involved in the implementation. This is because of the dominance of agriculture in the District and thus this unit deals with many farmers. The project also makes good use of the existing structures and logistics readily available. Natural infrastructure such as land is often provided for free to the MVP. Worth noting is the human resource contribution in terms of technical assistance provided by District staff. This has saved the project from recruiting new employees for the project. For instance, a number of boreholes have been sunk by the MVP in partnership with the District Water and Sanitation Unit.

In commenting on whether central government’s resource allocation to the district has changed or if it will change, the Coordinating Director believed that resources will “silently be saved” as the Assembly wants to avoid duplicating projects that the MVP has already started in a community. According to the Planning Officer, although the Assembly cannot catch up with the MVP, they are going to challenge them in infrastructural development in non-MVP communities.

2.3 Cost-Effectiveness and Sustainability of the MVP

Since cost-effectiveness and sustainability are critical to any project, the team considered it relevant to get the perspectives of the district actors and what they think makes projects like the MVP cost-effective and sustainable. While the District appreciates the development initiatives undertaken by international non-governmental organisations (INGOs), the issue of sustainability is always a concern.

The Planning Officer for Mamprugu-Moaduri cited an example of a cost-effective project in his former district of Saboba, the Ghana Social Opportunities Project (GSOP). The project had a budgeted amount of GHS 240,000, yet the district only spent GHS 150,000. The Planning Officer for West Mamprusi added another example of a cost-effective project, the European Union micro-resource project. This project only utilised 50-60% of its budget. These projects have been cost-effective because community members were involved in the project implementation by contributing labour and artisan abilities. Apart from its cost-effectiveness, the people take pride in the project; they consider it as their own property and are therefore ready to protect and maintain the project at all costs.

2.4 Anticipated Impacts of the MVP

The administrative staff of the West Mamprusi and Mamprugu-Moaduri Districts anticipated the following impacts of the MVP:

Anticipated impacts on the community:

- The contributions made in the areas of health, ICT, and agriculture will greatly impact the lives of the people
- Agri-business will improve family incomes and livelihood of the people, with this, parents will be able to perform better their parenting role

Anticipated impacts on departments:

- Build the capacity in terms of knowledge and staff capacity and also an increase in logistics

Anticipated impacts on the Assembly:

- It will relieve the Assembly of the cost that otherwise would have been borne out of the provision of these social interventions
- The project also comes with new ideas and the staff of the Assembly stand the chance of benefitting from these new ideas

3. Baseline Study with Representatives of Departments and Agencies of the West Mamprusi and Mamprugu-Moaduri Districts

3.1 Involvement of the Departments and Agencies in Decision-Making in the MVP

All 11 representatives of the various government departments and agencies present at the meeting were aware of the MVP although they did not have copies of the project document. The representative of the Ghana Health Service (GHS) (West Mamprusi) said he requested the project document but had not received it yet. The departments that were identified as having roles within the MVP included the cooperative, agriculture, works, GHS, and Ghana Education Service (GES). The roles and responsibilities envisaged for these departments in the MVP include:

Cooperative Department

- Formation and registration of cooperative societies
- Audit, inspection, and enquiry
- Settlement of disputes among the cooperative societies
- Formation of farmer-based organisations (FBOs)
- Strengthen the management and governance of the cooperatives

Agriculture Department

- Identify FBOs
- Registration of cooperatives
- Extend technical know-how to FBOs

Ghana Education Service

- Circuit supervisors monitor teaching and learning to ensure effectiveness in the MVP communities
- Identify needs of brilliant students/pupils and offer support
- Identify and offer support to children with disabilities

Works Department

- Provision of boreholes
- Road construction

According to the representative of the Agriculture Department, his outfit was involved in the design of the MVP and also made inputs into the design of the Memorandum of Understanding (MOU) between the MVP and the department. They also assisted in recruiting MVP staff. On the other hand, some of the departments were not involved in the design of the MVP, but indicated that they have been involved in the provision of certain MVP facilities and services. According to the representative of the District Works Department, the department was involved in the provision of boreholes, road construction, and involving regional engineers. In order to improve the quality of teaching and learning in the district, circuit supervisors from the Education Department attended workshops on capacity building.

The representatives of the departments and agencies were happy with some aspects of the MVP. Some departments such as public works, community development, and agriculture were happy with the general design of the MVP. According to the Health Department representative, the MVP components they are pleased with are the monitoring and evaluation of community health workers and volunteers. Also, the department is happy about the capacity building for community health workers to improve their service delivery.

The aspect of the MVP that the departments are not happy with is the poor involvement of the departments in the project. As pointed out by the Community Development Department, although the department interacts directly with the communities, their involvement in the MVP is limited. The Department of Public Works also expressed their dissatisfaction of not being involved in site meetings and monitoring projects. The representative of the Agriculture Department also pointed out that the department is not enthused with the MVP's direct involvement with the Agriculture Extension Agents (AEAs) without their knowledge and also the poor flow of information between the department and the MVP. The GHS representative said the department is not happy about the allowance payments by MVP to community health volunteers in the MVP communities since the GHS, as a policy, does not pay allowances to volunteers. This is creating a problem for them in the non-MVP communities.

The structural/institutional arrangements in place for department heads to participate in MVP related decisions include:

Personnel. Each core department under the MVP has a focal person participating in the activities of the MVP. The Agriculture Department for instance has the District Director, the District Agriculture Extension Officer, and the District Agriculture Information Officer who are actively involved in the MVP's activities. The District Medical Superintendent (who doubles as the focal person under the MVP) and community nurses play roles in decision-making for the MVP. These people provide technical support and advice to the beneficiary groups or communities to improve their well-being and productivity.

Periodic meetings. There are regular consultations between the departments and the MVP. These consultations are normally organised on quarterly basis to enable the departments to be well informed about the activities and progress of the MVP. As pointed out by health and education representatives, their department directors meet regularly with MVP officials to discuss the project. These periodic consultations enable the departments to contribute to decisions about the MVP. As pointed out by the Education Department representative, the department helps to identify needy school pupils through the use of the various Circuit Supervisors in the District. The Agriculture Department also assists farmers to form FBOs, which in turn will be assisted in carrying out their farming activities. The department also helps in the distribution of farm inputs and gives support in the area of capacity building to farmers as well as the implementation of farm cultural practises.

The Health Department also identified abandoned health facilities for the MVP to help provide health facilities. According to the representative of the Public Works Department, the department helps identify project sites and is also involved in procurement. The Cooperative Department assists in identifying existing cooperative unions, FBOs, forms new groups, and trains existing farmer groups.

Regarding the sustainability of the MVP project, some of the departments indicated that exit strategies have been devised so that projects implemented under the MVP do not collapse when it phases out. The periodic training of personnel from the various departments helps build capacity and confidence of the personnel. These personnel practise what they learn at the trainings so that they will remain at post even when the MVP phases out. Also, the revenue generated from the operation of the community-based health planning systems (CHPS) compounds will be used to maintain the facilities.

Again, according to the representative of the Agriculture Department, sustainability of technology is necessary. This can be done by helping farmers adopt technologies introduced by the project and recovering input loans provided to farmers to help implement projects. Efforts are being made to absorb MVP staff by MOFA onto the government's payroll. Providing demonstration blocks/farms to train farmers to adopt technologies is another structure in place to sustain the MVP.

However, some of the departments mentioned that no mechanisms or structures have been put in place to sustain the projects. As pointed out by the Public Works representative, there is no mechanism or structure for the maintenance or sustainability of the MVP facilities. According to the representative from the Education Department, sustaining the volunteer teachers will be difficult since they are not enrolled in any professional teacher training programme, hence they cannot be retained when the MVP is phased out. Also, the absence of a system at the community level to support girls in need puts this aspect of the MVP interventions at risk of being phased out when the project ends.

On the other hand, the representative from the Agriculture Department felt that the agricultural projects can be sustained if farmers are encouraged to adopt technologies associated with the project. Also, if farmers are provided with farming inputs and other improved methods of production, they can become self-reliant when the project phases out. The farmers can impart the knowledge they acquired from the project to other farmers after the project ends.

The department representatives present were asked to list the current projects their departments are engaged in and rank their involvement in the design, implementation, monitoring, and evaluation to get a sense of the involvement of the departments in other current donor-assisted projects. The ranking was done on a scale of 1 (low) to 10 (high). The outcome is displayed in Table 3.

Table 3. Level of involvement of departments in current donor-assisted projects in the district

Department	Project	Design	Implementation	Monitoring	Evaluation
Community Development	World Food Programme (WFP) – Iodised salt re-bagging	6	9	9	8
	UNICEF (Child Protection Team (CPT)	7	9	10	8
	Word Vision (Child Protection Team)	5	7	8	8
	NORPREP: Water And Sanitation Development	2	5	7	7
	MVP	0	1	0	0
MOFA	Northern Rural Growth Programme (NRGP)	2	8	7	5
	Sustainable Land and Water Management Project (SLWP)	2	8	8	6
	Japanese International Cooperation Agency (JICA)	2	9	8	7
	Millennium Villages Project (MVP)	2	7	7	6
	Rice Sector Support Project (RSSP)	2	7	7	6
GES	TENI Project	0	10	5	5
	CAMFED Projects	0	10	5	5
	World Vision Project	0	4	5	5
	RAINS (Supply of bicycles to school children)	0	5	5	5
	SADA, MVP	Not certain	5	5	5
	School for Life Project	0	5	5	5
GHS	Community Case Management	1	10	10	10
	Notation Malaria Control for Child Survival	1	10	10	10
	National Control Programme	1	10	10	10
	Tuberculosis Control Programme	1	10	10	10
	Millennium Villages Project (MVP)	7	10	10	10
Cooperative	NRGP/ACDEP	0	2	0	0
	SADA – MVP	0	6	6	0
	New Energy Jatropha Project	0	2	0	0
	Farmer Training Centre	0	2	0	0
District Works Department	Northern Region Small Town Water System (NORST)	4	6	6	8
	District Development Facility (DDF)	10	10	10	10
	Sustainable Rural Water Project (SRWP)	4	6	6	8
	Millennium Villages Project (MVP)	6	4	4	6
	Local Service Delivery Governance Program (LSDGP)	10	10	10	10

Most of the departments pointed out that the projects undertaken at the district level are usually designed by the projects' sponsors without the involvement of the departments. However these departments are fully involved in the implementation, and in the monitoring and evaluation to some extent, as reflected in the scores assigned to these aspects of the projects undertaken in the districts.

Two projects of the Department of Works were fully designed, implemented, monitored, and evaluated and so each of these aspects of the projects' development had scores of 10 out of 10. Almost all the projects of the GES, MOFA, and GHS had scores of 0 out of 10 at the design stage because these departments were not consulted during that stage of development.

MOFA and GHS, which have played some role in the MVP, are happy with the level of involvement in the implementation and monitoring. Only GES and the District Works Department seem happy with the level of involvement in the design. The Department of Community Development feels completely left out of the MVP.

3.2 Contribution of Departments and Agencies to the MVP

Personnel. All the departments, especially the core departments (agriculture, health, and education) contribute staff to carry out certain activities under the MVP. For instance, staff in the cooperative department assist farmers to come together to form cooperative groups and sensitise them on group dynamics and management. The MVP usually employs the services of department personnel in their training and sensitisation programmes for the beneficiary communities.

Technical advice. The departments also provide technical advice and support to the MVP to enhance the successful implementation of the project. As mentioned by the health representatives, the Sub-District Health management teams help train the MVP health volunteers. The Education Department also provides professional advice on the educational component of the project so that the interventions targeted at the communities can be achieved. The Agricultural Department educates farmers on crop yield estimation and recovery of farm produce, which eventually builds up the capacity of the farmers as well as their crop yields.

Logistics. Some departments also make their facilities available for use by the MVP. The Health Department for instance helps in making existing health facilities available to the MVP to run its courses on capacity building and provision of logistics like safety boxes for disposal of sharp objects.

The department representatives indicated that there has been a drastic reduction of government resources to the departments. According to the representative of the Health Department, the quarterly allocation of resources has been reduced to once a year. Allocation of resources under the MVP is done through the MVP with support from the UK Department for International Development.

3.3 Cost-Effectiveness and Sustainability of the MVP

According to department representatives, the MVP will be cost-effective because the project makes use of existing structures and thus will not incur much cost in putting up new structures. As pointed out by the representative of the Health Department, some of the structures the MVP plans to use already exist, but need renovations.

They also indicated that the projects can be sustained if the people are encouraged to have a strong sense of ownership of the projects, which can be done by training people on how to manage and maintain the facilities provided. However, according to the GES representative, the recruitment of volunteer teachers will only be sustainable if they are trained to become professional teachers. In the view of the MOFA district representative, building the capacity of farmers in terms of business management (e.g. record keeping and preparing farm budgets) can make them more reliant when the project phases out.

3.4 Anticipated Impacts of the MVP

3.4.1 Beneficiary Communities

- Improved educational levels as teaching and learning in schools will be enhanced due to the facilities and materials provided
- Improved literacy rates
- Ability to cover or access more communities which hitherto could not be accessed because of the poor road conditions
- Farmers' knowledge on good agricultural practices will improve
- Enhanced food security at the community level (e.g. people will have enough to eat, store, and sell)
- The capacity of people, especially farmers, will improve and they will then see farming as a business
- Income levels of farmers will improve and consequently their living conditions
- Improved health of the people since they can have access to vaccination or immunisation for preventable diseases
- Education will ultimately impact on the poverty level due to access to better opportunities

3.4.2 Departments

- Ease in movement of staff because of logistics like motorbikes
- Improved coverage of communities
- Increase in logistics like computers, personal digital assistants that take coordinates, and GPS (used to take the acreage of farm land) that will enhance the efficiency of staff
- Improved accommodation for staff, hence staff will not feel reluctant to go to remote communities
- Capacity building for staff, especially circuit supervisors to be more efficient in their supervisory roles

3.4.3 District Assembly

- The MVP will contribute towards the district achieving Millennium Development Goals 4, 5, and 6
- A reduction in maternal death
- Better health outcomes and improvement in the profile of the district
- The Assembly will be relieved of the burden of providing for the needs of the people in the target communities

Annex 1. Questions for the baseline qualitative study at district level

Introduction

Sustaining the investment into MVP communities at the end of the project depends on institutional arrangements at various levels: national, regional, district and community. For this reason, it is important to understand institutional, financial, and governance arrangements that have been put in place for the management and implementation of the MVP and to track their effectiveness over the period of implementation. It is also important to understand how the relationships between institutions/organisations at various levels have evolved as a result of the project and why.

This baseline assessment is focusing on the district level. Below are the four main questions/issues around which the discussion will focus.

(i) To what extent have the district leadership/administration and the various departments/institutions been involved in decision making in MVP?

- Who in the district/your department takes responsibility for the MVP?
- What are their roles and responsibilities in the MVP?
- What do those at the district/your department responsible for the MVP know about it? Do they have copies of the project document?
- To what extent was the leadership of the district/your department involved in the design of the MVP?
- Which aspects of the MVP design are you happy with and which would you like changed?
- What structures/institutional arrangements have been put in place for the leadership of the district(s)/your departments to participate in decisions relating to MVP?
- How do government agencies at the district responsible for agriculture, education, water and sanitation, health, infrastructure like roads, etc. participate in decisions relating to services or provision of facilities in MVP communities?
- What decisions have the leadership of the districts and departments been involved in so far?
- What structures/mechanisms are in place for sustaining the projects, services, facilities, etc. that would be implemented in the MVP communities when the project ends?
- What are the current donor-assisted projects in the district that the DA/your department is actively involved? In which of these does the department have the greatest say in design, implementation, monitoring, and evaluation? What accounts for that?

(ii) What is the district's and departments' (i.e. government's) contribution to the MVP?

- In what form are district/departments (government) contributing to the MVP?
- To what extent has the central government's overall resource allocation (human, financial, material, projects, services, etc.) to the district changed over the past year? If not, is this envisaged? What accounts for the change?

- Who makes the decision to allocate more resources (human, financial, material, projects, services, etc.) to MVP communities? Is it the district administration/departments or central government?
- How are the investments in MVP communities in the district going to be sustained after the project?

(iii) From your experience what makes a project cost-effective? What makes a project sustainable?

- From your experience, which projects, past and present, would you say were cost-effective? Why? What criteria did you use?
- From your experience, which projects, past and present, would you say were sustained or would be sustained long after the end of the project? What made or would make that possible?

(iv) What impact will the MVP have on the beneficiary communities and on the district institutions and departments?

- What impact is the district administration or department expecting MVP to have on the beneficiary communities and on the district as a whole?
- What impact will the MVP have on the department, the DA, and other institutions in the district?