

# **ADRA/GHANA'S TITLE II FOOD SECURITY PROGRAM**

## **MID TERM EVALUATION**

### **FINAL REPORT**

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*SO2: Increased effectiveness of FFP's PVO and Mission partners in carrying out Title II development activities with measurable results related to food security, with a primary focus on household nutrition and agricultural productivity.*

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Dr. Regina O. Adutwum Ph.D

Dr K. Twum-Ampofo Ph.D

Dr. Matilda Pappoe MPH, PhD

Mrs. Anastasia Navele B,Sc. MPH

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## List of Acronyms

ADCOM	:	Administrative Committee
ADRA	:	Adventist Development and Relief Agency
AEAs	:	Agricultural Extension Agents
ANRM	:	Agriculture/Natural Resource Management
ARR	:	Annual Results Report
BHR/FFP	:	Bureau for Humanitarian Response – office of Food For Peace
CSIR	:	Council for Scientific and Industrial Research
DANIDA	:	Danish International Development Agency
DAP	:	Development Assistance Program
DDHS	:	District Director of Health Services
DDO	:	District Development Officer
DHMT	:	District Health Management Team
DIP	:	Detailed Implementation Plan
FEAs	:	Field Extension Agents
FFP	:	Food-For-Peace
FGDs	:	Focus Group Discussions
FPOs	:	Field Project Officers
FY	:	Fiscal Year
GHS	:	Ghana Health Service
HAT	:	Health and Agriculture Teams
HIV/AIDS	:	Human Immuno-deficiency Virus / Acquired Immune Deficiency Syndrome
HQ	:	Headquarters
IE&C	:	Information, Education and Communication
IRs	:	Intermediate Results
KEEA	:	Komenda Eguafu Edina Abirem
M & E	:	Monitoring and Evaluation
MOE	:	Ministry of Education
MOFA	:	Ministry of Food and Agriculture
MOH	:	Ministry of Health
MTE	:	Mid-Term Evaluation

NDPC	:	National Development Planning Commission
NGO	:	Non - Governmental Organisations
NRM	:	Natural Resource Management
PRO	:	Public Relations Officer
SAWS	:	Seventh-Day Adventist World Service
SHEP	:	School Health Education Programme
SO	:	Strategic Objectives
SOW	:	Scope Of Work
SPH	:	School of Public Health
SKC	:	Suhum Kraboa Coal tar
USAID	:	United States Agency for International Development
VIP	:	Ventilated Improved Pit Latrine
WATSAN	:	Water and Sanitation
WIAD	:	Women In Agricultural Development

## EXECUTIVE SUMMARY

### **Introduction**

ADRA Ghana implemented a 5-year Title II funded Food Security Program in eight regions of Ghana from October 1997 to September 2001. The Development Assistance Program (DAP) for Fiscal Years (FY) 1997 – 2001 sought to enhance food security for 16,000 resource poor farmer households in selected districts of the country. An evaluation of the program reported tremendous increases in food crop yields and household income, improved nutritional status among children of targeted households, reduction in sanitation related diseases and improved access to potable water in client communities. As a result of that initial success, the agency received further funding for another 5-year program (FY2002-FY2006) to build on and expand the content and coverage of the first program. The overall goal of the current ADRA Ghana DAP is to improve food security for 30,000 rural dwellers (expected beneficiary population of 300,000) domiciled in the Northern and Coastal Savanna, the Transitional Zone and rural forest areas of Ghana by 2006. This goal is to be achieved through the following strategic objectives:

- (i) Improved agricultural production and income of targeted farmers through increased agricultural production, increased access to markets, increased access to agric credit and improved natural resource management practices.
- (ii) Improved health and nutrition status of beneficiary communities through, improved nutrition and preventive health knowledge and practice, increased access to potable water and increased access to hygienic sanitation facilities.

In order to realize the above objectives a two-pronged strategy has been adopted. The strategy provides farm inputs on credit, access to potable water and hygienic sanitation facilities. It also promotes training and technical skills development in agriculture, natural resource management, health and nutrition of the community members by ADRA staff and partner institutions in specific activity areas of the two strategic objectives in order to strengthen community action in these areas.

This program is in its third year of implementation and in line with USAID's Bureau for Humanitarian Response-Office of Food for Peace (BHR/FFP) policies, a joint Mid-Term Evaluation has to be done for the half-life of the DAP. The purpose of the mid-term evaluation is to determine the progress being made in the implementation of the DAP. It is to serve as a management tool to refine program activities, implement strategies and improve internal management of the program. The mid-term

evaluation was a joint activity by the consultants, ADRA/Ghana, local partners and other stakeholders. A participatory approach was used to encourage joint problem analysis and development of solutions by program staff, other partners and consultants.

### **Program Management and Administration**

ADRA staff members generally possess appropriate qualification and experience to effectively manage program activities to achieve the desired goal. The organizational structure of the support staff for program implementation makes logical sense. The field officers who provide the technical support to the HAT and the farmers are adequately trained with relevant field experience prior to joining ADRA. Most FPOs and FEAs said they had had on the job training and refresher courses to enable them function efficiently. However, staff strength is extremely low leading to high workload, especially for field staff, considering the remoteness of project areas, number of farmers and communities involved. The FPOs complain of heavy workload and this was obvious to the team. It is possible to streamline the supervisory chain in order to free some time for the FPOs. The FPOs and FEAs interviewed felt logistics were adequate for their work even though some of them complained about mal-functioning of certain office equipment.

From the analysis of ADRA project management, it appears, program activities are cost effective considering the remoteness and large operational areas, the mode of delivery of program activities and the impact of project on beneficiary farmers and communities. The engagement of the services of collaborators and volunteers in executing certain program activities, as well as the use of experienced local management staff and locally procured inputs reduces cost.

Quarterly and annual review meetings of all the ADRA program staff, combined with completion and submission of monitoring and evaluation forms at all levels ensure effective monitoring and evaluation of field activities.

### **Agriculture and Natural Resource Management**

All the ADRA client farmers interviewed reported that they have now abandoned the traditional food crop production practices in favor of the improved agricultural practices recommended by ADRA. These improved practices have resulted in significant increases in agricultural production, especially with respect to cereals such as maize. The team observed that farmers who were not ADRA clients have begun to adopt ADRA agricultural technological packages due to demonstration effect of improved agricultural practices. The adoption of ADRA recommended improved agricultural

practices coupled with regular supply of inputs have resulted in substantial increase in crop yields with some regional variation. Increased crop yields have motivated farmers to increase acreage under cultivation in areas where land is not limited.

With respect to land preparation, inadequacy of tractor and bullock services coupled with the high demand of these services during the peak-planting season invariably affected food crop yields and the ability to pay loans. The reliance on rain fed agriculture makes it critical for timely plowing of land.

Generally, farmers indicated that they were satisfied with the training/education on agricultural production and natural resources management practices. However, in some communities, the training and education on agricultural and natural resources management practices was not adequate since downstream training sessions by HAT members and AEA's are not well patronized.

ADRA has provided technical and financial support to client farmers to construct improved local mud silos and cribs for grain storage. Focus group discussion with client farmers in communities where these storage facilities had been constructed, indicated that post harvest losses have been drastically reduced and in some cases eliminated. This together with the use of marketing information boards has resulted in an increase in the volume of farm produce marketed. This has improved food security and increased income as a result of selling produce at peak price period. Other marketing strategies involved organizing farmers into viable marketing groups and linking them to marketing agencies or companies.

ADRA through food-for-work program has supported some communities to rehabilitate farm-to-market roads. However, the level of this program activity was found to be low. According to ADRA additional road projects have been approved for implementation during the dry season or during the period when farming activities are at a minimal.

Farmers expressed their appreciation and satisfaction with ADRA's credit scheme as it has helped them to acquire needed inputs which otherwise they could not afford on their own.

Loan recovery rates depend on harvest (yield) and varied among communities ranging from a low value of 9% to a high of 80% with an average of 65%. Some farmers attributed their inability to repay loans to poor yield, which relates mainly to unfavorable weather (drought) and sometimes ill health, which affect farm maintenance.

Few farmers have paid deposits and are waiting for delivery of processing equipment subject to completion of equipment structures. Others are in the process of mobilizing the 30% down payment required. It appears that not much has been achieved in this program activity.

ADRA has encouraged school children, community volunteers and client farmers to undertake tree planting around schools, churches, roads and water bodies and to intercrop them with their food crops (agroforestry). Private tree nurseries supported by ADRA input credit facilities produced and distributed fruit tree seedlings (mango, citrus cashew) and woody species (cassia, teak, eucalyptus) to both ADRA and non-ADRA farmers and the communities.

Environmental protection and natural resources management practices appear limited in many communities especially in the south where very few nursery operators were encountered. The team observed that some nursery operators need further in-service training especially in vegetative propagation techniques for fruit trees promoted by ADRA to achieve high budding and grafting success.

The adoption of improved agricultural and natural resources management practices by ADRA farmers has improved household food availability and access to food through increases in income. ADRA farmers are now enjoying better standards of living as they can now afford to pay their children's school fees and health bills, buy clothing for the family, roof their houses with aluminum sheets, purchase bicycles, marry, add livestock rearing to crop production and invest in the expansion of farms. With the benefits being derived from the program, the objectives of Agriculture and Natural Resources Management program on the whole are on course to being achieved. The activities and strategies adopted by ADRA are adequate to achieve stated objectives for the ANRM program.

### **Health, Nutrition, Water and Sanitation**

In the area of Health, Nutrition, Water and Sanitation, several activities have been initiated by ADRA to improve nutrition and preventive health knowledge and practices of client communities. Some community members (usually ADRA group members) are selected and trained by ADRA as Health and Agriculture Teams in how to improve nutrition of children from birth up to five years old, growth monitoring, prevention and first aid for diarrhoea, and other water borne diseases, as well as personal and environmental hygiene. HIV/AIDS and malaria were added in the current DAP. After the training sessions, HAT members are to transfer knowledge and skills gained to community members through downstream training activities. HAT members have used opportunities such as individual visits to homes and farms, community durbars, small group discussions, visits to churches and funerals to talk about health and nutrition issues, and cooking demonstrations involving whole communities for the downstream training.

The work of the HAT is supported by video shows and radio discussions relevant to ADRA's activities by the Field support staff.

Through activities of the HAT community, members' knowledge and practices in relation to health and nutrition have been generally enhanced; specifically, knowledge concerning the causes, prevention and first level management of common diseases like malaria and diarrhoea and nutrition was fairly adequate with a few misconceptions in some communities.

According to community members they consider the following as indicators of success for improved nutrition for the family: improved food security all year round with no hunger seasons anymore; increased soybean utilisation in family dishes; improved cooking practices and inclusion of fruits and vegetables in meals; improved child nutrition and exclusive breastfeeding. In addition they said easy access to good drinking water, gives communities a lot of health as they put it.

About a third of communities visited exhibited adequate appreciation of the importance of the Child Health Record (growth monitoring card) although mothers claimed no explanation is given them on the contents of the weighing cards, when they take children to child welfare clinics. A few mothers could explain the significance of the plotting on the growth charts.

When community members were asked to indicate the ADRA initiated activity from which they have benefited the most: clean water, toilets and "education on health to prevent diseases" were among the top ranking on the list. One man summarized the importance of the health and nutrition component in the following words: ***"If you get sick and die, all these orange trees and maize farms will be useless to you"***.

In most of the communities, members at focus group discussions showed reasonable appreciation for links between the provision of potable water by ADRA and absence of diseases such as yaws, diarrhoea, bilharzias and guinea worm and could illustrate with downward trends in incidence of water borne diseases. The relationship between personal and environmental hygiene and disease causation is fairly well appreciated in most communities. One woman testified to this when she said: ***"since we got the borehole, yaws has become a thing of the past"***. An appreciable level of knowledge of health issues was also found among schoolchildren in schools through the activities of the teachers who have been trained through ADRA. Moreover, community members could appreciate the fact that good health would lead to the ability of the farmer to farm more

and better and that this would in turn lead to more yields and more money for the family. The catchwords “a good farmer has to be a healthy farmer,” was repeated in most instances.

The majority of HAT members encountered in the field know what they are about and have confidence in their ability to help their fellow community members. For the minority of HAT members, there is lack of confidence and/or interest in what they are expected to do. Where HAT members are doing well, one found good working relationship and support from the community leadership as well as from the ADRA collaborators such as the Environmental Health Officers and WIAD. Where there are different factions in the community, it affected the work of the HAT and WATSAN committees negatively.

Even though the HAT concept is very useful and much appreciated, several constraints have been noted. Some community members are difficult to convince and factions were observed in some communities thus making some members uncooperative. In many areas, communities are scattered and HAT members stay far apart and therefore find it difficult to do effective community mobilization. Even though cooking demonstrations are much appreciated by the communities, the HAT members see getting adequate money for the food demonstration for large numbers of people as a problem. Effective ways of mobilizing communities to contribute ingredients needs to be debated and agreed on by communities.

For program activities to be implemented in such ways as to achieve program goals and objectives in a timely manner it is recommended that, more of the trained and experienced field officers are required for close supervision in fewer communities per FPO and FEA. Suggestions for improvement include the need to formalize and strengthen collaboration with the Ghana Health Service (GHS) and the Ghana Education Service (GES). Others are the increased involvement of EHO's in program implementation at the community level in all the operational areas and strengthening of the HAT concept with regular refresher courses in critical subject areas (e.g., assertiveness, time management, community mobilization and action planning skills).

It was obvious through the community visits and focus group interactions that ADRA has been able to sensitize and educate client communities and households on the need for VIP latrines, bathhouses with soak-away pits and other sanitation facilities. Communities appreciated the need for such facilities and expressed the wish to own them during FGD.

What ADRA needs to do if the set targets are to be reached by the end of the project period include the following:

ADRA should explore the possibility for resource pooling (financial, technical etc.) with the various agencies in community water provision in the districts. Discussions towards making this possible must start at the national level. There is the need for flexibility in ADRA's "packages" to communities. For instance where potable water through hand dug wells and bore holes presents a problem, ADRA may consider the option of adjusting to other options such as connecting to pipe lines, wherever feasible. ADRA should also be more flexible with their "offers" to communities in terms of technologies being transferred to communities. Technologies must be socio-economically and culturally acceptable. Another area ADRA could reconsider is the possibility of converting the required commitment fee for the VIPs into a loan or allow fee to be paid in instalments so that more households can own them.

Farmers understand that the health and nutrition component is for the benefit of the whole community, and it unites community members, their children and generations to come because they are all becoming health and cleanliness conscious. One woman from a community, which has high patronage of VIP latrines, said with pride. *"Now when we get visitors from the big towns, they can see that we are also civilized because we have nice toilets, thanks to ADRA"*.

## **I. INTRODUCTION AND BACKGROUND**

### **A. Introduction**

ADRA is an international non-governmental organization (NGO) headquartered in Washington, D.C. and represented in over 120 countries worldwide. ADRA operates in partnership with international donor agencies to provide development and relief assistance to all people regardless of ethnicity, gender, religious or political affiliation. The broadly stated goal of ADRA projects is to improve the well being of poverty-stricken people through a participatory approach to project planning, implementation, monitoring and evaluation.

The roots of ADRA date back to the Marshall Plan for the reconstruction of Europe in 1945. ADRA was formally registered in the United States as an autonomous charity in 1956 when it was known by the acronym “SAWS” (Seventh-day Adventist World Service). In 1983 the agency’s name was changed to “ADRA” to reflect the increasing inclusion of development initiatives in partnership with USAID. The agency has continued to enjoy a close association with the United States government in implementing relief & development projects throughout the world. Currently, ADRA is implementing ten Title II projects around the world (six of which are in Africa).

## **B. Project Overview**

ADRA Ghana implemented a 5-year Title II funded Food Security Program in eight regions of Ghana from October 1997 to September 2001. The Development Assistance Program (DAP) for Fiscal Years (FY) 1997 – 2001 sought to enhance food security for 16,000 resource poor farmer households in selected districts of the country. The program used an integrated approach involving Natural Resource Management, Agricultural production, Marketing, Agro-Processing, Nutrition, Water/Sanitation, and Preventive Health Education to address the problems of food availability, access and utilization in the targeted households.

An external impact evaluation of the program reported tremendous increases in food crop yields and household income, improved nutritional status among children of targeted households, reduction in sanitation related diseases and improved access to potable water in client communities.

As a result of that initial success, the agency received further funding for another 5-year program (FY2002-FY2006), which seeks to build on and expand the content and coverage of the first program. In addition to the first batch of 16,000 households from the first DAP who will receive support in marketing and agro-processing, 14,000 new farmer households in 9 regions will also be assisted to improve their food production capacity. The initial nutrition, water and sanitation education component of the first program has also been expanded to cover HIV/AIDS and malaria prevention in all client communities. A new strategy of targeting basic school children in the dissemination of educational messages on nutrition and health has also been introduced. Tree-planting and conservation activities are also being supported in the new program to help address issues of deforestation, loss of bio-diversity, land degradation and depletion of underground and surface water sources.

This program is in its third year and in line with USAID's Bureau for Humanitarian Response-office of Food for Peace (BHR/FFP) policies, a joint Mid-Term Evaluation has to be done for the half-life of the DAP.

### **GOALS AND OBJECTIVES OF FOOD SECURITY PROGRAM**

The overall goal of the current ADRA Ghana DAP is to improve food security for 300,000 rural dwellers domiciled in the Northern and Coastal Savanna, the Transitional Zone and rural forest areas of Ghana by 2006. This goal is to be achieved through the following strategic objectives:

- (i) Improved agricultural production and income of targeted farmers through increased agricultural production and processing, increased access to markets, increased access to agric credit and improved natural resource management practices.
  
- (ii) Improved health and nutrition status of beneficiary communities through, improved nutrition and preventive health knowledge and practice, increased access to potable water and increased access to hygienic sanitation facilities.

The intermediate results for the strategic objectives are presented below:

SO1. Improved Agricultural Production and Income;

IR1. Increased agricultural production

IR2. Increased access to markets

IR3. Increased access to agric credit

IR4. Increased natural resource management practices

SO2. Improved Health and Nutrition Status

IR1. Improved nutrition and preventive health knowledge and practice,

IR2. Increased access to potable water

IR3. Increased access to hygienic sanitation facilities

**A. Program activities include the following:**

- Supply of agro-inputs on credit;
- Assisting in land preparation;
- Training and provision of agric technical assistance;
- Construction of improved storage facilities;
- Agro-processing;
- Rehabilitation of Farm to market roads;
- Linking farmers to marketing organizations;
- Community tree planting;
- Community education in agriculture, natural resources management, nutrition and preventive health;
- Construction and management of water and sanitation facilities.

## **B. Strategy**

In order to realize the above objectives a two-pronged strategy has been adopted. The strategy provides farm inputs on credit, access to potable water and hygienic sanitation facilities. It also promotes training and technical skills development in agriculture, natural resource management, health and nutrition of the community members by ADRA staff and partner institutions in specific activity areas of the two strategic objectives in order to strengthen community action in these areas.

Thus, the project strategy essentially involves for each community, the selection and training of a 5 member Health and Agriculture Teams (HAT). The HAT is made up of two members responsible for ANRM (one of whom may be a member or chairperson of a client farmer group), two for Health and Nutrition and the fifth member (usually a teacher), handling health education with school children in the community, through the local school system. Members of the HAT in each community are the principal activity facilitators in the communities.

Following the strategy of farmer-to-farmer information dissemination, it is hoped that the HAT members trained will internalize the training, put it in practice and subsequently train others. This process sustained will snowball and eventually see diffusion of appropriate technologies in most parts of the community. The assumption implicit in the strategy is that by working closely with community selected representatives the innovations taught by the project will diffuse throughout the community.

## **C. Purpose and Objectives of the Mid-Term Evaluation (MTE)**

The purpose of the mid-term evaluation is to determine the progress being made in the implementation of the DAP. It is to serve as a management tool to refine program activities, implementation strategies and improve internal management of the program. It is expected to determine the progress made during the first half of the project's life in achieving its stated goals and objectives. Based on evaluation findings, if necessary, the project shall redefine its goals and objectives, re-organize its activities and adjust targets accordingly.

## **II. SPECIFIC OBJECTIVES OF MID- TERM EVALUATION**

The MTE shall be done with the following specific objectives:

- 1) Determine progress ADRA/Ghana has made toward reaching its targets as defined in the monitoring and evaluation system;
- 2) Review the appropriateness of DAP with respect to the problem analysis in the DAP;

- 3) Identify constraints and difficulties plus successes in program implementation;
- 4) Assess the appropriateness and cost effectiveness of the strategies being used in the delivery of interventions; and
- 5) Make recommendations to improve the management of the DAP performance as appropriate and suggest discontinuance, modifications or adjustment of activities, strategies and targets.

### **III. EVALUATION METHODOLOGY**

#### **A. General Introduction**

ADRA Ghana prepared a comprehensive mid-term evaluation scope of work (SOW). This was then sent to all key players in the MTE before the start of the MTE. In addition ADRA Ghana project staff put together the necessary reports to respond to the issues listed in the SOW. The evaluation team converged at the ADRA Ghana Head office in Accra on 20<sup>th</sup> September 2004 to start the evaluation process. Following a review the SOW was revised and approved by the evaluation team. The team also randomly selected the sample communities for the focus group discussions and field visits.

Some Focus Group Discussions were conducted with homogenous groups of women most of whom had small children between four months and two years old. Discussions were also held with community leaders, which were often men and women, on their knowledge, practices and concerns on health, water and sanitation issues. Other discussions were held with school children in primary and Junior Secondary Schools (JSS), the teachers who taught health in schools and were also members of HAT members, FPOs, FEAs and district collaborators. (Refer to FGD and interviews conducted in Appendix 7).

The mid-term evaluation was a joint activity by consultants, ADRA/Ghana, local partners and other stakeholders. A participatory approach was used to encourage joint problem analysis and development of solutions by program staff, other partners and consultants. The evaluation employed both qualitative and quantitative information. It included participatory rapid assessment techniques involving extensive interaction with management and technical staff at the head office and the field offices. This process was complemented with the monitoring information, which demonstrates the process and the progress being made to achieve stated objectives and program goals. The methodology included but was not limited to the following: literature review, key informant interviews, focus group discussions and observational field visits

#### **B. Literature Review**

First the evaluation team conducted a literature review of selected documents to identify Title II Food program key issues. The evaluation team reviewed the information available at ADRA/Ghana. In addition, the team obtained essential data regarding ADRA/Ghana's individual Title II program by reviewing the relevant documents. These included the monitoring and evaluation reports, the Annual Results Report (ARR), the DAP, the DIP, the initial Needs

Assessment, the baseline and other survey reports. Refer to list of documents reviewed in appendix 6.

### **C. Key Informant Interviews**

The team interviewed ADRA/Ghana Management and Field Staff, other cooperating partners including MOFA, MOH, MOE and Environmental Health Officers in the targeted districts, and Community Leaders partnering/collaborating with ADRA in the DAP implementation. Discussions were also held with relevant staff at USAID Mission in Ghana

### **D. Focus Group Discussions**

The evaluation team also conducted focus group discussions with sample beneficiaries and undertook observational field visits to obtain qualitative information on progress being made towards the achievement of program goals and objectives.

Taking the SOW into consideration, the team formulated key questions for each component of the project. The questions guided the team to place each component in the wider perspective of the organizational culture, the differences in localities and people involved, and the Title II program's major goals. The questions also helped in filling any gaps in the information provided by ADRA Ghana officers.

### **E. Selection of communities**

A random sample of 45 communities representing about 10% of the 468 project communities was selected for the fieldwork. All the project communities were listed alphabetically and the Statistical Package for the Social Sciences (SPSS) was used for the random selection. The MTE team was divided into two groups; a northern group and a southern group to accelerate the process of FGDs. The groups spent 12 days in the field. A list of the project communities indicating the selected communities and the respective Operational areas and Districts is presented in the Appendix 2.

### **F. Observational Field visits**

For every location, the MTE team visited farms of some selected farmers and activities at those sites were observed and discussed with the farmers. These included crop farms, fruit tree plantations and woodlots.

A transect walk was conducted in all 29 communities visited by health teams to inspect the compounds for cleanliness and sites of potable water and hygienic sanitation facilities: VIP latrines, soak away, rubbish dumps were inspected with a checklist, which is included in the appendix 5.

The findings of both groups of the MTE were discussed to identify similarities and contrasts in the views of the respondents. Finally, all the findings were summarized as presented below. The members of the MTE team, persons interviewed and itinerary are listed in the appendix.

#### **G. Framework of Analysis**

Again, the Evaluation Team, taking into consideration this SOW, developed a framework for analyzing program delivery based on the information collected during the literature review, interviews, focus group discussions and survey results.

### **IV. SUSTAINABILITY ISSUES**

Sustainability is crucial to the achievement of the goals of any program targeting the very poor in society. Review of literature and discussions with government officials and partner institutions revealed that the project has adopted a participatory and collaborative approach to planning and implementation of most of the project activities, which is essential for project sustainability.

In addition, the needs assessment survey and the baseline study ensured that project initiatives were based upon concrete needs of the communities.

One needs to ensure that while the program is not perpetrating a dependency syndrome, it leaves structures and other tangibles that can continue to improve the welfare of the people when ADRA leaves the scene. Communities as well as field collaborators have assured the evaluation team that much of what ADRA is doing is sustainable.

#### **Sustainability of the Agricultural and Natural Resource Management Program**

The needs assessment survey and the baseline study ensured that project initiatives were based upon concrete needs of the communities. Group discussions with community leaders and field visits indicated that the cultural norms, patterns and practices were not being violated in the

design and implementation of project activities. Farmers stated during these meetings that none of the new technologies, methods or farming practices given or taught by the project was unusual or contrary to their culture. This may explain the high uptake of project initiatives by the beneficiaries.

ADRA farmers indicated their commitment to continue with the improved agricultural practices after the exit of ADRA. The team observed that beneficiaries' capacity to sustain project activities has been built through training and education sessions organized by ADRA. Financial benefits obtained from the adoption of improved agronomic practices, group savings which will enable members to secure bank loans to purchase needed agricultural inputs and distribute to farmers on credit, long-term income from plantation crops which will provide security for future activities and the HAT who are expected to continue to work and link the farmers' group/community to MOFA, will ensure sustainability. An area of concern however is whether some of the MOFA extension agents who are no longer committed to the ADRA program because of the withdrawal of allowances will be willing to assist the ADRA farmers if the need arises or when the project ends.

### ***Sustainability of Health and Nutrition, Water and Sanitation Component***

As mentioned earlier, the evaluation team has been assured by communities as well as field collaborators that much of what ADRA is doing is sustainable. A community in the Kwahu South District of the Eastern Region, has been selected by the Global Fund for malaria control activities, and is seen as a positive indication of the sustainability of the Health and Nutrition component. In another community in the same Region the old ADRA clients have constituted themselves into a Cooperative Society, which qualifies for a loan from the Agriculture Development Bank. There is ample evidence from the field, which gives some assurance of the sustainability of most of the program activities.

According to some field officers their work will continue in the communities even when ADRA pulls out since some EHOs live in the communities, and because of the acquaintance, communities will continue to come to them for assistance as some do now. The EHOs will encourage non-ADRA communities to visit successful ADRA communities to emulate water and sanitation facility construction, maintenance and general management by the community and WATSAN members and other innovations in preventive health and good nutrition.

Some community leaders interviewed claim they will contribute and pay HAT members, or weed their farms when ADRA is no more in their communities. They have also started contributing money towards the water facility maintenance and will be used for maintenance when ADRA is no more. The team observed that beneficiaries' capacity to sustain projects is gradually being built through training and education sessions organised by the HAT and supported by the field staff and the impact of these will extend beyond the project life span.

However, the following areas in connection with the VIPs may need to be reconsidered:

Technology should be introduced according to their appropriateness. As much as the VIP and bathhouses are serving essential purpose, the materials being used, in most cases, does not seem sustainable to the team, in terms of cost. There is the need for ADRA to explore other materials, which would be more affordable as well as sustainable, particularly considering the socio-economic and cultural contexts within which such innovations are being introduced.

## **V. PROGRAM MANAGEMENT AND ADMINISTRATION**

Adequate administrative systems have been instituted to effectively provide support for the implementation of ADRA programs. Good working relationships exist among members of the management team. There is a clear hierarchy and line of reporting and implementing program decisions and activities. ADRA has cordial relationship with collaborating partners (MOFA, MOH, and MLGRD) and they greatly assist program activities. Even though MOFA Extension Staff are now being paid on contract basis, many of them show commitment to the ADRA programs even though some do not.

The ADRA staff generally possesses appropriate qualifications and experience to effectively manage program activities to achieve the desired goal. However, staff strength is extremely low leading to high workload, especially for field staff, considering the remoteness of project areas, number of farmers and communities involved.

ADRA's plan of engaging National Service Personnel to assist the Field Project Officers in extension activities is good but since these service personnel are generally inexperienced in practical extension, they would require adequate orientation for a more effective delivery. Experienced FPO's should properly train them before embarking on field extension work for proper interaction with farmers and communities.

From the analysis of ADRA project management, it appears, program activities are cost effective considering the remoteness and large operational areas, the mode of delivery of program activities and the impact of project on beneficiary farmers and communities. The engagement of the services of collaborators and volunteers in executing certain program activities, as well as the use of experienced local management staff and locally procured inputs reduces cost.

ADRA proposes to support both new and old farmer groups in the current DAP but the nature of support to the old groups is not very clear and in some communities, these farmers feel abandoned by ADRA. ADRA needs to intensify the support it is providing the old farmer groups so as to reduce this feeling of abandonment among them.

### **Logistics**

There is a logistics department in ADRA with a manager who ensures that vehicles are assigned to FPOs, motorbikes to FEAs and other office equipment in the 9 regions to facilitate work in the communities. A replacement vehicle or motor is given when there is a problem as was seen in Techiman during the Mid Term Evaluation.

FPOs and FEAs interviewed felt logistics were adequate for their work. Some of these field officers complained about mal-functioning of certain office equipment. A few communities in the northern region complained about late delivery of inputs for farming such as seedlings and fertilizer.

The logistics manager interviewed alluded that this used to be a problem caused by late funding from donors in 2003. If ADRA Ghana receives funding late, it affects the timeliness of certain activities in the field. This problem has fortunately been resolved this year.

## **VI. MONITORING AND EVALUATION OF PROGRAM**

For a program with a 5-year life span, which covers almost the entire country using different levels of personnel in terms of technical expertise, activities such as supervision, monitoring and evaluation become not only necessary but also essential. That this fact is appreciated by all stakeholders of the ADRA program, is borne out by the existence of a Monitoring and Evaluation Plan, which was drawn up at the same time as the DAP was being developed. It is the understanding of the evaluation team that the M & E Plan in operation now is a refined version of a draft submitted along with the DAP. The refined one had resulted from collaboration

between the ADRA management and the Food and Nutrition Technical Assistance – a consultant firm commissioned by USAID to support M & E activities of its funded Programs.

The M & E Plan seems to be the working document of the M & E team made up of a Coordinator and two (2) Officers one for the Northern sector and the other for the Southern sector. A data management officer and a data entry clerk support the three (3) officers. The M & E Plan, which has been in operation since 2003, follows the results Framework and details out the two Program Strategic Objectives, the Intermediate Results and Activities and along these the Performance Indicators. Annual detailed implementation plans covering activities, indicators, targets and the time frame within which the specified targets are to be achieved, the budgetary allocation for the specified monitoring and evaluation activities as well as the individuals and/or agencies to carry out the specified activities are developed as a guide each year. In principle, the Plan is well thought out and easy to follow. The evaluation team, nevertheless, tried to find out the extent to which the Plan is being used for the purposes for which it has been developed.

### **The Monitoring and Evaluation Plan**

Interviews with Program management and field staff indicated that the Plan is functional and, its contents and requirements are known by staff at all the levels of program implementation. Parts of the Plan (indicators/targets) have been incorporated into M and E forms for ADRA staff at all levels to a point where each staff knows his/her role in making the Plan functional – in terms of record keeping and data collection. A review of copies of quarterly and annual reports indicates that the needed information had been collected from the field and the performance formats are being completed, systematically.

### **Use of the Monitoring and Evaluation Plan**

The M & E Plan is centrally managed and since the unit collects and collates information from the field, it has been possible to use data so generated to revise and make adjustments to field activities where indicated. Example: Field monitoring information indicated that agricultural extension officers from MOFA were not visiting the farmers and HAT members as often as expected. This resulted in a policy change, that made ADRA recruit, train and use its own extension officers.

Moreover, based on the data generated by the M & E Plan, a Management Information System is in the process of being developed. This would help track activities/results in the field and point out problem areas for timely intervention.

The operational chain observed in the field seems to be matched with a supervisory and monitoring chain. The Agency has made adequate provision for verification of figures forwarded from every level so if these can be adequately verified, one would have the confidence to conclude that the existing M & E system is generating the data required for decision - making as well as for the improvement of program management.

### **Comments on the Monitoring and Evaluation Plan**

1. As much as one appreciates that the HAT and WATSAN members are trained community-based volunteers who require a lot of technical support and help, there seems to be too many levels supervising this grassroots people (FPOs, FEAs and collaborators). The FPOs complain of heavy workload and this was obvious to the team. It is possible to streamline the supervisory chain so as to free some time for the FPOs. The FEAs in collaboration with the other collaborators should be able to provide day-to-day supervision of the HAT and the farmers, to be supported with a monthly region wide all staff meeting at which activities are reviewed, ideas shared, new technologies introduced, etc. Other additional FPO visits for specific technical purposes may be arranged.
2. The Plan indicates that for the Health and Nutrition Component, a sample school survey is required on an annual basis in order to assess what the teacher and other HAT members are doing with the school children. The usefulness of the information to be obtained from such a survey is questionable. The Ghana Education Service requires teachers at all levels of the school system to be integrating health related issues into their subject teaching, anyway. A problem, which one can foresee is how one would be able to distinguish between the effects of such teaching from the effects of inputs from other sources. Baseline, mid term and final assessment should suffice for the purpose.
3. Quarterly and annual review meetings of all the ADRA program staff combined with completion and submission of monitoring and evaluation forms at all levels ensure effective monitoring and evaluation of field activities.

4. The evaluation team's experience in the field underlines the need for the management of ADRA to supply all supervisory and monitoring staff either with mobile phones or at the least **Recharge Units** for their mobile phones, for timely communication. The phones of some of the staff members were constantly in use, to ensure that planned meetings and other evaluation activities proceeded as planned.

## VII. MONETIZATION

ADRA /Ghana's Title II Food Security Project is funded by USAID through the monetization of bulk wheat under the PL 480 Title II monetization program. The local currency generated is used to support the general implementation of activities defined in the DIP. On the basis of the Annual Estimate of Requirements (AER) document submitted with the DAP, a total of 98,090MT of bulk wheat was allocated to ADRA/Ghana's FY 2002-2006 DAP to be spread over the 5-year period of the current DAP.

Ghana's current Title II Cooperating Sponsors (CS) are ADRA/Ghana, Catholic Relief Services (CRS), and Opportunities Industrialization Center (OIC). To receive the wheat, each Cooperating Sponsor issues its own call forward to USAID/Ghana Mission indicating the tonnage, the commodity specifications, delivery date, port of discharge and consignee names. The buyer (flour mill) agrees to pay the CSs for the cost of the wheat over 120 days in 12 equal installments on the basis of the cedi equivalent of the US dollar value of the commodity at the cedi/ U.S. dollar exchange rate in effect at the date of berthing. The buyers are also responsible for transporting the wheat to its silos. CRS as the lead agent is responsible for contracting the sale, receiving and clearing the bulk wheat, arranging for independent surveyor and receiving and disbursing the proceeds from the sale to the CS. Over the years CRS has developed substantial internal capacity to manage the monetization process efficiently

Wheat is not produced in Ghana so it is exclusively imported and has no local substitutes. The wheat sector is dominated by three major firms which process the wheat into flour before distribution for sale. In general, the imported wheat is delivered directly to the flour mills and processed into wheat flour before reaching the local market. The wheat flour is consumed mainly in the form of bread and other baked products. Therefore the effect of wheat imports on domestic prices of other cereals and tubers if any is low. The conclusion of the Bellmon Analysis indicates that there is a good potential for wheat monetization without any significant disincentive effect on local prices. In addition because

the bulk wheat is transported directly to the flourmills storage does not pose a problem in the monetization process.

Despite the fact that sales takes place in an oligopolistic market, the Cooperating Sponsors through group negotiations are able to strengthen their bargaining power to realize maximum benefits and meet USAID cost recovery benchmarks. The terms of payment and the requirement of a bank guarantee from the buyer to cover the cost of the wheat before taking custody ensure the recovery of sales proceeds from the sale of the wheat and facilitate the availability of funds for program implementation.

## **VIII. SUPPLEMENTARY ISSUES AND QUESTIONS**

### **1.0 External and indirect factors influencing program implementation**

Since ADRA does not operate within a tightly controlled environment, it is to be expected that elements operating within the environment would have some effect on ADRA's operations. These factors are rightly classified under the economic, environmental, socio-cultural and change in policy.

#### **a. Economic factors**

Although ADRA provides farmers with inputs, many of the farmers, despite having the knowledge are unable to practice some of the new farming technologies they have learnt because they lack adequate capital to acquire certain additional inputs especially agrochemicals for the control of diseases and pests on their farms

## **b. Environmental Factors**

Water was identified as one of the major constraints to efforts aimed at increasing agricultural productivity in the communities visited. The major environmental factor identified has to do with the change in the rainfall pattern, which results in a drought like conditions, which in turn affects the crop yields of farmers. Farmers reported that rainfall is unreliable and inadequate. Some farmers felt that the long-term solution to this problem was to engage in irrigation, which is currently not one of the activities in the project. Many farmers gave as a reason for the low loan repayment rate the change in the rainfall pattern, which affected their crop yields. It is anticipated the same phenomenon will occur at the end of the current farming season.

Another factor is the low yield of cashew. Many of the farmers, who are engaged in cashew planting, at least within the southern savannah zone, complained about this problem. In some communities where the trees are fruiting, the yields are so small that buyers are not attracted to go to such places. It is the understanding of the evaluation team that this problem with cashew is nationwide and may have something to do with the edaphic factors as well as planting material, pests and attack by diseases. As a result of this problem, farmers' interest in the crop is slowly waning.

A third factor also related to the environment has to do with the salty nature of the underground water, which is affecting potable water provision in some communities. There is the concern that even if provided the water may not be used for drinking because of the taste. In another community, the problem is with the level of the water table— that is so low as to make a hand dug well and/or bore hole not feasible. At the same time potable water is required in such communities. Although according to ADRA they have started in a very small way in providing other options, these must be stepped up to include others such as rain water harvesting and pipe borne water

## **c. Socio-Cultural Factors**

Development needs to be placed within the socio-cultural context within which it occurs in order to make sense to the beneficiaries. The ADRA “assistance” package for the Health and Nutrition component included a specific type of toilet (VIP) and bathhouse using sandcrete blocks. Discussions with some community members in Northern Ghana indicated that although they appreciate a VIP and bathhouses as status symbols and would want to own them, the concept of having such “fine” facilities while they themselves sleep in houses made of mud and sometimes

roofed with thatch, do not go well with them. It is believed that this cultural dilemma is affecting the acceptance of the VIP and bathhouses, in some communities in the north. They would prefer that their houses have the same status. In one particular community, a HAT member complained that there is a traditional way of building bathhouses, which incorporates a drainage system and which when improved upon and promoted would be less expensive

Another socio-cultural factor, which may be affecting program implementation, has to do with the existence of factors within some program communities. In a community in the KEEA District of the Central Region, half the population of the community do not patronize educational activities organized by the HAT because of misunderstanding. This affects communal labour to clean up the environment and maintain facilities. The negative effects of such situations on program implementation are real, and such communities need to be sensitized about the possible consequences, if peace cannot be made to prevail. In another community, HAT members are perceived to have become more popular than the traditional head, and this has brought a friction between the two sides, which is affecting the effective operation of the HAT.

A community in the Yilo Krobo District of the Eastern Region would not allow any Environmental Health Officer to enter the community, due to an incident, which had occurred in the community some 20 or more years ago. Meanwhile, the collaboration of such an officer is required for the selection of suitable sites for the VIP. Such a situation is definitely affecting program implementation and needs to be addressed.

**d. Change in Policy**

It became clear during the fieldwork that a change in policy involving the Ministry of Agriculture, also affected the format of the collaboration between ADRA and MOFA at the operational levels. It is understood that the Ministry of Food and Agriculture effected a change in the use of extension officers – a change, which allowed for private participation in extension work. This meant that ADRA could recruit, train and use its own extension officers, which ADRA did. This appears to have affected a seemingly good collaboration between ADRA and MOFA, in some communities. One District Development Officer who may not know how the ADRA extension officers might have been recruited actually questioned the competence of these extension officers.

Whatever the reason for the discontinuation of the first form of collaboration the decision was not communicated to the MOFA staff at the operational level even though ADRA made every

effort, including organized meetings with the Regional and District MOFA Directors, to inform them about the changes. This has led to some dissatisfaction among the MOFA staff, which ADRA needs to know and address in order to forestall any further strain in the working relationship. Contrary to the perception among some of the MOFA staff, ADRA FEAs are well trained and experienced. Most of the FEAs ADRA recruited were also former MOFA extension staff. ADRA management believes that this attitude of some MOFA staff now may be due to the cut off of the regular allowances they were receiving from ADRA.

## **2.0 Unintended benefits**

It was observed that farmers in two communities in the forest zone (Prasokuma in the Birim North District and Abepotia in the Kwahu South District) have introduced bee keeping and vegetable gardening, as offshoot activities from the citrus orchards. Though unintended this had resulted from the flowering of the citrus trees and the farmers are earning money from the sale of the honey harvested. In addition, at a certain height of the citrus trees, the farmers found the atmospheric conditions conducive to vegetable gardening. Cabbage and other vegetables grown under these conditions, have not only become a source of additional income, but they are also used to improve the nutrition of the families involved. Farmers were very proud of these positive developments.

## **IX. FINDINGS AND RECOMMENDATIONS**

The joint Health, Nutrition and Agriculture and Natural Resources Management teams started the fieldwork on Monday, September 27, 2004, covering two communities each day. The Health and Nutrition Teams combined covered twenty-nine communities - 17 in the southern sector and 12 in the northern sector. (Refer to itinerary for the evaluation visits attached in Appendix 2).

Through the field visits, review of available literature such as quarterly and annual reports, the team was able to assess the extent to which field activities have already contributed and continue to contribute to the achievement of improved nutrition and preventive health knowledge and practices among beneficiaries. The summary of the findings and recommendations appear in subsequent paragraphs under the two main components of the program i.e. Agriculture & Natural Resources Management Practices and Nutrition/ Health Education and Water/Sanitation. Based on the findings of the team, some recommendations have been offered for consideration under the various sub-headings and/or as summaries at the end of the two main headings. These will assist ADRA to achieve its objectives come the end of the program period:

### **A. AGRICULTURE & NATURAL RESOURCES MANAGEMENT PRACTICES**

#### **1.0 Community And Farmer Selection**

ADRA identified target communities mostly through the Agricultural Extension Officers' of the Ministry of Food and Agriculture (MOFA). The communities are then educated, animated and farmers interested in the project are selected, based on ADRA's laid down criteria. Selected farmers, usually in groups of 20 are intensively educated in order to understand the goals, objectives and expectations of the program.

The evaluation team observed that, the criteria were being followed and farmers were satisfied with the selection process. Furthermore, there was no evidence of social problems within the communities as a result of the criteria used. However, non-ADRA farmers at focus group discussions expressed interest and willingness to participate in the program due to impressive impact on production of food crops.

#### **2.0 Understanding Program Objectives**

ADRA farmers had sound understanding of program objectives and expressed these in terms of improved agricultural practices (higher agricultural productivity and increased income), improved

micro-environment through increased natural resources management practices (tree planting in communities and management of watershed and rivers in order to enhance water security). However, the farmers are not familiar with the overall goal of the project.

### **3.0 Agricultural Production**

Ghana has a largely agrarian economy, yet it is a net importer of food. Domestic agricultural production cannot feed the nation due to several problems including inappropriate farming practices (slash and burn, shifting cultivation, annual bushfires) that have resulted in extensive environmental degradation.

The ADRA food security program seeks to address these constraints by helping selected farmer households adopt improved agricultural and natural resources management practices. The program supports client farmers with inputs such as improved seeds (maize, soybean), tree seedlings (Cassia, Albizia, Eucalyptus, Cashew, Mango and Citrus), bullock and tractor services and trains farmers in the integration of tree crop and food crop farming. In addition, the program also helps participating farmers construct improved storage facilities (cribs and mud silos) to reduce post harvest losses.

#### **3.1 Cropping Pattern/ Farming Practice**

All the ADRA client farmers interviewed reported that they have now abandoned the traditional food crop production practices which include slash and burn, mixed cropping, haphazard planting of food crops and trees in favor of the improved agricultural practices recommended by ADRA (minimal/ no burning, line planting, intercropping with trees, use of improved seeds, crop rotation and mixed planting in defined pattern).

These improved practices have resulted in significant increase in agricultural production, especially with respect to cereals such as maize. The adoption of improved agricultural practices is the direct result of ADRA and its collaborative partner (MOFA) training/ education in improved agricultural practices coupled with farmers' access to agricultural input-credit facilities.

The team observed that farmers who were not ADRA clients had begun to adopt ADRA agricultural technological packages due to demonstration effect of improved agricultural practices.

#### **3.2 Land Preparation**

ADRA assisted client farmers in land preparation through the hiring of the services of tractor and bullock operators. In some communities, farmers visited encountered problems with land preparation, which delayed planting of food crops. These were attributed to the inadequacy of tractor and bullock

services coupled with the high demand of these services during the peak-planting season. This invariably affected food crop yields and the ability to pay loans. The reliance on rain fed agriculture makes it critical for timely plowing of land.

### **Recommendations**

ADRA should therefore address this issue in order to improve agricultural production. The number of farmers assisted to own bullocks and ploughs could be increased (if resources are available), and in conjunction with farmers arrange better tractor service.

### **3.3 Training/ Education**

Generally, farmers indicated that they were satisfied with the training/education on agricultural production and natural resources management practices. ADRA with its collaborative partner (MOFA) provided training on methods of improving soil fertility, land preparation, plantation crop management, bush fire prevention, bullock plough techniques, post harvest handling/storage and construction of improved silos and cribs. However, in some communities, it was observed that farmers were not adequately trained and educated on agricultural and natural resources management practices. Downstream training sessions by HAT members and AEA's are not seriously patronized due to lack of confidence in some HAT members since they are local people. In some communities the 'old' farmers feel abandoned because they are excluded from direct input credit supplies and other training programs.

### **Recommendation**

ADRA Field Project Officers should closely monitor downstream training organized for the farmers by HAT and AEAs. Attendance at training sessions should be mandatory for client farmers and possibly linked to agriculture input supply. Group training should be complimented by one-to-one on-farm training if possible. Because the agriculture and NRM components complement each other, they should be implemented and managed in an integrated manner.

### **3.4 Crop Yield per Acre**

The adoption of ADRA recommended improved agricultural practices coupled with regular and timely supply of inputs has resulted in substantial increase in crop yields. Maize yields have more than doubled for all ADRA assisted farmers with some regional variation. In Northern region for example, maize yields have increased from pre-program levels of 250kg/ac to 800kg/ac, while in Ashanti and Brong Ahafo regions, farmers have recorded increases from levels of 400kg/ac to 1000kg/ac.

Similarly, yields of legumes (soybean, groundnuts and cowpeas), roots and tubers have also increased as a result of the adoption of ADRA improved agricultural practices.

Increased crop yields have motivated farmers to increase acreage under cultivation in areas where land is not limited. In some communities where loan recovery is very high ADRA has assisted farmers with additional inputs – seeds and fertilizers.

Yields of cashew trees are not so encouraging as a result of disease and pest infestation. In addition there was the problem of lodging especially in Brong Ahafo region where soils are moderately fertile compared with Northern region and plants are more susceptible to lodging. ADRA has recommended staking to the farmers to reduce lodging problem.

### **Recommendation**

ADRA in collaboration with MOFA should advise the farmers on possible acceptable chemical control methods and seek expert advice on biological control from CSIR and other Research Institutions.

### **3.5 Construction of Improved Storage Facilities**

Improper storage facilities leading to post harvest losses of food and marketing of produce just after harvesting are the major contributing factors to household food insecurity in project areas.

ADRA's intervention in this respect involves training in pre and post-harvesting handling practices in collaboration with MOFA and the provision of financial and/or material assistance in the construction of improved storage facilities (mud silos in Northern regions and cribs in Brong Ahafo, Eastern, Ashanti and the Coastal regions).

Results report (FY 2003) indicated that ADRA provided technical and financial support to client farmers to construct improved local silos and storage cribs to store maize, soybean, cowpeas and millet and exceeded the anticipated targets by 7%. Progress has however, been slow in FY 2004 and in order to achieve targets in the fourth quarter, ADRA is training artisans in each community to assist the farmers in storage facilities construction (3<sup>rd</sup> Quarter Report, FY 2004). Earlier on, ADRA had relied on Agricultural Extension Agents to move round communities to assist farmers in this regard.

Focus group discussion with client farmers in communities where storage facilities had been constructed indicated that post harvest losses have been drastically reduced and in some cases

eliminated. This has improved food security and increased income because of selling produce at peak price period.

#### **4.0 MARKETING**

Improved crop yields due to improved agricultural practices coupled with the reduction in post harvest losses (improved storage facilities) had resulted in an increase in the volume of farm produce marketed. ADRA farmers indicated that they are now selling between 60 – 75% of their farm produce (maize, soybean). However, for farmers with large households, the proportion marketed was between 30 – 40%.

ADRA had assisted farmers in marketing their produce through the setting up of marketing information boards in client communities. These boards display prices of selected commodities pertaining in different markets to serve as a guide for pricing their farm produce. According to farmers, the boards have proved very useful, as it has kept farmers informed of current prices. It has also enhanced their bargaining power with produce buyers who often capitalize on farmers' ignorance on price trends to buy their produce at low prices.

Other marketing strategies involved organizing farmers into viable marketing groups to market their produce by linking them to marketing agencies or companies. However, in some communities the farmers are interested in organizing themselves into marketing cooperatives but do not have the skills to do so. Farmers had also been taught to properly store their produce after harvest and wait until prices go up before they sell.

#### **Recommendation**

ADRA should assist communities to form marketing groups in areas where the farmers do not have the skills to do so.

#### **4.1 Road Rehabilitation**

Farm to market roads played an essential role in efficient procurement of farm inputs and marketing of farm produce. ADRA through food-for-work program had supported some communities to rehabilitate farm-to-market roads, which has facilitated the transportation of agricultural inputs into and marketed produce out of ADRA communities. However, the level of this program activity was found to be low. The main reason for the activity lagging behind is the policy of the present Government to improve access roads in the farming communities. In line with this policy, the government has given out on contract or already rehabilitated a good number of the roads targeted for

assistance by ADRA (3<sup>rd</sup> Quarter Report – FY 2004). ADRA however indicated in the above report that additional road projects have been approved and this activity will be implemented in the dry season or during the period when farming activities are at a minimum.

## **5.0 AGRICULTURAL INPUT CREDIT**

ADRA provides credit to farmers in the form of agricultural inputs supplied to improve agricultural production. Inputs include improved seeds, tree seedlings, fertilizers, cutlasses, Wellington boots and cash for plowing (bullock or tractor services). The value of inputs supplied by ADRA per farmer ranges from ₦350,000 - ₦1,100,000(\$38.5 - \$121).

Farmers expressed their satisfaction with ADRA credit scheme as it has helped them to acquire needed inputs, which they otherwise could not afford on their own because they are poor. Farmers who receive ADRA support are required to pay the loan with interest by the end of a stipulated period (usually one year). Subsequent assistance depends on credit worthiness of the farmers' group.

Repayment of loan varied among communities and depends on harvest (yield). It varied from a low of 9% to 80% with an average of 65%. Some farmers indicated that their inability to repay loans are attributed to poor yield, which relates to bad weather (drought) and sometimes ill health, which affect farm maintenance. The team observed that one-year payment period is short and some farmers would want to delay payments till they can sell their fruits from tree crops.

### **Recommendation**

ADRA Field Project Officers should intensify their education on loan recovery. In communities where dry season vegetable farming is undertaken and profitable, and loan recovery rate is acceptable, ADRA should consider assisting farmers through the provision of dug out wells and pumps, inputs (fertilizer, manure and improved seeds) to increase production. Income obtained could be used to service loans. Furthermore, ADRA in partnership with MOFA should provide extension services on other crops e.g. yam, cowpea, sorghum, millet, groundnut and cassava for client farmers to increase production, and income. This would serve as an insurance to loan repayment should farmers have problems with ADRA assisted crops e.g. maize and soybean.

## **6.0 AGRICULTURAL PROCESSING EQUIPMENT**

ADRA has provided information on how to access processing equipment in some communities, however this has been linked to complete repayment of input credit by the farmers' group. Few members have paid deposits and are waiting for delivery of equipments subject to completion of

equipment structures. Others are in the process of mobilizing the 30% down payment required. It appears that not much has been achieved in this program activity.

### **Recommendation**

ADRA needs to double its efforts in loan recovery from farmers to enable other interested farmer groups and communities to access this facility. Discussions with some ADRA field officers has shown that where farmers are required to make payments on weekly basis, loan recovery rates are higher.

## **7.0 NATURAL RESOURCES MANAGEMENT PRACTICES**

ADRA has encouraged communities and farmers to undertake tree planting around schools, churches, roads and water bodies and also to intercrop them with their food crops (agroforestry). Strategies have been put in place to ensure effective tree seedling production and delivery. Private Nursery Operators were given refresher-training activities in seedling and nursery management. Private tree nurseries supported by ADRA input credit facilities produced and distributed tree crops seedling (mango, citrus, cashew) and woody species (cassia, teak, eucalyptus) to both ADRA and non-ADRA farmers and the communities.

ADRA organized workshops to educate client and communities on environmental protection and natural resources management practices, which in some communities appear limited, especially in the south where very few nursery operators were encountered. In addition, agriculture and natural resources management demonstration plots have been established to train farmers. The team observed that some nursery operators need further in-service training especially in vegetative propagation techniques for fruit trees promoted by ADRA to achieve high budding and grafting success.

## **8.0 IMPACT OF ADRA ANRM PROGRAM**

The adoption of improved agricultural and natural resources management practices by ADRA farmers has improved agricultural production. The increases in crop yields coupled with the reduction in post harvest losses have improved household food availability and access to food through increases in income.

ADRA farmers are now enjoying better standard of living. As revealed in the focus group discussion, the farmers can now afford to pay their children's school fees and health bills, buy clothing for the family, roof their houses with aluminum sheets, purchase bicycles, marry, add livestock rearing to crop production and invest in the expansion of farms. With the benefits being derived from the

program, the objectives of Agriculture and Natural Resources Management program by and large are on course to be achieved.

## **9.0 SUMMARY OF RECOMMENDATIONS**

1. ADRA should address the problem of inadequacy of tractor and bullock services to facilitate early land preparation to improve agricultural production. The number of farmers assisted to own bullocks and plough should be increased and in conjunction with farmers arrange better tractor service.
2. ADRA should intensify its monitoring system on downstream training by HAT and AEA in some communities to have the desired impact on farmers.
3. In collaboration with MOFA, ADRA should advise farmers on possible acceptable chemical control of diseases and pests on cashew and also seek expert advice on biological control from CSIR and other Research Institution in the country.
4. Educational activities on marketing strategies for farmers and communities should be intensified to improve marketing of farm produce, increase income and improve loan recovery.
5. ADRA Field Project Officers should intensify their education on loan recovery by adopting new and innovative methods. For example discussions with some ADRA field officers has shown that where farmers are required to make payments on weekly basis, loan recovery rates are higher
6. In communities where dry season vegetable farming is undertaken and profitable, and loan repayment is acceptable, ADRA should consider assisting farmers through the provision of dug out wells and pumps, inputs (fertilizer, manure and improved seeds) to increase production. Income obtained could be used to service loans. Furthermore, ADRA in partnership with MOFA should provide extension services on other crops e.g. yam, cowpea, sorghum, millet, groundnut and cassava for client farmers to increase production, and income. This would serve as an insurance to loan repayment should farmers have problems with ADRA assisted crops e.g. maize and soybean.
7. ADRA in collaboration with appropriate institution (MOFA, CSIR) should organize in-service training for Private Nursery Operators to build their expertise on some vegetative propagation techniques to improve fruit trees seedling production.

8. ADRA should intensify the necessary process involved in the qualification and acquisition of agricultural processing equipment for farmers and communities to increase income from processed produce.
9. ADRA should address the problem of the 'old farmers' and include them in their training programs where necessary especially training in plantation crop management
10. ADRA should accelerate the distribution of the marketing information boards to those communities who have already paid for them and should assist communities to form marketing groups in areas where the farmers do not have the necessary skills.

## **B. HEALTH, NUTRITION WATER AND SANITATION**

### **1.0 IMPROVED NUTRITION AND PREVENTIVE HEALTH KNOWLEDGE AND PRACTICES**

#### **1.1 The Use and work of Community-based Volunteers**

Since the beginning of 2003, some Community members (usually ADRA group members) have been selected and trained by ADRA and collaborators as Health and Agriculture Teams (HAT). Most teams met in the field were made up of two members responsible for Agriculture and ANRM, two for Health and Nutrition and a fifth member (usually a teacher), who handles health education with school children in the community, through the school system.

During the evaluation visits to the communities, team members met and interacted with the HAT members in the communities visited. From such interactions, it became obvious that a reasonable proportion of members could recall contents of their training without referring to the manuals and did not only appreciate the concept of they being trainers but have actually been training community members. Community members, at the Focus Group Discussions, attested to this fact.

Methods used by the Nutrition and Health members of the HAT for the downstream training include, individual visits to homes, community durbars, small group discussions, visits to churches and funerals to talk about health and nutrition issues and cooking demonstrations involving whole communities. In some of the communities visited in the south, a few of the HAT members had not received any formal training. Instead they have been understudying their

colleagues who had received the formal training. In the northern sector, the few who had not been trained were found to be unable to read or write.

## **1.2 Discussion of Findings Related To Improved Nutrition and Preventive Health**

The use of trained community volunteers for education in health, nutrition, water and sanitation by ADRA seems to be in the right direction. Generally, the strategy seems to be working; and based on what was observed in the field and what was read the team was able to arrive at the following conclusions:

Apart from a few motivators met, the Health and Agricultural Teams (HAT) have been in the system for almost two years. The majority encountered in the field know what they are about and have confidence in their ability to help their fellow community members. For the minority of HAT members, there is lack of confidence/interest in what they are expected to do. Where HAT members are doing well, one found good working relationship and support from the community leadership as well as from the ADRA collaborators such as the Environmental Health Officers and WIAD.

Generally, the HAT seems to be more active in the forest zones such as in the East Akim, New Juaben, Birim North and Yilo Krobo Districts than in the Coastal districts such as KEEA and AES. In the north, most HAT members seem active except in Mantukwa, Kpabuso and Achubunyor. Where there are different factions in the community, the work of the HAT and WATSAN committees are affected, negatively.

In principle the program appears to have the potential to achieve its health and nutrition targets and impacts on the beneficiaries, come 2006 judging by the structure put in place for program implementation (i.e., ADRA field officers working through HAT and WATSAN members at the grassroots level and with the collaboration of Environmental Health Officers and other health care providers).

The use of community-based “volunteers” with the collaboration of like-minded public agencies like the Ghana Health Service and the Environmental Health Service, as well as the Women in Agriculture Department of MOFA, in the district seems to be a cost-effective way of providing the health and nutrition education services to the program beneficiaries. However through the FPOs and FEAs, ADRA needs to institutionalise inter-collaborative meetings with all the

collaborators, so that they became results oriented. Some of the collaborators complained that ADRA is so results oriented and time-bound, that the tendency is to “ignore” their collaborators. ***“The time pressure works against involvement of collaborators in critical activities”***, said one interviewer.

### **1.3 The effect/impact of the work of the HAT**

From the interactions, the team had with community members and the HAT members, it became clear that downstream training had actually taken place in most of the ADRA communities. Focus group discussion participants were able to display knowledge acquired on diseases such as malaria, diarrhoea and HIV/AIDS with pride and confidence. It became obvious, also, that community members found HAT education on water and sanitation as well as nutrition, particularly the use of soya beans, very useful.

The team also observed that the majority of children seen in the communities looked healthy, which indicated that knowledge acquired from the HAT members on balanced diet and good nutrition for children of the various ages, was being put into practice. Most mothers with young children were actually observed breastfeeding such children, during the visits. In fact, about one third of mothers interviewed with children under five years of age, could appreciate the importance of the Child Health Record (Road to health card) because some HAT members had educated them on this. However, the majority of nursing mothers complained that the contents of the card are not explained to them, when they take their children to the Child Welfare Clinics.

It was observed, further, that even though the germ concept was not appreciated, there was understanding in most groups, that there is a relationship between personal and environmental hygiene and disease causation. One woman illustrated this understanding when she said: ***“since we got the borehole, yaws has become a thing of the past”***. Similar assertions were made in other communities about the disappearance of guinea worm, and bilharzias from their communities because of the introduction of either a hand-dug well or a borehole.

However, in 4 out of the 29 communities visited, the team learnt that HAT activities had been adhoc and minimal. This is because either the HAT concept had not been accepted by a faction in those communities and therefore some members refuse to patronize their activities or the HAT had a conflict with the community leadership, who refuse to work with the team. In one

community, the people have not accepted the chief and therefore he could not mobilize the people to patronize activities of the HAT members.

Members of the evaluation team were impressed by community members' understanding and appreciation of the relationship between food security and the health and nutrition components of the project. When community members were asked to indicate the ADRA initiated activity from which they have benefited the most, clean water, toilets and "education on health to prevent diseases" were among the top ranking on the list. As one man summarized the importance of the health and nutrition component during the interaction, *"If you get sick and die, all these orange trees and maize farms will be useless to you"*. Other key benefits mentioned include: making soya dawadawa and giving only breast milk (and colostrum) to 0-6 months old babies.

### **1.3 Integration of Project Activities**

In principle, the beneficiary communities as well as the ADRA field staff consider the components of the program as being properly integrated and which make logical sense to them. As mentioned, earlier. in most of the 29 communities visited, participants at discussions were able to appreciate and illustrate the following linkages:

- i. Availability of potable water and absence of diseases such as yaws, diarrhoea, bilharzias and guinea worm.
- ii. Good health leading to the ability to farm more and better, which in turn leads to more yields and more money for the family. The concept of adding health and nutrition to improved agricultural methods and inputs is appreciated, almost universally, and the catchwords: "a good farmer has to be a healthy farmer," were repeated in many instances.

One farmer expressed his appreciation of the nutrition education of the HAT in the following words, *"We are no longer bored with the same meals, cooking demonstrations have shown our wives how to make a wide variety of meals with the local foodstuff available, enriched with soya beans."* The program appears to have the potential to achieve its health and nutrition targets and impacts on the beneficiaries, come 2006

### **1.4 Training background of the Health and Nutrition Staff**

The organizational structure of the monitoring and supervisory staff in relation to the staff at the program implementation level, makes logical sense. Not only are the staff members at the Head

office technically qualified in health and nutrition but also the field officers who provide the technical support to the HAT and the farmers are adequately trained with most having relevant field experience prior to joining ADRA. Moreover, most FPOs and FEAs interviewed in the field have had on the job training and refresher courses, which enable them function effectively and efficiently. Nevertheless, the team observed a constraint in their numbers. Due to inadequate numbers, all field staff interacted with complained of heavy work load. Although the Field Officers for the Health and Nutrition component were found to be covering wide areas, community members in all places visited attested to the frequency with which they are visited by the officers. This could mean that the officers are putting in extra effort to ensure adequate coverage of their communities.

### **Recommendations**

Based on the above findings of the team, the following recommendations are offered for consideration, if ADRA is to achieve its objectives come the end of the program period:

1. There is the need to lighten the workload on the field staff by reducing the area covered by one Field Officer. During the field visits, it was observed that a team of Field Program Officers were covering large areas spanning districts and this means a lot of travelling. The travel time alone is likely to reduce the time effectively left for technical work. Since the ultimate goal of this recommendation is to reduce the workload on the officers, one option to achieve this would be to recruit more of the trained and experienced field officers. Another option would be to recruit and train more community-based volunteers while at the same time strengthening the collaboration with the other sectors, e.g. the Environmental Health Officers. The latter option would enhance the level of capacity building at the community level and strengthen linkages with other workers at the community level thus enhancing program sustainability.
2. ADRA may need to formalize and strengthen its collaboration with the Ghana Health Service (GHS) and the Ghana Education Service (GES), which seems to be on personal and adhoc basis. It is imperative that HAT activities are sustained, when and if ADRA pulls out of the communities. Teachers at the basic education level are expected to incorporate some health issues into the subject areas, and a formal link with the GES could delineate the value the ADRA program is adding to the status quo. Moreover, most of District Health Management Teams (DHMTs) members interacted with seemed not to know enough about ADRA and expressed the

need to know more about ADRA activities. They also expressed the desire to share quarterly and yearly reports in order to improve the effectiveness of the collaboration.

3. Closely related to a recommendation above is the need to revisit and strengthen the HAT concept. To make the HAT members more confident and up to date in information and to be more proactive, refresher courses in critical subject areas (e.g. time management, community mobilization) need to be injected at periodic intervals. There is also the need for these community volunteers to be properly resourced and empowered as already articulated in an earlier section.

## **2.1 INCREASED ACCESS TO POTABLE WATER**

Review of program documents indicates that ADRA was to assist communities in the construction of hand-dug wells and boreholes. Boreholes were to be constructed in communities where the water table was below 40 feet and having a minimum population of 500. To qualify for a hand-dug well a community had to have a population of not less than 300. ADRA was to provide the technical expertise, the water pumps and accessories, cement and PVC pipes and iron rods while the beneficiary communities would contribute sand, stones and the labour required for the construction. Moreover, communities were to arrange to have households make financial contributions to a community fund, so as to ensure continuing maintenance of the facilities. It is anticipated that by the end of the program period (2006), 300 water facilities will have been constructed and 60 percent of households in ADRA communities will have all year-round access to potable water facilities. The following sections present the findings of the evaluation team, as far as increased access to potable water in the ADRA communities are concerned.

### **2.1.1 Provision and Management of Water Facilities**

There is a water and sanitation committee in each community visited where hand-dug well or borehole has been provided, but in some communities visited it was observed that this committee was not under the supervision of the ADRA field officer because the water facility had not been provided by ADRA. It was observed, also, that some HAT members were also members of the WATSAN committees.

In many of the communities visited, potable water has been provided by other agencies and NGOs – e.g. World Vision, DANIDA, Community Water and Sanitation Agency, District Assembly, Catholic Mission etc. Even where there were such facilities, communities were

asking for more, so as to reduce the distances walked to fetch water. Wherever there is no potable water and ADRA had constituted a WATSAN committee, the committee was collaborating with the HAT, to educate community on how to treat available water for drinking and on proper storage of water. Examples of such communities, i.e. without potable water but with education on drinking water management are Maafi Wenu and Maafi Alavanyo in the North Tongu District in the south and Paga-Sakaa and Tigboro in the north.

The taste and mineral content of underground water seem to present a problem in certain client communities. In such communities, either the ground water is salty, such as is found in Maafi Wenu (North Tongu), or the water is salty and “hard”. Where a borehole had been provided with such a problem, community members tend to resort to unrecommended sources of water for either drinking and or domestic chores such as washing of clothes. No community visited was satisfied with adequacy (quantity) of the available water, and would want ADRA to provide more bore holes and/or hand-dug wells.

Based on the information collected from the field and from document reviews, one concludes that ADRA may increase access of some beneficiary communities to potable water but will not reach targeted number of communities. However, there are ways through which ADRA may enhance the rate at which it can provide potable water to its client communities and these are presented as **recommendations**.

### **Recommendations**

ADRA is to explore the possibility for resource pooling (technical and financial), with the various agencies in community water provision in the districts. DANIDA, World Vision, Community Water and Sanitation Agency, World Bank, USAID, District Assembly, and Religious Bodies in the communities are some of the names one came across. Since ADRA ascribes to the policy of complementarity such discussions towards possible resource pooling should not be difficult and must necessarily start at the national level.

There is the need for flexibility of ADRA “packages” to communities. Where potable water through hand dug wells and bore holes presents a problem, ADRA may consider the option of adjusting to other options such as connecting to pipelines, where feasible. Some of the client communities visited in the Gomoa district appear to be situated along the main water line and monetary allocations for water provision for such communities may be pooled together to

facilitate connecting to the pipe line. The same recommendation may apply to other “problem” communities, such as in the Dangbe East/North Tongu, where ground water is salty and/or hard.

ADRA FPOs in Health and Nutrition need to explore and identify other agencies providing water to communities in their coverage areas. There is something to learn from such contacts, which may inform ADRA, with regards to options. There is a particularly urgent need to forge a closer collaboration with Community Water and Sanitation Agency. Since this collaboration already exists, it needs to be strengthened and made more operational so as to enhance the rate of implementation of this program component.

## **2.2 INCREASED ACCESS TO HYGIENIC SANITATION FACILITIES**

According to the DAP, ADRA was to assist 2,000 client households to construct ventilated improved pit latrines (VIP), within the program life span. In addition, client households were to be encouraged and sensitised to accept to construct soak-away pits for the disposal of wastewater from their bathhouses. The soak-away pits are to prevent standing water and therefore the breeding of mosquitoes. ADRA was to sensitise and educate communities on the need for improved disposal of household solid waste, in the form of communal labour to clear refuse disposal sites on periodic basis. Environmental Health Officers (EHO) from the District Assemblies have been mobilized to work with ADRA staff and the HAT at the community level, to educate households and community members on environmental and personal hygiene.

Field visits by the evaluation team was able to assess the extent to which field activities are contributing to the achievement of the objective of increasing client communities’ access to hygienic sanitation facilities. The findings from the visits as well as a review of program documents, are presented in subsequent sections of the report. Interactions with HAT and WATSAN committee members underscored the importance of personal and environmental sanitation education as an integral component of the work of the HAT and WATSAN members. This fact was corroborated by assertions of community members as well as some ADRA collaborators.

About 75 percent of communities visited were observed to be clean, and all Environmental Health Officers interviewed (District Level Collaborators) testified that ADRA communities are “usually cleaner than other communities in which they work”. They reported, further, that neighbouring communities praise ADRA communities for their compounds, which are usually

well weeded, swept and show no standing water behind the bathhouses. The evaluation teams also found this to be true.

All community members expressed the desire to own household toilets. The main constraint for not owning a VIP is that many households cannot afford to pay the commitment fee, which has been reduced from three hundred cedis (¢300,000.00) to one hundred cedis (¢100,000.00). For one community, which did not have any VIP latrine the constraint, is land: this happens to be a settler community; members complained that landowners would not allow them to build toilets on the land. ADRA FPOs promised to look into this. The number of VIPs per community ranged from 0 – 34. All community members appeared pleased with the VIP latrines, expressing relief that they are free from snakes, scorpions especially in the night (associated with the use of public toilets usually located away from the community), and caved in public toilets, which used to kill people.

The visits showed that there are more household VIPs and bathhouses in communities in the forest zones than the coastal communities, with the exception of communities in which DANIDA had already provided some toilets. Even in communities in which DANIDA had provided household toilets, community members expressed a preference for the ADRA type toilets, which they say is free of odour. The southern team observed that the rate of uptake of household VIPs is faster than that for the bath houses. It was observed, however that more households have added soak-away pits onto their old bath houses. A community in the north, (Bihee) alone has constructed over one hundred (100) soakaways for their locally built simple bathhouses.

Although in a few communities, the HAT members complained of apathy on the part of community members, particularly the non-clients, when it comes to communal labour, in the majority of communities assessed, community mobilization for communal labour has never been a big problem. In the minority of cases, the non-client members of the community believe only ADRA clients should do communal labour, since they are deriving benefits from ADRA.

### **Recommendations**

Based on findings from some client communities and some collaborating institutions, it seems ADRA may need be more flexible with their “offers” to communities. Technologies being transferred to communities must be socio-economically and culturally acceptable. Some communities find it difficult to accept the concept of building toilets and bathhouses with,

sandcrete blocks while sleeping in mud houses. An indigenous technology for constructing “bathhouses” which incorporated an internal drainage system, was observed at a village (Mampehia – Ga District), which can be studied by ADRA and easily improved upon and promoted.

Closely related to the previous recommendation is the perception of a few that ADRA is not consulting adequately with community members, and that “packages are imposed on group members”, more often than not. Although this may be just the perception of a few, it is good for ADRA to be aware of such feelings so as to take action to mitigate them so as to maximize the impact of program activities.

The effect of inter-agency collaboration is appreciated more in this component than in any other component. Most environmental health officers interviewed, agreed that ADRA is adding value to their work, since without ADRA their work is reduced to mere “talk shows”.

ADRA must make the most of this collaborative spirit so as to make the personal and environmental sanitation activities of the HAT and WATSAN committees truly sustainable.

In spite of the fact that ADRA has had to considerably reduce the commitment fee for the VIPs, it was obvious that many households cannot still afford the amount. The poverty levels of some households are so high that they cannot even afford the cost of digging the trench for the VIP. ADRA may have to reconsider this and consider the possibility of converting the commitment fee into a loan or allow payment in instalments.

## **2.3 IDENTIFIED COMMUNITY FELT NEEDS**

It was interesting to note that in communities where there were old as well as new clients, the old clients seem to have moved up the ladder in the hierarchy of needs. While the new clients were requesting additional assistance from ADRA in terms of chemicals and spraying machines, the old clients were asking for assistance with housing schemes and building materials. This is an indication of the success of ADRA’s interventions in the communities. The following sections present some needs expressed by the communities, during the interactions, and presented as expressed by community members. It must be noted that these needs cut across and therefore includes needs other than health or nutrition.

### **2.3.1 Samples of felt needs expressed by communities in the south**

### **Maafi Alavanyo – North Tongu District**

- Rehabilitation of the road to the community
- Machine to facilitate irrigation
- ADRA to be involved in School – related activities.
  - Rehabilitation of building
  - First Aid Box
  - Books and other teaching/learning materials
- Community KVIP for those who cannot afford the household VIPs.

### **Pleyo – Yilo Krobo District**

- Dry season farming means more money and improved food security – More inputs needed during minor season.
- Animal husbandry and livestock keeping

### **Akyekeso – New Juaben District**

- Oil palm seedlings
- Tree planting around the watershed
- Power tiller
- More appropriate spraying machine – to reach height of current citrus trees.

### **Prasokuma – Birim North District**

- School building in a deplorable state – help of ADRA needed.
- Introduction of improved breeds of sheep
- Community KVIP for households unable to afford VIP
- Old clients to be considered for higher needs – e.g. improved housing.

### **Abepotia – Kwahu South District**

- Formation of another group to cater for interested non-clients in community.
- More boreholes needed to supplement World Vision provided ones.
- Improvement of Primary School Building
- Housing Scheme for old clients.

### **Akwansa Kokodo – Mfantseman District**

- Assistance for rehabilitation of Primary School Building.
- Fertilizer loan scheme for old clients

- Assistance for house improvement to bring them to the standard of the toilets to resolve conflict between “mud houses versus sandcrete block toilets”.

#### **Dawurampong – Gomoa District**

- Credit facility for land preparation.
- Food processor for oranges, to overcome poor prices from buyers.
- Chemicals for killing weeds in farms.

#### **4.2 Samples of key felt needs expressed by communities in the north:**

- Provision of equipment (cutlasses wheelbarrows, rakes, etc.) for clean up exercises.
- Regular refresher training for HAT and WATSAN members.
- ADRA should build a dam for dry season gardening.
- ADRA should provide tractor for early ploughing.
- Needs a nutrition rehabilitation centre.

#### **5.0 CROSS CUTTING ISSUES EMERGING FROM FIELD DATA (source: communities, collaborators and field staff)**

In the discussions with client communities, ADRA field staff and ADRA collaborators, the team tried to identify new areas where ADRA can make an input when an opportunity presents itself. The following are collated comments and suggestions which are being presented for the information of ADRA:

1. “It is impossible to promote tree crops without the necessary inputs – appropriate chemicals and mist blowers are required.” This comment suggests that where ADRA has introduced tree crop cultivation to farmers, there is the need for further support, in terms of loans for appropriate chemicals and mist blowers.
2. “There are certain areas (e.g. the ‘overseas areas’ in the Dangme East District), which must be entered, by ADRA for impact”. This comment comes from an ADRA field officer, who believes that a challenging situation exists in that part of the Dangme East District referred to as the ‘overseas’. The officer believes that ADRA is capable of turning the situation around in those areas. ADRA must take up the challenge, to help the people in such areas in subsequent future planning.

3. “There is the need to decentralize ADRA operations, in terms of allocation and disbursement of funds and other resources” – the person who made this suggestion is of the view that the proposed decentralization would make for more effective and efficient use of resources and would make the “decentralized” staff and other structures more responsive to client needs.

4. “The presence of other NGOs and development agencies in some communities presents ‘conflict of interest’ to communities.” ADRA staff members need to look at these agencies more as development partners and therefore find more innovative ways to collaborate with these organizations, at the national level, to facilitate pooling of resources, so as to make provision of facilities more affordable and ‘comfortable’ at the community level. DANIDA is in several ADRA communities providing water and sanitation facilities but with different conditions – a situation which tends to create confusion/conflict for communities.

5. “Food security on a rain fed basis is difficult – irrigation is a must for proper food security program.” This comment, also from a field officer, underscores the need for some form of irrigation system in some of the areas in which ADRA is working if food security is to be achieved at a sustainable level.

## **6.0 SUMMARY OF RECOMMENDATIONS : THE HEALTH, NUTRITION, WATER AND SANITATION COMPONENT**

1. There is the need for refresher as well as continuing training for HAT members, particularly in skills that would maximize their potential to effect positive change in the attitudes and behaviour of community members. Skills in assertiveness could benefit those members who seemed to lack the confidence to impart what they had acquired through training to others. Field visits identified the need to use the Road to Health card as a teaching tool for HAT members. This could form an aspect of the recommended refresher courses, since there are a lot of things mothers, grandmothers, fathers and other members in the communities can learn from those booklets.

2. The ADRA field officers need to identify those HAT members who are not performing to expectation so that these are replaced.

3. In a few communities visited, there seemed to be some conflict of some sort, which was either affecting the work of the HAT or the collaboration with other sectors. Effective community participation is essential for the achievement of ADRA goals and objectives and field officers are to be quick at identifying and addressing any faction which may undermine their efforts in the communities.
4. Motivation is essential in volunteering work, particularly in areas where people are either relatively poor or are in need of social recognition. HAT members expressed the need for such motivation in the form of food ration, T-shirts, identification symbols such as badges and tool kits such as wheelbarrows and rakes for clean-up exercises. Additional teaching and learning aids such as leaflets, posters and other IEC materials may also enhance the work of HAT members in the communities. As part of the effort at motivation and also to recognize hard work, it is recommended that best HAT member awards are instituted,.
5. ADRA is to explore the possibility for resource pooling (technical and financial), with the various agencies in community water provision in the districts, e.g. DANIDA, World Vision, Community Water and Sanitation Agency, World Bank, USAID, so as speed up making potable water accessible to more of its targeted communities.
6. There is the need for flexibility of ADRA ‘packages’ to communities. This is more so in the area of the provision of potable water to communities. Where potable water through hand dug wells and bore holes presents a problem, ADRA may consider adjusting to other options such as connecting to pipe lines, where feasible.
7. ADRA needs to forge closer collaborative working relationships with organizations such as the Community Water and Sanitation Agency, The Ghana Education Service and the Ghana Health Service at all levels. This will not only enhance the implementation of program activities but also make for sustainability of activities, when and if ADRA is to pull out of the operation areas.
8. The communities in which ADRA is working constitute the most important of ADRA’s partners. There is thus the need for continuous consultations with client communities to make for effective community participation in all aspects of the work so as to dispel the perception of the few that ADRA imposes ready made “packages” on communities.

## **7.0 DIRECT COMMENTS BY COMMUNITY MEMBERS ON EFFECTS OF PROGRAM**

Overall, the team was generally impressed with the activities carried out so far even though some of them need fine tuning if ADRA is to meet most of her objectives by the end of the DAP period. Some of these have been indicated under the various recommendations but the list is by no means exhaustive and some may require various follow-ups.

However, the most striking evidences of the outcomes and impact of the project were provided by the clients themselves. This report has tried to capture some of the verbatim statements of how the beneficiaries really feel about the program in the following quotes attached as Appendix 7. These have been grouped under what they recognize as success (Indicators of Success of ADRA), difficulties and constraints (Difficulties and Constraints Faced by Hat and Watsan Members in Carrying Out Their Duties). They also include what they would like ADRA to do differently (What Communities Would Like ADRA to do Differently) and their recommendations for improvement (Suggestions for Improving the Activities of ADRA). Lastly, a case study of a beneficiary of the program has been included as an example of how the targeted population have benefited from the program.

## **VIII. LIST OF APPENDICES**

### **APPENDIX 1: SCOPE OF WORK**

#### **MID – TERM EVALUATION SCOPE OF WORK FOR ADRA/GHANA’S TITLE II FOOD SECURITY PROGRAM (SEPTEMBER 2004).**

##### **INTRODUCTION**

ADRA implemented a 5-year Title II funded Food Security Program in eight regions of Ghana from October 1997 to September 2001. The Development Assistance Program (DAP) for Fiscal Years (FY) 1998 – 2001 sought to enhance food security for 16,000 resource poor farmer households in selected districts of the country. The program used an integrated approach involving Natural Resource Management, Agricultural production, Marketing, Agro-Processing, Nutrition, Water/Sanitation, and Preventive Health Education to address the problems of food availability, access and utilization in the targeted households.

An external impact evaluation of the program reported tremendous increases in food crop yields and household income, improved nutritional status among children of targeted households, reduction in sanitation related diseases and improved access to potable water in client communities.

As a result of that initial success, the agency received further funding for another 5-year program (FY2002-FY2006), which seeks to build on and expand the content and coverage of the first program. In addition to the first batch of 16,000 households from the first DAP who will receive support in marketing and agro-processing, 14,000 new farmer households in 9 regions will also be assisted to improve their food production capacity. The initial nutrition, water and sanitation education component of the first program has also been expanded to cover HIV/AIDS and malaria prevention in all client communities. A new strategy of targeting basic school children in the dissemination of educational messages on nutrition and health has also been introduced. Tree-planting and conservation activities are also being supported in the new program to help address issues of deforestation, loss of bio-diversity, land degradation and depletion of underground and surface water sources.

This program is in its third year and in line with USAID’s Bureau for Humanitarian Response-office of Food for Peace (BHR/FFP) policies, a joint Mid-Term Evaluation has to be done for the half-life of the DAP.

##### **PURPOSE AND OBJECTIVES OF THE MID-TERM EVALUATION (MTE).**

The purpose of the mid-term evaluation is to determine the progress being made in the implementation of the DAP. It is to serve as a management tool to refine program activities, implementation strategies and improve internal management of the program. It is expected to determine the progress made during the first half of the project’s life in achieving its stated goals and objectives. Based on evaluation findings, if necessary, the project shall redefine its goals and objectives, re-organise its activities and adjust targets accordingly.

Utilizing baseline/other surveys, annual, semi-annual and quarterly reports, and other qualitative and quantitative information, the MTE shall be done with the following specific objectives:

- 1) Determine progress ADRA/Ghana has made toward reaching its targets as defined in the monitoring and evaluation system;
- 2) Review the appropriateness of DAP with respect to the problem analysis in the DAP;
- 3) Identify constraints and difficulties plus successes in program implementation;
- 4) Assess the appropriateness, cost effectiveness and efficiency of the strategies being used in the delivery of interventions; and
- 5) Make recommendations to improve the management of the DAP performance as appropriate and suggest discontinuance, modifications or adjustment of activities, strategies and targets.

## **METHODOLOGY**

The mid-term evaluation will be a joint activity by ADRA/Ghana and other stakeholders like local USAID Mission and ADRA International. A participatory approach will be used to encourage joint problem analysis and development of solutions by program staff, collaborators, clients and all other partners.

The evaluation will have a more formative nature using both qualitative and quantitative information. It will use participatory rapid assessment techniques involving extensive interaction with management and technical staff at the head office and the field offices, clients and collaborators. This process will be complemented with data from other surveys and other monitoring information which will demonstrate the process and also the progress being made to achieve stated objectives and program goals, and it will contribute in helping to understand relationships and suggest modifications to project design, if any.

The methodology shall include but not limited to the following:

Literature Review - The evaluation team should conduct a literature review of selected documents to identify Title II Food program key issues. The evaluation team should also review the information available at ADRA GHANA Head Office and USAID Local Mission. In addition, the team should obtain essential data regarding ADRA/Ghana's individual Title II program by reviewing the DAP, annual and other reporting documentation, the initial Needs Assessment, the baseline and other survey reports.

Key Informant Interviews – The team would interview officials involved with Title II at ADRA Head Office, USAID Mission in Ghana, ADRA/Ghana Field Staff and other Public and Private Agencies and Community Leaders partnering/collaborating with ADRA in the DAP implementation.

Focus Group Interviews and Observational Field Visits - The team should also conduct focus group interviews of sample beneficiaries and observational field visits for qualitative information on the progress being made in the program and the achievement of program targets and impacts

***Use of Quantitative data - the evaluation team should also use any data (IPTT Info) M and E data quantitative available at ADRA at the time of the evaluation to complement the qualitative information.***

Develop a Framework of Analysis – The evaluation team, taking into consideration this SOW, shall develop a framework for analyzing program delivery based on the information collected during the desk, and field reviews.

In the field reviews, the team will examine the specific goals, objectives and activities of each component of the program as stated in the official document and formulate key questions for each component as it proceeds in the evaluation. The questions are for guiding the team to place each component in the wider perspective of the organizational culture, the different localities and people involved and the Title II program's major goals which are improving household food availability, access and utilization.

### **MANAGEMENT AND PROGRAM ACTIVITIES/ISSUES TO BE EVALUATED.**

The overall goal of the current ADRA/GHANA DAP is to enhance food security for 30,000 clients farmer households(expected beneficiaries of approximately 300,000) in the targeted areas. This goal is being achieved through the following strategic objectives(SOs) and intermediate results(IRs).

SO1. Improved Agricultural production and income;

- IR1. Increased agricultural production,
- IR2. Increased access to markets,
- IR3. Increased access to agric credit,
- IR4. Increased natural resource management practices.

SO2. Improved Health and Nutrition Status;

- IR1. Improved nutrition and preventive health knowledge and practice,
- IR2. Increased access to potable water,
- IR3. Increased access to hygienic sanitation facilities.

Program activities include:

- Supply of agro-inputs on credit,
- Assisting in land preparation,
- Training and provision of agric technical assistance,
- Construction of improved storage facilities,
- Agro-processing,
- Rehabilitation of Farm to market roads,
- Linking farmers to marketing organizations,
- Community tree planting,
- Community education in agric, natural resources management, nutrition and preventive health,
- Construction and management of water and sanitation facilities.

Based on suggested key evaluation questions and other relevant questions the mid-term evaluation should determine whether:

- Program Management is effective and efficient;
- The program is likely to achieve its targets and impacts on the beneficiaries in terms of its specific objectives and intermediate results;

- Program activities are being implemented in a timely and cost-effective way;
- Program activities are integrated and properly linked to the achievement of the program goal and objectives;
- The training and other intervention strategies are having the desired impact of building beneficiary capacity to sustain program activities when the DAP ends;
- The Monitoring and Evaluation(M&E) system incorporates FFP Title II generic indicators and that all indicators have clear links to program SOs, IRs and activities. The M&E system should also be checked that it ensures the collection of the appropriate data, that targets are realistic with specific measurement units, indicators are being objectively measured and addresses people-level effects and impacts;
- An effective logistics plan has been developed and if there are identified logistical problems and what steps are in place to address them if any;
- The impact of monetization commodities on local production are as documented in the Bellmon Analysis, including whether the procedures for monetization facilitates funds availability for program implementation.

## **KEY EVALUATION QUESTIONS TO BE ADDRESSED.**

### **Program Objectives**

Are there clear objectives?

Are the original objectives still appropriate in the light of lessons learned from the past two and half years, current intervention strategies, and changes in external environments, if any.

What should be the appropriate objectives in view of current situation, if changes are needed?

### **Relevance of current Activities**

How has the work developed over time and what factors have influenced the changes, if any?

Are the stated activities in the DAP the best way to achieving the objectives and if not, what alternative options, and what are the implications for each option?

### ***Program Management***

Are the existing management structures well defined and adequate?

Is the staff strength sufficient to effectively manage the program?

Do program staff have the appropriate qualifications for their job placements?

Are the activities being carried out effectively and efficiently?

Are the stated activities carried out according to principles of good practices; i.e. Current innovative agricultural technologies available in country.

How can performance be improved in all areas of interventions?

What problems have arisen? How have they been addressed? How else might they be addressed?

What improvement have been made in the management and technical areas to support the food security program implementation?

What forms of collaboration/partnerships exist and how have they facilitated or impeded program implementation?

Is there a logistics plan in place and being followed/used?

Are there any logistics problems and how are they being solved?

### **Monitoring and Evaluation(M&E)**

Is the monitoring and evaluation plan being used?

Is the M&E system generating the required data for decision making?  
How is information from M&E being used to improve program management?

### **Cost-effectiveness/Sustainability of the program**

Is the cost of the project reasonable for what has been achieved so far  
Is it possible to achieve the same benefits at less cost  
How realistic would it be to replicate the project in other areas and also make it sustainable?  
Are the program interventions making significant impacts on the life of the beneficiaries?  
What capacity building initiatives are in place and are they working to enhance program sustainability?  
How is the program building the capacity of local partners?

External and indirect factors influencing program implementation

What are some of the external factors influencing the work  
Economic, social and environmental factors Changes in the policy and practices of USAID, ADRA HQ and local government ministries, departments, agencies, and other partners.

### ***Generic Evaluation Questions***

From the evaluators point of view and given the current DAP scope of work, budget and intervention strategies, could there have been a better way of achieving a similar result (assuming the present results are satisfactory)?  
From your observations and findings, are there unintended positive or negative results of this program that the program Donor, planners, and managers did not foresee?  
The Evaluation Team is also free to comment on anything that will be of help in the future to the Donor, planner, and managers of this Program.

## **REPORT FORMAT**

The Mid-Term evaluation document will be written using the following outline:

### **Title Page.**

The title page will state the name and program number, names and titles of consultants, and date and name of the document.

### **List of Acronyms.**

Unusual or obscure acronyms should be identified at the beginning of the report.

### **Executive Summary.**

The executive summary synthesis should be no more than two pages in length and will include: background of program, evaluation methodology, accomplishments and impact of the program, concerns and recommendations:

### **Table of Contents.**

The table of contents should outline each major topic section, appendices, figures, maps, tables, etc.

### **Body of the evaluation.**

The body of the evaluation report will include the following in sequential order:

#### Introduction and background

The introduction and background will include at a minimum: justification for awarding grant, goals and objectives of the grant, implementation methods, and the purpose of the evaluation.

#### Evaluation Methodology.

The evaluation methodology will include at a minimum: description of data collection methods and evaluation sites selection processes.

#### Sustainability Issues:

The section on sustainability issues will include sequential responses to the sustainability questions and any other relevant issues outlined in the evaluation questions.

#### Program Assessment:

This section will focus on the process of program implementation.

The evaluation team will use information gathered to assess progress towards achievement of objectives, determine whether interventions are sufficient to reach desired goals and outcomes and finally identify barriers to the achievement of objectives.

#### Supplementary Issues and Questions.

This section will address in sequence the supplementary issues and questions outlined in this Scope of Work.

#### Findings and recommendations

The team should clearly spell out its findings both positive and negative, if any, and provide concrete recommendations to the program staff as to how to proceed in the final half of the program's life.

### **Results Highlight (optional)**

If possible at all and if there exists an interesting human interest story related to some aspect of the program, supply a two page (maximum) narrative with supporting data, that may be used as a communication piece for ADRA or USAID to distribute or to post on the Office WebPages.

### **Appendices**

The appendices included will be at the discretion of the evaluation team. However, the appendices must include the scope of work, itinerary for the evaluation visit, list of individuals interviewed/surveyed during the evaluation, surveys and interviewer questionnaires, references cited, and maps. Additional appendices such as case studies, etc. may be included as determined appropriate by the evaluation team.

## COMPOSITION OF THE EVALUATION TEAM

The evaluation team will consist of the Director of Evaluation at ADRA International and two Ghanaian Consultants each for Agric/Nat. Res. Mgt. and Health/Nutrition and the Food Security Program Management Team in ADRA/Ghana(Find the details on page 9 of this document).

<b>ADRA-GHANA MID-TERM EVALUATION 2004 LIST OF TEAM MEMBERS – EVALUATORS AND ADRA TEAM MEMBERS</b>				
<b>PARTICULARS OF EVALUATORS</b>				
<b>NAME</b>	<b>ADDRESS</b>	<b>TELEPHONE</b>	<b>EMAIL</b>	<b>AREA ALLOCATED</b>
Dr. Regina O. Aduttwum	N.D.P.C., Accra	0244-487399	<a href="mailto:radutwum@yahoo.com">radutwum@yahoo.com</a>	SOUTH
Dr. Matilda Pappoe	S.P.H., University of Ghana, Legon	021-500388	<a href="mailto:mpappoe@sph.ug.edu.gh">mpappoe@sph.ug.edu.gh</a> <a href="mailto:matildapappoe@yahoo.co.uk">matildapappoe@yahoo.co.uk</a>	SOUTH
Anastasia Navele	Health Management Consultant, Tema	021-761658, 024-3168433	<a href="mailto:atnavele@yahoo.com">atnavele@yahoo.com</a> <a href="mailto:atnavele@hotmail.com">atnavele@hotmail.com</a>	NORTH
Dr K. Twum-Ampofo	Institute of Renewable Natural Resources, KNUST	0244-277217	<a href="mailto:ktampofo2001@yahoo.co.uk">ktampofo2001@yahoo.co.uk</a>	NORTH
<b>PARTICULARS OF ADRA TEAM MEMBERS</b>				
Seth Abu-Bonsrah	ADRA- Ghana, P.O. Box 1435, Accra	021-220779 0243-108205	<a href="mailto:sabubonsrah@yahoo.com">sabubonsrah@yahoo.com</a>	SOUTH
Abigail Abandoh-Sam	ADRA- Ghana, P.O. Box 1435, Accra	021-220779 020-8174165	<a href="mailto:abigailsam@yahoo.com">abigailsam@yahoo.com</a>	SOUTH
Simon Soale Saaka	ADRA- Ghana, P.O. Box 1435, Accra	021-220779 020-8163633	<a href="mailto:simonsaaka@yahoo.com">simonsaaka@yahoo.com</a>	SOUTH
Victoria Daaku	ADRA- Ghana, P.O. Box 1435, Accra	021-220779 020-8118583	<a href="mailto:vicdaaku@yahoo.com">vicdaaku@yahoo.com</a>	NORTH
Tweneboana Adu-Sarkodie	ADRA- Ghana, P.O. Box 1435,	021-220779 0244-698331	<a href="mailto:ksarks@yahoo.com">ksarks@yahoo.com</a>	NORTH

	Accra			
Anthony Mainoo	ADRA- Ghana, P.O. Box 1435, Accra	021-220779 020-8162555	<a href="mailto:mainooatony@yahoo.com">mainooatony@yahoo.com</a>	NORTH

## SCHEDULE OF ACTIVITIES

<b>Activity</b>	<b>Timeline</b>	<b>Person(s) Responsible</b>
Submission of Documents to Consultants	Thursday: Sept 16	M&E, Planning & Program Officers
Discussion of Remuneration, negotiations, signing of contracts and Logistics	Friday: Sept 17	ADCOM/Consultants
Review of Documents and Finalization of SOW Document	Monday: Sept 20 - Tuesday: Sept 21	Consultants
Design of Data Collection Instruments	Wednesday: Sept 22	Consultants
Meeting with USAID to: <ul style="list-style-type: none"> <li>• share Data Collection Instruments</li> <li>• select Sample Communities</li> </ul>	Thursday: Sept 23	ADRA Management Staff/ Consultants
Finalizing of Data Collection Instruments	Friday: Sept 24	Consultants/ADRA
Field Work	Sunday: Sept 26 – Thursday: Oct 7	Consultants/ADRA
Report Writing - First Draft	Friday: Oct 8 Friday: Oct 15	Consultants
De-briefing/Presentation of Draft Report	Monday: Oct 18	Consultants
Final Report to ADRA-GHANA	Wednesday: Oct 20	Consultants
Submit Report to ADRA/International	Friday: Oct 22	ADRA Country Director
Feed back on final Report from ADRA/International	Friday: Oct 29	ADRA/I Director of Evaluation
Submit Report to USAID	Monday: Nov 1	ADRA/International

## APPENDIX 2: ITINERARY

### Communities visited/assessed by the Health and Nutrition Evaluation Team: Southern Sector

Community	District	Region
1. Konkon No. 1*	Ga	Greater Accra
2. Maampehia*	“	“
3. Gbantana	Dangbe East	“
4. Detsekope*	“	“
5. Wenu	North Tongu	Volta
6. Maafi Alavanyo	“	“
7. Nkurakan	Yilo Krobo	Eastern
8. Pleyo	“	“
9. Akyekyesu	New Juaben	“
10. Sokode-Juaso	East Akim	“
11. Nkontrodo*	KEEA	Central
12. Akwansa K*okodo	Mfantsiman	“
13. Dawurampong	Gomoa	“
14. Nyankoma	West Akim	Eastern
15. Agbodzi	“	“
16. Prasokuma	Birim North	“
17. Abepotia	Kwahu South	“

\*Visited together with ANRM Team.

### COMMUNITIES VISITED IN THE SOUTH: AGRIC SECTOR

Community	District	Region
1. Nyavime-Avie	Ketu	Volta
2. Danormadi	Ketu	Volta
3. Obawale 1	Yilo Krobo	Eastern
4. Adormer Dzomoa	Manya Krobo	Eastern
5. Otoase	SKC	Eastern
6. Awutu Kwei	AES	Central
7. Ayirsu	AES	Central
8. Mallam Nkwanta	Kwabibirem	Eastern
9. Afabeng	West Akim	Eastern

### Communities visited in the northern sector by both health and ANRM teams

DATE	COMMUNITY	DISTRICT	REGION
27-09-04	Woraso*	Sekyere West	Ashanti
27-09-04	Teacherkrom*	Sekyere West	Ashanti
28-09-04	Mantukwa (H)	Offinso	Ashanti
28-09-04	Baafi (H)	Nkoranza	Brong Ahafo
28-09-04	Nyame Bekyere (A)	Offinso	Ashanti
28-09-04	Dandwa (A)	Nkoranza	Brong Ahafo
29-09-04	Kpabuso (H)	Central Gonja	Northern
29-09-04	Achubunyor (H)	West Gonja	Northern
29-09-04	Tom (A)	Nkoranza	Brong Ahafo
30-09-04	Mpaha (A)	Central Gonja	Northern
1-10-04	Bihee*	Wa	Upper West
1-10-04	Tigboro (H)	Jirapa/Lambusie	Upper West
1-10-04	Jonga (A)	Wa	Upper West
4-10-04	Bimpella (H)	Bawku East	Upper East
4-10-04	Nangodi (H)	Bolga	Upper East
4-10-04	Kobdema (A)	Builsa	Upper East
4-10-04	Kazugu (A)	Kassena Nankana	Upper East
5-10-04	Paga-Sakaa*	Kassena-Nankana	Upper East
5-10-04	Pusu-Namongo*	Bolga	Upper East

**H=Health Team only; A=ANRM Team only; \* = Both H and A Teams**

### APPENDIX 3: INDIVIDUALS INTERVIEWED DURING THE EVALUATION.

Name	Position	Organization
Mr. Tony Akuamoah	Dist. Environmental Health Officer	Dangbe East Assembly
Mr. Frank Abima	Environmental Health Inspector	“
Mr. Benson Abutiate	District Dev officer	MOFA – Dangbe East
Mr. Maclean Laryea	District Development Officer	“
Mr. Elvis Bosumprah	Agric. Extension Agent	Amlakpo Presby Prim. School
-	Headteacher	MOFA – North Tongu
	D D O	“
Mr. Thomas Gator	A E A	North Tongu Assembly
Mr. Felix Adotey	District Environmental Health Officer	“
Ms. Charlotte Botchway	Assist. Dist. Environmental Health Officer	“
Mr. Peter Thompson	“	“
Mr. Isaac Kumah	District Coordinating Director	MOFA – North Tongu
Mr. Nicholas Adjakli	District Development Officer	“
Mr. William	Agric Extension Agent	“
Mr. Samuel Tetteh-Out	D D O	Yilo Krobo Assembly
Mr. S. Odoi-Danso	Principal Environmental Health Insp. Assist.	“
Mr. E. Yawlu	Environmental Health Inspection Assistant	On secondment: DANIDA
Ms. Mercy Anim	“	East Akim Assembly
Ms. Juliana Dzirasa	Health Inspection Assistant	Gomoa Dist. Education Office
Mr. Francis Nutakor	District SHEP Coordinator	MOFA: Gomoa District
Mr. Geophrey Sam	District Agric Officer	“
Mr. Raphael Numon	District Development Officer	“
Ms. Roberta Kumassah	Dist. Environmental Health Officer	Reproductive Health Unit AES
Mr. John Nketiah Gyenfie	Public Health Nurse (DHMT)	MOFA – Kwahu South
Mr. Moses Banfo	District Director	“
Dr. Opare	D D O	GHS: Kwahu South
	D D H S	

### II ADRA FIELD STAFF

Name	Position and Coverage Area
Mr. Richard Boateng	FPO : Health and Nutrition - Winneba
Mr. Akwasi Agyeman	FPO : Greater Accra Region
Mr. Divine Dogbe	FEA : Volta Region
Ms. Miriam Tetteh-Attaah	FPO : Health and Nutrition Koforidua/Nkawkaw
Mr. Akyem-Pepurah	FPO : ANRM – Nkawkaw

**LIST OF PERSONS INTERVIEWED BY HEALTH AND NUTRITION TEAM  
NORTHERN SECTOR**

<b>DATE</b>	<b>NAME</b>	<b>TITLE</b>	<b>ADDRESS</b>	<b>Telephone</b>
27-9-04	Miss Elizabeth Kuma	FPO Nutrition and Health	C/o FOR A-Ghana, Mampong-Ashanti	020-8160882
27-9-04	Alex Boahen Fridua Elijah Janet Adjei	All are classroom (pupil)Teachers	Woraso L/A Prim. School P.O. Box 95, Mampong-Ashanti	
28-9-04	Mr. Owusu Safo Emmanuel	Post Mid. Sch. Teacher (Head) and Head Teacher and GNAT member	T.I. Admadiya Prim. Sch. Teacherkrom	0244-132492
28-9-04	Ernest Amoansah	Field Extension Agent	ADRA-Ghana Techiman	0653-22337 020-8123490
28-9-04	Yaw Boakye Taah John Donkor Joe K. Yelviel	HAT members	Mantukwa, Offinso	
28-9-04	George Gumah	Sch. Health Teacher	Baafi L.A. Prim. Box 176, Baafi, B/A	
28-9-04	Evelyn Cofie Adjei	FPO Nutrition and Health	ADRA Ghana Techiman	0653-22337 020-8170664
29-9-04	Musah Ali	Sch. Health Teacher for JSS	Kpabuso L/A JSS Kpabuso, N/R	
29-9-04	Eunice Odoom	FPO Nutrition and Health	ADRA Office Box 883, Tamale	071-22887 0244-740416
30-9-04	Mr. Seidu Osman	District Hygiene Officer	E.H.O, Water & Sanitation Office, Box 27, Damongo, NR	0717-22005
30-9-04	Mr. Issahaku Jamani	District Rural Water Technician Team Leader DWS Team	E.H.O, Water & Sanitation, Box 27, Damongo, NR	0717-22005
30-9-04	Ms. Ramatu Braimah	District P.H.N.	D.H.D. Box 7, Damongo, NR	0717-22046
30-9-04	Akosua Sumani	Nutrition Assistant	D.H.D. Box 7, Damongo, NR	0717-22046
30-9-04	Mamata Hamidu	Principal Nutrition Officer	D.H.D. Box 7, Damongo, NR	0717-22046
30-9-04	Regina Siebebale	P.H.N.	P.H.N. West Gonja Hospital Box 18, Damongo, NR	0717-22001
30-9-04	Mr. Siberi Kwame	District MOFA	MOFA P.O. Box 25, Damongo, NR	0717-22008 0244-024879
1-10-04	Ms. Esther Peace Aakye	Nutrition Tech. Officer Grade 1	Nutrition Rehabilitation Centre, Box 321, Wa, UWR	0756-22008
1-10-04	Amma Vaa-ib	Field Technician	Nutrition Rehabilitation Centre, Box 321, Wa, UWR	0756-22008
2-10-04	Priscilla Nubata	WIAD Snr. Tech. Officer	MOFA Box 21, Wa, UWR	0756-22139
2-10-04	Mr. Felix Amofa	FPO/Health and	ADRA – Ghana	0756-22106

		Nutrition	P.O. Box 154, Wa, UWR	
5-10-04	Clement Akansi Atuah	Field Ext. Agent of Bimpella/Bawku West/East	ADRA Bolga Box 135, Bolga	072-23452 0244-105932
6-10-04	Ms. Beatrice Gandaa Pastor Isaac Yen	Prin. Tech. Officer Nutrition  E.H.O.	Municipal Health Administration P.O. Box 26, Bolga, UER	072-22127
6-10-04	Dr. Alexis Nang-Beifubah	Municipal Director of Health Services	idem E-mail address: <a href="mailto:bedha@africaonline.com.gh">bedha@africaonline.com.gh</a>	
6-10-04	Dr. Yakubu Bayayinah	District Director of Health Services	D.H.D. Talensi-Nabdram P.O. Box 26, Bolga, UER	072-22127
6-10-04	Rhoda Mbimadong	FPO – Nutrition and health	ADRA Bolga Box 135 Bolga, UER	072-23452 0244-511104
6-10-04	Asamani Cletus	District Environmental Officer	Municipal Assembly P.O. Box 36, Bolga, UER	
6-10-04	Grace Anafo	District WIAD Officer, Bongo	MOFA, Box 23, Bongo, UER	0244-409728
7-10-04	Ms. Mathilda Acquah	Reg. Dev't Officer, WIAD	WIAD P.O. Box 3820, Kumasi	0244-618790
7-10-04	Margaret Aboligu	Municipal PHN	Municipal PHN P.O. Box 109, Techiman	0244-776817
7-10-04	Mr. Charles Kwakey Siwa	Municipal Nutrition Tech. Officer	Municipal Nutrition Tech. Officer, P.O. Box 109, Techiman	020-5092079
7-10-04	Mrs. Evelyn Coffie Adjei	FPO Health and Nutrition	ADRA Techiman P.O. Box 486, Techiman	0653-22337
7-10-04	Abudu Karim Issifu Seidu	Municipal Env. Health Officer	P.O. Box 30, Techiman, BAR	0244-478869
7-10-04	Paulina Ansogba	Municipal Focal Person	MOFA, Box 257, Techiman, BAR	
7-10-04	Marian Frimpong Lerewanu Grace Mary B.	District PHN District NT District EHO	District PHN Box 237, Offinso, AR	05120329 05120334

## PERSONS INTERVIEWED BY THE NORTH ANRM TEAM NORTHERN SECTOR

NAME	TITLE	DISTRICT
Mr Nketiah fRED	FPO	Mampong
Samuel M. Agumadu	FPO	Techiman
Dan Kyei	FPO	Kintampo
Mr Kwame Okyere Boadu	FPO (team leader)	Tamale
Mr K. Fordjour	FPO(team leader)	Wa
Mr Stephen Awuah	FPO(team leader)	Bolgatanga
Mr C..A. Adda	AEA (MOFA)	Pusu-Namango/Bolgatanga
Mr K. Bio	AEA (MOFA)	Wa-BiHee
Stephen Manu	Private nursery operator	Bonsu-Nkoranza
Mr Iddrisu	Private nursery operator	Busa Nursery-Bolgatanga
Mr Paul Alhassan	Env. Health (officer)	Kobdema

**PERSONS INTERVIEWED BY THE SOUTH BY ANRM TEAM**

<b>NAME</b>	<b>TITLE</b>	<b>DISTRICT</b>
Mr Kwasi Agyeman	F.P.O (Agric)	Dangbe East
Mr Maclean Laryea	District Development officer, MOFA	Ketu
Mr Albert Havor	District Development officer, MOFA	Ketu
Mrs. Doris Kubi	HAT member (Health and Sanitation)	SKC
Mrs Grace Osei Asibey	Senior Field Project Officer (Health)	Oda officer ADDRA
Mr Yao V. Dotse	District Director of Agric	SKC
Mr Amenu	District Development Officer, MOFA	SKC
Mr Stephen Opoku Okyere	District Environmental Officer	SKC
Mrs Rebecca Tswasam	HAT member	Dangbe East
Mr Kankam Isaac	FPO(Agric)	Winneba-ADDRA office
Mr Timothy	Field Extension Agent	AES

## APPENDIX 4: QUESTIONNAIRES FOR INTERVIEWS

### QUESTIONNAIRE FOR MID-TERM EVALUATION (ANRM)

#### Introduction

1. How did you come in contact with ADRA?
2. What is ADRA doing for the community?
3. How did you become a member of the ADRA farmer's group?
4. Are you satisfied with the farmer's membership selection process?
5. What do you hope to achieve by participating in all ADRA activities?

#### Agricultural production

6. What agricultural packages did ADRA provide you?
  - Inputs – seeds/ seedlings, fertilizers/ manure, land preparation, Wellington boots, cutlasses, food rations, food-for-work (delivery, quality, quantity and distribution)
  - Agricultural processing equipments – cashew crackers/ roasters, corn mills, cassava processors (delivery, quality, quantity and distribution)
  - Training – **Agricultural production** i.e. methods of improving soil fertility, plantation crop management, bush fire prevention, bullock plough techniques, post harvest handling/ storage, construction of improved silos and cribs (training satisfaction, methodology, material, quality and time)
  - Training – NRM i.e. seedling production and nursery management, education of farmers on natural resources management practices, (educational materials, training satisfaction, methodology, material, quality and time)
  - Training- **Agricultural Processing** i.e. equipment handling, environmental cleanliness, (educational materials, training satisfaction, methodology, material, quality and time)
7. What changes in crop yield /type have occurred with ADRA assisted farmers
  - Acreages cultivated
  - Yield per acre
8. How many months do you have food in the household during a year?

#### Marketing

9. In what ways has ADRA facilitated the marketing of your agricultural produce?
10. How satisfied are you with the marketing information and strategies?
11. What proportion of your produce do you sell? e.g. Bags of maize

### **Credit**

12. How important is it to you to pay your loan?
13. Why do you think some people pay their loan on time and others don't?
14. For those not paying on time, how can we make them to pay?
15. How satisfied are you with the ADRA credit scheme?

### **Impact**

16. Do you see any change in your welfare in terms of:
  - (i) production
  - (ii) consumption
17. Has other members of the community adopted ADRA introduced ANRM practices?
18. Which of the ADRA activities have benefited you and your household most?
19. Is there anything you want ADRA to do differently?
20. What are some of the problems/ difficulties experienced with ADRA's activities?

### **Sustainability**

21. When ADRA leaves, what would you keep doing that would improve your agricultural production?
22. How would you link with Government agencies (MOFA) when ADRA leaves?

### **ADRA FIELD STAFF**

1. FPO (Field Project Officers – Agric. & Natural Resources, Health & Nutrition)
2. Field Extension Agents

### **QUESTIONS**

1. What type of support do you give to clients?
2. What are the objectives of the program?
3. Are they clear?
4. Should any be changed?
5. What strategies are used and with what effect/ impact (for the beneficiaries)
6. What are your qualification and experience? Is your training adequate for your position?
7. How do you find the workload/ logistics? Is it adequate?
8. Are there any gaps in the program? List them and explain how they could be filled.

9. Are activities integrated and properly linked to the achievement of program objectives?
10. Whom do you collaborate with?
11. What are the difficulties associated with the collaboration?
12. Any suggestions for improving the activities?

## **PARTNERS (DISTRICT LEVEL)**

### **QUESTIONS**

1. How is the collaboration with ADRA?
2. How often do you interact with ADRA Staff and the beneficiaries?
3. What do you think are the successes and challenges of ADRA activities?
4. Is there anything you would like ADRA to do differently?
5. How would you continue to collaborate when ADRA pulls out?
6. What suggestions can you make for improving the activities of ADRA?

## **FGD GUIDE: NUTRITION, WATER AND SANITATION**

### **1. GENERAL QUESTIONS**

- a. What are some of the activities (health, water and sanitation) of ADRA that you or your family are involved in?
- b. Of all the ADRA introduced activities, which have benefited you and your family most/least? Give reasons why?
- c. What are some of the difficulties/challenges and successes encountered with regards to ADRA initiated activities?
- d. Is there anything that you would like ADRA to do differently? What would that be? Give reasons why?
- e. How could ADRA improve upon its activities?

### **2. NUTRITION**

- a. How can you tell if a child (0-5 years) is growing well? (**Inspect growth monitoring cards of 10 children**) *percentage of children under 3 years who show a normal Wt. for Age; & Ht. for age*)
- b. What did you feed your child the first 6 months? Give reasons for your answer.
- c. What did you feed your child after 6 months onwards till 2 years?
- d. List ways in which you have changed in your method of food preparation and utilization since the teaching of ADRA? (for both adults and children).

### **3. WATER AND SANITATION**

- a. Mention all the things that you do to keep yourself clean
- b. What are the major constraints which prevent you from practicing the above?
- c. What do you do to keep your environment clean?
- d. Why do you have to keep yourself and your environment clean?

- e. What practices should be adopted to prevent the outbreak of diseases in the home?
- f. What new behaviors have you adopted as a result of inputs from ADRA e.g. potable water, VIP latrine, soak away, rubbish dump, increased food availability in your home?

#### **4. DIARRHOEA**

- a. What is diarrhea? What causes diarrhea?
- b. What do you do if a child has diarrhea? Why?
- c. What are the signs of dehydration?
- d. When should you send a child to the clinic when he/she has diarrhea
- e. How can diarrhea be prevented?

#### **5. MALARIA**

- a. What is malaria? What causes malaria?
- b. What do you do when a child has malaria (what about the Adults)? Why?
- c. In which ways can malaria be prevented?
- d. What measures have you taken to prevent malaria in your home?

#### **6. HIV /AIDS**

- a. Name two ways a person can be infected with HIV/AIDS
- b. Name 2 ways to protect one self from HIV infection

**NB: Inspect VIP latrines, soak away pits, rubbish dumps, hand dug wells, boreholes**

#### **7. Management**

- a. What difficulties / problems do HAT members face in carrying out their duties?
- b. What are the main problems in your community in relation to the operation of water and sanitation facilities (boreholes & wells, soak away, VIP latrines rubbish dump)
- c. How can they be solved?
- d. What recommendations can you make for improving the **management** of ADRA initiated activities?

#### **8. Sustainability**

- a. How does the community plan to manage, maintain, replace old facilities when ADRA is no more in the community?
- b. What would you continue to do when ADRA is no more in your community?
- c. Have other members of the community adopted ADRA introduced/initiated nutrition, health and sanitation practices? Which ones? Why?

## **WATSAN MEMBERS**

1. What are some of the topics you learnt during the training?
2. Which topics did you find useful.? Give reasons why.
3. What would recommend for improving the training? (content / methods)
4. What are some of the problems / difficulties with regards to the operation of wells & bore holes, VIP latrines, soak away etc. (management, maintenance, replacement of parts, sustainability)
5. How are these problems solved?
6. What difficulties/ problems do WATSAN members face in carrying out their duties?

## **SCHOOL CHILDREN**

1. What types of health programs are organized in your school?
2. What have you learnt about the following :
  - a. Malaria prevention
  - b. HIV / AIDS prevention
  - c. Personal hygiene
  - d. Environmental hygiene
  - e. Food hygiene
  - f. Diarrhea
  - g. Nutrition
3. Which of these topics did you find most beneficial? Give reasons why.
4. Are there other topics you would be interested in learning?

## **TEACHERS**

1. What were the topics on health you taught the school children?
2. What problems / difficulties did you face during the training of the children?
3. To what extent do you think the children are practicing what was taught?
4. Recommendations for improving the training of the children
5. How do you hope to continue with the school health program after ADRA has left?
6. Whom do you collaborate with as regards the school health program apart from ADRA?
7. What problems/ difficulties did you face during your (Teacher) training?
8. What recommendations did you have for improving your teacher training?

## APPENDIX 5: WATER AND SANITATION FACILITIES CHECKLIST

### WATSAN INSPECTION CHECKLISTS

Nº	VIP latrine	good	satisfactory	poor	remarks
1	Location/sitting				
2	State of superstructure				
3	Anal cleansing materials disposal				
4	Cleanliness of latrine				
5	Fly and odour control				
6	Hand washing facility (suitability, soap available)				
7	Are they covered				
8	Vent pipe with screen in relation to other houses				
9	Do children use the latrines				
10	Total # in community				

### CHECKLIST

Nº	Rubbish dump	good	satisfactory	poor	remarks
1	Number present in community				
2	Location/sitting				
3	Cleanliness of rubbish dump				
4	Fly and odour				
5	Used as toilet or not				
6	Are they burnt				
7	Do they cut the grass				

### CHECK LIST

Nº	Soak away pits	good	satisfactory	poor	remarks
1	Number present in community				
2	Location/sitting				
3	Does water flow into pit and soak away				
4	Weeding around pit				
5					

### CHECKLIST

Nº	Wells	good	satisfactory	poor	remarks
1	Used by community				
2	Location/sitting				
3	Cleanliness of site				

4	Weeding of site				
5	Receptacle for waste water				
6	Mngt. committee in place				
7	Activities to prevent contamination of water				
8	Maintenance activities				
9	Water transportation : containers				

### CHECKLIST

Nº	Bore holes	good	satisfactory	poor	remarks
1	Location/sitting				
2	All parts functional				
3	Used by community				
4	Cleanliness of site				
5	Weeding of site				
6	Receptacle for waste water				
7	Mngt. committee in place				
8	Activities to prevent contamination of water				
9	Maintenance activities				
10	Water transportation : containers				
11					

General:

Physical appearance and cleanliness of community members:

Physical appearance and cleanliness of environment:

## **APPENDIX 6: DOCUMENTS REVIEWED FOR MID TERM EVALUATION**

1. ADRA/GHANA FOOD SECURITY PROGRAM  
FY 2002 – FY 2006  
PROJECT STATUS REPORT  
OCTOBER 1, 2001 – MARCH 31, 2002
2. ADVENTIST DEVELOPMENT RELIEF AGENCY GHANA  
FY 2002 – FY 2006  
DEVELOPMENT ASSISTANCE PROGRAM  
PROGRAM ADDENDUM
3. ADVENTIST DEVELOPMENT RELIEF AGENCY GHANA  
FY 2002 – FY 2006  
INITIAL ENVIRONMENTAL EXAMINATION
4. ADVENTIST DEVELOPMENT RELIEF AGENCY GHANA  
FY 2002 – FY 2006  
MONITORING AND EVALUATION PLAN  
(ADRA GHANA, DAP 2002 – 2006)
5. ADVENTIST DEVELOPMENT RELIEF AGENCY GHANA  
FY 2002 – FY 2006  
INDICATOR PERFORMANCE TRACKING TABLE  
(ADRA/GHANA DAP 2002-2006)
6. ADVENTISIT DEVELOPMENT RELIEF AGENCY GHANA  
FY 2002 – FY 2006  
BASELINE SURVEY REPORTS
7. ADVENTIST DEVELOPMENT RELIEF AGENCY GHANA  
FY 2002 – FY 2006  
SCHOOL HEALTH SURVEY REPORTS
8. ADVENTIST DEVELOPMENT RELIEF AGENCY GHANA  
FY 2002 – FY 2006  
RESULTS REPORT  
FY 2002
9. ADVENTIST DEVELOPMENT RELIEF AGENCY GHANA  
FY 2002 – FY 2006  
RESULTS REPORT  
FY 2003
10. ADRA/GHANA FOOD SECURITY PROGRAM  
FY 2002 – FY 2006

- PROJECT STATUS REPORT(SAPR)  
OCTOBER 1, 2001 – MARCH 31, 2002
11. ADRA/GHANA FOOD SECURITY PROGRAM  
FY 2002 – FY 2006  
PROJECT STATUS REPORT (SAPR)  
OCTOBER 1, 2002 – MARCH 31, 2003
  12. ADRA/GHANA FOOD SECURITY PROGRAM  
FY 2002 – FY 2006  
PROJECT STATUS REPORT (SAPR)  
OCTOBER 1, 2003 – MARCH 31, 2004
  13. QUARTERLY PROGRESS REPORTS  
SECOND QUARTER FY 2004  
(OCTOBER – DECEMBER 2003)
  14. QUARTERLY PROGRESS REPORTS  
SECOND QUARTER FY 2004  
(JANUARY – MARCH 2004)
  15. ADRA/GHANA FOOD SECURITY PROGRAM  
FY 2002 – FY 2006  
QUARTERLY PROGRESS REPORTS  
THIRD QUARTERLY FY 2004  
(APRIL – JUNE 2004)
  16. ADRA/GHANA FOOD SECURITY PROGRAM  
FY 2002 – FY 2006  
MID-TERM EVALUATION SEPT 2004  
SCHEDULE OF ACTIVITIES
  17. FINAL REPORT, ADRA/GHANA FOOD SECURITY ASSESSMENT  
COMMUNITY NEEDS ASSESSMENT FOR THE PREPARATION OF DAP FOR  
FISCAL YEARS, 2002 – 2006, PAD DEVELOPMENT CONSULTANTS  
LIMITED, TEMA

## **APPENDIX 7.0: DIRECT COMMENTS BY COMMUNITY MEMBERS ON EFFECTS OF PROGRAM**

### **7.1 INDICATORS OF SUCCESS OF ADRA, ACCORDING TO COMMUNITY MEMBERS:**

#### **Nutrition:**

- Soybean dishes giving a lot of health
- Fruits from citrus crops for food and sale
- Easy access to water-boreholes
- Good drinking water
- Increased awareness on soybean utilisation.
- Improved food security (women now use money for farming rather than for expensive funerals)
- Improved cooking practices (use of clean equipment)
- Improved child nutrition and exclusive breastfeeding
- Women now send their babies for weighing
- Storage cribs for maize storage

#### **Water and Sanitation:**

- Construction of soakaways is preventing mosquito breeding.
- House to house education by HAT and WATSAN.
- Community members' adoption of latrines introduced by ADRA.
- Keeping wells/bore holes surroundings clean.
- Reduction in open defaecation practices.
- Reduction in diarrhoea outbreaks
- Improved cleanliness in the community.
- Availability of soakaways – no more grounds for breeding mosquitoes
- No more bilharzias (with the use of boreholes)
- Reduced cholera outbreak

- Lessened incidences of malaria
- Communities are now generally clean
- Boiling of water before drinking where there is no potable water
- Good health for many families

### **ANRM**

- Planting of trees
- Access to manure and fertilizer for crops
- Improved dialogue between community and ADRA staff.
- Women empowerment (can now use marginal lands for production of crops).
- The granting of loans to community women and other members.

### **ANRM & Gender Sensitization**

- Planting of trees has given women especially in the north access to firewood for cooking and for sale
- Women empowerment (can now use marginal lands for production of crops).
- Funerals:- women used to waste their profits on funerals but through ADRA's organized educational session, they use their profits for the welfare of their families.
- The specific targeting of women in granting of loans to community members has improved access to credit for women in the project.

## **7.2 DIFFICULTIES AND CONSTRAINTS FACED BY HAT AND WATSAN MEMBERS IN**

### **CARRYING OUT THEIR DUTIES:**

#### **A. Difficulties and constraints faced by HAT Members:**

- Frequency of meetings (twice or five times a week)
- Members stay far apart and difficult to mobilise

- Coverage: large number of people come for cooking demonstrations
- How to get money for cooking demonstrations
- Difficult community members (community members are hard to understand)
- How to get community together for activities.
- Some community members do not know the activities of HAT.
- Plenty weeds in some communities
- “Free range” due to lack of toilets for some members even though they now cover it
- Late supply of fertilizer
- Lack of transportation for effective visitation of communities by HAT members especially in the north
- Religious and cultural beliefs that sickness is from gods and not due to poor sanitation.
- Down streaming should be improved.
- Failure of loan beneficiaries to meet set dates.

**B. Difficulties and constraints faced by WATSAN Members:**

- Getting community to go in turns to clean the borehole sites
- Getting community members to contribute towards soak away and VIP latrine construction
- Money to pay for digging of VIP latrines and soak away pits.
- People are always overcrowded at water site.
- Water level (table) falls during the dry season.
- Toilets and wells are not many
- Scarce resources - ₦100,000 deposit/commitment fee for the construction of VIP latrines
- How to assist more people to build VIP latrines and soak aways.
- Clayey nature of some community soils makes soak away construction difficult.

**C. Difficulties and problems faced by both WATSAN and HAT Members:**

- Community expects money before they participate in communal activities.
- Some community members do not come for activities because they are busy.
- Community members need repetition before adoption of practice
- Difficulties in collecting loans
- Insults and disrespect from some community members

- Lack of motivation and equipment (e.g. Wellington boots etc.)
- Water transportation (carried without cover).
- Reluctance of the whole community to meet for discussions and activities.
- Some communities overly dependent on ADRA: see ADRA as “Father Christmas”

### **WHAT COMMUNITIES WOULD LIKE ADRA TO DO DIFFERENTLY**

- Introduce other income generating activities e.g. soap-making.
- Should go more into tree planting.
- Strengthen the collaboration on production.
- Help community members complete VIPs in blocks.
- Increase the number of people receiving VIP latrines.
- Provide public latrines for those who cannot afford household ones.
- Introduce different styles of VIP and bath houses using mostly local materials

### **7.3 SUGGESTIONS FOR IMPROVING THE ACTIVITIES OF ADRA**

#### **A. From community leaders:**

- Increase coverage of soya bean utilisation in communities.
- Increase use of radio programmes especially in the evenings.
- ADRA should have regular review meetings with farmers.
- Improve communities’ ability to meet to discuss issues before leaving the community.
- Increase the number of communities receiving VIP and water facilities.
- Support communities to construct VIPs with PVCs and also for soakaways.

### **B. From Partners/Collaborators:**

- Organise frequent refresher workshops with partners.
- Improve collaboration with DHMT and plan with all other collaborators
- Give motorbikes to partners to facilitate their work and quicken the payment of allowances.
- Send outline of activities to District Assemblies
- Share quarterly and annual reports with Collaborators
- Improve the home situation with smokeless stoves, washing basin, mini beds.

## **APPENDIX 8: RESULTS HIGHLIGHT - A CASE STUDY OF SUCCESS**

Ajanaba Abanisui and Ajemmeh Abanisui are an exemplary family from Banyono near Paga-Sakaa in Upper East Region. The couple has five children; three males and two females. Francis who is a cousin of Madam Ajanaba, is both a HAT and WATSAN member who practices what he preaches. Madam Ajanaba is the treasurer of ADRA client group and also a community volunteer who assists in the weighing and immunization sessions in the community. They live in a beautifully constructed local mud house. The couple has constructed a VIP latrine, bath house and soakaway pits which are some of the numerous ADRA initiated teachings. The two sanitation facilities don't smell, attract flies nor mosquitoes since there is no standing water behind the bath house, thanks to the well covered soakaway which swallows waste water in its bowels. They have a well-built granary in their compound with kind words of appreciation to ADRA to store dried foods. Madam Ajanaba has a creeping spinach plant on their compound, which adorns and provides vegetables for the family even during the dry season. Their compound is neat and welcoming to neighbors who are trying to emulate what the couple has learnt from ADRA.

### **PASTE PHOTOS**

**APPENDIX 9: FOCUS GROUP DISCUSSIONS AND INTERVIEWS CONDUCTED BY HEALTH TEAM IN NORTHERN SECTOR**

REGION	District	Community	Women FGD	Community Leaders	School Children	Teachers	DHMT/ Others	DA EHD	MOFA WIAD	EPD EFO	HAT WATSA N	Inspection of Facilities
Ashanti	Sekyere West	Woraso	x			x						x
		Teacherkrom		x	x							x
	Offinso	Mantukwa	x	x			XX	XX	XX	XX		x
Brong Ahafo	Nkoranza	Baafi		x	x	x		x		x		x
Northern	Central Gonja	Kpabuso		x	x	x						x
	West Gonja	Achubunyor	x	x			x	x		x		x
Upper West	Wa	Bihee	x	x					x	x		x
	Jirapa Lambusie	Tigboro		x	no school	no school						x
Upper East	Bawku East	Bimpella	x	x						x		x
	Bolga	Nangodi		x			x	x	x	x		x
		Paga-Sakaa			x	x						
	Kassena Nankana	Pusu-Namongo		x								x
			<b>5</b>	<b>11</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>7</b>	<b>Many</b>	<b>12</b>