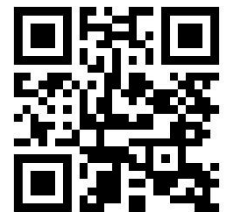


## Impact of Project Planning, Monitoring And Evaluation on the Sustainability of the Millennium Village Project in Pampaida, Ikara Local Government Area of Kaduna State Nigeria



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**ABSTRACT:** The sustainability of a project refers to the capability of a project to retain its usage over the long term. The Millennium Village Project (MVP) in Pampaida was purposely initiated to alleviate over 70% of the populace from poverty. The study examined how project planning, monitoring and evaluation influenced its sustainability, adopting the participatory and the stakeholders' theory with the involvement of donors, government, and the community people in achieving the set goals and objectives of the Project – poverty reduction. The study applied the mixed method research technique –qualitative leading and corroborated by quantitative. We selected 368 people from the community as respondents from the 28 settlements of Pampaida to provide us with the data through structured questionnaires, interviews, focused group discussions and systematic observations. The statistical tools used in the analysis were; simple percentages, frequency tables, mean, standard deviation, and the application of the SPSS version 26 for inferential statistics while using Linear Regression Technique to test the hypothesis. In the research, hypotheses were framed in null forms to address the objectives of the study and were tested statistically, which corroborated the use of thematic analysis of interviews and observations of the research. The study found that project planning, monitoring and evaluation were significant factors that positively affect the sustainability of MVP projects. Therefore, the study recommends that; the government prioritize effective, structured and comprehensive project planning to guide the project objectives. In terms of Project execution maintenance and support, feedback mechanism and capacity-building initiative, the community needs to establish committees to implement a robust and rigorous monitoring and evaluation system.

**KEYWORDS:** Project planning; monitoring; evaluation; sustainability; millennium village project.

### INTRODUCTION

The concept of sustainability gained relevance due to the growth and development of sustainable development, which was greeted by several important events that contributed to the convening of the 1992 UN Conference in Rio de Janeiro, known as the Earth Summit where the Earth Charter or Agenda 21 was formulated. The agenda presents economic and social problems as well as the roles and tasks of individual social groups in the management and protection of natural resources (Płachciak, 2021).

There are two approaches to the concept of sustainable development in the literature. The basic approach assumes the coexistence of social, economic, and ecological order, also called the triad of sustainable development. A system constructed in this way will become unbalanced, for example, in a situation where economic development is the result of overexploitation of the environment. A more extensive concept of sustainable development is presented in terms of "capital and orders". It focuses on the quality of life by managing human capital (social order), economic capital (economic order), natural capital (economic order), social capital (institutional order), and capital integrating all other capital groups (spatial order) (Zakrzewski, 2022).

Over the years and because of numerous studies, the concept of sustainable development has been developed and is not only a starting point for environmental protection but has become, above all, a motivating factor for the creation of sustainable models, which result in profitability and innovation of services (Carboni et al., 2018).

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Contemporary organizations or bodies, including development partners increasingly apply management by projects, i.e., targeted and unique activities, limited in terms of time and budget, and focused on creating business value (Kerzner, 2017). There is a growing interest in the discipline of project sustainability. Most universities currently educate students in this field, but also the aspect of project sustainability is becoming more and more needed in today's life for continuity and lasting activities that supports people.

The sustainability of a project refers to the ability of a project item to retain its usage over the long term (Omeri, 2014). It is an ongoing process that is built by the experiences of people who worked and improved the project site (Imasiku, 2021; Medne& Lapina, 2019). Every governmental or non-governmental, organization, profit or non-profit, needs sustainable growth and factors that contribute to it differ in diverse cultures, countries, regions, and communities.

Sustainability is essential for ensuring continued growth for an NGO or Donor Agency that is usually faced with multiple challenges (Hernández-Sánchez, 2021). USAID's Sustainability Index indicates that the developing countries lacks strategic planning and generally starts with a broader mission to influence public policy. At the same time, the political environment in the country often limits Donors and NGOs' sustainability of projects and programmes (Partelow et al., 2020). However, sustainable projects of the Donors and NGOs can effectively tackle societal issues (Peng et al., 2022), but affected by various external and internal factors (Metin et al., 2021) with external factors becoming difficult to control and predict due to political and legal conditions (Miriti&Karithi, 2020).

To achieve the MDGs, MVP were designed using community-led development approach with low-cost investments in selected 80 villages in rural areas organized in 14 clusters in Africa to represent the principal agro-ecological zones and farming systems of Africa that are hunger hotspots. The MVP are operating with financial and technical supports from the Earth Institute/Columbia University, the Millennium Promise, and the United Nations Development Programme (UNDP, 2011), governments and donor agencies. The first Millennium Village was started in Sauri, Kenya in 2004 and by 2006, 75 other villages in 12 African countries were established. Included were the two clusters for the Northern and Southern parts of Nigeria - the Ikaram Millennium Village cluster in Ondo State and the Pampaida Millennium Village cluster in Kaduna State (Carr, 2008; UNDP, 2011).

The Pampaida MVP was set up to strengthen basic community based systems for agriculture, health, education, and infrastructure and to improve the service delivery of these systems in resource constrained, rural areas. The unique approach of the MVP has demonstrated that development strategies that are planned, monitored and owned by communities themselves can be successful and sustainable over time. The MVP model was built upon an integrated and holistic approach to rural development rather than the more common, single sector intervention.

Kaduna State fell behind in the achievement of the MDGs when compared to other states in Nigeria. The next few years will be crucial for Kaduna State as Nigeria transitions to the Sustainable Development Goals (SDGs) agenda. The State will need to tackle a set of challenges, which include acute and widespread poverty, predisposition to frequent droughts, low and unpredictable rainfall patterns, very high temperatures, and pressure from human and livestock populations. Additionally, low soil nutrient levels and loss of organic matter are some of the most critical natural resource management problems facing the State. The outcomes are multifaceted manifestations of poverty: lack of income and productive resources to sustain livelihood, widespread hunger and malnutrition, poor access to education, safe clean water and sanitation, and increased morbidity and mortality from illness.

A solution demands strategies that promote an integrated approach to combating poverty, restoring dignity to the excluded, and at the same time, protecting nature. Sustainability of donor-funded projects is critical to community growth and development continuity of the benefits. This has been necessitated by donors not following through with pledges with the community to plan, monitor and evaluate the project.

Hence, this paper studied Pampaida MVP due to the lacunas found in previous studies (Barnabas, et al. 2014; Elijah & Daniel, 2016; Nyamutera, &Warue, 2021; Zakrzewska, 2022) on the factors influencing sustainability of MVPsin Pampaida and other rural areas of the African continent, with none of the researches looking at the significance of project planning, monitoring and evaluation in the sustainability of MVP. Furthermore, theoretically, most of the studies do not relates the sustainability of projects with project planning, monitoring and evaluation, and more so, in scope, none of the studies covered the whole sites of the MVP project in Kaduna state like it is done in this paper. In terms of methodology, the study adopted a mixed design approach that comprises both qualitative and quantitative techniques as well as observation, unlike most of the studies that are majorly quantitative or strictly qualitative. This is to ensure that every medium is utilized in generating appropriate data for the study. It is against this backdrop that this research focused on ascertaining the influence of project planning, monitoring and evaluation on the sustainability of the Pampaida Project in Ikara LGA of Kaduna State Nigeria.

The hypothesis to be tested for the study is that Project Planning, Monitoring and Evaluation does not significantly affect the sustainability of the MVP Pampaida Kaduna State, Nigeria. Additionally, the paper is anchored on both theory (WHAT are the

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factors affecting sustainability) and Practice (HOW these factors affect sustainability). As mentioned earlier, the scope is the MVP project situated in Pampaida area of Kaduna State having 28 settlements with a population of 5,666 people (NPC, 2006). This study will cover the entire site of the MVP project of Pampaida from the year 2010 to 2022 (12 years) that gives enough information to measure sustainability of a project after the exit of the donors.

**Sustainability of Projects:** it is a process, which enables an organization to determine its potential and continuously improvement in the quality of its operations and protect stakeholders' demands (Camilleri, 2017; Mensah, 2019).

Various developmental forums define it as the process of synchronisation of resources, investments, the orientation of technology and institutional change to improve the present, while simultaneously synchronisation of the emerging potential to meet the future needs of humans (Forster, 1985; Sharma, 2009). However, a consensus on the definition of sustainability does not exist (Johnston et al., 2007; Kajikawa, 2008; Moore et al., 2017).

Pursuant to Lozano (2018), sustainability has appeared as a concept to help address the negative economic, environmental, and social impacts through a holistic perspective. There is a concern regarding sustainability because there is no other alternative to being successful other than sustainability.

**Project Planning** is the process of setting goals, developing strategies, outlining the implementation arrangements and allocating resources to achieve those goals. It is important to note that planning involves looking at a number of different processes:

Identifying the vision, goals or objectives to be achieved; Formulating the strategies needed to achieve the vision and goals; Determining and allocating the resources (financial and other) required to achieve the vision and goals; Outlining implementation arrangements, which include the arrangements for monitoring and evaluating progress towards achieving the vision and goals (UNDP Handbook 2009).

There is an expression that "failing to plan is planning to fail." While it is not always true that those who fail to plan will eventually fail in their endeavours, there is strong evidence to suggest that having a plan leads to greater effectiveness and efficiency. Not having a plan—whether for an office, programme or project—is in some ways similar to attempting to build a house without a blueprint; that is, it is very difficult to know what the house will look like, how much it will cost, how long it will take to build, what resources will be required, and whether the finished product will satisfy the owner's needs. In short, planning helps us define what an organization, programme or project aims to achieve and how it will go about it (UNDP, Handbook 2009).

For the purpose of this research, we see Project Planning aside a conceived and decision making in the implementation of the project. This is in terms of budget, personnel as well as materials used for the project. This reduces the likelihood of experiencing major challenges in implementation and ensures sustainability of Projects. This above is how planning relates to the MV Project in Pampaida Ikara LGA of Kaduna State.

**Monitoring and Evaluation** is the ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives. Contrary to many definitions that treat monitoring as merely reviewing progress made in implementing actions or activities, the definition here focuses on reviewing progress against achieving goals. In other words, monitoring is not only concerned with asking "Are we taking the actions we said we would take?" but also "Are we making progress on achieving the results that we said we wanted to achieve?" The difference between these two approaches is extremely important. In the more limited approach, monitoring may focus on tracking projects and the use of the agency's resources. In the broader approach, monitoring also involves tracking strategies and actions being taken by partners and non-partners, and figuring out what new strategies and actions need to be taken to ensure progress towards the most important results (UNDP 2009). On the other hand, evaluation is a rigorous and independent assessment of either a project is completed or ongoing to determine the extent to which they are achieving stated objectives and contributing to decision-making. Evaluation, like monitoring, can apply to many things, including an activity, project, programme, strategy, policy, topic, theme, sector or organization. The key distinction between the two is that evaluations are done independently to provide managers and staff with an objective assessment of whether or not they are on track. However, the aims of both monitoring and evaluation are very similar: to provide information that can help inform decisions, improve performance and achieve planned results. In assessing development effectiveness, monitoring and evaluation efforts aim to assess the following.

Therefore, in this research, monitoring and evaluation is termed as Progress report, achievement in numbers, feedback session and impact community reports. As outlined in the MV document, area of M and E comprises the resources used for the project in all areas, personnel, materials and finance in terms of quality and quantity.

**Monitoring/Evaluation and Sustainability of Projects:** It ensures the present and future best management of a project. This helps to put the connection among past, present and future (Kusek & Rist 2004). Both monitoring and evaluations aspects are needed to be accountable and decisive about a project (Valadez & Bamberger, 1994).

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The donors' budgeting for the activities supposed to control the process of monitoring and evaluation. This can be done by management team and implementers. The validity of monitoring and evaluation written report depends on the seriousness, accountability and the experience of the evaluator (UNDP, 2002).

According to UNDP in the book called Monitoring and Evaluation for Results, it helps to achieve expected results efficiently. Evolution in monitoring and evaluation has led to the shift from traditional to modern way of management. Any institution or organization can plan a project and implement it but the question that should be asked is "is it going to give us expected results". To be able to identify what works well and what does not work well monitoring and evaluation is necessary. The part of the project design should also be prepared in monitoring and evaluation (Janice, 2019), this should involve the construction of the baseline data, which describes the 'what' as a problem to be solved and the objectives to be achieved.

M&E can identify what has been done well in the past and refer to it for the present and future. Evaluation of comprehensive development framework of World Bank noted that monitoring and evaluation is the channel of most of donors to be aware of the progress of any financed project (World Bank, 2004). Monitoring and evaluation also bring changes in institutions. It deals with the overall achievement of the institutions mission (Crawford & Bryce, 2003). Monitoring and evaluation are most important management tool of a project because it facilitates how to find out the necessary information about project, it improves relationships among the people implementing it, it helps to identify in advance the challenges encountered in implementation and mitigate them, and it provides information that facilitates to make the report (Crawford & Bryce, 2003).

Nowadays, all institutions including the government need change in people's life, but the problem is to know whether this is being achieved which caused the shift of emphasis on monitoring and evaluation. As the management of today looks at the final results rather than activities, is the reason why the monitoring and evaluation is also focused on achievement of results.

Generally, monitoring and evaluation is concerned with the assessment and measurement of the performance of a project, programme, and policies. Monitoring and evaluation is the tool to be aware of the products of the organisation, how the beneficiaries enjoy them and how it brings change to the beneficiaries (Janice, 2019). For this reason, monitoring and evaluation are recognised as the tool used to ensure the performance and expected results in any institution (Suji, 2008). Monitoring and evaluation ensures the participatory approach in the system and teamwork spirit, hardwork, and good use of resources (Sindayigaya, Ngarambe&Nyamweya 2020).

However, like any other process, planning, monitoring and evaluation have its challenges, among which are[ (1) Measuring impact and challenges may take a long time, it may cost much, and the results are debatable (2) Lack of time reserved to discuss changes and any other results from monitoring and evaluation (3) lack of adequate skills about how to implement the project; the ability to understand the objectives of the project toward achieving them. However, even if such challenges are encountered, this does not mean that M&E should be neglected. It has to be done wisely with enough planning because if the challenges are not identified, there is no way to solve them (Fals, 2001; Peter & Hilary, 2001; Callistus & Clinton, 2016; Sindayigaya, Ngarambe & Nyamweya 2020)

### **Overview to the Millennium Development Goals and the Millennium Village Project**

The MDGs were the world's time-bound and quantified targets for addressing extreme poverty in its many dimensions – income, hunger, disease, lack of adequate shelter and exclusion – while promoting gender equality, education and environmental sustainability. From another dimension, these goals were expressions of basic human needs and rights, the rights of each person on the planet earth to good nutrition and clean water, health, education, shelter, and security as pledged in the Millennium Declaration (United Nations, 2000) and in Article 22 of the Universal Declaration of Human Rights (United Nations, 2015): "Everyone, as a member of society, has the right to social security and is entitled to realization, through national effort and international cooperation and in accordance with the organization and resources of each State, of the economic, social and cultural rights indispensable for his dignity and free development of his personality".

The MDGs were a set of eight (8) goals, namely, to eradicate extreme poverty and hunger; to achieve universal primary education; to promote gender equality and empower women; to reduce child mortality; to improve maternal health; to combat HIV/AIDS, malaria and other diseases; to ensure environmental sustainability; and to develop a global partnership for development. These goals focus on areas of need that impact most negatively in the developing world, especially sub-Saharan Africa. Since the Millennium Declaration in 2000, the MDGs have also become important tools for monitoring human progress across nations. It must be noted here that UNDP has been given the role of being the Global MDGs Monitor for the UN System, and these goals have been transformed by the organisation into an actionable instrument of development management by turning the eight goals into 18 targets and 48 indicators that can be used to monitor human progress across nations. Nigeria, amongst other nations, has signed up to these goals, targets and indicators (UNDP Nigeria, 2013).

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The Millennium Villages Project (MVP) was initiated by the UNDP together with the EarthInstitute at Columbia University in the United States, and Millennium Promise, an international non-governmental organisation (NGO) that is committed to fighting global poverty, meeting the MDGs and realizing global development using the MVP approach. It is one of the recent approaches that have records of immense success and held high hopes for the future of development, particularly in sub-Saharan Africa, if properly implemented and sustained. It is a participatory project, that is, a local stakeholder-run, village-by-village-based approach to ending extreme poverty and meeting the MDGs in the world's poorest regions, particularly sub-Saharan Africa. The principles underlying the initiation and implementation of the MVP include the promotion of sustainable, scalable, community-led progress toward the achievement of the MDGs through the use of scientifically validated interventions— one village at a time; ensuring African ownership of the MDGs, and work in partnership with African governments and regional groups; increasing capacity and community empowerment in Africa through training and knowledge sharing with local African governments, NGOs and village communities; partnering with the public and private sectors, innovative NGOs, universities and leading experts, and the international donor community throughout Africa and the world to continually improve and co-ordinate development strategies; and transforming rural subsistence farming economies into small-scale enterprise development economies, and promote diversified entrepreneurs (MDG-MVP Executive Summary; Boyd *et al.*, 2009).

As a strategy to ending extreme poverty, the MVP model promotes an integrated approach to rural development. Importantly, the MVP approach differs from integrated rural development programmes of the 1970s and 1980s or traditional “model villages” in several ways: first, the MVP effort is explicitly linked to achieving the MDGs and addresses an integrated and scaled-up set of interventions covering food production, nutrition, education, health services, roads, energy, communications, water, sanitation, enterprise diversification and environmental management. This has never been done before. Second, the model focuses on participatory community decision-making. For example, at each village, specific committees and community members identify and evaluate possible interventions supported by a scientific team and local partners. Together they create a package of village-specific interventions that are deemed most appropriate and cost effective, as well as produce a community action plan for implementing and managing these interventions. Third, the initiative uses improved science-based technologies and techniques that have only recently become available, such as agro-forestry, insecticide-treated bed nets, antiretroviral drugs, the Internet, remote sensing, and geographic information systems. And fourth, the MVP is linked to national-level processes to ensure that the success can be scaled up by governments beyond the original MVPs (Millennium Project, 2006).

The MVP intervention has impacted in Agriculture, education, health, infrastructural development, and Business and enterprises. For instance, in agriculture there was a gradual transition from subsistence to commercial farming: crop yields have increased from a baseline average of 1.5 tonnes/ha of maize in 2005 to 4 tonnes/ha at the end of 2008 farming season. Suffice it to note here again that 10% of each farmer's yield was contributed to the free school feeding programme; part of the excess of what was required for the feeding programme was sold and the proceeds were used to start a micro-credit scheme for women and a fertilizer revolving scheme for the farmers (Boyd *et al.*, 2009).

In Education, school enrolment increased from a baseline of 420 pupils to 1,602 pupils, and every pupil is fed free daily meal through the project's school feeding programme (based mainly on 10% contribution of each farmer's yield). According to Bala (2012), a total of 284 tonnes of maize, rice and soybeans had been happily contributed by the farmers; due to these interrelated interventions there has been a rapid increase in school performance and pupil enrolment increased, as noted earlier from 420 pupils (298 boys and 122 girls with a teacher ratio of 1:42) to the current total of over 1,600 pupils (over 920 boys and 640 girls with a teacher ratio of 1:80). However, it has been noted by Boyd *et al.* (2009) that these positive outcomes have resulted in an interesting household trade-off between education and the number of hands available for farm work due to the reduction of the labour previously provided by children.

In Health care, Pampaida now has a basic health clinic and free medical services provided to the inhabitants and environs. In order to reverse the malaria prevalence in the community, a total of 4300 insecticide-treated bed nets were distributed. Trainings and workshops were being regularly held within the community and this has helped create awareness of the sicknesses and diseases such as HIV/AIDS, malaria, tuberculosis, and others that can be prevented.

In terms of infrastructural development, 22 boreholes have been constructed, a local clinic facility has been built, a storage house for grain (cereal bank) has been constructed, a 12 km road has been constructed, electrical poles have been erected to connect the community to the national electricity grid, a village vehicle has been purchased, and a local ICT (resource) centre has been established. Other developments include a school kitchen, market stalls, junior secondary school, Zain (now Airtel) GSM base station, and public and school latrines. (Thomas, 2015; Bala, 2012; Millennium Promise, 2010 & Boyd *et al.*, 2009).

Lastly, the Pampaida village also experienced Income and business development focused on improving non-agricultural livelihoods, food processing and business development, many of which required access to micro-credit facilities amongst the



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households in order to commence or improve their productive assets. A number of heads of households and their wives have received training in areas like business management, tie-and-dye, tomato preservation and groundnut oil extraction, among others. It is noted that the MVP baseline survey indicates that some members of the cluster engage in non-agricultural livelihoods like butchery, mechanic work, groundnut oil extraction, cake baking and commodity trading, and some of these households generate a significant proportion of the household incomes through these ventures (Boyd *et al.*, 2009; UNDP, 2008).

The implementation of the Millennium Villages Project in Pampaida, Kaduna State by UNDP in collaboration with other implementing partners, the state and local governments was motivated by the need to transform the lives of rural people as well as provide good pilots for other local governments and states to emulate as good practices (UNAIDS, 2010; UNDP Nigeria, 2005). This study is premised on "The Stakeholders theory" advocated by Freeman (1984). It suggests that the organisation itself should be seen as a grouping of stakeholders and the organisation's task should be to control its desires, needs and viewpoints. The control of organisation stakeholders is assumed to be performed by the managers in which they will, on the one side, run the project for the good of its owners in order to ensure their privileges and involvement in the decision-making process and, on the other hand, the management will serve as the representative of the stakeholder to ensure the organisation survival in order to safeguard the long-term interests of each individual (sustainability).

Stakeholder theory has been variously described as a perspective, a set of ideas, expressions and metaphors related to the overarching objective of maximising stakeholder value.

The term stakeholder (direct translation of the Swedish term "intressent") was first used by Rehnman in his 1964 book "Företagsdemokrati och Företagsorganisation". Along with other innovations, the book included the first published stakeholder map and identified many key concepts in stakeholder thinking, including (1) jointness of interests, (2) cooperative strategic posture and (3) rejection of a narrow economic view of the firm. Along with Rehnman's contributions, Freeman's Strategic Management: Stakeholders are persons or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively (African Development Bank, 2001). Stakeholders may include locally affected communities or individuals and their formal and informal representatives, national or local government authorities, politicians, religious leaders, civil society organisations and groups with special interests (Kose & Prasad, 2010). NGOs and CBOs often operate within the communities that they serve, creating a unique challenge of promoting ownership and collaboration. Establishing and engaging community board leadership and a system of community volunteers provide NGOs and CBOs a resource of varied experiences and expertise. This brings a sense of ownership to the communities that they serve (Hodge & Piccolo, 2005).

Umugwaneza and Kule (2016) examined monitoring and evaluation role on project sustainability in Rwanda, a case study of Electricity Access Scale-Up and Sector-Wide Approach Development Project (EASSDP) using a descriptive research design and utilizing both the primary and secondary data. The study found that transparency, effective communication, preparation collaboration and positive oversight strongly correlate with project sustainability in Rwanda.

Biwott, Egesah and Ngeyo (2017) investigated the importance of monitoring and evaluation in the sustainability of Constituency Development Fund (CDF) Projects in Kenya. The results show a strong impact of monitoring and evaluation on the effectiveness and sustainability of the projects carried out through CDF funding.

Njeri and Omwenga (2019) investigated monitoring and evaluation practices' influence on sustainability of national aids control council projects. The research followed a descriptive approach to gather data from all of the 90 interviewed respondents utilizing standardized questionnaires while descriptive and inferential statistics was used systematically analyze. The study found association between organisational M&E factors which included human capacity, relationships and coordination, and sustainability of the project. Gathege and Yusuf (2019) study investigated the monitoring and evaluation of the sustainability of women-based agricultural projects in Joywo Uasin Gishu County. The study adopted a descriptive survey design with mixed approaches. Data was collected through questionnaires and interview schedules on a Five-Point Likert scale and was analysed using both descriptive and inferential statistics. The research found that high-performing women-based agricultural projects are undeniably successful communicators and, if the expenditure is all-inclusive, if the monitoring and evaluation of funds and those of the overall project are taken into account, the eventual result is project sustainability.

Silvius and Schipper (2014) provide a systematic overview of 164 publications linking sustainability to project management, spanning the period 1993-2013. Based on an overview of specific sustainability aspects, which was apparent from the publications. Given sustainability, it appears that project management impacts to different levels. Chawla, et al (2018) reviewed the future possibilities of the sustainable project management. An analysis of the literature on various issues concerning sustainability of project management was published between 1987 and 2018. The report further describes and addresses potential future analytical methods to measure and mitigate environmental problems in project management.

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Gachie (2019) study assessed project sustainability management in term of risks, problems and perspective. The methodological methodology followed in this study is a systematic review of secondary data collected by the project team over a span of one year that reveals the consequences of neglecting constructive management of the three pillars of sustainability, resulting in poor resource and stakeholder resistance output of the project, the lessons learned therein, as well. The findings revealed a low level of commitment to sustainability by project teams, particularly with regard to social and environmental pillars.

Nyamutera, and Warue, (2021) studied the Factors Influencing Sustainability of Development Projects: A Case of Mercy Ministry International Rwanda in The Rubavu Community. They examined the factors influencing development projects sustainability in Mercy Ministry International projects. The specific objectives were to establish whether, monitoring and evaluation, community participation and government policies influence development projects sustainability of Mercy Ministry International projects. The study was guided by leadership contingency model theory and stakeholder theory. A descriptive research design was adopted in the study.

Elijah and Daniel (2016) studied the Assessment of Factors Influencing Sustainability of Donor Funded Projects in Nakuru County, Kenya. In their study, they found out that Most Non-governmental Organisations are involved in areas of development and poverty alleviation through a spectrum of activities to deliver basic services. This study assessed factors influencing the sustainability of donor funded projects in Nakuru County. Level of funding, monitoring and evaluation and stakeholder involvement were assessed. A descriptive research design was adopted with a target population of 726, involving funding agency officials, project managers, beneficiaries and committee members. Stratified random sampling was used to select 88 respondents. A semi-structured questionnaire was used to collect data, which was edited, coded and analyzed using descriptive and inferential analysis with the aid of SPSS. The Study found that project stakeholders and beneficiaries were not adequately involved in the monitoring and evaluation of activities. Monitoring and evaluation and government policies had strong positive relationships with sustainability as explained by the regression results of 72.6% of the sustainability of projects.

Thomas and Suleiman (2019) studied the MVP Approach to Attaining the MDGs: Lessons from the Pampaida MVP, Kaduna State. They examine the origin, impact and challenges of the Millennium Villages Project (MVP) in Pampaida village cluster of Kaduna State, Nigeria, first executed by the United Nations Development Program (UNDP) and later coordinated by Millennium Promise, in conjunction with the Earth Institute at Columbia University in the United States, as a model for ending extreme poverty and meeting the Millennium Development Goals (MDGs) particularly in sub-Saharan Africa. David Mitrany's functional theory of international relations is the framework of analysis used in the discourse.

Nonetheless, project sustainability can be affected by factors such as, (i) Partner Government and donor policies (ii) local participation and ownership (iii) management and organisation (iv) financial (v) awareness and training (vi) technology (vii) social, gender and culture (viii) environment (ix) external political and economic factors".

This study is significant because it will be beneficial to the field of development, especially community development, where related projects and programmes can take lessons from its recommendations for sustainability. Similarly, it provides an approach for ensuring project sustainability that will continue to serve the interest of the community for which it was established to reduce poverty. Justifiably, the findings of the study will serve as a basis for future policy formulation and project design by government and private organizations or donor agencies who want to initiate developmental projects of this nature, while ensuring that the project stand the test of time and serve the purpose of which it is created. Lastly, it serves as a reference documents for future researches by students and other researchers.

### **MATERIALS AND METHODS**

This research employs a survey research design that makes use of questionnaire and interviews to collect relevant information. Use of rating scaling (likert) in the questionnaire to obtain primary data makes this study survey research. This is because; people's opinion and perception are sought for about the significance of the MVP project in the Pampaida area. The interview schedule was used to generate relevant information from key stakeholders in the project as well as a Focused Group Discussion (FGD) from identified Men and women group. Finally, the use of observation will suffice to corroborate the evidences gotten from the two primary sources above.

The population of the study comprises 28 settlements within the Pampaida Community of Ikara LGA of Kaduna State, with a projected population estimated at 8247 with a growth rate of 3.18.% per annum from the year 2015 to the year 2023. This figure was derived using the Future Value Formula. We select respondents from Community members ranging from women and men's group, including youths and officials in the Community development department of the LGA as well as the Project handlers. The multi-stage sampling technique procedure was used in selecting the respondents from the beneficiaries of the project in Pampaida Community because it is best used within a clustered population involving the categorisation of the population into groups (or

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clusters). Then, one or more clusters are chosen at random, and everyone within the chosen cluster is sampled, choosing the respondent at random.

The study also uses the residents including men, women and youths in the cluster purposively in a Focused Group Discussion interview session to get more and relevant information on the MVP. Pampaida is made up of 28 settlements in 1081 households with a projected population of 8247, people as identified by the projection of growth rate at 3.18% from 2015 projected figures. Lastly, we used the .05 degree of accuracy and standard error of determining sample size and arrived at 368 Samples for a population of 8247 to 9000 to the nearest hundred (see Krejcie & Morgan (1970, Table 1). Therefore, for the purpose of precision, we will use 368 as our sample size of respondents; this is done in order to enable us to have a proportional distribution of samples in each settlement, as well as addressing the problem of non-refund or unduly filled questionnaires.

The paper sourced its data from both primary and secondary sources. The primary sources include responses from questionnaires, oral interview schedules, FGD and observation. Other Primary sources include information on the activities going on in the project site and the infrastructural services as it relates to servicing the people in the millennium village. Whereas secondary sources are documents from the Project Appraisal Documents, Mid-Term Review, Evaluation Reports and End of Project Reports, the Kaduna State Rural Development Project (KSRDP), the Millennium, Promise (MP) document and so on. Such documents contain the contribution of the various bodies involved in funding, of the United Nations, Columbia Institute, the Federal Government, State Government, Local Government and the communities and others relevant documents.

The questionnaire will be based on the research questions and the hypotheses posited. The questions will be planned based on a likert scale of Strongly Agreed (5), Agree (4), Undecided (3), Disagree (2), Strongly Disagree (1).

Lastly, the analytical tool used for this study is the use of qualitative analytical techniques, which are reinforced by the use of Quantitative techniques in terms of the usage of flow charts, themes and sub-themes, tabular representation and the use of graphs where necessary to logically present ideas or results. Also, the study uses descriptive statistics such as the mean, mode, standard deviations, frequency distribution and percentages to describe the socio-economic characteristics of the sampled population.

For the quantitative analysis, we used the inferential Statistics to test hypotheses raised for the study using the Statistical Package for Social Sciences (SPSS) version 26. However, the test will be calculated at 5% level of significance with 95% confidence level. *Decision Rule:* The decision rule on the postulated hypotheses stated that, if p-value is less than alpha (p-value < α), we reject the null hypothesis, while if p-value is greater than alpha (p-value > α), we accept the null hypothesis. For purpose of this study, alpha was taken at 5% level of significance. This will be done to test the independent variable against the Dependent variable to see the influence of the factor under the IV against sustainability of the project, which is the DV. The SPSS version 26 was used in the analysis of the variables.

For the purpose of this study, the following regression model is proposed:

$$SMVP = a_0 + \beta_1 + PP_{e1} + \mu \dots \dots \dots (1)$$

$$SMVP = a_0 + \beta_1 + ME_{e2} + \mu \dots \dots \dots (2)$$

Where:

SMVP = Sustainability of the Millennium Village Project (Dependent variable)

PP = Project planning

ME= Monitoring and Evaluation

a<sub>0</sub> = Constant term

β<sub>1</sub> = Coefficient of the independent variable

e<sub>1</sub> = first variables of the regression equation

e<sub>2</sub> = second variables of the regression equation

μ = is the error term

The reliability of the questionnaire was measured by calculating Cronbach's Alpha Value through SPSS version 26. Cronbach's Alpha is a reliability coefficient which indicates how well items in the research instrument are positively correlated to one another, as well as how it was utilized and effective in answering the questions in the research instrument to reach a conclusion. A reliability coefficient (alpha) test shows that all the items of the pilot questionnaire are reliable with the score of .798. The variables used for the analysis were extracted from the questionnaires, while analysis was carried out using Statistical Package for Social Science (SPSS) version 26.

The Justification for using a mixed research design was due to its relevance to the subject of inquiry and based on the category of the research population. It allows us to collect both quantitative and qualitative data at about the same time, assessing information using corresponding constructs for both types of data. Creswell (2013) noted that the two types of data (quantitative



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and qualitative) can provide corroboration for each other and can create a firm substance or basis for reaching conclusions about an investigation.

### RESULTS AND DISCUSSION

A total of three hundred and Eighty questionnaires were administered but only three hundred and sixty-eight (368) were completed and retrieved, which represented 97% success rate. Also, these findings also originated from the various interviews (KIs and FGDs, both data were aggregated in one to make it less cumbersome and vague) conducted with different stakeholder. Results from Focused Group Discussion

**Question One:** Does Project Planning Affect the Sustainability of the MVP of Pampaida Kaduna State Nigeria?

In terms of decision-making, their responses was that *“Our consent in the conception of the project was actually not there, but as the implementation began, our views were sought after, especially in deciding the location and citing of the projects, and time for meetings, due to our farming schedule during the farming season and so on. Other decisions in relation to the project were taken through our apex executives, who are the community representatives (Pampaida Community Responses ‘Men and Women’ 2023)* On joint input on project draft, their responses were that, *“Decisions on how to come in by the community people in areas of Agriculture, health, and education, were the prerogatives of the UNDP. We only saw implementation and we took part in the activities that we could support since we realised the project was to help us and our situation for the better (Pampaida Community people response ‘Men and Women 2023’).*

**Question Two:** To what extent does Monitoring and Evaluation impact the Sustainability of the MVP of Pampaida Kaduna State Nigeria?

The responses was that *“The monitoring of the project by the donors and its agencies or collaborators were done sometimes monthly, sometimes within three to four months and they give feedback to the necessary authorities (Pampaida Community people, ‘Men and Women’ 2023)”*.

Regarding feedback from the community reports on the project and how it is serving them.

The community people responded that *“We always convey our concerns through the youth leader, and women leader to the apex group chairman, who happens to be one of the elders in the community. Any of our grievances is channelled to him, which he communicates to the appropriate authority. (Pampaida Community Response ‘Men and Women 2023).*

Whether there is Monitoring and evaluation of the quality and quantity of infrastructures of the project? The response was that *“The donors have a template with the support of the Kaduna state government to monitor all the activities being carried out during the project implementation state. Today, we cannot exactly say whether there is anything like monitoring after the donors left. (Pampaida Community Response ‘Men and Women 2023)*

**Question Three:** what is the Sustainability of the MVP in Pampaida?

The community’s response on Sustainability was that *“We thank God that this project was located in our village. We have increased our crop yield and got school feeding, free school kits and water in the village. We now cultivate new crops: maize, soybean, cowpea and rice. We have free medicines and mosquito nets... But most importantly, our village is now known all over Nigeria because Senators and other politicians have visited us. Ever since they left, we as a community have been trying our best to keep the infrastructure provided for us. For example, the school structures, the clinic as well as the electricity and boreholes. No doubt the knowledge we acquired has been helping us to increase crop productivity as well as taking more to the market for sale. The challenge today is that, on education, the secondary school that served us earlier before they left is no longer functional, as teachers no longer come around, on health; the PHC at our reach does not have servicing staff. We only have one volunteer worker and no recognised worker from the government. On infrastructure, the lines for electricity have been destroyed by thieves, so we have been living in darkness, except you have solar in your home” (Women Group, the Youths and Traditional Leaders in Pampaida).*

### RESULTS OF QUESTIONNAIRE RESPONSES

This section presents the demographic characteristics of the selected respondents from the beneficiaries of the project in the Pampaida Community.

**Table I: Distribution of the Respondents’ Sex**

Respondents’ Sex	Frequency	Percent
Male	239	64.9
Female	129	35.1
Total	368	100

**Source:** Field Survey 2023

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Table I present the distribution of the respondents' gender. The result indicated that 239 personnel representing about 65% of the total number of respondents were male while 129 representing 35% were females. This result implies that more male respondents were involved in the study.

**Table II: Distribution of the Respondents' Marital Status**

Respondents' Marital Status	Frequency	Percent
Single	34	9.2
Married	323	87.8
Separated	4	1.1
Divorced	7	1.9
Total	368	100

**Source:** Field Survey 2023

Table II present the distribution of the respondents according to their marital status. The result indicated that the majority, 323 representing about 88% of the respondents are married, while the other respondents are single, separated and divorced.

**Table III: Distribution of the Respondents' Age Group**

Respondents' Age Group	Frequency	Per cent
18 – 29 years	31	8.4
30 – 49 years	297	80.7
50 years and above	40	10.9
Total	368	100

**Source:** Field Survey 2023

The distribution of the respondents according to their age categories is presented in Table III. The result shows that, majority of the respondents i.e. 297 representing about 81% are between 30 – 49 years old while minority of the respondents i.e. 40 and 31 representing about 11% and 8% respectively are within the age bracket 18 – 29 years and above 50 years.

**Table IV: Distribution of the Respondents' Major Occupation**

Respondents' Major Occupation	Frequency	Percent
Farming	341	92.7
Public and Private office workers	6	1.6
Self-Employed	8	2.2
Trading	5	1.3
Unemployed	8	2.2
Total	368	100.0

**Source:** Field Survey 2023

The distribution of the respondents according to their occupation is presented in Table IV. The result indicated that, majority of the respondents i.e. 341 representing about 93% are farmers while the minority are public, private officers, self-employed, traders and unemployed.

**Table V: Distribution of the Respondents' Membership of any Group**

Respondents' Member of any Group	Frequency	Per cent
Yes	368	100
No	0	0
Total	368	100

**Source:** Field Survey 2023

Table V presents the distribution of the respondents based on respondents' membership. The result indicated that all the respondents were members of one group or the other.

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## RESULTS PRESENTATION AND DISCUSSIONS

This section focuses on providing answers to the research questions presented earlier in this study using frequency distribution, simple percentages and weighted mean score. The five-point Likert-type scale like: Strongly Agree (SA) = 5 points; Agree (A) = 4 points; Undecided (UD) = 3 points; Disagree (D) = 2 points; Strongly Disagree (SD) = 1 point. Were used in the research instrument, the decision rule guiding this Likert scale that is given as;

$$\bar{X} = \frac{5 + 4 + 3 + 2 + 1}{5} = \frac{15}{5} = 3.0$$

Where  $\bar{X} = 3.0$  is the 5-Likert scale average for decision-making. The decision rule is given as; Strongly agreed, if the items and sectional mean fall within the range 4.5 – 5.0; Agree, if the items and sectional mean are within the range of 3.01 – 4.49; Undecided, if the items and sectional mean is 3.0; Disagree, if the item and sectional mean is within the range of 1.50 – 2.99; Strongly Disagree if the item and sectional mean is within the range 0.00 – 1.49

Question One: Does project planning affect the sustainability of the MVP in Pampaida Kaduna State Nigeria?

**Table VI: Descriptive Analysis of Project Planning and the Sustainability of MVP in Pampaida**

s/n	Variables	Response Categories					Total	Mean score	Decision
		SA (5)	A (4)	UD (3)	D (2)	SD (1)			
1.	The project idea conceived ensures community input in the project	134	198	36	0	0	368	4.27	Agree
2.	There is joint input on the project draft in agriculture, water, health, education, and health in the Pampaida community	145	194	29	0	0	368	4.32	Agree
3.	The Pampaida community people are involved in decision-making	133	221	14	0	0	368	4.32	Agree
4.	There is community involvement in the implementation of the project through labour and other support	156	197	15	0	0	368	4.38	Agree
5.	There is material support from the Pampaida community during the project execution	120	205	43	0	0	368	4.21	Agree
6.	There is community involvement in funding the project or financial support in some areas of the project	137	201	30	0	0	368	4.29	Agree
		Sectional Mean					368	4.30	Agree

Source: Field survey, 2023

Decision Rule: from table VI respondents agreed that project planning affects the sustainability of the MVP of Pampaida since the sectional mean is higher than the criterion mean. A closer look at the items revealed that; community involvement in the implementation of the project through labour and other support had the highest mean of 4.38, followed by; joint input on project draft in agriculture, water, health, education, health and in Pampaida community people are involved in decision making with mean of 4.32. There is community involvement in funding the project or financial support in some areas of the project has a weighted mean score of 4.29, the project idea conceived ensures community input in the project has a weighted mean score of 4.27 while material support by the Pampaida community during project execution has a weighted mean score of 4.21. The result also indicates that the overall weighted mean of 4.30 is higher than the criterion mean of 3.0. It could there be inferred that; respondents agreed that project planning affect the sustainability of the MVP of Pampaida.

Question Two: To what extent does monitoring and evaluation affect the sustainability of the MVP of Pampaida Kaduna State Nigeria?

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**Table VII: Descriptive Analysis of Monitoring and Evaluation and the Sustainability of MVP of Pampaida**

s/n	Variables	Response Categories					Total	Mean score	Decision
		SA (5)	A (4)	UD (3)	D (2)	SD (1)			
1.	There is frequent monitoring and evaluation of the progress and reports of the project from the beginning, mid-term	124	198	39	7	0	368	4.19	Agree
2.	There is an assessment of the achievement in numbers against the proposed numbers	109	183	70	5	1	368	4.07	Agree
3.	Considering feedback community report on the project and how it is serving them	152	187	29	0	0	368	4.33	Agree
4.	There is monitoring and evaluating of the project inputs in terms of materials, finance and personnel	146	211	11	0	0	368	4.37	Agree
5.	There is monitoring and evaluating the quality and quantity of infrastructure of the project	132	202	31	2	1	368	4.25	Agree
		Sectional Mean					368	4.24	Agree

**Source:** Field survey, 2023

Decision Rule: from table VII, respondents agreed that project monitoring and evaluation affect the sustainability of the MVP of Pampaida if the sectional mean is higher than the criterion mean of 3.0. It is observed that; monitoring and evaluating the project inputs in terms of materials, finance and personnel had the highest mean of 4.37, followed by; considering feedback community report on the project and how it is serving them with mean of 4.33. Monitoring and evaluating of quality and quantity of infrastructure of the project has a weighted mean score of 4.25, frequent monitoring and evaluating the progress and reports of the project from beginning, mid-term and end has a weighted mean score of 4.19 while assessing the achievement in numbers against the proposed numbers have a weighted mean score of 4.07.

The result also indicates that the overall weighted mean of 4.24 is higher than the criterion mean of 3.0. It is therefore inferred that; respondents agreed that project monitoring and evaluation affect the sustainability of the MVP of Pampaida.

## Test of Hypotheses

The variables used were extracted from the responses in the research instrument and all the analysis were carried out using Statistical Package for Social Science (SPSS) version 26.

Decision rules:

- Reject  $H_0$  if the P-value is less than or equal to the level of significant = 0.05.
- Accept  $H_0$  if the P-value is greater than the level of significant = 0.05

The first hypothesis is the responses of interest that were subjected to a simple linear regression test using the following hypotheses.

## Hypothesis One Testing:

$H_0$ : Project planning does not significantly affect the sustainability of the MVP in Pampaida

$H_i$ : Project planning significantly affects the sustainability of the MVP in Pampaida

Dependent Variable: Sustainability of the MVP in Pampaida

Independent variable: Project planning

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**Table VIII: Linear Regression Showing the Influence of Project Planning on the Sustainability of the MVP in Pampaida**

Variable	Coeff.	t <sub>cal</sub>	Sig.	R	R <sup>2</sup>	Adj. R <sup>2</sup>	F(d.f.)	ANOVA	P - Value
(Constant)	2.31	27.46	.000	.957	.916	.853	(1, 366)	25.7	0.000
Project planning	.637	17.09	.000						

Table VIII presents the regression result on the influence of project planning on the sustainability of the MVP in Pampaida. The result revealed that project planning ( $\beta = .637$ ,  $t_{cal} = 17.1$ ,  $R = .957$ ,  $R^2 = 0.916$ ,  $Adj. R^2 = .853$ ,  $F(1, 366) = 25.7$  and  $P = 0.000 < 0.05$ ) has a significant effect on sustainability of the MVP in Pampaida. The regression coefficient of the determinant ( $R^2 = 0.916$ ) indicates that project planning accounted for 91.6% of the change in the sustainability of the MVP in Pampaida. By implication, other variables not included in this model may have accounted for the remaining 8.4% variance. Consequently, the null hypothesis was rejected in favour of the alternative hypothesis; thus: project planning significantly affects the sustainability of the MVP in Pampaida. The importance of this result, among others, is that the higher the project planning the better the sustainability of the MVP in Pampaida.

The suggested ordinary Least Square model is given as;

$$y = 2.31 + 0.637X \dots\dots\dots(6)$$

Where, y = Sustainability of the MVP in Pampaida and x = project planning

The second hypothesis tested in this study is concerned with examining the impact of monitoring and evaluation on the sustainability of MVP in Pampaida. The responses of interest were subjected to a simple linear regression test using the following hypotheses.

Hypothesis Two Testing:

H<sub>0</sub>: *Monitoring and evaluation does not significantly affect the sustainability of the MVP in Pampaida.*

H<sub>1</sub>: *Monitoring and evaluation does not significantly affect the Sustainability of the MVP in Pampaida.*

Dependent Variable: Sustainability of the MVP in Pampaida

Independent variable: Monitoring and evaluation

**Table IX: Linear Regression Showing the Influence of Monitoring and Evaluation of Sustainability of the MVP in Pampaida**

Variable	Coeff.	t <sub>cal</sub>	Sig.	R	R <sup>2</sup>	Adj. R <sup>2</sup>	F(d.f.)	ANOVA	P - Value
(Constant)	3.07	24.07	.000	.886	.785	.753	(1, 366)	23.9	0.000
Monitoring and evaluation	.425	19.9	.000						

Table IX presents the simple linear regression result on the impact of monitoring and evaluation on sustainability of the MVP in Pampaida. The result revealed that monitoring and evaluation value ( $\beta = .425$ ,  $t_{cal} = 19.9$ ,  $R = .886$ ,  $R^2 = 0.785$ ,  $Adj. R^2 = .753$ ,  $F(1, 366) = 23.9$  and  $P = 0.000 < 0.05$ ) has significant influence on sustainability of the MVP in Pampaida. The regression coefficient of determinant ( $R^2 = 0.785$ ) indicates that monitoring and evaluation accounted for 78.5% of change in sustainability of the MVP in Pampaida. The result implies that, other variables not included in this model may have accounted for the remaining 21.5% change. Consequently, the null hypothesis was rejected in favour of the alternative hypothesis, thus: monitoring and evaluation significantly affects the sustainability of the MVP in Pampaida. The implication of this result, among others, is that, an improvement in monitoring and evaluation leads to an increase in the sustainability of the MVP in Pampaida.

The suggested ordinary Least Square model is given as;

$$y = 3.07 + 0.425X \dots\dots\dots \text{eqn 7}$$

Where; y = Sustainability of the MVP in Pampaida and x = monitoring and evaluation

## CONCLUSIONS

The research is a comprehensive examination of the sustainability of the Millennium Village Project (MVP) in Pampaida Kaduna State, Nigeria.

Firstly, project planning was found to play a crucial role in the sustainability of the MVP. Inputs in planning positively affected sustainability, with the results indicating that respondents agreed with this correlation. Project planning accounted for a significant 91.6% of the change in sustainability. Secondly, monitoring and evaluation emerged as another critical factor. Regular monitoring,



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quality assessment, and feedback mechanisms contributed to sustainability. Monitoring and evaluation, as corroborated by quantitative data, accounted for 78.5% of the change in the MVP's sustainability;

In conclusions, the sustainability of the Millennium Village project in Pampaida, Kaduna State, Nigeria, is contingent upon a multifaceted interplay of effective project planning that ensures resources are allocated judiciously, while rigorous monitoring and evaluation offer adaptability and quality assurance. This study underscores the intricate web of influences on project sustainability, providing valuable insights for future development initiatives in the region and beyond, ultimately highlighting the importance of holistic and community-centric approaches in achieving positive change.

We therefore recommend that; (i) effective project planning. Project planners should consider the long-term sustainability of the project from the planning phase by ensuring community participation. (ii) Government and donors should strengthen community engagement to foster a strong sense of community ownership and participation in development projects, especially in decision-making, Project planning and execution. This can be achieved through the establishment of community committees, feedback mechanisms, and capacity-building initiatives. (iii) Government and partners should emphasize rigorous monitoring and evaluation by implementing a robust system for monitoring and evaluating projects progress and outcomes. This is through regular assessments, quality checks, and feedback mechanisms which are vital for making necessary adjustments and ensuring that projects continue to meet their intended goals. Monitoring and evaluation should be an integral part of the project's lifecycle. Therefore, by implementing these recommendations, the Africa's regional development projects can enhance their sustainability prospects and positively influencing on the local communities.

However, this study is therefore limited to only few factors affecting sustainability. We therefore suggests that other researchers can assess the long-term impact of such project implementation to capture whether or not the level of impact of the project would be sustained for the next twenty (20) years after now. Others researches can as well look at the individual impact or sustainability in single areas of the MVP concern like education, health, agriculture, and infrastructure as well as in the area of ICT.

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