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**EFFECTIVENESS OF MONITORING AND EVALUATION OF CONSTITUENCY
DEVELOPMENT FUND PROJECTS FOR KITWE CITY COUNCIL.**

BY

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**Submitted to the School of Postgraduate Studies in partial fulfillment of the requirements
for the award of the Degree of Master of Science in Project Management.**

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DECLARATION

I, **JERRY MUMBA** do hereby declare that the contents of this study are my original work and that to the best of my knowledge have not been previously presented for any award in any other University. All the sources of information used in this piece of work have been duly acknowledged.


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DEDICATION

This research work is dedicated to my incredible parents, Mr. Jerry Mumba and Mrs. Beatrice Kaela Chansa Mumba, and the family who have endlessly loved, supported and believed in me, and are still a source of inspiration and a pillar of strength.

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ACRONYMS AND ABBREVIATIONS

CDF	Constituency Development Fund
CPWF	Challenge Program on Water and Food
M and E	Monitoring and Evaluation
MLGRD	Ministry of Local Government and Rural Development
MOFNP	Ministry of Finance and National Planning
NAZ	National Assembly of Zambia
PMRC	Policy Monitoring and Research Centre
UNDP	United Nations Development Program
WDC	Ward Development Committee
ZIPAR	Zambia Institute for Policy Analysis and Research

ABSTRACT

The Constituency Development Fund has been viewed to be a vital tool in taking development closer to the people as it contributes highly to providing services to the people and developing the constituencies. However, the Fund has come under criticism as the projects implemented do not fully benefit the local people and lack of monitoring and evaluation also contributes to the substandard works of the projects. Therefore, the study's purpose was to explore the Effectiveness of Monitoring and Evaluation of Constituency Development Fund Projects for Kitwe City Council.

The study adopted an explanatory sequential mixed-method approach for its research approach and descriptive research design for its research design to have an in-depth understanding and interpretation of the findings. The study employed purposive sampling in the selection of the sample as the study targeted respondents who were believed to be involved and knowledgeable on CDF projects and monitoring and evaluation. Further, the study adopted descriptive statistics for analyzing the collected data.

The findings revealed that the challenges that affected the effectiveness of monitoring and evaluation of CDF projects, 35.8% of the respondents indicated understaffing of monitoring and evaluation officers, 41.8% of the respondents indicated lack of logistics and 43.3% of the respondents indicated a lack of stakeholder participation. Further, factors that were identified to enhance the effectiveness of monitoring and evaluation of CDF projects according to the findings, 32.8% of the respondents indicated trained staff in monitoring and evaluation, 26.9% of the respondents indicated availability of logistics and 55.2 of the respondents indicated community involvement in the monitoring and evaluation of CDF. Critical success factors were identified that could be applied to the implementation of the monitoring and evaluation process, 44.8% of the respondents indicated the technical capacity of members of staff and stakeholders, 43.3% of the respondents indicated budget allocation of monitoring and evaluation and 37.3% of the respondents indicated capacity building of key implementers.

The study concluded that for the much-needed development to be seen and have an impact in the constituencies, there is a need to ensure that logistics are readily available, an adequate number of M and E staff, and full participation of stakeholders. From the findings, the study recommended that there is a need for adequate logistics that include transportation and data

collection tools for the monitoring and evaluation team as this would facilitate access to project sites and enable efficient data collection. The other recommendation is investment in capacity building to enhance the skills and knowledge of staff and stakeholders involved in monitoring and evaluation activities. Further, there is a need for strengthened coordination and collaboration with different departments, agencies, and organizations involved in CDF projects for effective monitoring and evaluation. The study's contribution to the body of knowledge is based on the challenges outlined, factors that would enhance the effectiveness of monitoring and evaluation of CDF projects, and further bridging the knowledge gap on the effectiveness of monitoring and evaluation of CDF projects. The study further developed a framework for the effectiveness of monitoring and evaluation of CDF projects.

Keywords: Constituency Development Fund, Monitoring and Evaluation.

CHAPTER ONE

Introduction and Background

1.1 Introduction

This chapter provides the background of the study in line with the statement of the problem. The chapter further looks at the study's main objectives, specific objectives, and research questions. Thereafter, the chapter discusses the significance of the study, the scope of the study, the organization of the dissertation, and finally conclusion of the study.

For any community to develop, there is a need to have structures in place that would meet the needs of the people through development. These needs are focused on meeting the socioeconomic needs of people in the community and lead to the reduction of underdevelopment in the community. Community development is the process by which engaged viable societies develop through equal opportunities and respectful regard. This process involves actively addressing the authority systems to eliminate obstacles that hinder people from fully engaging in matters that impact their lives (Mataka and Nguluwe, 2020). The actualization of development requires the full participation of the people as the local people are the main stakeholders of the development and get to determine what type of developments they would like to have in their communities (Gumboh, 2012).

To deliver development to the community, decentralization has been introduced to take development to the people and allow them to decide what development they want for their communities (Chisala, 2021). Decentralization shifts policy-making duties from the executive power to local administration (Gumboh, 2012; Gedvilaite, Novotny, and Slavinskaite, 2020).

Decentralization has three distinct distributions of power which are political, administrative, and fiscal. In fostering development fiscal decentralization gives full revenue autonomy to the local authorities (Reid, 2019).

The Constituency Development Fund serves as a policy and a developmental tool to allocate public funds to specific political subdivisions in a country (CID, 2009). It aims at delivering goods and services to the local people (Economic Association of Zambia, 2011). Efficiently used and implemented, the constituency development fund has a significant impact on the

developmental status of constituencies, and as such over 20 countries have adopted it as a micro-financing tool in fostering development for the local people (Mwangi, 2005).

The constituency development fund is used to micro-finance developmental projects that would benefit the constituency and lead to improved service delivery for the people. Projects are put up to address the areas affecting the people and when implemented would better the lives of the local people (Mulenga, 2015).

Usually, when a project is set up, the goal is to provide a solution to the current challenge. For the project to fully provide a solution and stand the test of time, the project must be monitored and evaluated constantly to ensure that the project meets the objectives that it was set for. Monitoring is an ongoing process on the project and evaluation is done at the end of the project to ensure that the project addresses the relevance, effectiveness, and impact to achieve and meet the set objectives (Musumba et al, 2013).

Monitoring and evaluation play a crucial role in guaranteeing the achievement of the primary aims of projects funded by the Constituency Development Fund. These aims involve instigating developmental initiatives at the constituency level to combat poverty at the grassroots, fostering fairness in the distribution of public resources, and enabling the local populace to engage in the process of developmental planning and implementation of projects (KHRC, 2010).

The research aims to explore the effectiveness of monitoring and evaluating constituency development fund projects for Kitwe City Council.

1.2 Background of Study

Decentralization empowers local people by influencing and delineating the trajectory of their regions. It entails engaging all stakeholders within the community to address socio-economic challenges specific to the area, and to enhance the well-being of the local community (Rodriguez-Pose and Tijnstra, 2009).

To take development to the people, attempts have been made for the decentralization programs to be implemented such as developing the decentralization policy and its implementation plan, deconcentrating human resources from the central government, and creating new districts. However, Zambia still faces challenges in fully implementing the decentralization programs and

delivering development to the local people (Bertelsmann Stiftung, 2012; Gumboh, 2012; Resnick, 2019).

The constituency development fund being a micro-financing tool, encompasses diverse developmental projects designed to transform the social and economic status of the local populace, ultimately resulting in improved services within the constituencies. For the project to meet its objectives and be implemented to provide a great service to the people, the projects must be monitored and evaluated to attain what they were planned for (Mwangi et al, 2015).

The progress of local communities hinges on the effective implementation of projects funded by the Constituency Development Fund. Hence, there is a crucial need to prioritize the monitoring and evaluation of these projects nationwide (Ochieng and Tubey, 2013). The purpose of monitoring and evaluating projects is to enhance the overall effectiveness of project planning, management, and execution. Consequently, diverse initiatives aim to bring about positive changes in the social, political, and economic standings of community members within a specific constituency (KHRC, 2010).

Mwangi (2005), emphasizes that to enhance the efficiency and effectiveness of constituency development fund projects in addressing constituency needs, it is crucial to implement monitoring and evaluation procedures to verify their progress (Ochieng and Tubey, 2013). Monitoring adheres to predetermined targets, with all activities outlined during the preliminary stage. The purpose is to guarantee the project stays on course and to alert the project manager and stakeholders of any deviations when detected. Monitoring serves as a fundamental managerial instrument, serving as the foundation of project evaluation, where concerned parties assess the competence, and capability of accessible assets to execute the planned activities (Mwangi, 2005).

To bring development closer to the people, the constituency development fund has been recognized as a mechanism that fosters community and constituency-level progress. Consequently, nations have embraced this fund as a means to enhance development within their constituencies and nations at large. For instance, the Government of Jamaica has adopted the fund as a way of directly facilitating developmental programs for its people (Government of Jamaica, 2020). This fund is a crucial component of governance at the constituency level and has effectively fulfilled its mission, benefitting all 63 constituencies (Government of Jamaica, 2020).

The Jamaican Government adopted the constituency development fund in 2008 to provide financial resources to the members of parliament for the implementation of approved social and economic programs in their respective constituencies. The initial allocation of the fund started with \$40 million per constituency though with fiscal challenges the country faced the allocation was reduced to \$20 million per constituency (Jamaica Information Service, 2018). The constituency development fund is a designated mechanism for constituency projects and aims to improve the effectiveness of members of parliament. The fund was designed to foster both social and structural advancement at the constituency level through the initiation of sustainable development projects (Jamaica Information Service, 2018).

To ensure sustainability with the developmental projects, all social and economic activities need to be streamlined to the constituency level and these activities include; the promotion of local governance, good environmental practices, the improvement of service delivery, government, and the people working together, and effectiveness of elected members. Projects that have been implemented range infrastructure development in the constituencies, fixing and upgrading of roads, building and rehabilitation works of basic and community schools, and agriculture projects (Government of Jamaica, 2020).

Further, the introduction of the constituency development fund in the Philippines dates back to 1986 when constituency representatives were granted full autonomy in selecting developmental ventures totalling 10 million pesos in each district (Kasuya, 2009). By 1990, the fund's scope was broadened to cover the entire country, leading to its renaming as the countrywide development fund. The allocation for the fund saw an increase to 2.3 million pesos (\$56 million) per constituency. In the 2000s, the constituency development fund was transformed into a priority development assistance fund, resulting in a continual rise in the allocated amount per constituency over the years (Nogales and Lagman, 2008).

The Philippines's constituency development fund was established to rectify the insufficient distribution of the national budget for local development. Unequal distribution to constituencies had hindered the effective implementation of local development initiatives. The introduction of the constituency development fund has formalized the allocation for development, ensuring an equitable across each constituency (Nogales and Lagman, 2008).

African nations have also embraced the constituency development fund as a strategy to bring development directly to local communities. For instance, countries like Kenya have adopted and implemented the constituency development fund to foster development within their constituencies and the country at large. Established in 2003 through parliamentary legislation, the fund serves as a source of development by directing monetary funds to the constituency level, supporting the execution of community-oriented developmental projects with lasting impacts on the social and economic welfare of the nation's citizens. The constituency development fund was instituted to address and mitigate inequalities in regional development that arose from political partisanship (Mapesa and Kibua, 2006).

Ghana, another African nation, has integrated the constituency development fund into its governance framework. The Republic of Ghana introduced the fund in 1994, incorporating it into the district assembly's common fund. This system operates on a formulaic basis, facilitating the transfer of financial resources from central government to district assemblies (Banful, 2009).

To maximize the benefits of decentralization and bring development directly to the community level, the Republic of Zambia implemented the constituency development fund as a financial mechanism for supporting micro-community-based projects aimed at reducing poverty at the constituency level (Government of Zambia, 2018).

In 1993, the Zambian government initiated the Public Sector Reform Programme to address the economic challenges confronting the country. The program comprised three key components; the restructuring of the public service, improvements in management and human resources, and decentralization and reinforcement of local government. Through this initiative, decentralization was implemented, enhancing the efficiency, effectiveness, and responsiveness of local government to the needs of local communities and facilitating the delivery of quality services and development (Government of Zambia, 2006). The primary aim of decentralization is to enhance governance by empowering local communities with authority and decision-making power at the local level (MLGH, 2006).

To bring development directly to the grassroots, the Zambian Government has prioritized decentralization as a key mechanism for promoting development, poverty reduction, and employment creation. This involves the active participation of the local people. To implement decentralization following the constitution, financial resources are allocated from the central

government and disbursed to local government entities. The constituency development fund serves as the primary instrument for channeling resources and funds directly to the people (MLGRD, 2022).

Despite Zambia's notable economic expansion, averaging 7 percent from 2006 to 2015, persistently high levels of poverty persist, reaching 54.4 percent at the national level and 76.6 percent in rural areas (Central Statistics Office, 2018; World Bank, 2018).

The local government structure in Zambia, which serves as a crucial connection to the local population and is responsible for overseeing the implementation of constituency development fund projects within constituencies, has struggled to fulfill its service delivery responsibilities. This is attributed to the underdevelopment and widespread poverty in the constituencies, despite the fund being operational for an extended period with annual distribution (Government of Zambia, 2017).

The constituency development fund serves as a distinctive mechanism designed to allocate specific portions of the government's budget to constituencies, funding local growth initiatives that are primarily chosen by both members of parliament and the local communities. This funding arrangement entails resources from the central government being directed to each constituency to finance development projects aimed at addressing specific local needs (Hickey, 2010).

Established in 1995 through parliamentary legislation, the Constituency Development Fund in Zambia supports micro-community projects as an integral component of the decentralization and local government policy (MLGRD, 2022). This fund plays a role in advancing infrastructure development, fostering the creation of wealth, and reducing poverty at the constituency level. Importantly, it has enabled local communities to actively participate in decision-making processes, aligning with the national decentralization policy (NAZ, 2019).

Between 1995 and 2016, the constituency development fund was governed by Section 45 of the Local Government Act Cap 281 of the Laws of Zambia. However, in 2016, the constitution officially established the Constituency Development Fund Act. Following this, the Local Government Act was revoked, and in 2018, the Constituency Development Act was enacted to outline the management, disbursement, utilization, and accountability aspects of the fund. The

government initially formulated guidelines for the fund in 2006, commonly referred to as the “CDF Guidelines for the Management and Utilization of the Fund” (MLGRD, 2022).

The National Assembly of Zambia (2019), accounts committee report states that ‘the core purpose of constituency development fund is to support community-driven projects, support the planning and management of development project at constituency level, provide resources according to the priority development needs of the constituencies and also encourage community participation in decision making in project implementation at local level’.

The budget allocation for the constituency development fund has seen a significant increase to broaden its scope, encompassing; community projects, initiatives for youth, women, and community empowerment, support for secondary boarding schools, and bursaries for skills development. This expansion aims to promote community participation in shaping local development within the constituencies. In line with this, the Zambian government has raised the budget allocation for the fund in 2022, elevating it from the previous K1.6 million to K25.7 million per constituency respectively. This increase is a strategic measure to stimulate development among the local people, aligning with the decentralization policy’s objective of empowering people to propose projects that will contribute to the comprehensive development of entire constituencies (MLGRD, 2022).

To ensure that development in the constituencies is moving at a current rate, the Government of Zambia has taken a step to increase the budget allocation of CDF yearly. The budget allocation of CDF in 2023 increased from K25.7 million to K28.3 million per constituency. Further, in his address to parliament, the Minister of Finance stated that CDF budget allocation for 2024 will be increased and each constituency will now receive 30.6 million (MOF, 2023).

Malama (2009), indicates that the projects within the scope of the constituency development fund include; water supply and sanitation, road development, agricultural initiatives, and social amenities like markets and bus shelters. Additionally, the projects encompass infrastructure for education and health, facilities for sports and recreation, and various economic activities within the constituency.

The Constituency Development Fund is established under Article 162 of the constitution of Zambia Amendment Act No.2 of 2016 and operates through the Constituency Development

Fund Act No. 11 of 2018, which provides for the management, disbursement, utilization, and accountability of the fund (MLGRD, 2022).

The fund has three components which are; community projects, youth, women and community empowerment, and boarding schools and skills development bursaries. Focusing on community projects, community projects are projects that are identified by the communities in their wards to benefit the entire community. The communities being the main beneficiaries and stakeholders of the developmental projects, the communities ought to actively participate in highlighting and addressing their social and economic needs which are in line with the ward development plan, integrated development plan, and national development plan (MLGRD, 2022). The purpose of community projects is to address the challenges of inadequate infrastructure faced in specific constituencies. Projects considered under the constituency development fund are water supply and sanitation, police posts, health facilities, feeder roads, markets, bus shelters, crossing points, dip tanks, and sports and recreation (MLGRD, 2022).

Research on the Constituency Development Fund found that it was often personalized by Members of Parliament, they would use the fund to push their agenda. In many instances, there have been reports of the funds being abused and embezzled (Phiri, 2016, EFZ, 2013, ZIPAR, 2015).

Projects funded by the Constituency Development Fund must align with the priorities identified by local communities. The objective of the Constituency Development Fund is to enable the active participation of local communities in the decision-making processes for the development of their respective constituencies in all 156 constituencies (EAZ, 2011; ZIPAR, 2015).

Constituency development-funded projects face the challenge of insufficient ownership from local community members. This lack of ownership stems from their limited involvement in decision-making processes, monitoring, and evaluation of projects. Additionally, their limited participation in selecting projects for implementation results in developmental projects not being effectively utilized by the community, and in some cases, there is even vandalism (Musenge, 2013).

The Constituency Development Fund plays a crucial role in promoting development within constituencies, but it has faced numerous audit queries. According to the Auditor General's

report for 2010/2011, 88 out of the audited 156 constituencies had queries. In 2012, 70 constituencies faced audit queries related to the CDF funds (PMRC, 2014). The effectiveness of the Constituency Development Fund in delivering much-needed development is hindered by several factors. One key issue is the limited awareness of CDF in the community, as the public lacks sufficient knowledge about the fund and its benefits, leading to reduced participation in the process. Additionally, the delayed release of funds negatively impacts project implementation and meeting deadlines. Another challenge is the poor quality of projects and the absence of effective monitoring. Constituency development-funded projects often suffer from substandard workmanship and inadequate monitoring and evaluation, resulting in projects failing to meet set standards and objectives upon completion, thereby failing to impress stakeholders (PMRC, 2014).

Therefore, the study seeks to explore the effectiveness of monitoring and evaluating CDF projects for Kitwe City Council.

1.3 Statement of the Problem

Citizens in Kenya have voiced strong criticism of the Constituency Development Fund, considering it a failure due to various challenges. These challenges include projects not aligning with the preferences of the people, a lack of transparency in fund allocation and disbursement, and perceived manipulation of the CDF process by members of parliament (Kimenyi, 2015; Ochieng, 2012). In Ghana, the constituency development fund has encountered issues of manipulation by members of parliament in the delivery of development to the people and delays in fund disbursement to district assemblies (King et al, 2003). In Tanzania, the introduction of the Constituencies Development Catalyst Fund aimed to strengthen parliamentary powers and purposes to enhance development in all constituencies (Chesang et al, 2016). Despite its positive potential for community development, politicians have found ways to exploit the funds for their agendas (Okungu, 2006).

Chibomba (2013) notes that despite the Constituency Development Fund being in operation for several years in Zambia, with annual releases to councils, the 156 constituencies still face underdevelopment and a lack of progress in infrastructure development. The decentralization policy has not produced positive outcomes, as successive governments have not effectively

implemented the policy, resulting in minimal enhancement in the performance of local government (Hampwaye, 2008; Chikulo, 2009; Sukisu, 2020).

Thus, this research aims to explore the effectiveness of monitoring and evaluating constituency development fund projects for Kitwe City Council.

1.4 Main Objective

To explore the effectiveness of monitoring and evaluation of constituency development fund projects for Kitwe City Council.

1.4.1 Specific Objectives

a) To explore the challenges encountered in the monitoring and evaluation process of CDF projects in Kitwe district.

b) To examine the key factors that can enhance the effectiveness of the monitoring and evaluation process in Kitwe district.

c) To develop critical success factors to be applied for the implementation of the monitoring and evaluation of constituency development fund projects in Kitwe district.

1.4.2 Research Questions

a) What are the challenges faced in the monitoring and evaluation process of constituency development fund projects in Kitwe district?

b) What are the key factors that enhance the effectiveness of the monitoring and evaluation process in Kitwe district?

c) What are the critical factors to be applied for the implementation of monitoring and evaluation of CDF projects in Kitwe district?

1.5 Significance of the Study

The outcomes of the study will be beneficial for the government, members of parliament, councilors, constituency development fund committees, local authorities, and the broader community.

The government will gain insights into the obstacles encountered in monitoring and evaluation of constituency development fund projects. This understanding will empower the government and

other stakeholders to establish effective measures for improving the monitoring and evaluation processes of constituency development-funded projects across constituencies.

The research will also contribute to the existing body of literature and theories on the effectiveness of monitoring and evaluating constituency development fund projects, offering insights into optimizing its utilization for the welfare of the local people.

1.6 Scope of the Study

The study was focused on the effectiveness of monitoring and evaluation of constituency development fund projects that Kitwe City Council oversees in the district. The targeted population is ward councilors, council employees, and ward development committees (representing the public).

1.7 Outline of the Whole Dissertation

Chapter One: Provides an overview of the background information related to the research topic, presents the research problem statement, outlines the study's aim and objectives, articulates the research questions, discusses the significance of the study, the scope of the research, provides an outline of the entire dissertation, and concludes with a summary of the chapter.

Chapter Two: Reviews literature on the effectiveness of monitoring and evaluation of CDF projects, giving various experiences in Africa and other continents before narrowing it down to Zambia. Provide a summary of the literature, and knowledge gap of the study and conclude the work.

Chapter Three: An introduction is provided to the theoretical and conceptual framework. The chapter explores theories related to the topic and proceeds to construct a conceptual framework. It further explains the variables and concludes the chapter.

Chapter Four: Outlines the research methodology, encompassing the research design, approach, philosophical underpinning, epistemological considerations, anthology, study population, techniques for sampling and determining sample size, tools for data analysis and data collection, considerations for validity and reliability, the ethical procedures guiding the study, and concludes the chapter.

Chapter Five: Involves the presentation and analysis of the findings, where the collected data is presented and analyzed by the study's objectives.

Chapter Six: Detailed discussion of the findings, where the results are examined and interpreted to explain the insights gained regarding the problem at hand. The chapter concludes with a summary of the study's conclusions and recommendations.

Chapter Seven: Entails the conclusion and recommendations derived from the study.

1.8 Chapter Summary

The chapter introduced and provided context for the study focusing on the effectiveness of monitoring and evaluation of constituency development fund projects overseen by the Kitwe City Council in the Kitwe district. It commenced with a brief overview of the significance of decentralization and the genesis of CDF, followed by background information on its inception. Subsequently, the chapter outlined the research problem, research objectives, the significance of the study, and the overall scope of the entire dissertation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is focused on expounding the efforts of other researchers concerning the Effectiveness of Monitoring and Evaluation of Constituency Development Fund Projects and experience from other developed and developing countries. It also emphasizes the challenges faced in the process of monitoring and evaluating constituency development fund projects. The chapter also examines key factors that would enhance the effectiveness of monitoring and evaluation in the community. Furthermore, develop critical success factors that would be used for the implementation of monitoring and evaluation of constituency development fund projects.

2.2 Overview of the Constituency Development Fund

2.2.1 Global Perspective of Constituency Development Fund

The Constituency Development Fund serves as a micro-financing tool aimed at ensuring the implementation of developmental projects within constituencies. Constituencies have the autonomy to prioritize projects based on the needs of their residents. This fund grants constituents the power to make decisions regarding projects that will contribute to the development of their constituencies and the nation as a whole. Consequently, countries like India have adopted this fund to promote development among their citizens. India's introduction of the CDF, also known as the Member of Parliament Local Area Development Scheme (MPLADS), in 1993 stemmed from a proposal put forth by members of parliament. This scheme allowed MPs to recommend developmental projects within their constituencies, responding to the frequent requests they received from constituents for assistance with small-scale projects (Republic of India, 2002).

Guidelines in the use and distribution were introduced as a way to reduce misuse of the fund as reported from the auditor general's report had reviewed serious mismanagement of MPLADS-funded projects across various constituencies. This revelation garnered widespread public attention, marking a turning point for MPLADS and prompting increased scrutiny of its operations. As a result, the government implemented stricter program implementation guidelines

for the fund. These included provisions for increased review and scrutiny from ministry authorities in cases of significant under-utilization of funds (Keefer and Khemani, 2009).

Pakistan also implemented a Constituency Development Fund (CDF), which originated during the military regime in 1981. At that time, the president ordered the distribution of public funds to selected members of the legislature, marking the inception of the CDF system (The Express Tribune, 2012; Wasti, 2009). Following the 1985 elections for national and provincial assemblies, the formal introduction of the CDF represented a significant milestone in the transition from military rule to civilian governance in Pakistan. The Prime Minister at the time introduced the CDF as part of a comprehensive five-point program aimed at establishing a democratic system, prioritizing national defense, and foreign policies, and addressing socioeconomic challenges within the country (Rizvi, 1986).

Each national and provincial assembly received an allocation of CDF funds, and legislators had complete autonomy over project selection. However, stakeholders have voiced concerns regarding the government's decision to grant legislators control over the project selection process. Critics argue that legislators often base their decisions on political motivations, leading to the rewarding of family members or influential individuals in the project approval and contractor selection process. Furthermore, there is a lack of adequate checks and balances and transparency in the selection criteria (Khan, 2009).

2.2.2 Regional Perspective of Constituency Development Fund

African countries also adopted the constituency development fund as a tool to develop their communities and reduce poverty among the people. The Republic of Tanzania adopted the fund in 2009, as a way of ensuring members of parliament implement developmental projects and reduce daily nuisances in their constituencies. The fund was renamed the Constituencies Development Catalyst Fund (CDCF), this was because the fund was envisioned to be a catalyst for accelerating self-help development efforts at the grassroots level (Vera, 2009).

Additionally, the Malawian government also adopted the Constituency Development Fund to develop the local communities. The focus of the fund was to eradicate poverty at the constituency level through interventions and implemented programs. Presently, the focus of the fund has changed from the support of micro-projects to the fund being the key vehicle fostering

local economic development (Government of Malawi, 2022). This provides an opportunity for members of parliament and community members in the decision-making and implementation of projects that improve/maximize their welfare (Chibomba, 2013). The fund was adopted in 2006 through an Act of Parliament to implement developmental projects that would improve the socio-economic well-being of the people (Government of Malawi, 2014). Allocation to the fund has been increasing over the years from MWK 1 million in 2006 to MK 100 million per constituency in the 2022/2023 financial year (Government of Malawi, 2022).

2.2.3 Local Perspective of Constituency Development Fund

The Zambia government introduced the Constituency Development Fund through an Act of Parliament in 1995 to support micro-community projects as an integral component of the decentralization and local government policy. The scope of the fund encompasses, community projects, youth and women empowerment, and bursaries for secondary and skills development (MLGRD, 2022). According to the National Assembly of Zambia report (2019), the constituency development fund plays an important role in the creation of wealth, advancement of infrastructure development, and poverty reduction at the constituency level and enables local people to actively participate in the decision-making process in line with national decentralization policy. To ensure that development is delivered to the people, the Zambian government in the 2022 budget increased the budget allocation for CDF from K1.6 million to K25.3 million per constituency respectively (MLGRD, 2022). To this effect, the 2023 CDF budget allocation was increased from K25.3 million to K28.7 million per constituency and in his address to parliament, the Minister of Finance stated that budget allocation for the 2024 CDF will be increased to K30.6 million and the Government announced that the budget allocation of CDF would be increasing annually (MOF, 2023).

With all the positives that CDF offers to constituencies, the fund has been criticized for the failure to fully develop the constituencies, people criticize the fund as they do not see the much-desired development implemented through the fund. Politicians influence their agenda as projects selected benefit them more than the people, the people do not fully participate in the decision-making process, and lack of effective monitoring and evaluation affecting the implementation process of the projects.

2.3 Literature Based on Research Objectives

The relevant literature related to the research objectives is outlined below.

2.3.1 Challenges encountered in the monitoring and evaluation process of CDF Projects

2.3.1.1 Transport/Logistics Challenges

Several local authorities face challenges in adequately overseeing and supervising projects funded by the Constituency Development Fund (CDF) within constituencies, resulting in a compromise in the quality of project work. The primary issue lies in logistical constraints, particularly the limited availability of vehicles for conducting site visits across various wards in constituencies. Monitoring and evaluation are crucial for ensuring that projects, once initiated and implemented, stay on course and achieve their intended objectives. Given that these projects are spread across all constituencies, regular site visits are necessary to track their progress. Unfortunately, this proves challenging for some local authorities due to factors such as having only one vehicle or, in some cases, lacking vehicles entirely for monitoring and evaluation purposes. The scarcity of vehicles poses a significant obstacle to the effective oversight of projects, as a single vehicle is insufficient to visit all the projects. Additionally, conflicts of interest may arise when multiple officers need to use the same vehicle. Consequently, a substantial number of projects are not adequately monitored and evaluated due to these logistical and transportation challenges, preventing officers from visiting projects within constituencies (NAZ, 2019).

2.3.1.2 Poor Road Network and Vastness of Most Constituencies.

In a study conducted by Materai (2016), focusing on the effectiveness of monitoring and evaluation systems for the Constituency Development Fund (CDF) in Nairobi County, **Kenya**, several challenges were identified. One significant challenge was the absence of a functional monitoring and evaluation system specifically tailored for the Constituency Development Fund in Nairobi County. Another obstacle was the insufficient institutional and human resource capacity to carry out effective monitoring and evaluation. The study also highlighted the absence of a clearly defined structure for monitoring and evaluation, coupled with a shortage of adequately trained personnel in these processes. Additionally, the lack of transportation and difficulties in accessing certain areas with CDF-funded projects due to poor road conditions were identified as further challenges.

Certain constituencies face considerable challenges in project monitoring and evaluation due to their extensive geographical size and poor road networks. The road infrastructure in these constituencies is often in a state of disrepair, making it difficult and sometimes impossible to access project sites. Some constituencies experience issues such as impassable roads and washed-away bridges, hindering the ability to visit, monitor, and evaluate projects effectively. In instances where constituencies are exceptionally vast, reaching project sites can be time-consuming, requiring a full day's drive. Consequently, projects in these areas may experience delays in monitoring and evaluation due to the sheer size of the constituency.

In a session of the Committee on Local Government Accounts in **Zambia**, focusing on the utilization of the Constituency Development Fund (CDF) and Local Government Equalization Fund, it was revealed that certain constituencies face challenges due to their extensive size, making it difficult for the allocation to cover all wards adequately. The vastness of these constituencies and wards poses significant obstacles to the efficient management and monitoring of projects in these areas (NAZ, 2019). The local authority's role is pivotal in the CDF implementation process, ensuring the delivery and implementation of projects to the community beneficiaries. However, concerns have been raised by various stakeholders regarding the capability of local authorities to effectively procure, monitor, and evaluate CDF projects, especially with the increased fund allocation. Specific capacity constraints, including a shortage of staff for project management, insufficient funding for on-site visits, and limitations in institutional design, are affecting the majority of local authorities in their ability to manage CDF effectively (Casey et al., 2021).

2.3.1.3 Lack of monitoring and evaluation framework

According to Tilahun (2021), in organizations, monitoring, and evaluation systems are faced with several challenges such as poor system design concerning collecting data that is more than needed and cannot be managed, insufficient M and E staff concerning quantity and quality, and deferred baseline studies. Delays in data processing result from inadequate processing facilities and staff shortages. Collected data for the monitoring and evaluation of projects has to be processed and results presented on time to facilitate quicker decision-making. For this to be fulfilled, computers need to have the right software capabilities to process the data inputted with a capable staff though that is not the case in most organizations. As such there are delays in the

analysis and presentation of results, and the survey designs produced cannot be used. Monitoring and evaluation reports have been done through the reports that remain unused by project members as some reports are ready when the project is already commissioned.

Monitoring and evaluation are integral components in the process of designing and implementing projects. They serve as management tools that generate crucial information enabling the project team to identify significant issues, constraints, and accomplishments encountered during implementation. Moreover, monitoring and evaluation contribute to activities such as project adjustments, planning, and budgeting, and provide information related to accountability and support. Therefore, the role of monitoring and evaluation is pivotal in enhancing the success of a project (Hobson and Mayne, 2013). Despite their importance, numerous challenges hinder the effective implementation and utilization of monitoring and evaluation in organizations. Key challenges encompass a shortage of skilled personnel, limited organizational capacity, misunderstandings regarding the role and effectiveness of monitoring and evaluation, insufficient mandates for those tasked with monitoring and evaluation responsibilities, and inadequate budget allocations for monitoring and evaluation activities (FAO, 2010).

A study conducted by Mutua et al. (2013), examined the factors influencing the effectiveness of monitoring and evaluation in the context of Constituency Development Fund (CDF) projects in the Chagamwe Constituency, **Kenya**. The findings revealed the absence of a well-defined institutional framework for monitoring and evaluating CDF projects, impacting the successful implementation of these projects.

The majority of local authorities in **Zambia** lack a well-organized and established monitoring and evaluation framework specifically designed for overseeing projects funded by the Constituency Development Fund (CDF). Typically, local authorities lack standardized monitoring and evaluation tools, techniques, and frameworks to guide the monitoring and evaluation process of projects. As a result, the absence of a proper monitoring and evaluation system hinders officers from having clear guidelines on what and how they should monitor and evaluate projects. This absence has a direct impact on the quality of work on the projects and may influence the overall success of these projects (Casey et al., 2021).

2.3.1.4 Lack of skilled personnel

A study conducted by Wanjiru and Kimtai (2013), aimed to assess the extent to which monitoring and evaluation were implemented in NGO projects and their ultimate impact on project delivery in Nairobi. The research revealed a shortage of competent monitoring and evaluation teams across various NGO projects, leading to delays in the implementation and delivery of sustainable projects to the community. UNDP (2009), emphasizes the importance of having an adequate human resource base for effective project delivery and high-quality monitoring and evaluation outcomes. According to UNDP (2009), M and E staff should undergo training in research skills and project management to enhance their competence. The training in monitoring and evaluation is rooted in the comprehension of fundamental monitoring and evaluation concepts, ensuring an understanding of the relationship between the Theory of Change (TOC) and the resulting framework (CPWF, 2012). Capacity building involves the mobilization of resources, strengthening institutions, and providing training to individuals to acquire suitable and essential skills (UN – Water, 2004).

In a study conducted by Wachamba (2013) on the determinants of effective monitoring and evaluation within Nairobi City, **Kenya**, a descriptive research design was employed, involving 8,503 NGOs operating within the city. The research identified that the choice of tools and techniques significantly hindered the utilization of monitoring and evaluation systems. Another challenge identified was the insufficient training for M and E staff, which negatively affected the effective utilization of the M and E system.

Local authorities in **Zambia** face a shortage of skilled and knowledgeable officers in the field of monitoring and evaluation. The individuals tasked with monitoring and evaluating projects often include quantity surveyors, architects, and civil engineers who, while possessing expertise in this area, are constrained by other responsibilities, impacting their ability to consistently monitor projects. To address this, there is a crucial need to employ skilled and qualified personnel specifically dedicated to monitoring and evaluating Constituency Development Fund projects. Given the diverse range of CDF projects determined by committees, officers responsible for monitoring and evaluation must be consistently present on-site to ensure effective and efficient project implementation. However, the reality on the ground is different, as many local authorities suffer from understaffing issues, making it challenging to adequately monitor and evaluate

projects. In some cases, only a handful of officers may be responsible for monitoring projects across all constituencies, leading to potential compromises in the quality of work and the success of the projects. The officers may be overwhelmed by the numerous projects to cover and other institutional responsibilities, impacting their ability to effectively monitor and evaluate the projects to the best of their abilities (Casey et al., 2021).

During a review conducted by the Committee on Local Government Accounts, specifically focusing on the Constituency Development Fund and Local Government Equalization Fund, it was identified that in numerous local authorities, the monitoring teams lacked expertise in project management, monitoring, and evaluation. This lack of experience resulted in compromised project implementation and the failure to successfully execute projects due to the ineffectiveness of the monitoring teams (NAZ, 2019).

2.4.1 Examine Key Factors that can Enhance the Effectiveness of the Monitoring and Evaluation Process in the Community

2.4.1.1 Training of Staff in Monitoring and Evaluation

Research by Ong 'are (2017), states that education and training are the greatest assets in any organization. It's always important to invest in the human capital of an organization by equipping them with all required knowledge and skills as they lead to the efficiency of an organization. Organizations need to ensure that their members of staff are all equipped with necessary skills such as data collection, analysis, and interpretation for the anticipated performance to be attained in the organization. An M and E officer must be highly skilled and knowledgeable about the tools and techniques used on M and E systems in particular organizations. The M and E officer must be knowledgeable enough in the process of monitoring and evaluating projects and programs. M and E officers always have to be up to date with new trends in monitoring and evaluation and ensure they join professional bodies to interact with experts in the field of M and E (Jarya, 2007).

The success and effectiveness of any project are highly dependent on the knowledge and skills of the monitoring and evaluation officers found in an organization (Wamuhu, 2010). It is important to note that the factor that enhances the effectiveness of monitoring and evaluation is training. CDF projects need to have trained personnel to ensure that they monitor and evaluate the

progress made on the projects. Members of staff charged with the responsibility to monitor and evaluate projects need to be taken for further studies in the field of monitoring and evaluation for them to be equipped with all necessary skills and knowledge to effectively monitor and evaluate projects. There is a need for more staff to be employed with skills and knowledge in M and E in most of the local authorities who are the main implementers of CDF. The personnel need to be well skilled and knowledgeable in monitoring and evaluation and have to be well acquired with the current trends of the happenings concerning monitoring and evaluation. It is advisable and necessary for officers specifically in the M and E field to undergo training to gain skills in modern data collection and analysis for the full guarantee of successfully implementing the project and for the project to stand the test of time (Simons, 2010 and Sheperd, 2014).

Researchers have pointed out there is no doubt that training has a huge significance on the members of staff as the staff will have the necessary skills to carry out a proactive and efficient monitoring and evaluation process that would translate into the successful implementation of projects benefitting the organization and the beneficiaries at large. The research by Ouma (2010), on the influencing factors of effective M and E with a focus on the effects of project management training of key project officers in the Rachuonyo District of **Kenya**. The research established that organizations needed to have M and E officers who were considerably experienced, have knowledge of current trends, knowledge of the M and E framework, and could come up with evaluation indicators for effective M and E. Formal training was highly recommended as an important factor in the effectiveness of M and E on projects.

Adding on to Ouma's (2010) research, Mulandi (2013), pointed out that the research focused on the critical factors that lead to the successful delivery of monitoring and evaluation systems in organizations. The research stated that if the monitoring and evaluation team on a project does not have regular training and experience, projects tend to suffer as the team won't effectively monitor them. It is important to have a well-trained and experienced M&E team charged with the responsibility of monitoring and evaluating projects for the successful implementation and delivery of the projects to the community. The World Bank (2011), added on stating that it is of great importance for institutions to have monitoring and evaluation human resource management practices in place to have a stable human resource team that would diligently monitor and evaluate projects.

Enhancing the monitoring and evaluation results of a project depends largely on the skill set, experience, and competence of the monitoring and evaluation team charged with the responsibility to monitor and evaluate that project. There is a need to develop and improve skill-matching practices, training, and capacity building to have an effective and competent monitoring and evaluation team (Gorgens and Kusek, 2009). The sustainability of the projects relies on an adequate supply of human resources on the project (Koffi-Tessio, 2002, Acevedo, Krause, and Mackay, 2012).

Further, research by Wachamba (2013), recommended that training of staff should be a priority in any organization as it highly contributes to the effectiveness of the monitoring and evaluation systems and improvements on the system. Training of staff greatly impacted the capacity building of personnel and increased the technical knowledge of the monitoring and evaluation staff. It is important to have a highly skilled and knowledgeable monitoring and evaluation team as this would enable them to write and interpret monitoring and evaluation results, understand various monitoring and evaluation frameworks, project indicators, and various types of data in monitoring and evaluation as this would lead to having successful monitoring and evaluation of projects earmarked for implementation (Tidac and Pivac, 2014).

In their sitting, the local accounts committee looking at the utilization of the constituency development fund and local government equalization fund at the National Assembly of **Zambia**, it is found that in most local authorities, officers lacked training and experience in monitoring and evaluation and this highly contributed to the failure in successfully implementing projects and the committee recommended that monitoring and evaluation officers in local authorities needed to be sponsored for further studies and skills needed to be efficient in their duties of being monitoring and evaluation officers (NAZ, 2019).

2.4.1.2 Monitoring and Evaluation Framework

Research by Nabulu (2015), stated it is of great importance to have in place an operational monitoring and evaluation system. The monitoring and evaluation system consists of a set of planning, information gathering, and report processing accompanied by all essential supportive conditions and capacities for the output of monitoring and evaluation to make a valuable contribution to decision-making and learning. Having a clearly defined purpose and scope for monitoring and evaluation system assists with the decision-making process when it comes to

budget levels, indicators to be tracked on the project, and categories of communication. It is important to have an institutional framework for monitoring and evaluation in any organization as this will assist in the planning and the function of monitoring and evaluation during the implementation process (Aune, 2000, FHI, 2004).

According to NAZ (2019), it was recommended that local authorities in **Zambia** have in place a standard monitoring and evaluation framework that would easily determine the extent to which projects are to be tracked and make the necessary corrections timely. For monitoring and evaluation to be enhanced for the benefit of the community, institutions ought to have a monitoring and evaluation framework in place to guide the process of monitoring and evaluating projects that would in return contribute to the improved living standards of the local people. Local authorities need to have a standard framework in place for the effectiveness of monitoring and evaluating CDF projects. Having a framework in place, monitoring and evaluation officers would know what tool and technique to use when monitoring and evaluating projects concerning the diversity of CDF projects according to the number of constituencies in a particular district.

Casey et al (2021), suggested that for developmental objectives to be achieved through the successful implementation of CDF projects in **Zambia**, local authorities must have a standard monitoring and evaluation framework as the framework would give both local authorities and community members the reality concerning the implementation of CDF projects and factors affecting the implementation of the projects. The framework should have a structure indicating the duties of all those to be involved in the monitoring and evaluation process as well as a checklist to be used for the reports.

2.4.1.3 Availability of Logistics

For monitoring and evaluation to be highly enhanced, logistics such as a vehicle need to be readily available to necessitate the frequent movements of the monitoring and evaluation officers during visitation to the project site to ensure that projects are on track and earmarked for successful implementation. The government needs to work on the roads in most of the vast constituencies to make them accessible and in return, the development would easily be taken to these areas. All bridges and access roads have to be done to ensure that development is taken to the doorsteps of the people and in the end, each part of the country would receive the development they eagerly require. In the 2022 CDF guidelines, guidelines indicate that each

local authority will receive a vehicle, especially for CDF activities. This is highly appreciated as the vehicles would assist greatly in the movements of the monitoring and evaluating officers during site visits and ensure that the projects are implemented according to schedule and within the recommended parameters set (MLDRD, 2022).

2.4.1.4 Community Participation in the Monitoring and Evaluation of CDF Projects

Estrella and Gaventa (1997), state that in the process of monitoring and evaluating a project, participation is highly required from all stakeholders for the successful implementation of the project. As participatory monitoring and evaluation involve all stakeholders whether educated or not, the rich or poor, are all involved in the decision-making process on how the project should be measured, how the information and results will be handled and action required. The involvement of all stakeholders ensures that all parties involved in the process are satisfied with the implemented project, get to learn from the challenges they encountered to improve on them as they get to implement other projects, and above all empower the local people with skills and have full ownership of the projects.

For years, several developmental projects implemented in the communities have always overlooked the participation of the local people, as projects are being set up from the planning, design, implementation, monitoring, and evaluation leading to these projects being rejected by the community (Gilbert, 2012). The involvement of the local people leads to sustainability and ownership of the projects implemented in their community. The community members are aware of the challenges they face and are in a better place to monitor and evaluate projects being implemented, the community members ought to be involved and treated as partners for the success and betterment of the entire society (Kizlik, 2010).

Kibebe and Mwirigi (2014), stated in their research suggest that not involving experts in monitoring and evaluation of the implementation of CDF projects leads to projects being dragged, poor quality of work, and not utilizing the completed projects. To have an effective implementation of CDF projects, solid monitoring, and evaluation practices are required as this leads to the conditions of the project being known, challenges identified, and the full involvement of the community to have a sustainable and successful implementation of CDF projects.

Wanjiku (2019), in her research that focused on the influence of community participation on the completion of constituency development fund projects in **Kenya**, found that community participation in the process of monitoring and evaluation enhanced and had a great impact on the completion of CDF projects in Kabete constituency. In Kiambu County, the community participated in formulating the M and E plan, and the community participated in the assessment of the projects implemented and came up with the M and E team.

2.5 Develop Critical Success Factors to be Applied for the Implementation of the Monitoring and Evaluation of the CDF Project

The phase where the plans of a project are turned into reality is known as project implementation. Project implementation involves planning, deciding, evaluating, and fulfilling the conclusion logically. As well as putting into consideration the objectivity of the nature of projects, involved in a wide range of activities that require more than planning due to the many external challenges (Phillip et al, 2008; Abraham, et al, 2008).

Additionally, some factors are accountable for the successful implementation of a project, of which some are within the control of the project management whilst others are from external threats. Therefore, some concerns that would affect the project are acted upon straightaway during the early stages of the project, as well as others, are amended during the monitoring of the project implementation. Factors that lead to the successful implementation of the project must be identified and included during the design stage of the project and implementation of the project so that the project is monitored and evaluated, the outcome of the project benefits both the beneficiaries and satisfies implementers and funders of the project (Khan, et al, 2000).

According to Cheong and Mustaffa (2017), construction projects have played a crucial role in **Malaysia** as they contribute to economic growth through infrastructure development benefitting the citizens. Though it's not all projects that attain their goals as most of them fail to achieve their goals due to factors that affect the project and implementation process. These factors if not considered affect the entire project leading to the wastage of resources. The critical success factors identified to be important and ensure the success of the implemented projects are project management and planning, project procurement, external environment, project related, and project stakeholders.

In **Ghana**, it was found that the motivating factors in ensuring the effective implementation of monitoring and evaluation systems in the construction industry are project budget, project duration, project scope and size, the goal of the project, capacity for monitoring and evaluation, and project beneficiaries (Tengan, et al, 2014).

Research by Osman and Kimutai (2019), in Wajir County of **Kenya**, stated that for the county to have an improved implementation of road projects, there are critical success factors that have to be in place for that improvement to be noticed such as the competencies and capacity of contractors, resource mobilization, beneficiary participation, political willingness and governance and monitoring and evaluation of the entire project.

Das and Ngacho (2017), in their research, looked at the critical success factors that influenced the success of the constituency development fund construction industry in **Kenya**. It was found that the critical success factors that influenced the success of the CDF construction industry were project-related, client-related factors, environment-related factors, supply chain-related factors, consultant-related factors, and contractor-related factors.

Mwangi, et al (2015), stated in their research focused on investigating factors affecting the implementation of monitoring and evaluation systems in constituency development-funded projects in **Kenya** and it was found that technical capacity, stakeholder participation, and budget allocation have an impact on the implementation of monitoring and evaluation systems on constituency development funded projects. Whereas Olala and Owuor (2020), in their research identified critical success factors that had a positive impact on the implementation process of monitoring and evaluation systems in projects. The success factors that were identified were technical capacity, stakeholder participation, budget allocation, management commitment, training of staff, and the scope of the project.

2.6 Summary of the literature

The constituency development fund is a progressive policy that gives the local people an opportunity to determine and decide how and what projects they would like to see implemented for the full benefit of the entire community or constituency. In the delivery of development to the people through CDF, projects have to be adequately monitored and evaluated to ensure that they meet the specific objectives they were set for and are implemented within schedule and budget.

With support from other researchers, it was found that monitoring and evaluation is faced with several challenges in its quest to ensure that constituency development-funded projects are adequately implemented. It is important to note, that local authorities that usually receive the CDF funds ought to have adequate human resources, logistics, and a framework that would enable them to effectively monitor and evaluate CDF projects that would be implemented for the local people for them to highly benefit from such projects in an effort of taking development direct to the local people.

2.7 Knowledge gap

Various research has been done on the effectiveness of monitoring and evaluating constituency development-funded projects both locally and internationally. Nevertheless, the studies were limited to the institution, location, and sector. The research focuses on the knowledge gap of other researchers on the effectiveness of monitoring and evaluation of CDF projects.

Table 2.1 Knowledge Gap 1

No.	Author and Year of Publication	Topic	Methodology	Findings	Knowledge Gap
1.	Ong'are, P. B. (2017)	Factors influencing the effectiveness of monitoring and evaluation of government projects in Kenya. Case of the National Government Constituency Development Fund Projects in Dagoretti North Sub-County,	The study population was 620 respondents with a sample size of 86 respondents. Stratified random sampling and purposive sampling techniques were used to determine the sample size and respondents of the entire population.	It was found that the level of training for M and E staff, time allocated to M and E, cost of M and E, and stakeholder participation contributed to the effectiveness of monitoring and evaluation	Emphasize the skills and knowledge in basic project management coupled with monitoring and evaluation

		Nairobi County, Kenya			
2.	Susiku, C. M. (2020)	Utilization of constituency development fund for public projects in Kabwe District.	The Study population was 150 respondents with a sample size of 110 respondents. Purposive sampling and simple random to determine the sample size and respondents of the entire population.	CDF tools like identification, planning of projects, stakeholder involvement, allocation of funds, monitoring, and evaluation enhanced the utilization of CDF on public projects.	Improvement of CDF tools for effective project management
3.	Nabulu, O. L. (2015)	Factors influencing the performance of monitoring and evaluation of government projects in Kenya. Case of Narok East Sub-County, Kenya	The Study population was 138 respondents with a sample size of 122 respondents. Simple random techniques were used to determine the sample size and respondents of the entire population.	High correlation of the level of training, cost, and time on the performance of monitoring and evaluation of government projects	All stakeholders to be involved in the process of M and E to enhance government projects

4.	Ntiniya, M. E. (2016)	Influence of monitoring and evaluation on the performance of CDF projects in Kenya. Case of Kajiado East Constituency	The Study population was 124 respondents with a sample size of 51 respondents. A stratified random sampling technique was used to determine the sample size and respondents of the entire population.	The involvement of stakeholders in the M and E process had a great impact on the performance of CDF projects.	Budget to have a clear provision for M and E activities
5.	Matetai, M. (2016)	Assessment on the use of monitoring and evaluation system in constituency	The Study population was 187 respondents with a sample size of 55 respondents. Simple random sampling was used to determine the sample size and	The existence of the M and E system influenced decision-making on CDF projects	Studies have to be done to ensure that the M and E systems are effective

		development fund, Nairobi County	respondents of the entire population		
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2.8 Chapter Summary

The chapter reviewed literature from various researchers on the effectiveness of monitoring and evaluating constituency development fund projects and drew citations from the various authors. The chapter was guided by three objectives which were, challenges encountered in the monitoring and evaluation process on CDF projects, the key factors that can enhance the effectiveness of the monitoring and evaluation process in the community, and develop a critical success factor to be applied for the implementation of monitoring and evaluation of CDF projects.

CHAPTER THREE

THEORETICAL AND CONCEPTUAL FRAMEWORK

3.1 Introduction

This chapter focuses on the theoretical and conceptual frameworks used to guide the researcher with the study investigations. The chapter draws attention to theories surrounding the topic of study. Further, the chapter proposes a conceptual framework aimed at addressing the research problem by describing and operationalizing the variables i.e. independent, moderating, and dependent variables. The chapter ends with a summary of the theories and concepts discussed.

3.2 Theories of the Study

Kothari (2004), describes a theory as a set of well-argued ideas that are intended to explain a phenomenon by stipulating variables of the laws that relate the variables to each other. Theories are framed to offer an explanation, prediction, and understanding of phenomena as well as challenges to the prevailing knowledge within the bounding expectations. The theoretical framework is a structure that supports the theory in a research study. It offers a description of the theory that gives the reason as to why the research problem being studied exists (Gabriel et al, 2013). Mills and Birk (2014), define a theory as an explanation arrangement that includes a set of concepts that are related to each other and linked in a logical pattern of connectivity. A theory or theoretical framework is described as a well-established rationale that is used to explain an event. Theories are selected for their capability to explain a social phenomenon. A theory gets to put into context the research findings as well as test, apply, and locate an established theory for the proposed research (Vithal and Jansen, 2012).

Ravitch and Carl (2016), state that the theoretical framework offers assistance to the researcher by positioning and putting into context the formal theories into studies as a guide as this puts the study in a scholarly and academic manner. Additionally, the theoretical framework serves as the focus of the research and is linked to the research problem of the study. This, therefore, guides the researcher in the selection of research design and plan for data analysis. Theoretical frameworks offer assistance to the researcher when it comes to finding a suitable research approach, analytical tools, and procedures for the research inquiry as this makes the research finding meaningful and can be generalized (Akintoye, 2015).

The theoretical framework acts as a structure and supports the rationale of the research, problem statement, purpose, and research questions (Sontag, 1996; Rudasill et al., 2017). Grant and Osanloo (2014), state that the theoretical framework offers a foundational basis for the literature review and methodology of the research. According to Imenda (2014), a research study where a theoretical framework has not been done cannot offer the exact direction to search the applicable literature and scholarly discussion concerning the findings from the research. In this study, the researcher put together the following theories which aided the findings of the research investigations. The study is guided by the theory of change, stakeholder theory, and system theory.

3.2.1 Theory of Change

In 1995, Carol Weiss first made available the theory of change, theory focused on finding out how and why an initiative works. The theory of change was used to define necessary pieces and steps that could be used to bring about long-term goals. The theory was applied to social change procedures with the desire to have a thinking of change that was action-oriented as opposed to rigid planning and logic approaches. The theory is involved in describing the type of interventions that ensure the desired result needed and includes assumptions (research-supported) that stakeholders would use in explaining the process of change. The theory of change points out how the desired change will occur by understanding how the change would take place through the involvement of community participation in the process of monitoring and evaluation and how intervention strategies would have an influence (Rogers, 2008).

The research study opted to adopt this theory as it is a tool that would be used in developing solutions linked to complex social difficulties. The theory provides an ideal way of how a project should work, be tested, and developed through monitoring and evaluation, and it is specific and measurable which is important for planning, evaluating, and implementation. With proper planning of a project coupled with monitoring and evaluation, the outcome of the desired goal would be achieved as the implemented project would meet and address all the challenges of the people. The purpose of CDF is to ensure that the desired development in the local communities is taken to them and that the people are at the center of this development, to ensure the development is attained all stakeholders have to play a part in monitoring and evaluating projects adequately (Ong'are. 2017).

3.2.2 Stakeholder Theory

According to Nguluu and Mulwa (2003), stakeholder theory is based on management as the managers are guided on how to inform the value they create, how to bring core stakeholders together and ensure that they explain to management the importance of promoting the interests of stakeholders. Miles et al (2013), defined stakeholders as a group of people with the capacity of affecting or getting affected by an organization. According to Freeman (1984), stakeholder theory helps managers show how the organization would fit in a large environment, its operations and procedures would affect stakeholders and ensure that they get to fully analyze the impact and highly consult before they get to make major decisions concerning a project.

Stakeholder theory provides organizations with an opportunity to make decisions that have the true reflection of all stakeholders. All the needs of parties interested in a project are considered as decisions are made concerning the project. Even the project management institute recognizes the importance of stakeholders to any project, stakeholders would be people or organizations that would be actively involved in the project and may have positive or negative views that would affect the successful implementation of the project (McAbee, 2021). As such, stakeholder theory is important to CDF-funded projects as the theory ensures all parties play a part in the successful implementation of the projects in the community. Therefore, the communities, the ministries, the council, and the CDF committees have a role to play in the monitoring and evaluation of the CDF projects as a way of guaranteeing the successful implementation of the projects that would stand the test of time.

3.2.3 System Theory

System theory has been used as an analytical approach to understanding the operations of complex systems. A system is made up of numerous self-governing units or subsystems that work together to achieve a set objective. System theory provides a framework to define a subject entity, create a formalized model of the entity, ability to understand the entity with the elements and their properties and understand the outcomes (Mutong'Wa and Khaemba, 2014).

System theory was advanced by L. Von Bertalanffy a biologist who specialized in studying how the human body relates. The theory proposes that a system is made of subsystems that are different though they all work together to achieve a common goal and, in the process, each subsystem has a role to play. A system is structured in such a way that several components be it

units or subsystems all work together to ensure that they achieve their set objective. A framework is provided by the system theory for a group of elements and their properties should be jointly studied for the outcome to be understood. The elements are input, output, control, and feedback. A project is a system in which different people are put together to achieve a set objective. In an organization as well, different departments work together to ensure that the organizational goal is achieved (Rogito, 2010).

System theory is relevant as it shows that systems are open and interactive as such organizations can easily interact with people to offer ideas that would see the organization achieving more of its objectives. System theory combines stakeholder participation, project leadership, and feedback which are important in the monitoring and evaluation of projects to ensure that the objectives set are achieved for the projects. System theory provides a framework where stakeholders are engaged in the decision-making process to enhance decisions on the project (Reed, 2008).

System theory is useful to government projects including CDF projects in ensuring that the systems are highly effective and the projects get to achieve their set objectives. The system theory covers several concepts in the management of CDF projects such as inputs, outputs, leadership, control, and feedback which with monitoring and evaluation tools are useful in understanding the outcomes (Abdi and Kimutai, 2018). The monitoring and evaluation of CDF projects require a system, there is a need to have a system in place to be used as a framework to guide the effective monitoring and evaluation of projects to ensure that the projects achieve their set mandate. With a monitoring and evaluation system in place, monitoring and evaluating projects is made easier with the use of the monitoring and evaluation tools that are important in the process.

3.3 Conceptual Framework

Ravitch and Riggan (2017), define conceptual framework as a whole, rational orientation with relations of anything and everything that forms the essential thinking, structures, plans, and practices and implementation of the researcher's entire research project. The conceptual framework encompasses the researcher's thoughts on identifying the research topic, problem to be investigated, questions to be asked, literature to be studied, theories to be used, methodology to use, methods, procedure, and instruments to be used, data analysis and interpretation of

findings, recommendation, and conclusion of the study. A conceptual framework is defined as the result of getting together several linked concepts to explain and give a wider understanding of the phenomenon under research (Imenda, 2014).

According to Swaen and George (2022), the conceptual framework gets to explain the expected relationship among variables. It gets to define the applicable objectives for the research process and plans out how they come together to offer a logical conclusion. Conceptual frameworks are done before collecting data and presented in a visual format that shows the cause-and-effect relationships. The conceptual framework outlines various findings from the literature sources that have been studied about the research, increasing understanding of research intentions through setting out the research agenda. The understanding is attained by offering a structure that organizes the flow of thoughts that offers focus and direction to an inquiry (Rallis and Rossman, 2012). The frameworks below developed by two different authors who undertook similar studies offer reference in the formulation of a conceptual framework for the study at hand.

Figure 3.1 below shows a conceptual framework developed to offer direction on the study factors influencing the effectiveness of monitoring and evaluation of government projects in Kenya. The study focused on how effective monitoring and evaluation are on the national government constituency development fund projects (NG – CDF), Dagoretti North Sub-County, Kenya. Level of training, cost of monitoring and evaluation, time allocation, and stakeholder participation are independent variables of the study whilst transparency and utilization of resources are the dependent variables and government policy is the intervening variable. The framework shows that monitoring and evaluation have been conducted with relevant skills, a wide range of resources, and adequate resources (Jones et al, 2009). Training of staff has a great positive impact on the effectiveness of monitoring and evaluation and as such must be budgeted for. With adequate training of staff, sticking to the time allocated to the projects, proper budgeting, and the full involvement of all stakeholders, the delivery and implementation of projects that stand the test of time would be actualized with projects that have the quality of work (Ong' are, 2017).

Independent Variable

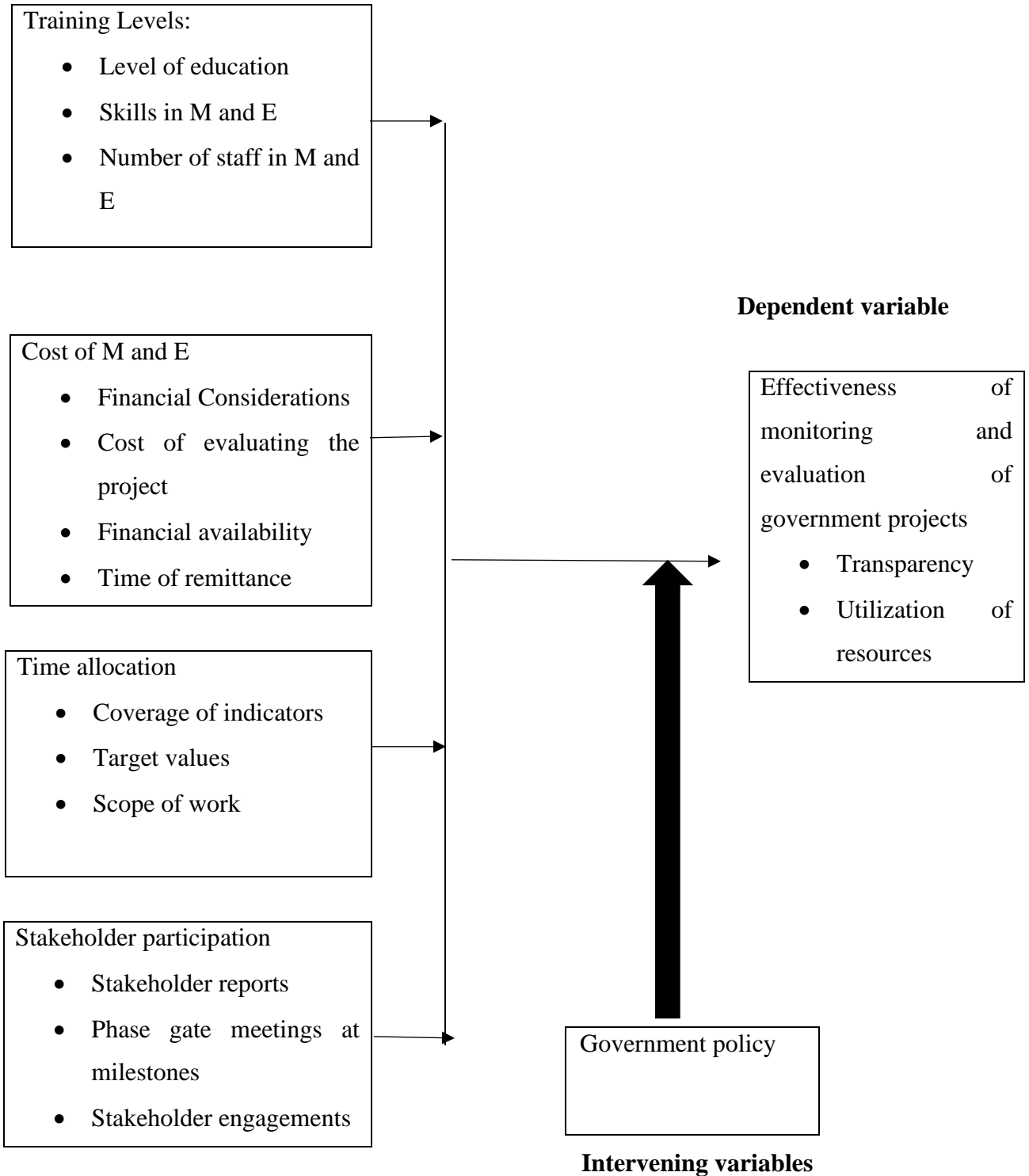


Figure 3.1 Conceptual Framework for Factors influencing the effectiveness of monitoring and evaluation of government projects in Kenya 1

Source: Ong' are (2017)

Figure 3.2 depicted below presents a conceptual framework developed for the study on the determinants of the effectiveness of a monitoring and evaluation system for projects, using the Amref Kenya WASH program as a case study. The independent variables include the availability of funds, stakeholder participation, and organizational leadership, while the moderating variable is organizational policy, and the dependent variable is the effectiveness of the M&E system. This framework aims to illustrate how the availability of funds, stakeholder participation, and organizational leadership impact the effectiveness of the monitoring and evaluation system, along with indicating the indicators for measuring these variables. According to Gyorkos (2003), having readily available and adequate funds for M and E activities is crucial to ensure the smooth functioning of M and E systems and activities, helping the project stay on schedule and within budget. Stakeholders play a vital role in the effectiveness of the M and E system by influencing project activities, outcomes, and decisions, impacting the overall operations and implementation of the M and E process and project. Organizational leadership is essential for ensuring an effective M and E system, with management responsible for resource allocation, system design, effective communication of results, and key decision-making that affects the M and E process and project activities (Njawa, 2015).

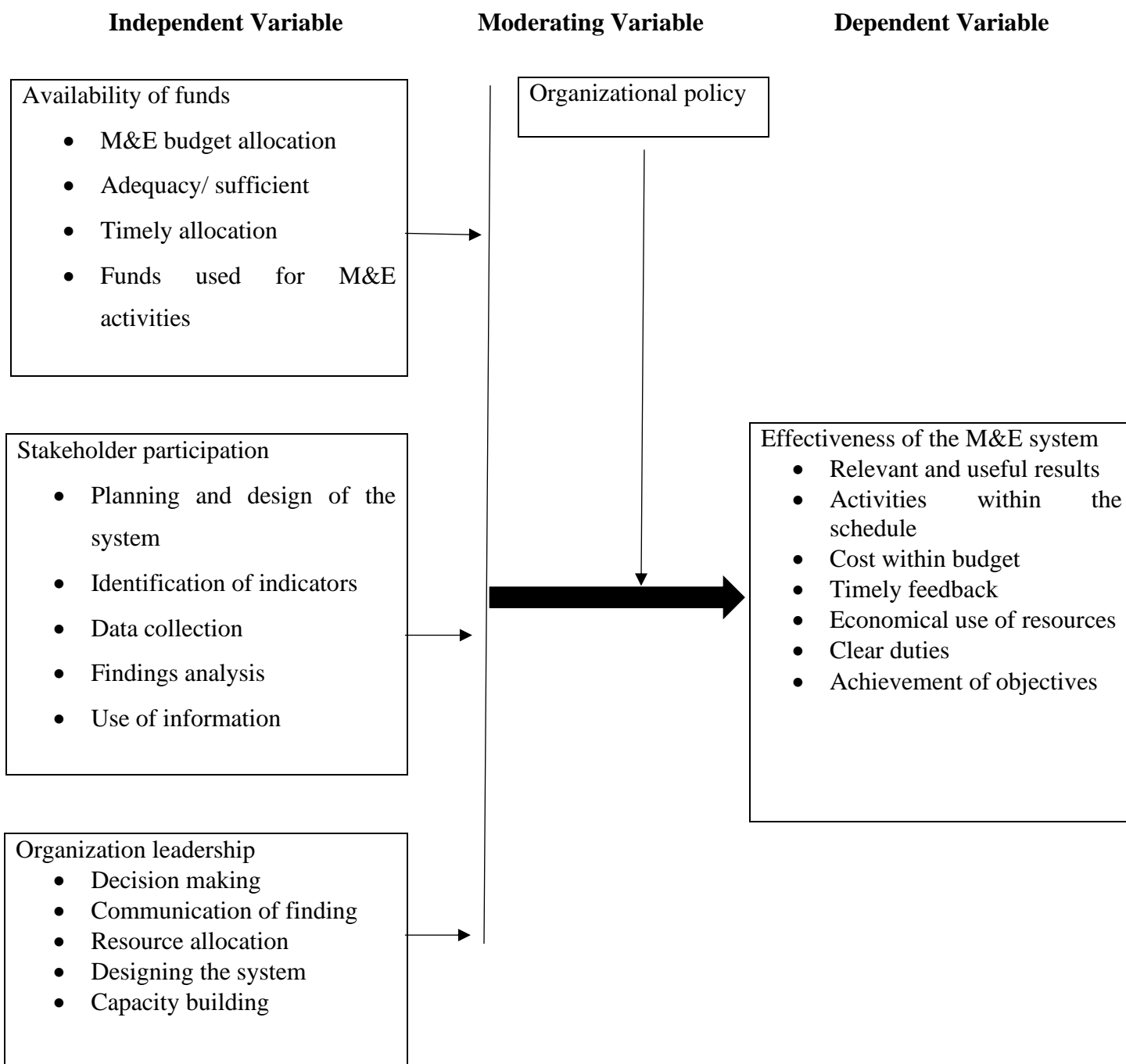


Figure 3.2 Conceptual Framework for Determinants of the Effectiveness of a Monitoring and Evaluation System for Projects. A Case of the Amref Kenya WASH Program 1

Source: Njama (2015)

Figure 3.3 Conceptual framework for the effectiveness of monitoring and evaluation of CDF projects.

The conceptual framework establishes the relationship between the independent variables and the dependent variable.

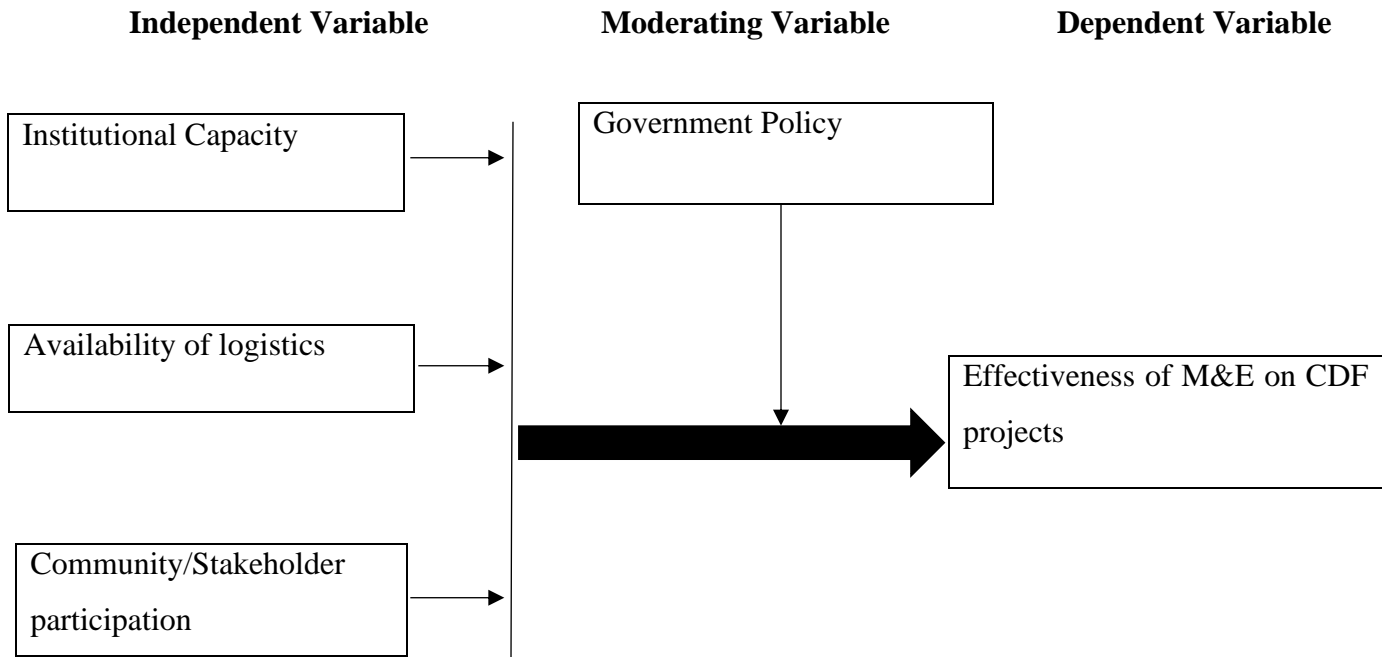


Figure 3.3 Conceptual Framework for the Study 1

Source: Author (2023)

3.3.1 Explanation of the Variables

The proposed conceptual framework of this study shows how institutional capacity which involves the training of staff, having an M&E framework in place, availability of logistics, and stakeholder participation being the independent variables have a great effect on the effectiveness of monitoring and evaluation of CDF-funded projects. The framework's variables are explained as follows:

3.3.1.1 Independent Variables

3.3.1.1.1 Institution Capacity

There is a need for the officers charged with the responsibility of monitoring and evaluating the CDF projects to be knowledgeable enough and be highly trained in the field to ensure credible results and reports concerning the project and be able to even advise or highlight areas that would affect the project if not attended to. Further, there is also a need for institutions have to a standard monitoring and evaluation framework for the effective monitoring and evaluation of CDF projects.

3.3.1.1.2 Availability of logistics

For the project to be adequately monitored and evaluated, logistics must be in place to ensure that this process is conducted. Monitoring and evaluation require site visits and the M and E staff would not conduct the site visit due to the non-availability of a vehicle. As such for the effectiveness of M and E, vehicles ought to be available for the monitoring and evaluation team to conduct their site visits and ensure that the project is progressing well and attend to the pressing matters concerning the project.

3.3.1.1.3 Stakeholder participation

All stakeholders must be involved in the monitoring and evaluation of the CDF projects and their involvement would lead to making a decision that would have an impact on the project and see to it that the project meets its objectives and is properly implemented. The community members who are the main beneficiaries of the projects need to be involved in the process of monitoring and evaluating the project. Involving stakeholders in such processes is important in that the stakeholders would easily guide each other and even pinpoint where there is a need to make some adjustments concerning the project.

3.3.1.2 Moderating Variable

Government policy

There is a need for a policy for the nation on the effective way of monitoring and evaluating projects especially CDF projects as monies towards the said projects have increased and the would-be beneficiaries will accept nothing less than a good project to be implemented. There is also a need to ensure that the institutions charged with the responsibility of handling CDF projects have the full capacity to conduct the M and E process for the projects to stand the test of time once implemented and to be of high-quality standards.

3.3.1.3 Dependent Variable

The effectiveness of monitoring and evaluation is the study's dependent variable. Having a highly trained staff in M and E, an M and E framework, logistics in place, and the involvement of stakeholders lead to a highly effective M and E process resulting in projects being implemented of high-quality standards, projects within the budget, and the scheduled date of full completion. This can only be actualized if institutions monitoring and evaluating the projects fully equip their staff with the necessary tools to monitor and evaluate projects that would satisfy all stakeholders.

3.4 Chapter Summary

The chapter presented the theoretical and conceptual frameworks for the study. The study employed three theories that were related to the study which were; the theory of change, stakeholder theory, and system theory. The conceptual framework was later developed in line with the theories and ideas from conceptual frameworks that were developed by two researchers respectively that undertook similar studies. The conceptual framework showed the relationship between independent variables that included; institutional capacity (the training of staff, and the M&E framework). Availability of logistics and stakeholder participation with government policy as the moderating variable and effectiveness of M&E as the dependent variable.

CHAPTER FOUR

METHODOLOGY

4.1 Introduction

This chapter is dedicated to outlining the research methodology employed in the study. The initial sections detail the research approach, research design, and the philosophical underpinnings of the study, encompassing epistemology and ontology. Additionally, the chapter delves into the description of the study population, the techniques, and the size of the sample, and provides insights into the reliability, validity, and ethical considerations of the study. The chapter concludes by summarizing the key aspects of the research methodology.

4.2 Research Approach

Creswell (2014) defines the research approach as the plans and procedures in research that encompass stages from broad assumptions to detailed methods of collecting, analyzing, and interpreting data. The research approach is determined by the problem being addressed and is divided into two categories: the approach to data collection and the approach to data analysis (Chetty and Datt, 2016). Research approaches can be categorized into three types: quantitative, qualitative, and mixed methods. Quantitative research seeks to explain phenomena through the collection of numerical data, which is analyzed using mathematically based methods. It addresses questions of who, what, when, where, and how. Quantitative research involves the researcher selecting what to study, posing specific questions, collecting quantifiable data from participants, analyzing the numbers using statistical methods, and investigating impartially (Creswell, 2009).

Further, another approach is qualitative, which focuses on the significance, idea, definition, and explanation of things. It is a problem-solving approach that utilizes instruments such as observation, open-ended questions, in-depth interviews, and field notes to collect data from participants in natural settings. The qualitative research approach provides rich data about real-life people and situations (De Vaus, 2014). Creswell (2014) defines a mixed-method approach as a research strategy that combines qualitative and quantitative investigative processes in a particular study, considering both data analysis and data collection. A mixed-method approach provides a comprehensive understanding of research phenomena that cannot be entirely grasped by relying solely on qualitative or quantitative methods. This approach can incorporate and

synthesize various data sources to aid in the study of a complex problem (Poth and Munce, 2020). According to Creswell (2009), mixed-method designs are classified into three major categories: sequential, concurrent, and transformative. In sequential designs, either quantitative or qualitative data is collected in the initial stage, followed by the collection of the other type of data in the second stage. Concurrent designs involve collecting both qualitative and quantitative data during the same stage. Transformative designs are guided by theoretical perspectives (Castro et al., 2010; Kroll and Neri, 2009). The study used a sequential explanatory mixed method approach to gain an in-depth understanding and interpretation of the findings on the effectiveness of monitoring and evaluation of constituency development-funded projects under Kitwe City Council. The approach offered a chance for the research to begin with quantitative research, analyze the findings, and then utilize them as a foundation for conducting qualitative research. Therefore, the initial data collection involved gathering quantitative responses through research questionnaires containing closed-ended questions followed by qualitative data collection through semi-structured interviews with informants using open-ended questions (Cresswell, 2014).

4.3 Research Design

The research design serves as a strategy employed to address a specific set of questions and forms a framework that includes methods and procedures for collecting, analyzing, and interpreting data. It outlines how the researcher will investigate the research problem and is an integral part of the research proposal (McCombes, 2019). The chosen research design shapes the type of data to be collected and the outcomes. It also defines other crucial aspects of the study, such as variables, hypotheses, experiments, methodology, and statistical analysis (Creswell et al., 2018). Descriptive research design, as described by Shuttleworth (2008), is a scientific method that involves observing and describing the behavior of a subject without influencing it. It is primarily focused on determining the frequency with which something occurs and exploring relationships between variables (Lewis, 2015). According to Creswell and Creswell (2017), the purpose of a descriptive design is to gather information that describes existing phenomena by posing questions related to individual perceptions and attitudes. Omondi (2017) notes that a descriptive survey research design is suitable for explanatory studies as it reveals the effect one variable has on another.

The choice of adopting an explanatory research design was rooted in the idea that while quantitative data provides a broad understanding of the research problem, qualitative data helps elucidate the statistical results by delving into the perspectives of the respondents more comprehensively (Ivankova et al., 2006). The descriptive research design was deemed appropriate for exploring the effectiveness of monitoring and evaluation in the context of constituency development-funded projects under the Kitwe City Council.

4.4 Philosophy of the Research

According to Moon et al. (2018), research philosophy pertains to the exploration of knowledge, reality, and existence, influencing the researcher's perspective and aligning the study with a specific scientific branch. It guides the overall theoretical framework, outcomes, and contributions of the study, shaping the researcher's approach to scientific inquiry. The selection of a research philosophy is crucial in defining the goals, determining data sources, and outlining the study's objectives. It serves as a foundational framework for the study (Dougherty and Slevc, 2019). Research philosophy is essentially a set of beliefs about the nature of the reality being investigated, with the nature of knowledge guiding the choice of the research philosophy in a study (Scotland, 2012). In this study, a positivism philosophy was adopted. Positivism, as described by Rubin and Rubin (2012), is concerned with a single, objectively measurable reality that can be observed without biases, utilizing standardized instruments. Kivunja and Kuyini (2017) note that positivism is supportive of quantitative research methods, emphasizing the researcher's ability to describe the limits and factors involved, with data analyzed and interpreted to comprehend the relationships identified in the study.

4.4.1 Epistemology

According to Kivunja and Kuyini (2017), epistemology is a research philosophy that delves into the nature of knowledge and scientific facts. It seeks to understand the characteristics of knowledge, the processes through which it is obtained, and its impact on the world. Epistemology provides a framework for interpreting research questions through logical explanations, and researchers choose this paradigm to acquire knowledge from sources such as intuitive, authoritative, logical, and empirical knowledge. The focus of epistemology lies in obtaining knowledge through considerations of validity, scope, and methods, involving the establishment of knowledge claims and understanding how knowledge is produced. The choice

of epistemology significantly influences how researchers structure their research as they strive to uncover new knowledge (Moon and Blackman, 2014). In this study, the researcher adopted positivism. Positivism, as described by Gichuru (2017), examines the similarities between the natural and social domains to explain the knowledge under investigation. It employs the methods of the natural sciences to explore issues in the social domain, interpreting specified knowledge solely from a scientific perspective grounded in empirical data (Eketu, 2017).

4.4.2 Ontology

Ontology, as defined, is a philosophical research paradigm that explores the nature of being. It delves into the concept of reality from an individual's perspective, examining knowledge through the lens of the physical and ecological systems in the world inhabited by individuals with values (McManus et al., 2017). Ontology is concerned with the existence of things and their relationships, leading a researcher to make certain assumptions about the specific issues under investigation (Kivunja and Kuyini, 2017). For this study, a realism approach was adopted. Realism, as described by Saunders et al. (2012), posits that reality is independent and exists separately from human opinions and beliefs about their existence. Maxwell (2012) adds that realism is a belief in the independent existence of the world, regardless of the researcher's beliefs and constructions.

4.5 Study Population

According to Lewis (2015), a population is a complete group of people, events, or objects that share a common characteristic meeting specific conditions. The population represents the total collection of elements for which interpretations are sought. Shukla and Stashprakash (2020), define the population as the set of all units to which research findings are applicable. Within the research context, the units in the population exhibit variable characteristics that allow the generalization of research findings. In the current study, the targeted study population comprises 103 respondents actively engaged in the monitoring and evaluation of projects funded by the Constituency Development Fund.

Table 4.1 Study Population 1

No.	Study Population	Respondents
1.	Council Staff	15
2.	Councilors	32
3.	Community Members (WDCs)	56
	TOTAL	103

4.6 Sample Size

Kratochwill (2015), explains that sampling entails choosing a specific number of subjects from a clearly defined population to represent the entire population. A sample size is a subset of the population from which the researcher seeks to generalize their results. Statements made about the sample should apply to the population (Orodho, 2002).

The sample size of the study was determined by engaging Slovin's Formula shown below:

$$n = \frac{N}{1 + N(e)^2}$$

Key: n = sample size, N = population size, e = margin of error

The population of the study (N) was 103, and the margin of error was 5% with a confidence level of 95%. Slovin's formula for the sample size of the study is shown below:

$$\begin{aligned} n &= \frac{N}{1 + N(e)^2} \\ &= \frac{103}{1 + 103(0.05)^2} \\ &= \frac{103}{1 + 103(0.0025)} \\ &= \mathbf{82} \end{aligned}$$

4.7 Sampling Techniques

The research utilized purposive sampling to select its sample, concentrating on respondents who were experienced in and knowledgeable about CDF projects. Purposive sampling, as described by Campbell, Greenwood, and Prior (2020), is a non-probability sampling method that allows the

researcher to rely on their intuition or judgment when choosing participants for their study. This technique is focused on a specific purpose and is not random (Tashakkori and Teddlie, 2003).

4.8 Data Collection Tools

The study obtained information through both primary and secondary data sources. For primary data, a questionnaire containing both open-ended and closed-ended questions was distributed to the respondents. Open-ended questions facilitated detailed responses without restrictions, while closed-ended questions provided limited response options. Open-ended questions allowed for in-depth insights, while closed-ended questions facilitated easier evaluation (Lewis, 2015). Secondary data was collected through desk research, involving the examination of published documents, reports, articles, and journals.

4.9 Reliability

Blumberg et al. (2005), define reliability as the consistency of measurement, ensuring consistent results with equal values. It assesses the dependability, precision, repeatability, and trustworthiness of the research (Chakrabarty, 2013). Leavy (2017), further describes reliability as the consistency of results, with reliability tests like Cronbach's alpha and factor analysis often used to ensure the internal consistency of scales, measuring the extent to which a set of items behaves consistently (Creswell and Creswell, 2018). Reliability concerns the consistency of measuring instruments used and their eventual results. It is the property of measuring instruments to yield similar results when applied at different times. The reliability of measuring instruments is crucial to ensure the soundness of results, and researchers must verify the reliability of the instruments employed (Surucu and Maslakci, 2020).

4.10 Validity

Validity refers to the measure of significance and truth in research. Data collection techniques should generate information that is not only relevant to the research questions but also accurate (Mugenda and Mugenda, 2003). According to Golafshani (2003), validity is the accuracy and relevance of inferences based on research results. It represents the extent to which results derived from data analysis truly represent the phenomena under study. Robson (2011), emphasizes that the validity of a research instrument is assessed to determine how accurately it measures what it is intended to measure. Validity ensures that results are truthful, requiring research instruments to effectively measure the concepts covered in the study (Pallant, 2011). The validity of research

reflects the adherence to scientific research method requirements throughout the process of generating research findings and is essential for all types of studies (Oliver, 2010).

4.11 Ethical Considerations

The researcher took careful steps to uphold ethical considerations, ensuring the protection of the respondents. The purpose of the study was transparently communicated to the participants, and assurances were provided regarding the confidentiality of the shared information. Prior consent was obtained from each participant who agreed to be part of the study, and their identities remained confidential. Approval for participation from all relevant stakeholders was diligently sought, and the study strictly adhered to the ethical code of practice outlined by the University of Lusaka.

4.12 Chapter Summary

To recap, this chapter provided an overview of the research approach, design, and philosophical underpinnings (ontology and epistemology). It delved into the study population, sampling techniques, and sample size. Additionally, the validity, reliability, and ethical considerations of the collected data were scrutinized.

CHAPTER FIVE
DATA ANALYSIS AND PRESENTATION

5.1 Introduction

The chapter presents the results of the study and explains the outcomes of the effectiveness of monitoring and evaluating constituency development fund projects for the Kitwe City Council. Participants in the study included councilors, ward development committees (community members), and council management.

5.2 Analysis of Responses

The research distributed 67 questionnaires to be completed by ward councilors and ward development committees, representing the community members engaged in Constituency Development Fund (CDF) projects. The focus was on respondents who were actively involved in CDF projects. The demographic characteristics, specifically gender and level of education, are presented in the table below, indicating the total number of respondents in each category.

Table 5.1 Gender 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	39	58.2	58.2	58.2
Female	28	41.8	41.8	100.0
Total	67	100.0	100.0	

Source: Author (2023)

Table 5.1 displays the frequency distribution of Gender, 39 being male and 28 females. It also displays the percentage representation; 58.2% and 41.8% of the sample respectively.

Table 5.2 Level of Education Attained 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Grade 12	14	20.9	20.9	20.9
Certificate	19	28.4	28.4	49.3
Diploma	20	29.9	29.9	79.1
Degree	14	20.9	20.9	100.0
Total	67	100.0	100.0	

Source: Author (2023)

Table 5.2 displays the frequency of the Level of education attained. The highest being Diploma with 29.9% and the lowest being grade 12 with 20.9%.

5.3 To Explore the Challenges Encountered in the Monitoring and Evaluation Process of CDF Projects

5.3.1 To Explore the Challenges Encountered in the Monitoring and Evaluation Process of CDF Projects (Understaffing of Monitoring and Evaluation Officers)

The researcher wanted to find out to what extent does understaffing of monitoring and evaluation officers contributed to the challenges encountered in the monitoring and evaluation process of CDF projects. Out of the 67 respondents, 24 (35.8%) very great extent, 20 (29.9%) great extent, 18 (26.9%) moderate extent, and 4 (6.0%) low extent. Details are shown below.

Table 5.3 Challenges Encountered in the Monitoring and Evaluation Process of CDF Projects (Understaffing of Monitoring and Evaluation Officers) 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low extent	4	6.0	6.1	6.1
	Moderate extent	18	26.9	27.3	33.3
	Great extent	20	29.9	30.3	63.6
	Very great extent	24	35.8	36.4	100.0
	Total	66	98.5	100.0	
Missing	System	1	1.5		
Total		67	100.0		

Source: Author (2023)

Table 5.3 indicated that ‘Very great extent’ was the highest response with 35.8%.

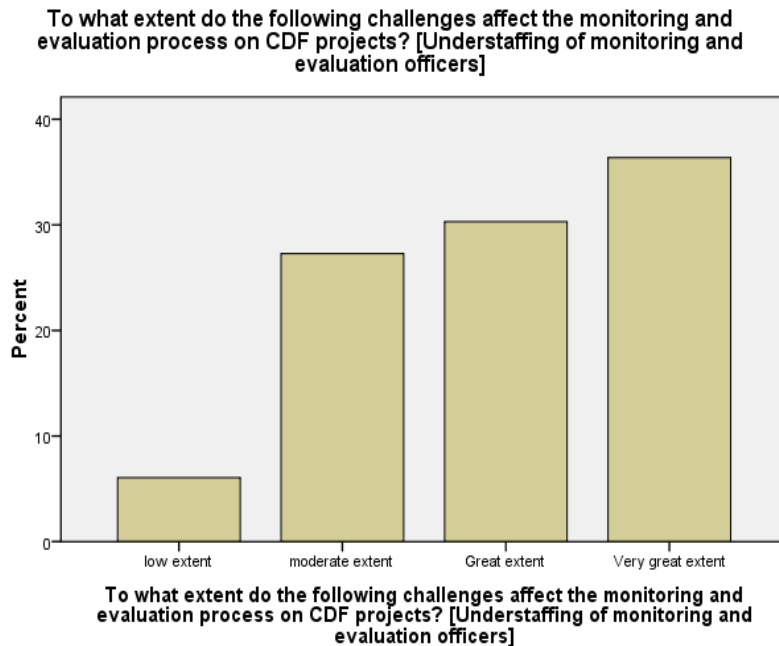


Figure 5.1 Challenges Encountered in the Monitoring and Evaluation Process of CDF Projects (Understaffing of Monitoring and Evaluation Officers) 1

5.3.2 To Explore the Challenges Encountered in the Monitoring and Evaluation Process of CDF Projects (Lack of Logistics)

The researcher wanted to find out to what extent the lack of logistics contributes to the challenges encountered in the monitoring and evaluation process of CDF projects. Out of the 67 respondents, 18 (26.9%) very great extent, 28 (41.8%) great extent, and 21 (31.3%) moderate extent. Details are shown below.

Table 5.4 Challenges Encountered in the Monitoring and Evaluation Process of CDF Projects (Lack of Logistics) 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid moderate extent	21	31.3	31.3	31.3
great extent	28	41.8	41.8	73.1
very great extent	18	26.9	26.9	100.0
Total	67	100.0	100.0	

Source: Author (2023)

Table 5.4 indicated that ‘great extent’ was the highest response, with 41.8%

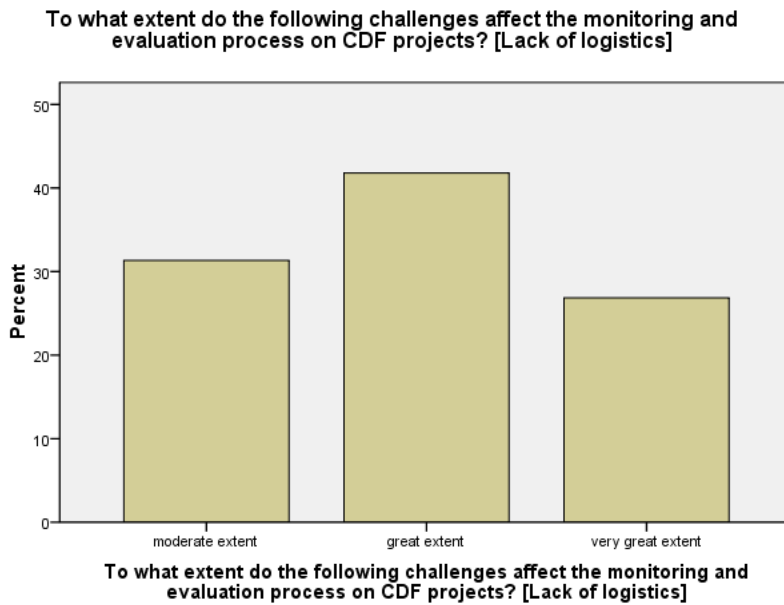


Figure 5.2 Challenges Encountered in the Monitoring and Evaluation Process of CDF Projects (Lack of Logistics) 1

5.3.3 To Explore the Challenges Encountered in the Monitoring and Evaluation Process of CDF Projects (Poor Road Network and Vastness of Constituencies)

The researcher wanted to find out to what extent poor road networks and the vastness of constituencies contributed to the challenges encountered in the monitoring and evaluation process of CDF projects. Out of the 67 respondents, 3 (4.5%) very great extent, 26 (38.8%) great extent, 23 (34.3%) moderate extent, 13 (19.4%) low extent and 2 (3.0%) not at all. Details are shown below.

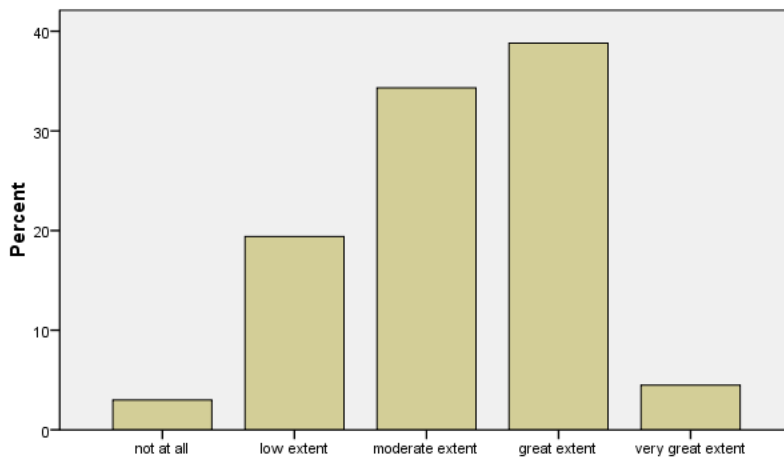
Table 5.5 Challenges Encountered in the Monitoring and Evaluation Process of CDF Projects (Poor Road Network and Vastness of Constituencies) 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid not at all	2	3.0	3.0	3.0
low extent	13	19.4	19.4	22.4
moderate extent	23	34.3	34.3	56.7
great extent	26	38.8	38.8	95.5
very great extent	3	4.5	4.5	100.0
Total	67	100.0	100.0	

Source: Author (2023)

Table 5.5 indicated that ‘great extent’ was the highest response, with 38.8%

To what extent do the following challenges affect the monitoring and evaluation process on CDF projects? [Poor road network and vastness of constituencies]



To what extent do the following challenges affect the monitoring and evaluation process on CDF projects? [Poor road network and vastness of constituencies]

Figure 5.3 Challenges Encountered in the Monitoring and Evaluation Process of CDF Projects (Poor Road Network and Vastness of Constituencies) 1

5.3.4 To Explore the Challenges Encountered in the Monitoring and Evaluation Process of CDF Projects (Lack of Stakeholder Participation)

The researcher wanted to find out to what extent does lack of stakeholder participation contributed to the challenges encountered in the monitoring and evaluation process of CDF projects. Out of the 67 respondents, 8 (11.9%) very great extent, 17 (25.4%) great extent, 29 (43.3%) moderate extent, 5 (7.5%) low extent and 4 (6.0%) not at all. Details are shown below.

**Table 5.6 Challenges Encountered in the Monitoring and Evaluation Process of CDF
Projects (Lack of Stakeholder Participation) 1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all	4	6.0	6.3	6.3
	low extent	5	7.5	7.9	14.3
	moderate extent	29	43.3	46.0	60.3
	great extent	17	25.4	27.0	87.3
	very great extent	8	11.9	12.7	100.0
	Total	63	94.0	100.0	
Missing	System	4	6.0		
Total		67	100.0		

Source: Author (2023)

Table 5.6 indicated that ‘moderate extent’ was the highest response with 43.3%

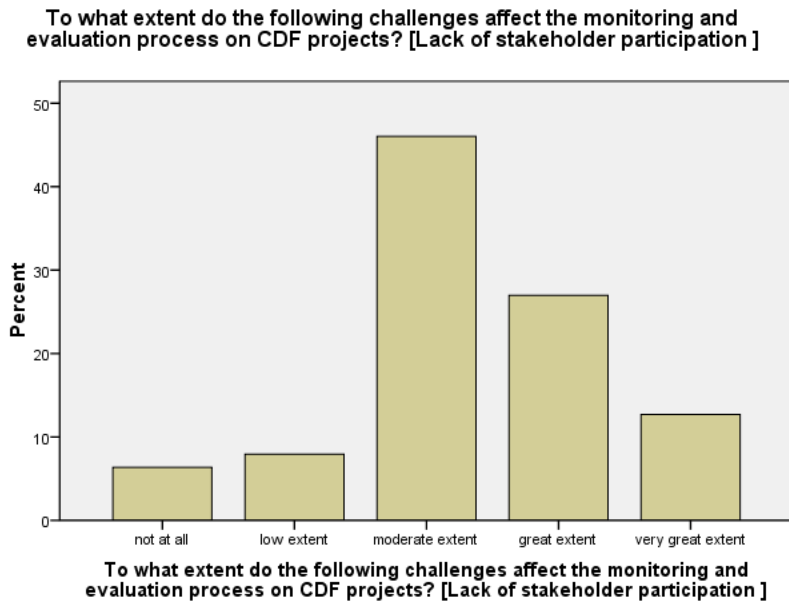


Figure 5.4 Challenges Encountered in the Monitoring and Evaluation Process of CDF Projects (Lack of Stakeholder Participation) 1

5.3.5 To Explore the Challenges Encountered in the Monitoring and Evaluation Process of CDF Projects (All of the Above)

The researcher wanted to find out to what extent the parameters provided contributed to the challenges encountered in the monitoring and evaluation process of CDF projects. Out of the 67 respondents, 8 (11.9%) very great extent, 24 (35.8%) great extent, 24 (35.8%) moderate extent, 5 (7.5%) low extent and 6 (9.0%) not at all. Details are shown below.

Table 5.7 Challenges Encountered in the Monitoring and Evaluation Process of CDF Projects (All of the Above) 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid not at all	6	9.0	9.0	9.0
low extent	5	7.5	7.5	16.4
moderate extent	24	35.8	35.8	52.2
great extent	24	35.8	35.8	88.1
very great extent	8	11.9	11.9	100.0
Total	67	100.0	100.0	

Source: Author (2023)

Table 5.7 indicated that ‘great extent’ and ‘moderate extent’ was the highest response with 35.8% each.

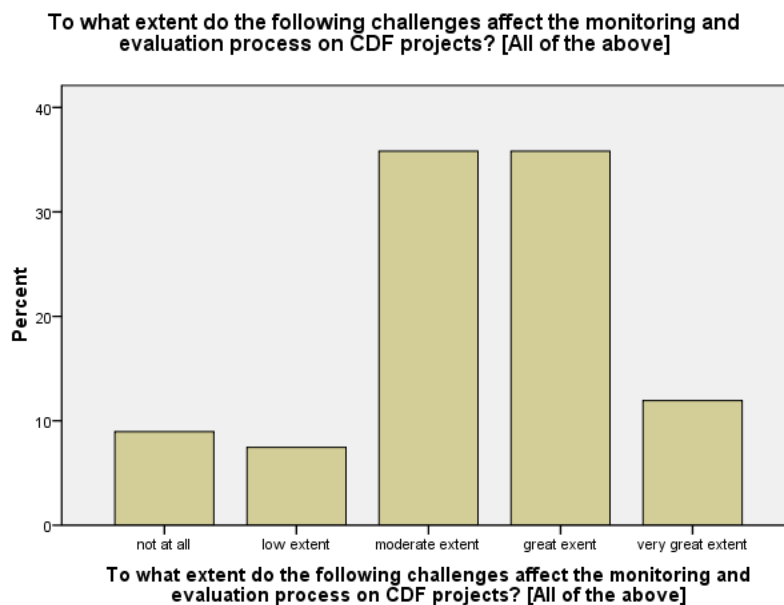


Figure 5.5 Challenges Encountered in the Monitoring and Evaluation Process of CDF Projects (All of the Above) 1

5.4 How would you rate the Level of Stakeholder Engagement and Participation in the Monitoring and Evaluation Process of CDF projects?

The researcher wanted to find out to what extent the parameters provided contributed to the challenges encountered in the monitoring and evaluation process of CDF projects. Out of the 67 respondents, 8 (11.9%) very high, 22 (32.8%) high, 14 (20.9%) medium, 5 (7.5%) low and 18 (26.9%) not at all. Details are shown below.

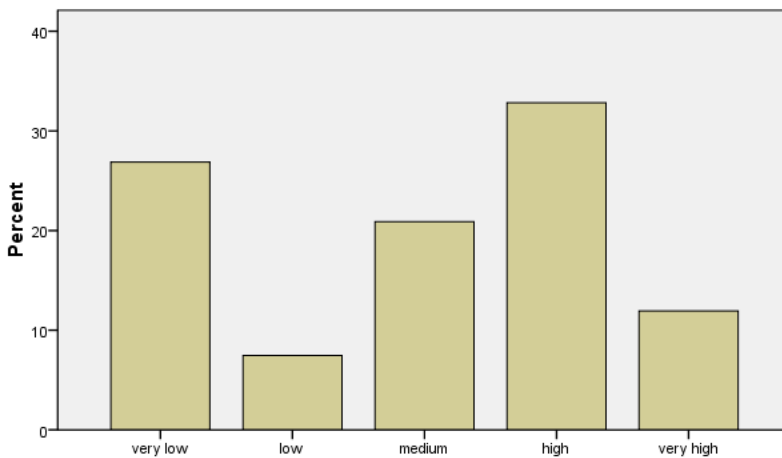
Table 5.8 How would you rate the Level of Stakeholder Engagement and Participation in the Monitoring and Evaluation Process of CDF projects? 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid very low	18	26.9	26.9	26.9
Low	5	7.5	7.5	34.3
medium	14	20.9	20.9	55.2
High	22	32.8	32.8	88.1
very high	8	11.9	11.9	100.0
Total	67	100.0	100.0	

Source: Author (2023)

Table 5.8 indicated that ‘High’ was the highest response with 32.8%

How would you rate the level of stakeholder engagement and participation in the monitoring and evaluation process of CDF projects? Please rate on a scale of 1 to 5, with 1 being "very low" and 5 being "to a very high."



How would you rate the level of stakeholder engagement and participation in the monitoring and evaluation process of CDF projects? Please rate on a scale of 1 to 5, with 1 being "very low" and 5 being "to a very high."

Figure 5.6 How would you rate the level of stakeholder engagement and participation in the monitoring and evaluation process of CDF projects? 1

5.5 Are Stakeholders Well-Trained in Monitoring and Evaluating CDF Projects?

The researcher wanted to find out to what extent the parameters provided contributed to the challenges encountered in the monitoring and evaluation process of CDF projects. Out of the 67 respondents, 30 (44.8%) yes, 37 (55.2%) no. Details are shown below.

Table 5.9 Are Stakeholders Well-Trained in Monitoring and Evaluating CDF Projects? 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	30	44.8	44.8	44.8
No	37	55.2	55.2	100.0
Total	67	100.0	100.0	

Source: Author (2023)

Table 5.9 indicated that 'No' was the highest response with 55.2%

Are stakeholders well trained in monitoring and evaluation of CDF projects?

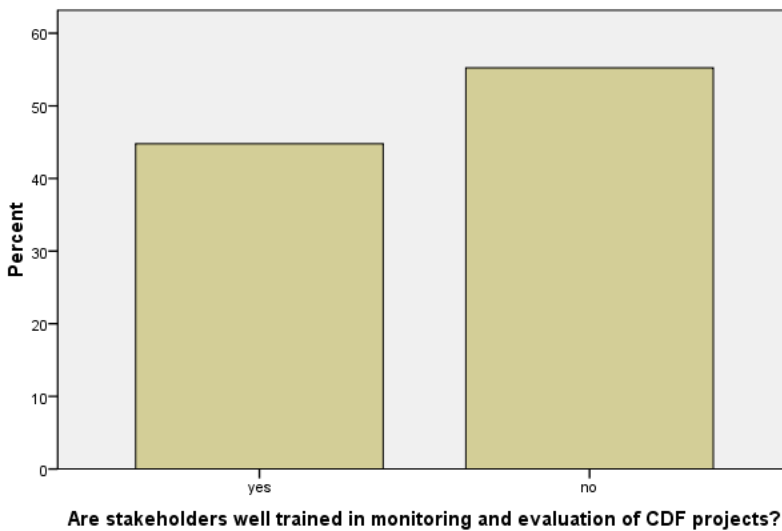


Figure 5.7 Are Stakeholders Well Trained in Monitoring and Evaluating CDF Projects? 1

5.6 To What Extent Do You Think Monitoring and Evaluation is Effective on CDF Projects in the Community?

The researcher wanted to find out to what extent the parameters provided contributed to the challenges encountered in the monitoring and evaluation process of CDF projects. Out of the 67 respondents, 3 (4.5%) very great extent, 9 (13.4%) great extent, 37 (55.2%) moderate extent, 11 (16.4%) low extent, and 7 (10.4%) not at all. Details are shown below.

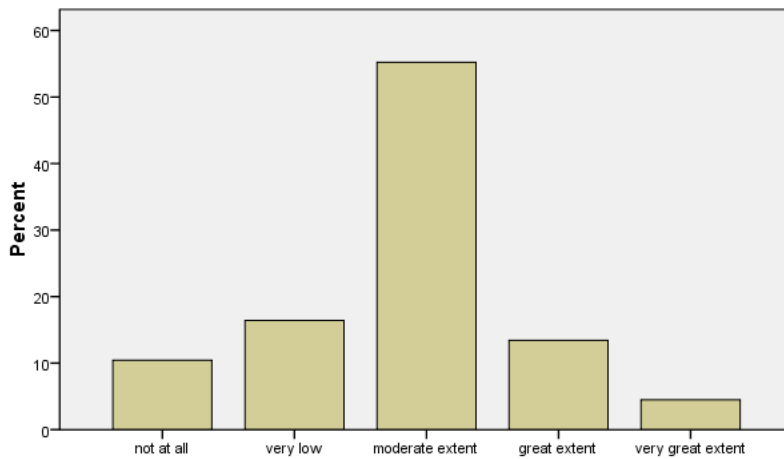
Table 5.10 To What Extent Do You Think Monitoring and Evaluation Is Effective on CDF Projects in the Community? 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid not at all	7	10.4	10.4	10.4
very low	11	16.4	16.4	26.9
moderate extent	37	55.2	55.2	82.1
great extent	9	13.4	13.4	95.5
very great extent	3	4.5	4.5	100.0
Total	67	100.0	100.0	

Source: Author (2023)

Table 5.10 indicated that ‘moderate extent’ was the highest response with 55.2%

To what extent do you think monitoring and evaluation is effective on CDF projects in the community? Please rate on a scale of 1 to 5, with 1 being "not at all" and 5 being "to a very great extent."



To what extent do you think monitoring and evaluation is effective on CDF projects in the community? Please rate on a scale of 1 to 5, with 1 being "not at all" and 5 being "to a very great extent."

Figure 5.8 To What Extent Do You Think Monitoring and Evaluation Is Effective on CDF Projects in the Community? 1

5.7 To Examine the Key Factors that can enhance the Effectiveness of the Monitoring and Evaluation Process in the Community.

5.7.1 To What Extent Do the Following Key Factors Improve the Effectiveness of Monitoring and Evaluation in the Community? (Trained Staff in Monitoring and Evaluation)

The researcher wanted to find out to what extent trained staff in monitoring and evaluation enhanced the effectiveness of the monitoring and evaluation process in the community. Out of the 67 respondents, 11 (16.4%) very great extent, 22 (32.8%) great extent, 17 (25.4%) moderate extent, 12 (17.9%) low extent, and 5 (7.5%) not at all. Details are shown below.

Table 5.11 To What Extent Do the Following Key Factors Improve the Effectiveness of Monitoring and Evaluation in the Community? (Trained Staff in Monitoring and Evaluation) 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid not at all	5	7.5	7.5	7.5
low extent	12	17.9	17.9	25.4
moderate extent	17	25.4	25.4	50.7
great extent	22	32.8	32.8	83.6
very great extent	11	16.4	16.4	100.0
Total	67	100.0	100.0	

Source: Author (2023)

Table 5.11 indicated that ‘great extent’ was the highest response with 32.8%

To what extent do the following key factors improve the effectiveness of monitoring and evaluation in the community? [Trained staff in monitoring and evaluation]

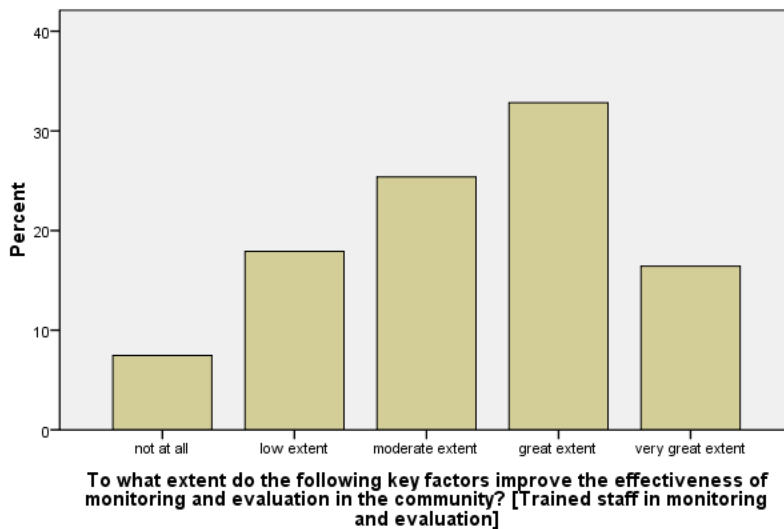


Figure 5.9 To What Extent Do the Following Key Factors Improve the Effectiveness of Monitoring and Evaluation in the Community? (Trained Staff in Monitoring and Evaluation) 1

5.7.2 To What Extent Do the Following Key Factors Improve the Effectiveness of Monitoring and Evaluation in the Community? (Availability of Logistics)

The researcher wanted to find out to what extent does availability of logistics enhanced the effectiveness of the monitoring and evaluation process in the community. Out of the 67 respondents, 18 (26.9%) very great extent, 15 (22.4%) great extent, 8 (11.9%) moderate extent, 16 (23.9%) low extent and 10 (14.9%) not at all. Details are shown below.

Table 5.12 To What Extent Do the Following Key Factors Improve the Effectiveness of Monitoring and Evaluation in the Community? (Availability of Logistics) 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	not at all	10	14.9	14.9	14.9
	low extent	16	23.9	23.9	38.8
	moderate extent	8	11.9	11.9	50.7
	great extent	15	22.4	22.4	73.1
	very great extent	18	26.9	26.9	100.0
	Total	67	100.0	100.0	

Source: Author (2023)

Table 5.12 indicated that ‘very great extent’ was the highest response with 26.9 %

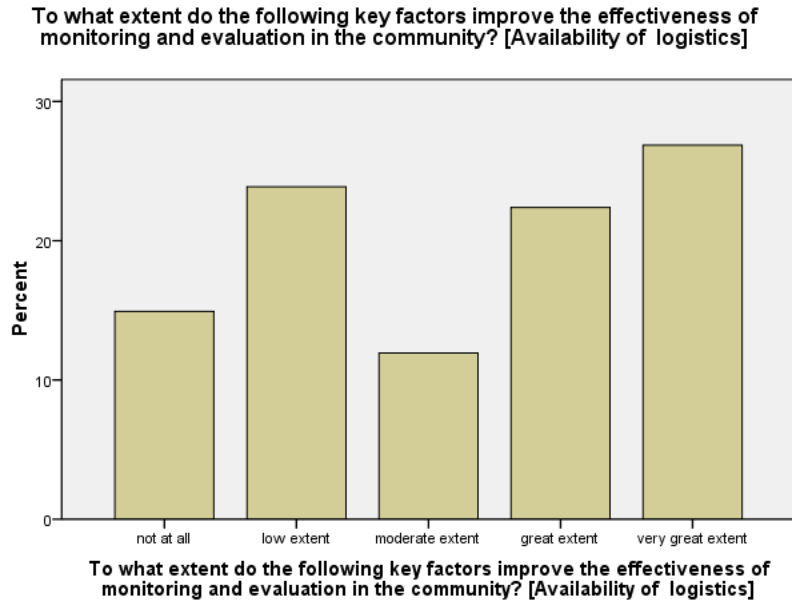


Figure 5.10 To What Extent Do the Following Key Factors Improve the Effectiveness of Monitoring and Evaluation in the Community? (Availability of Logistics) 1

5.7.3 To What Extent Do the Following Key Factors Improve the Effectiveness of Monitoring and Evaluation in the Community? (Community Involvement)

The researcher wanted to find out to what extent community involvement enhanced the effectiveness of the monitoring and evaluation process in the community. Out of the 67 respondents, 10 (14.9%) very great extent, 19 (28.4%) great extent, 37 (55.2%) moderate extent, 1 (1.5%) not at all. Details are shown below.

Table 5.13 To What Extent Do the Following Key Factors Improve the Effectiveness of Monitoring and Evaluation in the Community? (Community Involvement) 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid not at all	1	1.5	1.5	1.5
moderate extent	37	55.2	55.2	56.7
great extent	19	28.4	28.4	85.1
very great extent	10	14.9	14.9	100.0
Total	67	100.0	100.0	

Source: Author (2023)

Table 5.13 indicated that ‘moderate extent’ was the highest response with 55.2%

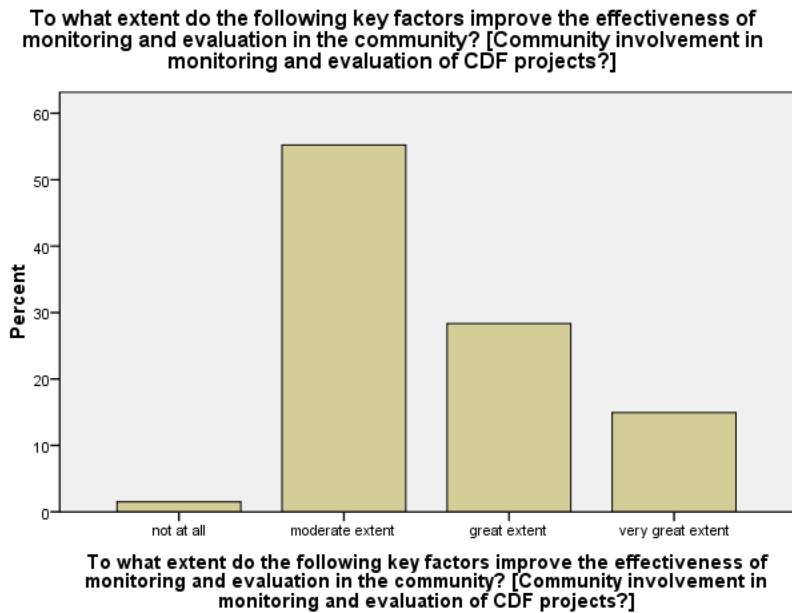


Figure 5.11 To What Extent Do the Following Key Factors Improve the Effectiveness of Monitoring and Evaluation in the Community? (Community Involvement) 1

5.7.4 To What Extent Do the Following Key Factors Improve the Effectiveness of Monitoring and Evaluation in the Community? (All of the above)

The researcher wanted to find out to what extent the parameters provided enhance the effectiveness of the monitoring and evaluation process in the community. Out of the 67 respondents, 15 (22.4%) very great extent, 9 (13.4%) great extent, 39 (58.2%) moderate extent. Details are shown below.

Table 5.14 To What Extent Do the Following Key Factors Improve the Effectiveness of Monitoring and Evaluation in the Community? (All of the above) 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	moderate extent	39	58.2	61.9	61.9
	great extent	9	13.4	14.3	76.2
	very great extent	15	22.4	23.8	100.0
	Total	63	94.0	100.0	
Missing	System	4	6.0		
Total		67	100.0		

Source: Author (2023)

Table 5.14 indicated that ‘moderate extent’ was the highest response with 58.2 %.

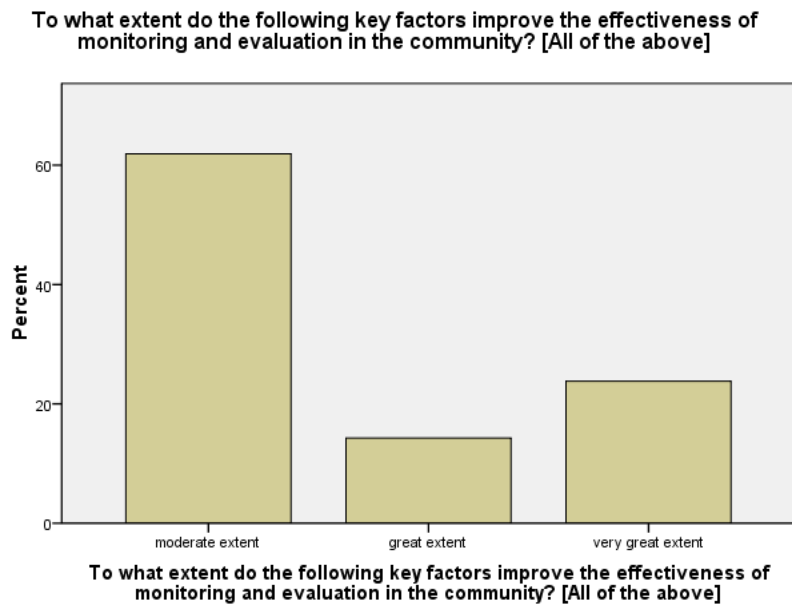


Figure 5.12 To What Extent Do the Following Key Factors Improve the Effectiveness of Monitoring and Evaluation in the Community? (All of the above) 1

5.8 Please Rate Your Level of Agreement with the Statement: "Involvement of Local Community Members Improves the Effectiveness of Monitoring and Evaluation on CDF projects."

The researcher wanted to find out to what extent the parameters provided enhance the effectiveness of the monitoring and evaluation process in the community. Out of the 67 respondents, 19 (28.4%) strongly agree, 18 (26.9%) agree, 18 (26.9%) neutral, 8 (11.9) disagree, 4 (6.0%) strongly disagree. Details are shown below.

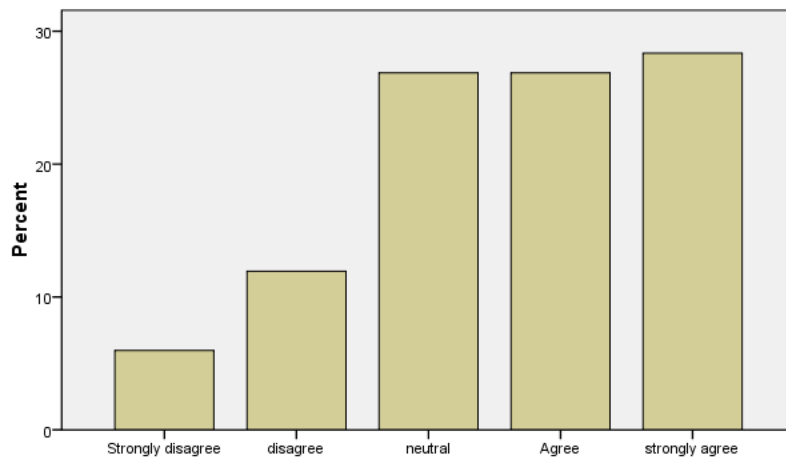
Table 5.15 Please rate your level of agreement with the statement: "Involvement of local community members improves the effectiveness of monitoring and evaluation on CDF projects. 1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	4	6.0	6.0	6.0
Disagree	8	11.9	11.9	17.9
Neutral	18	26.9	26.9	44.8
Agree	18	26.9	26.9	71.6
strongly agree	19	28.4	28.4	100.0
Total	67	100.0	100.0	

Source: Author (2023)

Table 5.15 indicated that ‘neutral’ and ‘agree’ was the highest response with 26.9% each

Please rate your level of agreement with the statement: "Involvement of local community members improves the effectiveness of monitoring and evaluation in CDF projects."



Please rate your level of agreement with the statement: "Involvement of local community members improves the effectiveness of monitoring and evaluation in CDF projects."

Figure 5.13 Please rate your level of agreement with the statement: "Involvement of local community members improves the effectiveness of monitoring and evaluation in CDF projects. 1

5.9 To Develop Critical Success Factors to be Applied for the Implementation of the Monitoring and Evaluation of Constituency Development Fund Projects

5.9.1 To What Extent Do the Following Success Factors Contribute to the Implementation of Monitoring and Evaluation of CDF Projects? (Technical Capacity of Members of Staff and Stakeholders)

The researcher wanted to find out to what extent does technical capacity of members of staff and stakeholders contributes to the implementation of monitoring and evaluation of CDF projects. Out of the 67 respondents, 15 (22.4%) very great extent, 30 (44.8%) great extent, 21 (31.3%) moderate extent. Details are shown below.

Table 5.16 To What Extent Do the Following Success Factors Contribute to the Implementation of Monitoring and Evaluation of CDF Projects? (Technical Capacity of Members of Staff and Stakeholders) 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Moderate	21	31.3	31.8	31.8
	great extent	30	44.8	45.5	77.3
	very great extent	15	22.4	22.7	100.0
	Total	66	98.5	100.0	
Missing	System	1	1.5		
Total		67	100.0		

Source: Author (2023)

Table 5.16 indicated that ‘great extent’ was the highest response with 44.8%

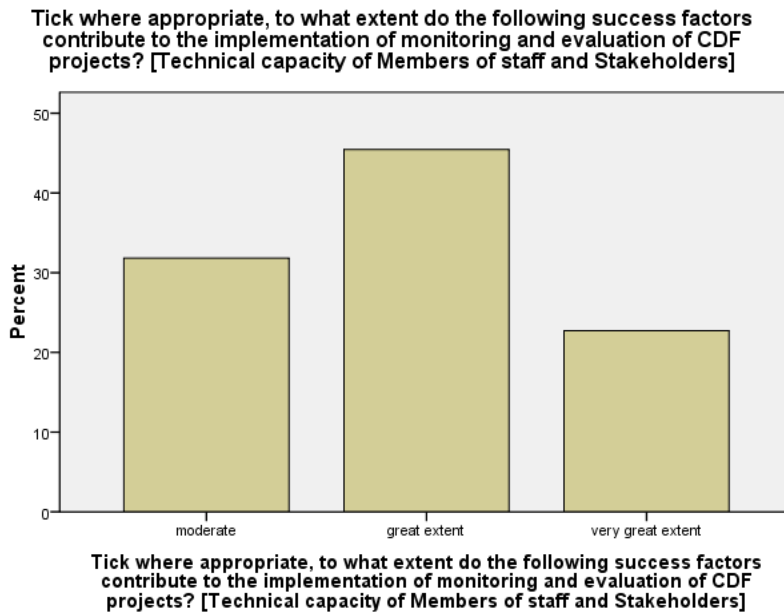


Figure 5.14 To What Extent Do the Following Success Factors Contribute to the Implementation of Monitoring and Evaluation of CDF Projects? (Technical Capacity of Members of Staff and Stakeholders) 1

5.9.2 To What Extent Do the Following Success Factors Contribute to the Implementation of Monitoring and Evaluation of CDF Projects? (Budget Allocation of Monitoring and Evaluation)

The researcher wanted to find out to what extent does technical capacity of members of staff and stakeholders contributes to the implementation of monitoring and evaluation of CDF projects. Out of the 67 respondents, 16 (23.9%) very great extent, 20 (29.9%) great extent, 29 (43.3%) moderate extent. Details are shown below.

Table 5.17 To What Extent Do the Following Success Factors Contribute to the Implementation of Monitoring and Evaluation of CDF Projects? (Budget Allocation of Monitoring and Evaluation) 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Moderate	29	43.3	44.6	44.6
	great extent	20	29.9	30.8	75.4
	very great extent	16	23.9	24.6	100.0
	Total	65	97.0	100.0	
Missing	System	2	3.0		
Total		67	100.0		

Source: Author (2023)

Table 5.17 indicated that ‘moderate’ was the highest response with 43.3%

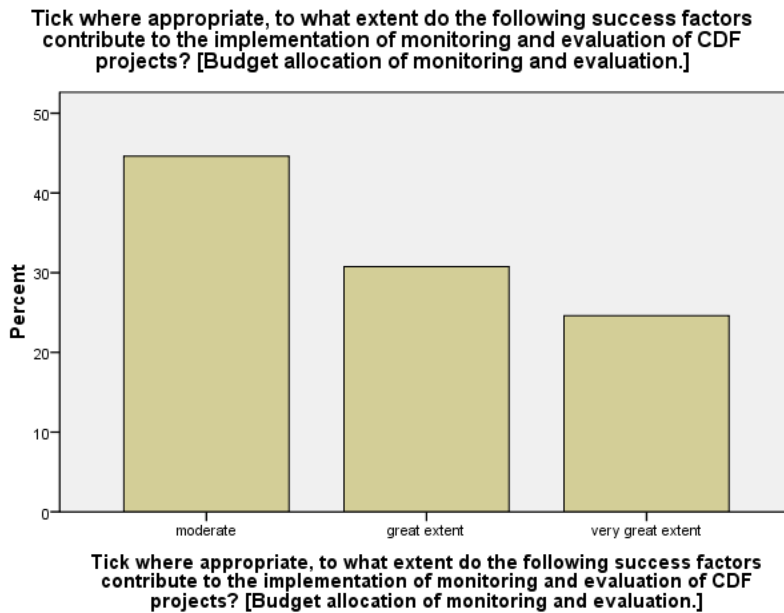


Figure 5.15 To What Extent Do the Following Success Factors Contribute to the Implementation of Monitoring and Evaluation of CDF Projects? (Budget allocation of monitoring and evaluation)

1

5.9.3 To What Extent Do the Following Success Factors Contribute to the Implementation of Monitoring and Evaluation of CDF Projects? (Capacity Building of Key Implementers of Monitoring and Evaluation)

The researcher wanted to find out to what extent does technical capacity of members of staff and stakeholders contributes to the implementation of monitoring and evaluation of CDF projects. Out of the 67 respondents, 13 (10.4%) very great extent, 23 (34.3%) great extent, 25 (37.3%) moderate extent, 4 (6.0) low extent. Details are shown below.

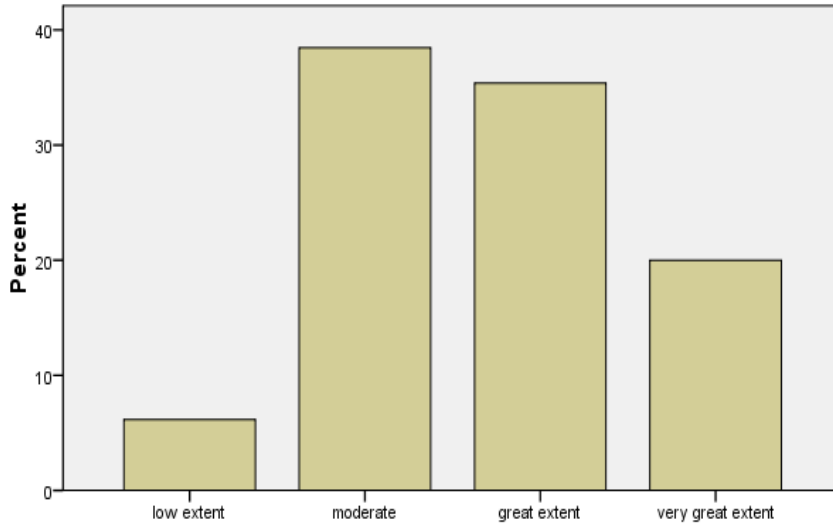
Table 5.18 To What Extent Do the Following Success Factors Contribute to the Implementation of Monitoring and Evaluation of CDF Projects? (Capacity Building of Key Implementers of Monitoring and Evaluation) 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	low extent	4	6.0	6.2	6.2
	Moderate	25	37.3	38.5	44.6
	great extent	23	34.3	35.4	80.0
	very great extent	13	19.4	20.0	100.0
	Total	65	97.0	100.0	
Missing	System	2	3.0		
Total		67	100.0		

Source: Author (2023)

Table 5.18 indicated that ‘moderate’ was the highest response with 37.3%

Tick where appropriate, to what extent do the following success factors contribute to the implementation of monitoring and evaluation of CDF projects? [Capacity building of key implementers of monitoring and evaluation]



Tick where appropriate, to what extent do the following success factors contribute to the implementation of monitoring and evaluation of CDF projects? [Capacity building of key implementers of monitoring and evaluation]

Figure 5.16 To What Extent Do the Following Success Factors Contribute to the Implementation of Monitoring and Evaluation of CDF Projects? (Capacity building of key implementers of monitoring and evaluation) 1

5.10 Qualitative Data Analysis

To obtain in-depth insights into the effectiveness of monitoring and evaluation of CDF projects for Kitwe City Council, interviews were conducted with senior management of the Council, utilizing a semi-structured interview guide. The outcomes of these interviews are outlined below.

5.10.1 Respondent's Current Position

The study conducted interviews with personnel at Kitwe City Council, selecting individuals directly involved in the monitoring and evaluation of CDF. The interview pool comprised 15 respondents, and the tables below depict their positions within the institution, their highest level of education, and their experience in monitoring and evaluating CDF projects.

Table 5.19 Statistics of Respondents 1

	Current Position	Highest level of education	Experience in M&E of CDF Projects
N Valid	15	15	15
Missing	0	0	0
Minimum	1.00	1.00	1.00
Maximum	10.00	3.00	10.00

Source: Author (2023)

Table 5.19 displays the statistics of the respondents.

Table 5.20 Current Position of the Respondents 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	District Aids Coordination Advisor (DACO)	1	6.7	6.7	6.7
	Architect	2	13.3	13.3	20.0
	Social Economic Planner	3	20.0	20.0	40.0
	District Planning Officer	1	6.7	6.7	46.7
	Civil Engineer	2	13.3	13.3	60.0
	Chief Architect	2	13.3	13.3	73.3
	Electrical Engineer	1	6.7	6.7	80.0
	Assistant Civil Engineer	1	6.7	6.7	86.7
	Senior Quantity Surveyor	1	6.7	6.7	93.3
	District Information Officer	1	6.7	6.7	100.0
	Total	15	100.0	100.0	

Source: Author (2023)

Table 5.20 displays the current position of the respondents, with Social Economic Planner being the most common position representing 20%.

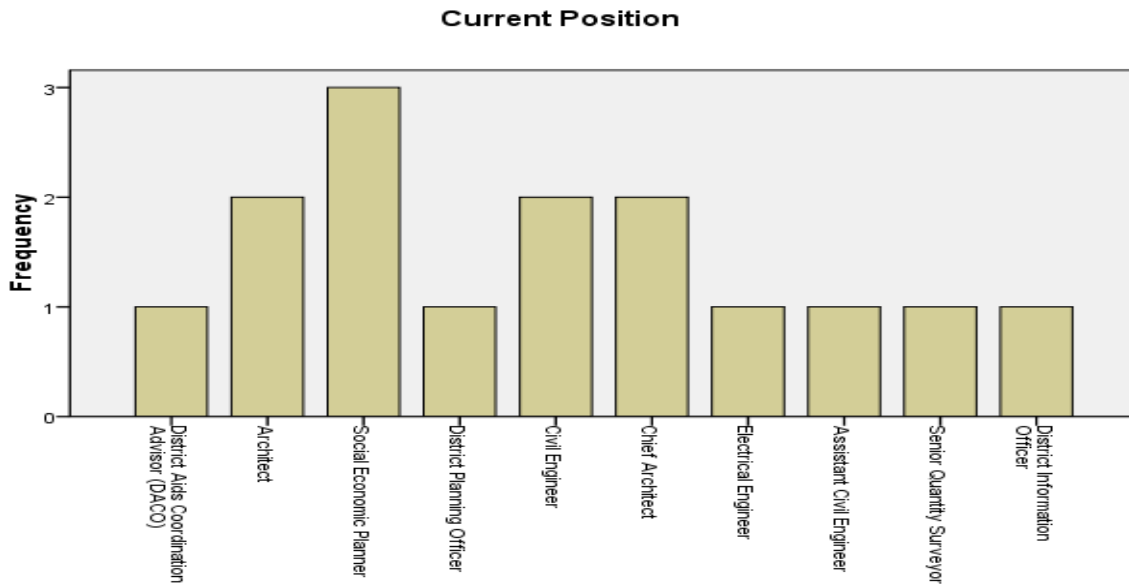


Figure 5.17 The current position of the Respondent 1

Table 5.21 Highest Level of Education 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	1	6.7	6.7	6.7
	Degree	11	73.3	73.3	80.0
	Masters	3	20.0	20.0	100.0
	Total	15	100.0	100.0	

Source: Author (2023)

Table 5.21 displays the frequency distribution of the highest level of education, with Degree being the highest representing 73%

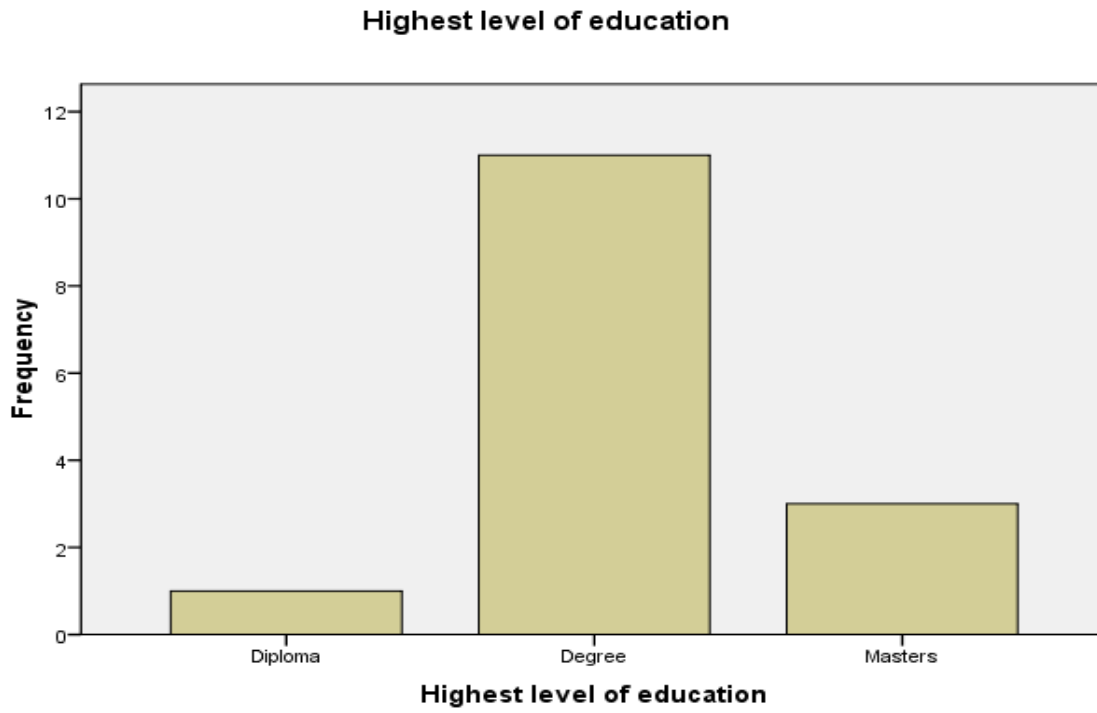


Figure 5.18 Highest Level of Education 1

Table 5.22 Experience in Monitoring and Evaluation of CDF Projects 1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	6.7	6.7	6.7
	2	2	13.3	13.3	20.0
	3	2	13.3	13.3	33.3
	4	2	13.3	13.3	46.7
	5	2	13.3	13.3	60.0
	7	2	13.3	13.3	73.3
	8	1	6.7	6.7	80.0
	9	1	6.7	6.7	86.7
	10	2	13.3	13.3	100.0
	Total	15	100.0	100.0	

Source: Author (2023)

Table 5.22 displays the frequency distribution of experience in monitoring and evaluation of CDF projects, with 2 years, 3 years, 4 years, 5 years, and 7 years being the most common number of years with all representing 13.3%

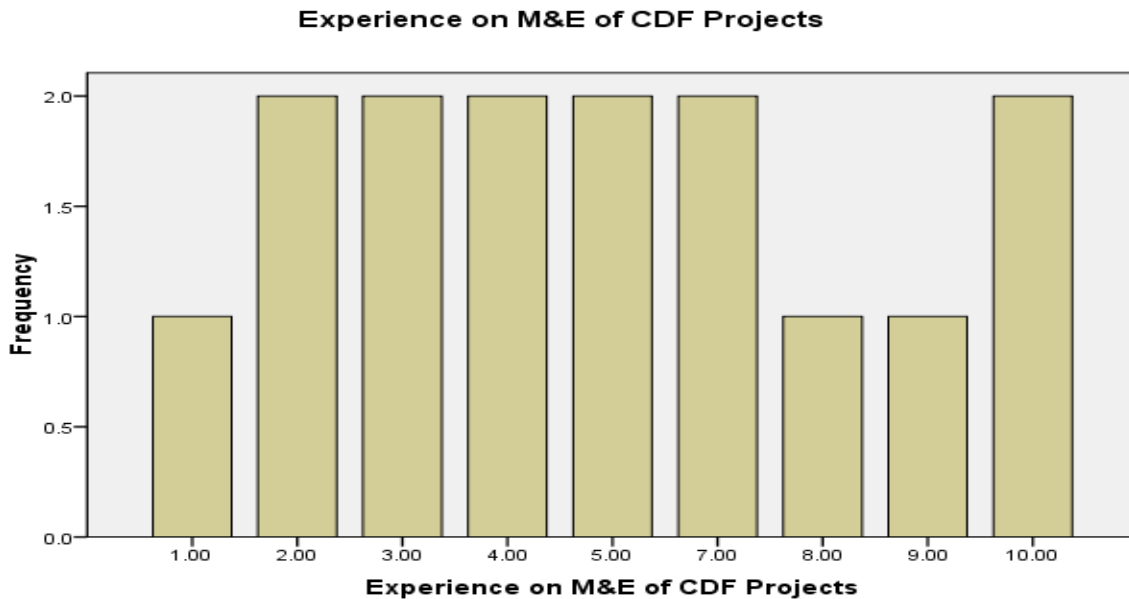


Figure 5.19 Experience in monitoring and evaluation of CDF Projects 1

5.10.2 Coding of Responses from Respondents

The responses presented below were based on the interview question presented in the section and the respondent's responses were given codes for confidentiality purposes. The codes given during the interview to the respondents were Res CM 1, Res CM 2, and Res CM 3, up to Res CM 15.

5.10.3 Impact of Monitoring and Evaluation on CDF Projects?

The research aimed to explore the influence of monitoring and evaluation on constituency development fund projects within the community. The results indicate a substantial positive effect resulting from the implementation of monitoring and evaluation processes on CDF projects. The impact includes improved project delivery, enhanced project outcomes, increased accountability, and more efficient utilization of resources. These findings highlight the critical role of integrating comprehensive monitoring and evaluation practices in the planning and execution of development projects, particularly in initiatives like CDF. A few responses were as follows:

“Monitoring and evaluation is critical for determining project success and tracking its progress. It has an impact on CDF projects because it allows technocrats and decision-makers to track the progress of the interventions and projects they implement” (Res CM 4).

Res CM 8 stated, “Has been positive in that quality and costs are been reviewed from time to time.”

“Successfully implemented projects with very minimal errors” (Res CM 14).

5.10.4 What are the Challenges Affecting the Monitoring and Evaluation Process of CDF Projects in the Community?

The study wanted to find out the challenges affecting the monitoring and evaluation process in the community and the responses highlighted a range of challenges impacting the monitoring and evaluation process of CDF projects in the community. These challenges encompass issues related to community engagement, infrastructure, resources, stakeholder perspectives, financial constraints, legal frameworks, and contractor-related factors. Addressing these challenges would be crucial in enhancing the effectiveness and efficiency of the monitoring and evaluation process for CDF projects. A few responses were as follows:

“Different perspectives from stakeholders during the project implementation of CDF projects. When variations occur during the monitoring and evaluation of projects, the project manager finds it difficult to convince the CDF committees why the designs are altered from the initial design. Making the process time-consuming and a bottleneck in applying corrective action in monitoring and evaluation in the project implementation” (Res CM 1).

Res CM 15 stated, “The culture and attitude of some stakeholders in CDF project implementation (especially elected officials) is not as proactive as others. Making it difficult to gather information on the progress of projects in certain wards creating a gap between work on the ground and decision makers.”

Res CM 10 stated, “There is no legal framework on how to monitor and evaluate CDF projects pausing a huge challenge as stakeholders do not know what their roles are in the monitoring and evaluation of CDF projects.”

“The institution has no dedicated staff to undertake monitoring and evaluation. This has affected the quality of projects being implemented in the community” (Res CM 6).

“Interference from various stakeholders in society and stakeholders having different opinions affects the proper implementation of CDF activities in the community” (Res CM 13).

Res CM 2 stated, “Most local contractors are inexperienced and incompetent and have very little knowledge about construction hence the need for close supervision. Most contractors are aligned to political parties and hence have a bullying mentality.”

Res CM 8 stated, “Inadequate transportation is a huge challenge at the institution as it leads to irregular visits to project sites. The Government is yet to deliver the vehicles for all the 5 constituencies in Kitwe therefore all constituencies are made to rely on only one vehicle to monitor and evaluate all CDF projects.”

5.10.5 Who is Involved in The Monitoring and Evaluation of CDF Projects in the Community and What Are Their Roles?

The study sought to establish who is involved in the monitoring and evaluation of CDF projects in the community and what are their roles. These stakeholders collectively contribute to the monitoring and evaluation of CDF projects, ensuring progress, quality control, and the proper utilization of allocated funds. Their involvement is crucial for effective project implementation and the achievement of desired outcomes. A few responses are as follows:

“At an institutional level, engineers, quantity surveyors, and social economic planners play important roles as project managers. They oversee the implementation of projects, report on the monitoring and evaluation progress to the CDF committee and the Government, and handle variations established during the monitoring and evaluation” (Res CM 5).

Res CM 11 stated, “The Ministry of Local Government is involved in the approving and disapproving variations identified during the monitoring and evaluation process.”

“Ward Development Committees (WDCs) are responsible for reporting progress on CDF projects, ensuring compliance with the contract period, and maintaining quality standards. They provide feedback to the local authority. CDF Committees are responsible for checking the progress of the projects and addressing any concerns raised by the community” (Res CM 7).

“The community itself sometimes reports on the progress of CDF projects, usually when they are dissatisfied or aggrieved” (Res CM 3).

5.10.6 How Well Trained are Stakeholders and Members of Staff in Conducting Monitoring and Evaluation of CDF Projects?

The study sought to establish how well-trained are stakeholders and members of staff in conducting monitoring and evaluation of CDF projects. The responses indicate that while some members of staff possess relevant expertise and training, there is a need for additional training for stakeholders involved in monitoring and evaluation, especially in evaluating project impacts and establishing a dedicated department or framework for M and E within the CDF context. Enhancing the training and capacity-building efforts would contribute to more effective and informed M&E practices for CDF projects. A Few responses are as follows:

“The main officers tasked with managing M&E of CDF community projects are the Engineers and Quantity Surveyors. These officers are adequately trained to the report progress of the projects. They generate reports and report to the committee on progress. In terms of evaluating the impacts on society, the Government is yet to set up a department to understand this aspect of monitoring and evaluation” (Res CM 6).

“Not well trained because there is no department specifically for M&E” (Res CM 9).

“Members of staff are well trained but for other stakeholders, there is still room for improvement” (Res CM 12).

“They are fairly trained. However more training is required for better results in handling CDF projects” (Res CM 4).

“The committees have been oriented on the CDF guidelines while only a few members of staff have been trained mainly those under the planning department” (Res CM 15).

5.10.7 What are the Most Important or Key Factors That Would Improve the Effectiveness of the Monitoring and Evaluation Process in the Community?

The study sought to establish the most important or key factors that would improve the effectiveness of the monitoring and evaluation process in the community. Based on the responses provided in the qualitative research, the key factors identified that would improve the effectiveness of the monitoring and evaluation process in the community are as follows:

“Provide transport for project managers to facilitate efficient monitoring and supervision” (Res CM 1).

“Ensure projects are assigned to competent contractors to ensure quality implementation” (Res CM 2).

“Government intervention is necessary to enhance the effectiveness of M&E in CDF projects” (Res CM 3).

“Establish an M&E department dedicated to monitoring the impacts of CDF projects on society” (Res CM 4).

“Develop a legal framework to guide M&E practices in CDF projects” (Res CM 5).

“Equip the council with vehicles to enhance project monitoring” (Res CM 6).

“Encourage stakeholders to develop ownership and interest in the projects to improve attitudes towards project implementation” (Res CM 7).

“Create a dedicated department for M&E within local authorities and all relevant departments” (Res CM 8).

“Provide training in monitoring and evaluation for Ward Development Committees (WDCs) to enhance their understanding and capabilities” (Res CM 9).

“Minimize or eliminate political interference in the M&E process” (Res CM 10).

“Conduct training programs for stakeholders on various aspects related to CDF projects” (Res CM 11).

“Expand training opportunities for stakeholders to improve their understanding of different aspects of CDF projects” (Res CM 12).

“Establish clear boundaries and terms of reference to guide the M&E process” (Res CM 13).

“Develop a monitoring tool, enhance the effectiveness of key stakeholders, and provide necessary support resources to improve the M&E process” (Res CM 14).

“Establishment of standard project management tools, techniques and methods to be used for monitoring & evaluation of projects” (Res CM 15).

By addressing these key factors, the effectiveness of the monitoring and evaluation process in the community can be significantly enhanced, leading to improved project implementation and outcomes in CDF projects.

5.10.8 What are the Best Practices or Success Factors That Could Be Applied for The Implementation of Monitoring and Evaluation on CDF projects?

The study sought to establish the best practices or success factors that could be applied for the implementation of monitoring and evaluation on CDF projects. According to the respondents, best practices or success factors that could be applied for the implementation of monitoring and evaluation on CDF projects are as follows:

“Adopt a multi-sectoral approach, involving various stakeholders to ensure comprehensive monitoring and evaluation” (Res CM 8).

“Establish regular meetings between contractors and project managers to plan and track the progress of the works” (Res CM 5).

“Ensure that the M&E process is inclusive, participatory, and aligned with reality” (Res CM 10).

“Set goals that are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART)” (Res CM 15).

“Customize the methods used for M&E to match the context and setting of the projects” (Res CM 1).

“Establish dedicated and trained M&E teams stationed in all local authorities to oversee project implementation” (Res CM 12).

“Conduct sensitization programs for the local community before commencing the projects to ensure their active involvement and understanding” (Res CM 3).

“Select competent project managers to handle CDF projects” (Res CM 13).

“Emphasize constant monitoring and control of projects by project managers” (Res CM 7).

“Provide a monitoring and evaluation tool that guides the extent of information needed for effective project assessment” (Res CM 2).

“Refine and expand the procedures for monitoring in the CDF guidelines to ensure a comprehensive and systematic approach” (Res CM 4).

By incorporating these best practices and success factors, the implementation of monitoring and evaluation on CDF projects can be enhanced, leading to improved project outcomes, accountability, and better utilization of resources.

5.11 Chapter Summary

This section of the study presented and analyzed the findings derived from both the questionnaire and interviews, aligning with the three research objectives. The quantitative analysis utilized the Likert scale to assess the respondents' levels of agreement and disagreement. Additionally, qualitative analysis was employed to present insights gathered from the interview guide, involving the analysis of content obtained through the interviews.

CHAPTER SIX

DISCUSSION AND ANALYSIS OF DATA

6.1 Introduction

In this chapter, an extensive discussion is presented concerning the findings derived from the analysis of data collected to explore the effectiveness of monitoring and evaluation in constituency development fund (CDF) projects for Kitwe City Council. The primary focus of this chapter is to address the formulated research questions, namely: What challenges are encountered in the monitoring and evaluation process of constituency development fund projects? What are the pivotal factors that contribute to the effectiveness of the monitoring and evaluation process within the community? What critical factors should be applied for the successful implementation of monitoring and evaluation in CDF projects?

The discussion is organized into three sections, corresponding to each research question, to provide a comprehensive understanding of the research findings.

6.2 Challenges Faced in the Monitoring and Evaluation Process of CDF Projects

The research revealed that several substantial challenges are hindering the monitoring and evaluation process of constituency development fund projects. The survey results demonstrated that a significant proportion of the respondents perceived the lack of logistics as a major challenge, with 41.8% expressing a "great extent", 31.3% expressing a "moderate extent" and 26.9% expressing a "very great extent of impact".

Lack of logistics, notably the absence of a vehicle, posed a hindrance to the effectiveness of monitoring and evaluating projects. The institution faced challenges due to the limited availability of a single vehicle to oversee and assess projects across five constituencies. The research, based on interviews with respondents, revealed that inadequate transportation has been a significant obstacle, resulting in irregular visits to project sites. The institution heavily relied on one vehicle for the monitoring and evaluation of all CDF projects in the five constituencies.

The aforementioned findings align with a report from the National Assembly of Zambia (2019), which highlighted that the scarcity of vehicles posed a significant challenge to effectively monitor and evaluate CDF projects. The report emphasized that many Local Authorities depended on a single vehicle for both Council operations and project monitoring, resulting in

inadequate monitoring and evaluation of most CDF projects. Materai (2016), also supported these findings, noting that the lack of transportation was identified as a challenge affecting the effectiveness of monitoring and evaluation in Nairobi County, making it difficult to visit areas where CDF projects were being implemented.

Further, the study established that poor road network and vastness of constituencies were other challenges hindering the monitoring and evaluation of CDF projects, with 38.8% of the respondents expressing a “great extent”, 34.3% expressing “moderate extent”, 19.4% expressing “low extent” and 4.5% expressed “very great extent” of the impact.

Some constituencies face challenges due to inadequate road networks and wide geographical sizes, making it difficult to access project sites for effective monitoring and evaluation. The extensive travel time required to reach these project sites, coupled with the poor road conditions, hinders the effectiveness of the monitoring and evaluation process. Consequently, some projects suffer from insufficient monitoring and evaluation, impacting their overall effectiveness.

The research findings align with Materai (2016), who highlighted the inaccessibility of certain CDF project areas due to poor road conditions, posing challenges to effective monitoring and evaluation. Similarly, the National Assembly of Zambia (2019), report indicated that some constituencies and wards, due to their vastness, faced difficulties in comprehensive coverage, impacting the monitoring and evaluation of projects. These challenges have prompted concerns among stakeholders about the capacity of local authorities to effectively monitor and evaluate CDF projects, particularly with the increased fund allocation. Issues such as insufficient staff, inadequate funding for on-site visits, and institutional design limitations have been identified as key constraints affecting local authorities in managing CDF projects efficiently (Casey et al., 2021).

Another challenge that was identified was the lack of stakeholder participation which was found to be contributing to the challenges faced in the process of monitoring and evaluating CDF projects. Survey results revealed that 43.3% of respondents expressed a 'moderate extent' of impact, whilst 25.4% expressed a 'great extent,' 11.9% expressed a 'very great extent,' and 6.0% expressed a 'low extent' of the impact.

This underscores the importance of active involvement and collaboration among stakeholders to ensure thorough and accurate monitoring and evaluation of CDF projects. The interviews with respondents revealed that the Local Authority and the community, through the Ward Development Committees (WDCs), are expected to jointly monitor and evaluate projects rather than the Local Authority working in isolation. Different perspectives from stakeholders affect the project implementation of CDF projects as the project manager finds it difficult to convince the stakeholders (CDF Committees and WDCs) when designs of the project are altered from the initial design, as a result, the process is time-consuming and a bottleneck in applying corrective active in monitoring and evaluation in the project implementation. The culture and attitude of some stakeholders during the implementation of CDF projects are not proactive making it difficult to gather information on the progress of the projects resulting in a gap between work on the ground and decision-makers.

The findings align with Kibebe and Mwirigi's (2014), assertion that the absence of experts and stakeholders in the monitoring and evaluation of CDF projects results in project delays and substandard work quality. Achieving an effective implementation of CDF projects requires robust monitoring and evaluation practices, along with the active participation of all stakeholders. This is crucial to realizing a sustainable and successful project outcome for the community. Additionally, Gilbert (2012), pointed out that community development projects often neglect the involvement of residents, leading to project rejection due to lack of consultation. Building on this, Kizliz (2010), emphasized that including local people in the monitoring and evaluation of projects promotes sustainability and ownership. Recognizing the challenges faced by the community members, it is imperative to ensure their integral participation in the monitoring and evaluation processes of projects in their communities. Consequently, treating local people as partners in the developmental process is essential for the overall improvement of society.

Furthermore, the study established that understaffing of monitoring and evaluation officers posed a hindrance to the oversight of CDF projects with 35.8% of respondents expressing 'very great extent', while 29.9% expressed 'great extent', 26.9% expressed 'moderate extent' and 6.0% expressed 'low extent' of the impact.

The Local Authority lacks specialized personnel or a dedicated department for conducting project monitoring and evaluation. Instead, officers within the Department of Engineering, who already have other departmental duties, are tasked with monitoring these projects. This arrangement adversely impacts the quality of projects being executed in the constituencies.

The findings align with Casey et al. (2021), who observed that most Local Authorities are understaffed resulting in difficulties in effectively monitoring and evaluating projects. The few officers have several projects to monitor and evaluate and at the same time attend to other responsibilities required from the institution, in the end, the projects monitored and evaluated will be compromised since the officers are overwhelmed with a back rock of work. Further, NAZ (2019), stated that a few officers were conducting the monitoring and evaluation process and most officers charged with the responsibility of monitoring and evaluation in the Local Authorities lacked training and knowledge in the monitoring and evaluation of projects and this has highly contributed to the unsuccessful implementation of projects. Mulundi (2013), stated as well that it is important to have adequate officers who are well-trained and experienced in monitoring and evaluation to ensure effective implementation of projects in the community.

Finally, the research identified another obstacle, namely the absence of a monitoring and evaluation framework. The absence of a framework hindered the effective monitoring and evaluation of CDF projects, as indicated by respondents during the interviews.

The Local Authority lacks a structured monitoring and evaluation framework for overseeing CDF projects, posing a significant challenge. This absence results in the collection of inaccurate data and outcomes, as both staff and stakeholders lack clear tools and techniques for effectively monitoring and evaluating CDF projects.

The findings align with NAZ (2019), and Casey et al. (2021), who emphasize the need to establish a standardized monitoring and evaluation framework across all Local Authorities. This framework is crucial for guiding monitoring and evaluation officers in applying appropriate tools and techniques, particularly considering the diverse nature of CDF projects across various constituencies within a district. The framework serves as a means to provide both the local authority and community members with an accurate depiction of CDF project implementation and the factors influencing it. It should be organized to explain the responsibilities of all parties involved in the monitoring and evaluation process, accompanied by a checklist for reporting, as

suggested by Nabulu (2015). Nabulu (2015), further stresses the importance of having an operational monitoring and evaluation system, comprising planning, information gathering, and report processing, with necessary conditions and capacities to contribute meaningfully to decision-making and learning. Additionally, Aune (2000), and FHI (2004), underscore the significance of having an institutional framework for monitoring and evaluation in any organization, aiding in planning and functioning throughout the implementation process.

6.3 Key Factors Enhancing the Effectiveness of the Monitoring and Evaluation Process

The research identified various crucial elements that would contribute to enhancing the effectiveness of the monitoring and evaluation process for CDF projects. According to the survey findings, a significant number of respondents believed that providing training to staff in monitoring and evaluation had a positive impact on enhancing effectiveness. Specifically, 32.8% of respondents expressed a 'great extent,' 25.4% expressed a 'moderate extent,' 17.9% expressed a 'low extent,' and 16.4% expressed a 'very great extent.'

The Local Authority needs to conduct training programs for its officers and stakeholders, encompassing the monitoring and evaluation of CDF projects. This training is crucial to guarantee that the implemented CDF projects meet high-quality standards and have long-term sustainability. The research, as revealed through interviews, emphasized the critical importance of ensuring that officers tasked with monitoring and evaluating CDF projects receive comprehensive training and possess adequate knowledge of the tools and techniques employed in project monitoring. Additionally, stakeholders, specifically the WDCs, must undergo thorough training in monitoring and evaluation to effectively contribute to the overall process.

The findings align with Wachamba (2013), who emphasized the prioritization of staff training in monitoring and evaluation within an organization, emphasizing its crucial role in enhancing the effectiveness of monitoring and evaluation systems. Providing training to staff not only contributes to capacity building but also enhances technical knowledge. Additionally, Tidac and Pivac (2014), underscored the importance of having a highly skilled and knowledgeable monitoring and evaluation team. This expertise is vital for tasks such as writing and interpreting monitoring and evaluation results, understanding various frameworks, project indicators, and diverse types of data used in the monitoring and evaluation process, ultimately leading to successful project assessments. Ong'are (2017), emphasized the value of education and training

as significant assets for any organization, highlighting the importance of investing in human capital to equip personnel with the necessary knowledge and skills, thereby improving organizational efficiency.

Further, the study found that the availability of logistics contributed to the enhancement of the effectiveness of the monitoring and evaluation process as 26.9% of the respondents expressed a 'very great extent', 22.4% expressed a 'great extent', 23.9% expressed a 'low extent', 11.9% expressed a 'moderate extent' of the impact.

Sufficient resources and equipment play a crucial role in ensuring the reliability and validity of the monitoring and evaluation process, particularly in data collection, analysis, and reporting. Furthermore, the research, conducted through interviews, revealed that providing transportation for monitoring and evaluation officers could enhance the efficiency of overseeing and supervising CDF projects throughout the district.

These results align with the 2022 Constituency Development Fund (CDF) guidelines, which specified that each Local Authority would be provided with vehicles dedicated to the effective monitoring and evaluation of CDF projects in respective constituencies (MLGRD, 2022). Additionally, in line with this directive, the Government of the Republic of Zambia, through the Ministry of Local Government and Rural Development, recently acquired 156 Toyota Land Cruisers this year to be used for the monitoring and evaluation of CDF projects. This procurement is specifically intended to ensure the effective and efficient monitoring and evaluation of CDF projects across the 156 constituencies (Daily Mail, 2023).

Finally, the research found that community participation played a role in enhancing the effectiveness of the monitoring and evaluation process, with 55.2% of respondents expressing a 'moderate extent,' 28.4% expressing a 'great extent,' and 14.9% expressing a 'very great extent' of the impact.

Active participation from community members promotes a feeling of ownership, encourages the exchange of information, and enhances accountability, ultimately contributing to the overall effectiveness of the process. The interviews conducted in the study also emphasized the importance of encouraging all stakeholders in the monitoring and evaluation of CDF projects to

cultivate a sense of ownership and interest in the projects. This, in turn, can lead to improved attitudes toward project implementation.

These findings align with Wanjiku (2018), who highlighted that community participation significantly influenced the successful completion and implementation of CDF projects. Furthermore, Estrella and Gaventa (2012), emphasized that achieving success in project implementation through monitoring and evaluation requires the highest level of participation from all stakeholders. Engaging all stakeholders in the monitoring and evaluation process ensures satisfaction with project outcomes, facilitates learning from challenges encountered for continuous improvement, and, most importantly, empowers local communities with skills and a sense of project ownership. Susiku (2020), also recommended enhancing the involvement of all stakeholders in project planning, monitoring, evaluation, and implementation to ensure successful project outcomes and address challenges effectively.

6.4 Critical Success Factors for the Implementation of Monitoring and Evaluation on CDF Projects

The research found that the technical capacity of both staff members and stakeholders was a key factor contributing to the critical success elements in the implementation of monitoring and evaluation for CDF projects. Specifically, 44.8% of respondents expressed a 'great extent,' 31.3% expressed a 'moderate extent,' and 22.4% expressed a 'very great extent' of the impact. Additionally, the study revealed that the allocation of budget for monitoring and evaluation was another critical success factor, with 43.3% of respondents expressing a 'moderate extent,' 29.9% expressing a 'great extent,' and 23.9% expressing a 'very great extent' of the impact.

The research also found that capacity building of key implementers in monitoring and evaluation was a significant factor contributing to the critical success elements in the implementation of CDF project monitoring and evaluation. Specifically, 37.3% of respondents expressed a 'moderate extent,' 34.3% expressed a 'great extent,' and 10.4% expressed a 'very great extent' of the impact.

The research revealed, that in terms of critical success factors for the implementation of monitoring and evaluation of CDF projects, 44.8% of respondents expressed the technical capacity of monitoring and evaluation officers and stakeholders as a contributing factor.

Additionally, 37.3% of respondents expressed that capacity building for key implementers played a role in the critical success factors for the implementation of monitoring and evaluation for CDF projects. Furthermore, 29.9% of respondents expressed that budget allocation for monitoring and evaluation had an impact on the critical success factors for the implementation of monitoring and evaluation of CDF projects.

These findings align with Mwangi et al. (2015), who emphasized that technical capacity, stakeholder participation, and budget allocation significantly influence the successful implementation of monitoring and evaluation in projects funded by constituency development. Furthermore, Olala and Owuor (2020), noted that critical success factors, including technical capacity, stakeholder participation, budget allocation, management commitment, staff training, and project scope, positively impact the implementation process of monitoring and evaluation in various projects. Additionally, Osman (2019), highlighted that the successful implementation of CDF projects in counties/constituencies relies on critical success factors such as the competencies and capacity of contractors, resource mobilization, beneficiary participation, political willingness, and governance, along with the monitoring and evaluation of the entire project.

6.5 Validation and Evaluation of the Developed Monitoring and Evaluation Framework on CDF Projects

The final component involved creating a framework for monitoring and evaluating CDF projects. The development of this framework was informed by insights gathered from the literature review, as well as theoretical and conceptual frameworks.

Validation is the procedure aimed at confirming a framework's accuracy to ensure it accurately reflects the characteristics of the entire population, rather than being restricted to the sample size employed in the estimation (Arafat et al., 2016). Heale and Twycross (2015) suggest that validation works to enhance the dependability and robustness of the framework.

The developed framework for monitoring and evaluation of CDF projects was validated by conducting semi-structured interviews with ten (10) experts who were purposely sampled as they had vast knowledge in the field of monitoring and evaluation.

6.5.1 Level of Education, Current Position, and Experience of the Experts

The table below shows the educational background, current positions, and professional experience of the experts chosen to validate and assess the newly created framework. The experience is from 2 years, 3 years, 4 years, 5 years, and 7 years.

Table 6.1 Level of Education, Current Position, and Experience of the Experts 1

EXPERT	LEVEL OF EDUCATION	CURRENT POSITION	EXPERIENCE IN M AND E
Expert 1	Degree	Civil Engineer	4 Years
Expert 2	Degree	Research and Policy Analyst	5 Years
Expert 3	Masters	Planner	6 Years
Expert 4	Masters	Statistician	7 Years
Expert 5	Degree	Quantity Surveyor	6 Years
Expert 6	Masters	Data Analyst	3 Years
Expert 8	Masters	Demographer	9Years

Source: Author (2023)

Table 6.1 displays the level of education, current position, and experience in monitoring and evaluation of the respondents.

6.5.2 Responses from Interviews with the Experts

The experts with vast experience and knowledge were interviewed for them to give a view of the developed framework. The responses presented below were based on the interview question presented in the section and the respondent's responses were given codes for confidentiality purposes. The codes given during the interview to the respondents were Expert M/E 1, Expert M/E 2, Expert M/E 3, up to 8.

6.5.3 Interview Question

Validate and evaluate the proposed framework for the monitoring and evaluation of CDF projects.

6.5.4 Validate and Evaluate the Proposed Framework

On the question of validating and evaluating the proposed developed framework, the respondent's responses were as follows:

“The project starts: this step is more of an introductory statement rather than a specific action. Consider providing a clear starting point for the framework. Government policy budget allocation towards CDF: This is a crucial step, as government policy and budget allocation play a significant role in the success of CDF projects. However, it's important to specify how this policy and budget allocation process occurs” (Expert M/E 1).

“MOF, MOLGRD, PLGO, and Local Authorities: It's good to involve various government entities and local authorities in the process as they play different roles in CDF projects. The framework should clarify their respective responsibilities. Community members select and submit proposals for community projects: Involving community members in project selection is essential for the success and sustainability of CDF projects. However, there should be a clear and transparent process for proposal submission and selection” (Expert M/E 4).

Further Expert M/E 2 stated, “WDCs submitting reports: The framework does not specify who “WDCs” are or where they submit reports. It's important to define acronyms and clarify the reporting process. CDFC analyses the reports and submits them to the local authority: The CDF Committee's role in analyzing and submitting reports is crucial for decision-making. Ensure that the committee's composition, responsibilities, and decision-making process are well-defined in the framework”.

“The Department of Planning and Engineering Services will cost, draw, and prepare BOQs for community projects: This step is important for project planning and implementation. However, it should specify the criteria and standards used in costing and preparing BOQs” (Expert M/E 8).

“A community projects list is submitted to procurement for the bidding of projects to the public: The procurement process should be transparent and competitive. The framework should clearly define the procurement process and how the public can participate. Technical Assessment: The inclusion of a technical assessment and cost estimation step ensures that projects are both technically feasible and financially viable” (Expert M/E 5 and Expert M/E 6).

“The contractor is selected and assigned a Project Manager from the local authority: It's important to ensure that the selection process is fair and that contractors have the necessary qualifications. The role and responsibilities of the Project Manager should be defined in the framework. Implementation of the community project: the implementation should follow an agreed-upon plan. The framework should mention the key aspects of implementation, such as quality control and timelines” (Expert M/E 3).

“Monitoring and evaluation of CDF projects by focusing on Stakeholder Participation, Adequate staffing of M&E officers, and availability of logistics: This step emphasizes the importance of M&E, which is commendable. However, the framework should elaborate on how stakeholder participation, staffing, and logistics will be ensured” (Expert M/E 7).

“Quality technical capacity for M&E officers, quality capacity building of key implementers, adequate Budget allocation for Monitoring and Evaluation leading to Effectiveness of Monitoring and evaluation on CDF: a clear link between budget allocation and the effectiveness of M&E is established here. Ensure that the budget allocated aligns with the M&E needs. Reframing the framework in a 4 by 4 matrix to make it clearer and more detailed” (Expert M/E 6).

“The framework provides a basic structure for the M&E process for CDF projects, emphasizing community engagement, inter-agency collaboration, and the importance of assessing project outcomes. However, it would benefit from more specific and detailed descriptions of each step, responsibilities, and key performance indicators to measure the effectiveness of the M&E system. Additionally, it should address issues of transparency, accountability, and community engagement in detail, which are crucial for the success of CDF projects. The framework reflects a commitment to community development, and with some adjustments, it can become an even more robust tool for achieving meaningful and sustainable change in the community” (Expert M/E 8).

6.6 Chapter Summary

In summary, this chapter delved into the study's findings, which explored challenges, key factors influencing effectiveness, and critical factors for the implementation of monitoring and evaluation in constituency development fund (CDF) projects for Kitwe City Council. The challenges identified, such as logistical constraints and insufficient stakeholder participation, highlight the importance of allocating appropriate resources and fostering active engagement to overcome obstacles. Furthermore, the study revealed that the presence of well-trained staff, the availability of logistics, and community involvement positively influenced the effectiveness of the monitoring and evaluation process. Lastly, capacity building for both staff and stakeholders emerged as a critical factor for the successful implementation of monitoring and evaluation initiatives. These insights contribute to a deeper comprehension of the intricacies associated with monitoring and evaluating CDF projects and offer valuable considerations for enhancing future practices.

CHAPTER SEVEN

CONCLUSION AND RECOMMENDATION

7.1 Introduction

This chapter offers concluding remarks derived from the findings outlined in the preceding chapter. It also puts forth recommendations for mitigating the identified challenges and enhancing the monitoring and evaluation process for constituency development fund (CDF) projects for Kitwe City Council. Additionally, the study recognizes its limitations and proposes avenues for future research.

7.2 Conclusion of the Research Findings

The primary objective of this research was to assess the effectiveness of monitoring and evaluation of constituency development fund projects for Kitwe City Council. The study delved into the challenges encountered during the monitoring and evaluation of these projects. Additionally, it explored key factors that could contribute to enhancing the effectiveness of the monitoring and evaluation process within the community. Furthermore, the study aimed to identify critical success factors applicable to the implementation of monitoring and evaluation of constituency development fund projects. The research questions were answered as stated below:

7.2.1 What are the challenges faced in the monitoring and evaluation process of constituency development fund projects in Kitwe District?

The study concluded that the challenges faced in the monitoring and evaluation process of CDF projects and it was found that lack of logistics and poor road network affected the effectiveness of monitoring and evaluation, the local authority relied on a single vehicle to monitor and evaluate CDF projects in the Five (5) constituencies and some wards were vast and accessibility proved a challenge due to the poor road network. The study found that the monitoring and evaluation officers were understaffed as this was putting pressure on the few officers to effectively monitor and evaluate CDF projects. Further, the study established that lack of stakeholder participation affected the effectiveness of the monitoring and evaluation process, as most of the stakeholders in the CDF process were not involved in the process monitoring and evaluation. Additionally, the lack of a structured monitoring and evaluation framework to oversee CDF projects was another challenge that hindered the effectiveness of monitoring and evaluation of CDF projects.

7.2.2 What are the Key Factors that Could Enhance the Effectiveness of the Monitoring and Evaluation Process in Kitwe District?

The study concluded that providing training for monitoring and evaluation officers is essential to equip them with the current knowledge and skills necessary for effective monitoring and evaluation of CDF projects. This is done with the specific goal of ensuring that personnel responsible for monitoring and evaluating CDF projects are highly knowledgeable and skilled. Further, the study established that the availability of logistics was a key factor that would enhance the effectiveness of the monitoring and evaluation process within the district. This is because the Local Authority would be well-equipped to effectively monitor and evaluate projects when logistical resources are readily available for use. Additionally, the study found that community involvement played a crucial role in enhancing the effectiveness of the monitoring and evaluation process. Involving the community, who are the ultimate beneficiaries of CDF projects, ensures thorough monitoring and encourages the sharing of ideas on areas that require changes and enhancements.

7.2.3 What are the Critical Success Factors to be Applied for the Implementation of Monitoring and Evaluation of CDF Project Kitwe District?

The study concluded that critical success factors to be applied for the implementation of monitoring and evaluation of CDF projects encompassed the technical capacity of monitoring and evaluation officers and stakeholders, capacity building for key implementers, and the allocation of budgetary resources for monitoring and evaluation. These factors were identified as critical elements that would have a substantial impact when integrated into the implementation process of monitoring and evaluation for CDF projects.

Consequently, a framework was formulated to function as a tool for decision-makers and policymakers in assessing the effectiveness of monitoring and evaluation of CDF projects. This framework is intended not only for Kitwe City Council but also for application by other Local Authorities. Figure 7.1 illustrates a framework for the effectiveness of monitoring and evaluation of CDF projects. The instruction manual for the proposed framework is attached in Appendix (i).

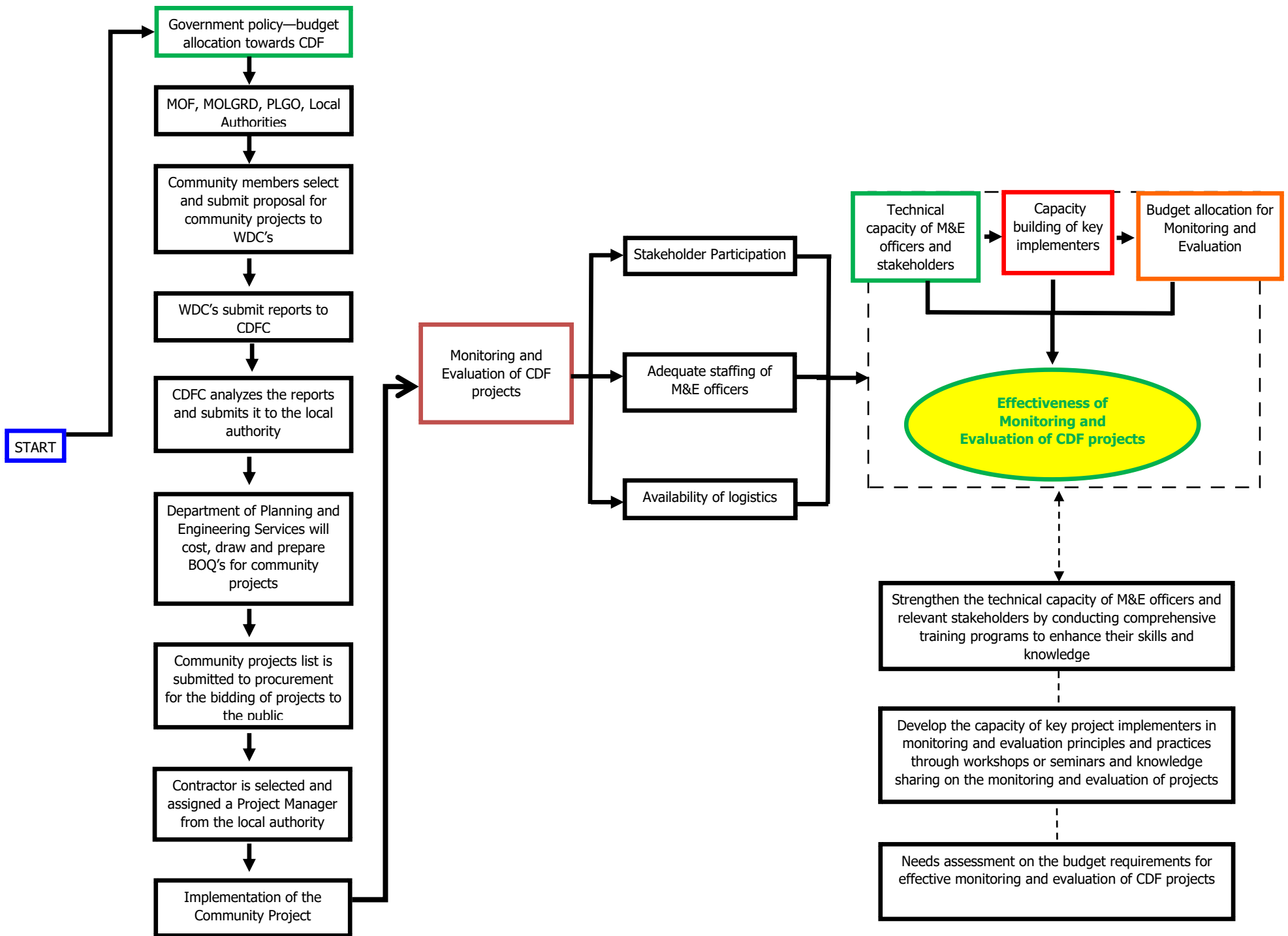


Figure 7.1 Proposed Framework for Monitoring and Evaluation of CDF Projects 1

Source: Author (2023)

7.3 Recommendations

The research study presented the following recommendations:

1. Improve Logistics Provision

The study recommended that to have efficient and effective monitoring and evaluation of CDF projects, it is crucial to ensure the provision of sufficient logistics, encompassing transportation and data collection tools, for the monitoring and evaluation team. This provision would facilitate easy access to project sites and enhance the effectiveness of data collection.

Furthermore, it is recommended that the Government, in collaboration with the Ministry of Local Government and Rural Development and other relevant stakeholders, should take measures to guarantee that Local Authorities engage in the effective monitoring and evaluation of CDF projects. This involves ensuring the provision of adequate logistics to enhance the overall effectiveness and efficiency of monitoring and evaluation processes for CDF projects.

2. Invest in Capacity Building

The study recommended that to have effective monitoring and evaluation of CDF projects, it is essential to conduct training programs and workshops. These initiatives should focus on enhancing the skills and knowledge of staff and stakeholders engaged in monitoring and evaluation activities. This approach aims to enhance their proficiency in tasks such as data collection, analysis, and reporting, thereby ensuring the production of more accurate and reliable results.

Additionally, the Government, in collaboration with the Ministry of Local Government and Rural Development and various local and international stakeholders, should arrange training sessions and workshops. It is imperative to ensure that personnel at both the Local Authorities and Constituency levels receive training in the latest knowledge and skills relevant to monitoring and evaluating projects of this nature. This initiative aims to guarantee the implementation of projects with high-quality work and long-term sustainability.

3. Strengthen Coordination and Collaboration

The study further recommended that to have an effective monitoring and evaluation of CDF projects, collaboration among different departments, agencies, and organizations involved in CDF projects is essential for effective monitoring and evaluation. Strengthening coordination

mechanisms and promoting information sharing will ensure a unified and comprehensive approach.

It is essential for the Ministry of Local Government and Rural Development, the Presidential Delivery Unit representing the government, to underscore the significance of collaboration and conduct workshops. Emphasizing the importance of collaboration in handling CDF projects is crucial. This approach would stimulate the generation of innovative ideas aimed at enhancing the projects funded under CDF, ultimately contributing to the complete realization and appreciation of CDF within constituencies.

7.4 Future Research Areas

The research study suggested the following as potential directions for future research;

- i) The study's primary objective was to explore the effectiveness of monitoring and evaluation of CDF projects for Kitwe City Council. The research proposes conducting analyses on the utilization of technology in monitoring and evaluating CDF projects. Additionally, future studies could explore the sustainability and long-term effectiveness of these projects, offering valuable insights into their lasting impacts.
- ii) The study was confined to Kitwe District due to limitations in time and financial resources. Consequently, the recommendation is for similar research to be conducted in other districts to scrutinize and expand upon the obtained results.

7.5 Contributions to the Body of Knowledge

The significance of this research study to the existing body of knowledge lies in its identification of challenges impeding the effectiveness of monitoring and evaluation of CDF projects. Additionally, it describes the factors that would enhance the monitoring and evaluation process within the community. The study also plays a role in addressing gaps in the literature related to the effectiveness of monitoring and evaluation of CDF projects.

7.6 Limitations of the Study

Acknowledging the study's limitations is crucial. Firstly, the research was conducted within the specific context of Kitwe City Council, and the findings may not be entirely applicable to other regions or countries. To enhance the external validity of the results, future studies should consider a broader sample. Secondly, the reliance on self-reported data through a survey

introduces the potential for respondent bias or inaccuracies. Integrating qualitative methods, such as interviews or focus group discussions, alongside survey data could offer a more comprehensive insight into the monitoring and evaluation process. Lastly, the study focused on the perspectives of stakeholders directly engaged in CDF projects, omitting the viewpoints of project beneficiaries. Future research should incorporate the voices of beneficiaries to obtain a more holistic understanding of how monitoring and evaluation impact project outcomes.

7.7 Chapter Summary

To conclude, this chapter summarized the study's findings, offered recommendations to enhance the monitoring and evaluation of CDF projects for Kitwe City Council, outlined the study's limitations, and proposed avenues for future research. The aspiration is that the knowledge derived from this study will contribute to the progression of monitoring and evaluation practices, fostering better project outcomes and advancing community development.

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Appendix I: Framework Instruction Manual

This framework outlines the essential elements for the implementation of monitoring and evaluation of Constituency Development Fund (CDF) Projects. Effective monitoring and evaluation play a pivotal role in ensuring transparency, accountability, and the overall success of these projects.

Step 1: Technical Capacity of Monitoring and Evaluation Officers and Stakeholders

Based on the framework, Government Ministries i.e. MLGRD, MOFNP, Zambia Monitoring and Evaluation Association, and Presidential Development Unit with support from cooperating partners need to ensure that all monitoring and evaluation officers given the mandate to monitor and evaluate CDF projects have the necessary skills and knowledge and the technical know-how of monitoring and evaluating such projects. Local Authorities should be provided with highly trained officers with the skills, knowledge, and experience in monitoring and evaluation.

As CDF projects are community-based projects with the mandate to better and provide services to the local people, the stakeholders involved in the process of monitoring and evaluation have to be empowered with the technical skills and knowledge as they monitor and evaluate the CDF projects in their respective constituencies.

The technical capacity of monitoring and evaluation officers and relevant stakeholders would be strengthened both at the local and national levels by conducting comprehensive training programs to enhance skills and knowledge.

The government with cooperating partners/organizations and experts has to organize and provide specialized training in monitoring and evaluation for the M and E officers and relevant stakeholders. The expected impact of the specialized training is an improved ability to design, implement, and manage monitoring and evaluation processes effectively.

Step 2: Capacity building of Key Implementers

Based on the framework, the Government and cooperating organizations need to ensure that there is capacity building of key implementers in the process of monitoring and evaluating CDF projects.

There is a need to build the capacity of key implementers in monitoring and evaluation principles and practices by organizing workshops, and seminars, facilitating peer learning, and mentorship programs, and knowledge sharing on the monitoring and evaluation of projects.

The expected impact of capacity building of key implementers in the monitoring and evaluation of projects is enhanced understanding and commitment to monitoring and evaluation among project implementers.

Step 3: Budget allocation for Monitoring and Evaluation

There is a need for a needs assessment to be conducted to determine based on the budget requirements for the effective monitoring and evaluation of CDF projects with the inclusion of monitoring and evaluation-related expenses in project budgets starting from the planning stage to the completion of the project. This will lead to ensuring the availability of financial resources and logistics to support monitoring and evaluation activities.

The critical success factors identified in this framework serve as a guide for the implementation of monitoring and evaluation on CDF projects. By addressing these factors, all stakeholders can significantly enhance the efficiency and effectiveness of the M&E process, leading to better-informed decision-making, improved project outcomes, and increased accountability within the CDF project context.

Appendix II: Research Questionnaire



SCHOOL OF POSTGRADUATE STUDIES

Dear Respondent,

RE: Research on the Effectiveness of Monitoring and Evaluation of Constituency Development Fund Projects for Kitwe City Council

I am a student at the University of Lusaka pursuing a Master's Degree in Project Management. It is the University's requirement I undertake a research study for the fulfillment of the award of the Master's Degree.

The purpose of my study is to investigate the effectiveness of monitoring and evaluation of CDF projects for Kitwe City Council. Therefore, you have been selected to participate in this academic research by helping in filling in the questionnaire by answering the questions as honestly and completely as possible. As such note that this research is purely for academic purposes and your responses and information shared shall be treated with paramount confidentiality.

For any queries or difficulties noticed please do not hesitate to forward them to my email address: jerrymumba263@gmail.com or cell phone number on 0979 – 900607.

Thank you in anticipation of your valuable support.

Yours Faithfully,

Jerry Mumba

1. What is your gender?

Male [] Female []

2. Level of education

Certificate [] Diploma [] Degree [] Postgraduate Degree []

Others (Please Specify)

Section B: Effectiveness of Monitoring and Evaluation of CDF Projects

Please rate your level of agreement with the statement below by indicating (X) where appropriate.

Where (1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= strongly agree) and (1= Very low, 2= Low, 3= Moderate, 4= High, 5= Very High)

3. Tick where appropriate, to what extent do the following challenges affect the monitoring and evaluation process on CDF projects?

PARAMETER	Not at all	Low extent	Moderate extent	Great extent	Very great extent
	1	2	3	4	5
Understaffing of M and E officers					
Lack of logistics					
Poor road network and vastness of constituency					
Lack of stakeholder participation in the monitoring and					

evaluation of CDF projects					
All of the above					

4.	How would you rate the level of stakeholder engagement and participation in the monitoring and evaluation process of CDF projects?	Very low	Low	Moderate	High	Very high
		1	2	3	4	5

5.	To what extent do you think monitoring and evaluation are effective on CDF projects in the community?	Not at all	Low extent	Moderate extent	Great extent	Very great extent
		1	2	3	4	5

6. Tick where appropriate, to what extent do the following key factors enhance the effectiveness of monitoring and evaluation in the community?

PARAMETER	Not at all	Low extent	Moderate extent	Great extent	Very great extent
	1	2	3	4	5
Trained staff in monitoring and evaluation					
Availability of logistics					
Community involvement in monitoring and evaluation of CDF projects?					
All of the above					

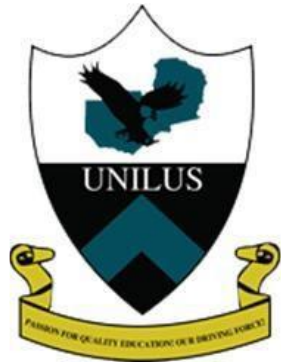
7.	Please rate your level of agreement with the statement: "Involvement of local community members and beneficiaries improves the effectiveness of monitoring and evaluation in CDF projects."	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5

8. Tick where appropriate, to what extent do the following success factors contribute to the implementation of monitoring and evaluation of CDF projects?

PARAMETER	Not at all	Low extent	Moderate extent	Great extent	Very great extent
	1	2	3	4	5
Technical capacity of Members of staff and Stakeholders					
Budget allocation of M & E.					
Capacity building of key implementers of M & E.					

Thank You for Sparing Your Time

Appendix III: Interview Guide



UNIVERSITY
OF
LUSAKA

SCHOOL OF POSTGRADUATE STUDIES

Dear Respondent,

RE: Research on the Effectiveness of Monitoring and Evaluation of Constituency Development Fund Projects for Kitwe City Council

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Thank you in anticipation of your valuable support.

Yours Faithfully,

Jerry Mumba

Personal Information

1. Current position.....
2. Highest academic qualification.....
3. How long have you been involved in the monitoring and evaluation of CDF projects?

Interview Questions

- Q1. In your view, what has been the impact of monitoring and evaluation on CDF projects?
- Q2. What are the challenges affecting the monitoring and evaluation process of CDF projects in the community?
- Q3. Who is involved in the monitoring and evaluation of CDF projects in the community and what are their roles?
- Q4. How well trained are stakeholders and members of staff in conducting monitoring and evaluation of CDF projects?
- Q5. What are the most important or key factors that would improve the effectiveness of the monitoring and evaluation process in the community?
- Q6. What are the best practices or success factors that could be applied for the implementation of monitoring and evaluation on CDF projects?
- Q7. Validate and evaluate the proposed framework for the monitoring and evaluation of CDF projects.

We have come to the end of the interview. Thank You for Sparing Your Time.