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**AN ANALYSIS OF PROJECT MANAGEMENT PRACTICES IN  
IMPLEMENTING CONSTITUENCY DEVELOPMENT FUND (CDF)  
PROJECTS: A CASE STUDY OF SELECTED CONSTITUENCIES OF  
MONZE DISTRICT**

A DISSERTATION SUBMITTED TO THE SCHOOL OF POSTGRADUATE  
STUDIES, UNIVERSITY OF LUSAKA IN PARTIAL FULFILMENT OF THE  
AWARD OF THE MASTER OF SCIENCE IN PROJECT MANAGEMENT

By

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## DECLARATION

I declare that this thesis was composed by myself, that the work contained herein is my own except where explicitly stated otherwise in the text, and that this work has not been submitted for any other degree or professional qualification.

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## DEDICATION

I dedicate this thesis to my wonderful parents, Mr Alec Liswaniso Walubita and Mrs Harriet Kambeu Walubita, my cherished daughter, Nkandezhi Kanyenge, and my entire family. Their steadfast support and encouragement were invaluable throughout my academic journey.

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## LIST OF ACRONYMS

CDF	Constituency Development Fund
CDFC	Community Development Fund Committee
CDP	Community Development Projects
HODs	Head of Departments
LA	Local Authority
M&E	Monitoring and Evaluation
MLGRD	Ministry of Local Government, Decentralization & Rural Development
NGOs	Non-Governmental Organization
PMRC	Policy Monitoring and Research Centre
RBT	Resource-Based Theory
SPSS	statistical package for social sciences
UNILUS	University of Lusaka
VUP	Vision 2020 Umurenge program
WDCs	Ward Development Committees

## ABSTRACT

This study analyzed the project management practices in the implementation of Constituency Development Fund (CDF) projects in the selected constituencies within Monze District. The primary objective analyses project management practices used in the chosen constituency to implement CDF projects and determine how these practices relate to implementation challenges. The goal of the study was to address the gap existing in the literature by assessing the possible effects of present project management practices on CDF projects in the Monze District, as evidenced by the challenges and delays that locals in the area had described.

The study used a descriptive survey research design, data was collected through a questionnaires and interviews and subsequently analysed using a mixed methods approach. Multiple regression analysis tested the hypotheses' significance, revealing that planning and budget, monitoring and evaluation, stakeholder engagement, procurement and contracting, and risk management significantly influenced CDF project implementation.

The study established that there are existing challenges in project management practices during the implementation of CDF projects, such as poor prioritization of work, local contractors' engagement, a lack of monitoring tools, and work overlap. Among other things, the study recommended strengthening the capacity of local contractors through the Zambia Public Procurement Authority, increasing the number of employees at Monze Town Council through the Ministry of Local Government and Rural Development, and reorganizing the community development committee to incorporate ward development committees. These measures are intended to improve project management capabilities and deal with specific issues that were identified during the implementation of CDF projects.

**KEY WORDS:** Constituency Development Fund, Project Management Practice



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## CHAPTER ONE

### 1.0 INTRODUCTION

The Constituency Development Fund (CDF) is a government-funded program aimed at decentralizing the allocation of resources for community development projects (Mwape, 2019). Each constituency receives an annual allocation to fund various projects, including infrastructure development, health facilities, education, and other community-driven initiatives. The CDF was established with the noble goal of empowering local communities to have a direct say in their development priorities and the allocation of resources to address them (Republic of Zambia, 2006).

Thus, the purpose of this study is to analyse project management practices in implementing CDF projects in selected constituencies of Monze District.

Hence this chapter looks at the background of the study, statement of the problem, research objectives, scope of the study, significance of the study and operational definitions.

### 1.1 Background to the study

Numerous countries worldwide, Zambia inclusive, have adopted the concept of Constituency Development Fund (CDF) to foster community development at the constituency level. These funds are allocated through parliamentary representatives who utilize the program's implementation to gain political approval from stakeholders (Ramadhani & Yusuf, 2019).

The Constituency Development Fund was first established in 1995 as a component of the decentralization and local development program with the goal of assisting small-scale community projects. Its goal was to bridge the financing vacuum caused by the lack of other funding sources by offering financial resources for micro-community-driven initiatives in each constituency. The first payment was made via legislative processes in 1995. However, the CDF was governed by Section 45 of the Local Government Act, Cap. 281 of the laws of Zambia from 1995 to 2016 (MLGRD, 2022). The Local

Government Act was repealed in 2016 when Zambia's Constitution established the Constituency Development Fund. The Constituency Development money Act was passed in 2018 in order to create guidelines for the management, distribution, use, and accountability of the money. The initial set of rules,

The CDF's original goal was to support locally oriented, community-based projects with a K1.6 million budget allocated to each constituency, (Transparency International Zambia, 2022). A study by Transparency International Zambia's (2022) however, uncovered a number of project management shortcomings, rendering the program either ineffectual or hardly beneficial to development. Planning and project execution were hampered by inconsistent funding, and public engagement through monitoring and assessment was ineffective due to a lack of accountability from local authorities (Transparency International Zambia, 2022).

Prior to the most recent rise in CDF allocation under the 2022 budget, Casey et al.'s research from 2021 revealed a problem with timely CDF payouts in the context of public financial management. Due to the funding's frequent phased distribution, unfinished projects accumulated, which was made worse by partial or delayed payout. The lack of an appropriate framework for recognizing, ranking, and choosing important projects within the specified parameters was another issue that was brought to light. Significant freedom in project selection was given to the CDF committees, and the standards on long-term project viability and maintenance responsibilities were ambiguous (Casey, et al., 2021).

In addition, Local Authorities were integral to the CDF framework; yet, issues emerged with their ability to procure, monitor, and evaluate CDF projects efficiently (Casey et al., 2021). Although the CDF's major objective is to provide funding for projects that support local development and welfare by responding to community needs and preferences, community engagement has frequently been restricted to consultation or unskilled labor during project execution (Chibomba, 2013). Real-time fund monitoring was further hampered by the absence of thorough data evaluation, such as standardized information on project applications (Casey et al., 2021).

The CDF grant was raised by the government in 2012 from K1.6 million to 25.7 million. Three distinct components were included in this expansion: Skills Development Bursaries, Women and Youth Empowerment Secondary Boarding Schools, and Community Projects (MLGRD, 2022). Additionally, the government unveiled new CDF guidelines that outline the duties and responsibilities of all parties involved in implementation, procurement monitoring, and CDF evaluation. These guidelines include guidance on administration, allocation, use, and accountability (MLGRD, 2022).

Numerous challenges pose significant obstacles to the effective management and performance of Constituency Development Fund (CDF) projects. These challenges encompass a range of factors, including but not limited to inadequate planning, insufficient engagement with community stakeholders, challenges in resource allocation, limited technical capabilities for project implementation and management, and the necessity for strong political will from elected civic leaders at the constituency level (Otieno, 2019). Despite the critical role that project management plays in achieving desired outcomes, there are instances where both Local Authorities and CDF committees encounter difficulties in successfully implementing projects that could have a substantial impact on the community (Lungu & Chansa, 2015).

## 1.2. Statement of Problem

Despite the increased allocation of Constituency Development Funds (CDF) and the introduction of guidelines to govern their utilization, a noteworthy issue persists in Monze constituencies where numerous CDF projects display subpar quality and an inability to sustain themselves over time. A glaring example of this problem is evident in the construction of classroom blocks in selected constituencies, requiring renovations due to the development of several structural fissures. Consequently, the emergence of concerns and objections from various project stakeholders has prompted critical inquiries into the potential adverse effects of existing project management practices on the successful implementation of CDF projects in the Monze district.

While extensive studies on project management practices in the implementation of Community Development Fund projects have been conducted on an international,

regional, and national scale, there is a notable gap in research specifically addressing whether project management practices significantly influence the implementation of CDF projects in Monze constituencies. For instance, a study conducted by Ramadhani & Yusuf (2019) delved into project monitoring and evaluation, planning, and budgeting but did not explore their impact on the implementation of national government constituency development-funded projects in Nyali constituency, Kenya. Similarly, a study by Casey et al. (2021) failed to establish a clear relationship between stakeholder involvement and the implementation of CDF projects. These gaps underscore a substantial deficiency in the existing literature, as it neglects to address the unique challenges faced by CDF projects in Monze constituencies.

The persistence of this gap in research may lead to a failure in achieving the primary goal of the CDF, thereby risking the inability to meet crucial Sustainable Development Goals. To address this gap, this study aims to analyse project management practices in the implementation of CDF projects in selected constituencies within the Monze District.

### 1.3 Research Objective

To analyse project management practices in implementing CDF projects in selected constituencies of Monze District.

#### 1.3.1 Specific Objectives

The study was guided by the following specific objectives;

1. To identify project management practices that affect implementation of CDF projects in selected constituencies in Monze.
2. To determine the project management challenges faced in implementing CDF projects in selected constituencies in Monze.
3. To establish the relationship between project management practices and implementation of CDF projects in selected constituencies in Monze.



## 1.4 Research Questions

To achieve the research objectives, the following research questions guided the study:

1. What are the project management practices that affect the implementation CDF projects in selected constituencies in Monze?
2. What are the project management challenges faced in implementing CDF projects in selected constituencies in Monze?
3. What is the relationship between project management practices and implementation of CDF projects in selected constituencies in Monze?

## 1.5 Significance of Study

This research holds significant importance for several reasons. Firstly, it will contribute to the existing body of knowledge concerning project management practices within the context of Constituency Development Fund (CDF) initiatives. The findings of this study will provide valuable insights for policymakers, project managers, and other stakeholders, enabling them to make informed decisions and achieve better project outcomes. The study will present both the advantages and disadvantages of current approaches, thereby facilitating more effective decision-making and project management within the framework of CDF initiatives.z

The second facet of the study focuses on a detailed analysis of project management practices in the implementation of CDF projects. By elucidating the intricate relationship between CDF project implementation and specific project management practices, project managers can enhance their ability to allocate resources efficiently and set priorities. This, in turn, is expected to contribute to the overall improvement of project success rates, ensuring that CDF projects in Monze constituencies are effectively managed and yield desired outcomes.

Lastly, the outcomes of this study will generate practical recommendations aimed at enhancing project management practices in CDF projects within the Monze district. These recommendations will serve as valuable guidance for addressing challenges

encountered during project implementation, thereby improving the efficacy of project management. The proposed recommendations can inform efforts to strengthen capacity, modify policies, and implement best practices in project management. Ultimately, these measures are anticipated to enhance project delivery, positively impacting local development initiatives within the Monze district. The study's recommendations offer a roadmap for stakeholders to foster positive change, laying the foundation for more efficient and successful implementation of CDF projects in the region.

### 1.6 Scope of the Study

Regarding geographical scope, this study was limited to the selected constituencies within the Monze district. In terms of content scope, the study centred on key areas, namely project management practices, challenges faced in project management, and the relation between project management practices and the implementation of CDF projects in selected constituencies in Monze. Concerning the temporal scope, the study was projected to be completed within a timeframe of 6 months.

### 1.7 Definition of Key Terms

**Budgeting:** The total monetary allocation for a specific purpose over a defined period.

**Community Development Fund:** Established in 1995, it aims to support micro-community projects as part of a broader decentralization and local development policy (MLGRD, 2022).

**Community Participation:** Involves both theory and practice related to the direct involvement of citizens or groups potentially affected by or interested in decisions or actions (Quick & Bryson, 2016).

**Monitoring and Evaluation:** A process aimed at improving project performance and achieving expected or planned results.

**Procurement:** The acquisition of goods and services enabling an organization to operate its supply chains profitably and ethically. It encompasses the management of all

processes involved in obtaining necessary goods and services for manufacturing products and providing customer services.

**Project Planning:** The stage in project management where the actual steps to complete a project are determined. This includes establishing timelines, setting budgets, defining milestones, assessing risks, and solidifying tasks assigned to team members. Project planning constitutes the second stage of the project management lifecycle.

### 1.8 Organization of the Remaining Report

Chapter one introduces the study, encompassing the background, problem statement, objectives, research questions, significance, scope, definition of key terms, and more.

Chapter two probes into the literature review, including global, regional, and local empirical studies, as well as theories and the conceptual framework. Moving forward, chapter three details the research methodology, covering design, philosophy, strategy, type, population, sample, sampling technique, data collection instruments, reliability, validity, data analysis methods, and ethical considerations.

Chapter four reveals the findings gathered from the study participants, while chapter five discusses these findings in alignment with the study objectives. Chapter six concludes the report, addressing limitations and providing recommendations.

### 1.9 Summary of the Chapter

This chapter outlined the background of the study, discussing the historical context of the Community Development Fund and project management challenges before the government increased the CDF amount. It briefly presented the research's problem of statement which looked at lack of research on whether project management practices affect CDF project implementation. The research objectives and questions have been outlined, and the significance of the study, along with geographical, content, and time scopes, has been discussed. Key terms have been defined, and the chapter concludes with an overview of the report's organization.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter provides chapter two of the study. The main objective of this chapter is to analyse the project management practices in implementing project Community Development Funds Projects. The chapter only considered to review information that is a decade old and below. The content of this chapter includes the global, Sub-Saharan and Zambian perspective on the effectiveness of project management practices in implementing community Development Projects. Further, the chapter provides the theoretical framework and conceptual framework.

#### 2.1 Historical Overview

Understanding the evolution of project management practices in influencing the implementation of Constituency Development Fund projects in Zambian local authorities requires a comprehensive exploration of its historical trajectory.

Governments across the globe bear a moral responsibility to ensure the fair and prompt distribution of social services among their citizens. To achieve this objective, diverse governance models are employed, as outlined in legal and policy frameworks. The effective delivery of social services is intricately linked with the economic growth envisioned by many nations, given the interconnected nature of service provision and the social well-being of citizens. Among the various0020Jxty.003Byiddo'ds'z.med at enhancing service delivery and citizen satisfaction, the decentralization of government services emerges as a prominent strategy.

Decentralization plays a pivotal role in achieving an equitable allocation of resources, enhancing the delivery of crucial services such as healthcare and education, and empowering local communities to foster development (World Bank, 2015). This approach has resulted in numerous favorable outcomes, with direct or indirect implications for both local and national governance (Amponsah, 2012).

The term "decentralization" refers to the distribution of authority among different individuals or units, involving the transfer or dispersion of decision-making powers to various levels of an organization, even those distant from the central authority (Boisot & Child, 2013). In the context of governance, "decentralization" signifies the devolution of power and governance authority from central and state levels to sub-state organizations. Embraced globally, particularly in regions like Africa, Asia, and Latin America, and often implemented in countries under autocratic or military regimes with the aim of achieving democracy, decentralization has emerged as a strategy for promoting good governance through democratization. This is characterized by accountability, citizen participation, increased pluralism, transparency, and development (Smith & Revell, 2016). Notably, decentralization is tailored to reflect unique local circumstances in policy-making and implementation, resulting in benefits such as more responsive policies, efficient development allocations, and increased responsiveness and accountability of local politicians and bureaucrats to their communities.

Devolution, a specific form of decentralization, provides citizens with a framework and mechanism to participate in development initiatives. In both developed and developing nations, devolution is considered a fundamental aspect of governance, as devolved bodies are easily accessible, accountable, and transparent, facilitating accountability and transparency in service delivery (Faguet & Sanchez, 2006). Empowering government officials and public representatives, devolution grants decision-making authority at the grassroots level and encourages local community involvement in government affairs. Consequently, devolution contributes to good governance by promoting suitable local representation and enhancing transparency in decision-making processes.

The Zambian Government actively promotes devolution through local community involvement, recognizing it as a crucial catalyst for development, poverty alleviation, and employment generation (Blum, et al., 2016). Aligned with constitutional requirements for complete decentralization, the government allocates substantial funds from the national level to the local level, utilizing Constituency Development Funds as

the preferred means (GRZ, 2018). This approach ensures that all wards within a constituency have access to these funds.

## 2.2 Empirical Review

This section provides global, Sub-Saharan and Zambian literature on the project management practices in implementing Constituency Development Fund projects in line with the specific objectives of this study.

### 2.2.1 The Concept of CDF and its Origin

A Constituency Development Fund (or CDF) is a government vehicle that allocates a particular percentage of the national budget to support small-scale, locally-focused development projects in Members of Parliament's home districts, including water systems, clinics, and schools (GRZ, 2018). The ability for MPs to choose projects sets CDFs unique. They play a strategic role in politics, enabling politicians to meet constituent demands, garner support, and improve their chances of being re-elected. They also function as a channel for the transfer of public funding from the federal government to local governments (Baskin, 2013). Several developing nations have adopted CDFs, such as Uganda in 1969 and Papua New Guinea in 1984. These initiatives have had an impact on other nations in Asia and Africa (Baskin, 2013).

Decentralization of social, political, and financial services is being pushed hard in many nations with the goal of enabling local governing entities to better serve the needs of their communities (Larson & Soto, 2008). Compared to African countries, decentralization is actively embraced by Caribbean, East Asian, and East European nations, which provide better outcomes. According to Hobdari et al. (2018), the argument of decentralization promotes equitable and efficient use of public resources for development, strengthens local government, and encourages democratization.

The involvement of parliamentary representatives in grassroots projects and community development has risen in various nations including India, Uganda, Tanzania and Kenya facilitated by Constituency Development Fund. CDFs allocate public funds based on the

decisions of National Assembly representatives' resembling the U.S. congressional allocation known as "pork barrel," "earmarks," or "member items" (Baskin, 2013). Nonetheless, operations of CDF have raised questions about government service delivery, accountability, legislators' role in development prioritization and public participation in policy making. According to Baskin (2013), there is a need for a deeper comprehension of CDFs as well as the creation of rules to guarantee their ethical and transparent usage in an anti-corruption manner.

It's unclear if pork barrel and earmark policies in the United States are comparable to CDFs. The extensive history of distributive allocation provides an opportunity to explore politically determined resource allocation for local development in the United States offers a chance to investigate resource allocation for local development (Zyl, 2010). There could be differences between the institutionalization of CDFs as a part of the yearly budget process and US earmarks, which are frequently utilized on a case-by-case basis. According to Afrin and Alam (2018), CDFs are regarded as politically motivated development projects, and MPs in the Philippines get significant funding for development inside their districts.

There are still concerns over CDFs' importance in development administration. It is imperative to comprehend the anticipated function of CDFs and their influence on the distribution of power among government divisions (Zyl, 2010). In order to overcome regional disparities brought about by patronage politics, the CDF was founded in Kenya in 2003. Its goal is to tackle poverty at the grassroots level by distributing funds to constituencies through National Assembly members (Awiti, 2007).

### 2.2.2. Global literature on project management practices that affect implementation of CDF Projects

According to a research done in India by Kadder & Ullah (2020), there are many different challenges that local governments in Bangladesh encounter when it comes to project management, which is not surprising given the intricate and varied structure of public administration in the nation. These challenges, which come in many forms, have a big influence on how well initiatives are carried out locally. One of the main challenges is political interference, as initiatives are frequently vulnerable to outside pressures that

impede their development and take funds away from their original goals. This problem is made worse by the lack of resources, which puts more pressure on project managers who have to work under tight financial and budgetary limits. The issue is made worse by bureaucratic complications, which add more administrative layers that might obstruct the efficient implementation of projects.

One critical challenge is the lack of competent labor, which leaves a gap in the workforce that is necessary for efficient project management. The inefficiency of monitoring and evaluating team's compounds this issue, as the lack of robust oversight mechanisms can lead to misallocation of resources and suboptimal outcomes. Furthermore, an atmosphere where accountability for the success or failure of a project stays elusive is created by a systemic lack of accountability (Kader & Ullah, 2020).

Collaboration between political representatives and bureaucrats is often hindered by lack of cooperation creating friction that can obstruct decision-making procedures and extend project schedules. Corruption is a plague that makes projects less efficient and honest. It also diverts resources and jeopardizes the intended effects on the local community. Additional difficulties include time limits, strikes, and demonstrations, which cause delays and uncertainty in project timetables. Furthermore, it was shown that the general challenge local government projects in Bangladesh experience are a result of unrealistic contract durations and subpar project management techniques. In order to tackle these problems, it is necessary to have a thorough grasp of how complex they are, in addition to taking proactive steps to improve cooperation, openness, and effectiveness within the project management structure.

### 2.2.3. Sub-Saharan African literature on project management practices that affect implementation of CDF Projects

According to a study by Abdi & Kimutai (2018) on monitoring and evaluation and the performance of Constituency Development Fund projects in Kenya's Garissa County, it was reviewed that the Monitoring and Evaluation team incorporates relevant government department's officers and possesses the necessary knowledge and skills.



Also, it was discovered that the stakeholders of monitoring and evaluation are aware of the practices, there is a project monitoring and feedback system in place which is conducted monthly basis and project monitoring feedback for Constituency Development Fund projects was a continuous process, and that stakeholders from the Community Development Fund are typically involved in project monitoring and feedback.

According to Abdi & Kimutai (2018), the project was completed in accordance with the budget and implemented according to the original design. A lack of technical skills among monitoring and evaluation professionals and other stakeholders, poor approaches and designs, improper stakeholder involvement, inadequate means of storing and processing data, and poor methods of disseminating evaluation monitoring information are all indicative of a deficiency in monitoring and evaluation. The study also showed that officials who are responsible of carrying out monitoring and evaluation, include officials from the Constituency Development Funds management team lacked the necessary skills and knowledge.

In Kenya, research by Owuor et al, (2012) on the relationship between monitoring and evaluation of Constituency Development Funds projects discovered that Project Management Committees, Constituency Development Fund Committees and external assessors were involved in monitoring and evaluating projects with minimal participation from constituents. It was evident that most of the recommendations from monitoring and evaluation were utilized under Constituency Development Funds office.

In Kenya, Kurgat & Guyo (2019) study on the performance of monitoring and evaluation of Constituency Development Fund (CDF) projects in Elgeyo Marakwet discovered that CDF projects in Elgeyo Marakwet employed aspects of monitoring and evaluation in their implementation, including baseline studies, needs assessments, determining project effectiveness, and sustainability. For best results, it was suggested that these procedures be strengthened.

Olala (2020) conducted a study on the relationship between project performance and monitoring and evaluation practices. The study reviewed that while monitoring and evaluation practices had a statistically significant influence on project performance, there were some methodological gaps that could have affected the results. First, the research design; use of descriptive design which elicits the relationships or describes the world as it exist and cross-sectional design which studies participants at one point in time are perhaps not consistent with cause – effect studies expressed in the articles.

According to a research by Suleiman (2020), poor performance of organizations to satisfy community development financed projects in Tanzania was driven by limited financial resources, human competence in Monitoring and Evaluation, and management engagement in the performance of the Monitoring and evaluation system.

Masilo et al.'s study from 2021 in South Africa showed that the Monitoring and Evaluation framework is a critical tool for integrating performance procedures to improve service delivery. It was concluded that, in order to improve service delivery and benefit the public, the public sector should use the monitoring and evaluation framework.

According to Kamashara's (2022) study in Rwanda, project planning practices and the performance of community development projects at the Vision 2020 Umurenge Program were properly estimated during the planning phase of Community Development Projects (CDPs), and the plans were made using information from various sources to ascertain the requirements, activities, deliverables, and needs of the beneficiaries. However, during these projects' planning stages, there was no work breakdown structure of activities. Additionally, a risk management strategy was in place to help the managers of the Vision 2020 Umurenge program (VUP) recognize project risks and make sure they are equipped to handle unforeseen circumstances when they arise.. However, the Vision 2020 Umurenge program (VUP) in projects lacked proper risk communication mechanisms and an adequate risk response plan.

In Nigeria, a study con Obetta & Oreh (2017) in Nigeria conducted a study and discovered that planning and financing strategies were utilized only to a moderate extent in the management of Community Development Projects in Enugu State.

Additionally, a study in Nigeria conducted by Adekoya (2022) on budgeting practices and budgetary control in local governments found that budget process and its implementation should be fair, equitable and transparent in the allocation of scarce resources in order to avert corruption, wastages and inefficiency in service delivery. Furthermore, adoption of Project Budget technique will aid transparency, accountability, and probity in the distribution of public resources. It also aids in communicating government policies, programs, and political direction among the citizens, thereby entrenched democratic system.

According to a 2017 research by Abdi on the planning and execution of projects by Safaricom Limited in Mombasa County, Kenya, resource identification, sharing, budgeting, and control were all successfully carried out. Additionally, Abdi (2017) reviewed that there exist high participations of stakeholder in project delivery, allocation of funds and skill personnel.

#### 2.2.4. **Zambian literature on project management practices that affect implementation of CDF Projects**

In a study conducted by Kabwe (2022), it was revealed that local authorities were found to be deficient in producing and sharing monitoring reports with community members. The perception among the community was that Constituency Development Fund projects were being imposed on them, rather than allowing them to choose the projects they needed. Further revealed that in the implementation of Constituency Development Funds in Zambia, report production at the Local Authorities and the ward levels are the anchors of accountability of CDF. Report production at both the Local Authorities and the ward levels remained a challenge. At the Local Authorities, this challenge was as a result of time constraints. This clearly showed that the Local Authorities are overwhelmed to meet the reporting demands of the enhanced Constituency Development Funds implementation.

From the Constituency Development Funds guidelines, the Local Authorities is supposed to produce about five (5) monitoring progress reports (3 quarterly reports, 1 biannual report, and 1 annual report). In the case of districts with more than one constituency, the Local Authorities have to produce the same number of reports for each constituency (e.g. Kasama). This challenge even grows bigger for the districts with more constituencies (e.g. Kitwe with 5 constituencies).

In a study conducted by Policy Monitoring and Research Centre (2014), it was revealed that there were issues with poor quality project implementation which are further exacerbated by a general lack of monitoring. The study disclosed that council officials found it logistically difficult to monitor many CDF projects due to insufficient funds budgeted for monitoring.

#### 2.2.5 Global literature on the relationship between project management practices and implementation of CDF projects

The effectiveness of community participation in developmental projects can be hampered by a lack of political will and support, as well as by capacity and resource limitations, according to a study by Habib (2022) on in-community stakeholders' participation in the project's implementation in Pakistan. Including members of the local community in planning and implementation of developmental projects raises the likelihood of project sustainability and success. Involving community stakeholders in project implementation may also increase accountability and transparency while lowering the possibility of corruption and poor project management.

#### 2.2.6 Sub-Saharan literature on the relationship between project management practices and implementation of CDF projects

In the Nyali constituency, research by Ramadhani & Yusuf (2019) on the influence of project management practices on the implementation of national government-funded projects on constituency development revealed a significant, albeit not highly significant, inverse relationship between project planning and project monitoring and project

implementation. Project leadership had a direct relationship with project implementation although it was insignificant. According to the study, project control had significant inversely relationship with project implementation. The study also showed project planning and project monitoring explained 40.8% of the change in implementation.

According to Kamashara (2022), there is a statistically significant and positive relationship between performance of community development projects and cost planning ( $r = .746$ ,  $p\text{-value} = .05$ ) and project risk planning ( $r = .521$ ,  $p\text{-value} = .05$ ). The performance of CDPs and project planning practices had a somewhat a positive relationship ( $R = .522$ ). Furthermore, the  $R^2 = .428$  shows that 42.8% of the difference in the CDPs' performance can be attributed to the project cost planning and risk planning procedures. According to the study's findings, timely cost planning and delivery of funds, stakeholder engagement throughout the project life cycle, good scope definition, and sufficient risk management planning are all necessary for the project execution phase to be successful.

Mungai & Yusuf (2018) conducted a study on the impact of project management practices on the sustainability of Constituency Development Fund projects in the Langata Constituency. The results showed that project leadership had a significant and positive effect on project sustainability ( $\beta_1 = 0.246$ ,  $p < 0.001$ ), as did project planning ( $\beta_2 = 0.303$ ,  $p < 0.001$ ), project communication ( $\beta_3 = 0.302$ ,  $p < 0.001$ ), and project monitoring and evaluation ( $\beta_4 = 0.263$ ,  $p < 0.001$ ). All of these findings were found to be significant and positive impacts on project sustainability.

In a study done by Waruhia and Muchelule (2019) on the influence of project management practices on the performance of public private partnership projects in Kiambu County in Kenya. It was discovered that Project planning, community participation, project monitoring, and project funds management were found to have positive and significant correlations with project implementation and performance. On the other hand, project monitoring and project funds management showed a moderate magnitude correlation, whilst project planning and community engagement shown a high size link.

Nzuma's (2022)'s study on the impact of effective procurement management on the performance of constituency development fund projects in Kenya which discovered that majority of the respondents indicated that these procurement practices have a significant impact on project performance. The outcomes of the regression analysis also showed that the project performance is positively impacted by contract management, supplier assessment, public procurement policy, and procurement planning. Therefore, the study came to the conclusion that good procurement management practices, such as contract management, supplier evaluation, procurement planning, and public procurement policy, significantly improve project performance.

In Rwanda, research by Claude & Didace (2020), staff technical skills throughout project monitoring and evaluation phase are not statistically significant for project performance in local government. Technical skill of staff is not significant for meeting project costs compared to estimated project cost at (p-value of  $0.479 > 0.05$ ), for the project's completion period as planned ( p- value of  $0.81 > 0.05$ ), or for assessing the project in achieving its goals ( p- value of  $0.540 > 0.05$ ). These figures suggested that having technical abilities in M&E does not relate to project success. It takes more than just having abilities to use them effectively, professionally and technically to improve project success.

The statistical findings also showed that the M&E budget had no significant on project completion as planned at (p-value of  $0.959 > 0.05$ ), and not at the same time significant on meeting project cost as estimated at a coefficient of significance of (p-value  $0.745 > 0.05$ ), and finally not significant on project meeting its planned goals at (( p-vale  $0.816 > 0.05$ ). This demonstrated that project performance depended not only on the approved and available budget, but also on how the money was allocated to the work of project monitoring and evaluation in accordance with the project design and implementation plan.

The results of the regression analysis made it evident that the inclusion of stakeholders in M&E enabled the project management to get feedback on what had been done in

comparison to expectations in order to meet the demands of the stakeholders. The results showed that, at a p-value of  $0.01 < 0.05$ , stakeholder participation in M&E and feedback was significant for project completion on time compared to the projected time, but not for meeting project costs as budgeted (p-value of  $0.760 > 0.05$ ) while not significant also to project achieving goals at (p-value of  $0.217 > 0.05$ ). Due to lack of major influence during the project design and implementation, the stakeholder's feedback during monitoring and evaluation may not have a substantial impact on the project's success.

### 2.2.7 *Zambian literature on the relationship between project management practices and implementation of CDF projects*

In a study conducted by Jesuit Centre for Theological Reflection (2022), it was revealed that Local Authorities announced the public bid opening ceremonies, while many community members and Ward Development Committees (WDCs) responded not seeing or hearing about the adverts, thereby not attending the public bid opening ceremonies. The low levels of community members and Ward Development Committees attending public bid openings for contractors to undertake works or provide goods/services raise transparency concerns. The transparency concerns arise because community members and Ward Development Committees would not know the would-be contractors. Furthermore, it creates a loophole for the CDF implementers to award contracts to contractors outside the ward or constituency

The monitoring exercise revealed that there was little to no advertisement on the public bid opening ceremonies. Many community members and Ward Development Committees did not come across the advertisement on public bid opening ceremonies. This situation largely contributed to community members and Ward Development Committees not attending the public bid opening ceremonies. By not popularizing the public bid opening ceremonies, it creates room for secrecy and floating the public procurement procedures in awarding contracts for those to undertake works and provide goods and services as was noted in the Public Accounts Committee (JCTR, 2022).

Matipa's (2020) study on the extent of community participation in Constituency Development Fund (CDF) project identification in the Mwense Constituency found that the community's level of participation in CDF project identification was limited to providing them with information about the plans. The study also established that the people identifying CDF projects in the constituency were the Area Member of Parliament and Councilors.

#### 2.2.8 Global literature on the project management challenges faced in implementing CDF projects

In a study conducted by Ray et al. (2019), on project Management challenges in India, it was revealed that several factors undermine the performance of community development projects such as complexity or the "technological sublime," weaknesses in organizational design and capabilities, optimism bias, strategic misinterpretation, or even specific project characteristics, corruption is one of these factors but surprisingly is not considered in the project management literature.

#### 2.2.9 Sub-Saharan literature on project management challenges faced in implementing CDF projects

A study by Owuor et al. in Kenya (2012), it was found that Constituency Development Fund management faced a number of challenges some of which included: organizational structure in managing CDF projects, project identification criteria, political interference, and corruption.

According to Mwamachi's (2002) research, project management committees in Kenya faced challenges in leadership abilities, low educational attainment, lack of adequate technical support issues associated with CDF funds and administration; political interference; and siting of projects. Furthermore, Yatich & Sakataka (2016) found that while project planning uses planning tools above average, there are still obstacles such



as a lack of equipment, commitment, and necessary knowledge. These challenges affect the adoption of project management practices on CDF projects in Kapenguria Constituency. The study's findings also show that the major challenges to the execution of community-level initiatives were poor prioritizing of requirements by management committees, corruption and theft of money, and insufficient monitoring and assessment of such programs.

### 2.3 Critique of the literature reviewed

Despite the fact that much has been learnt from the empirical review specifically on the management practices that affects implementation of community Development Fund and the relationship that exist between these between these challenges, a few concerns can still be raised. Many of the reviewed studies failed to clearly make an analysis of how project management practices are applied while implementing CDF Projects. This study analyses the project management practices in implementing CDF Projects in the constituencies of Monze.

### 2.4 Theoretical Framework

#### 2.4.1 Stakeholder Theory

Stakeholder theory is a management philosophy that addresses issues pertaining to morality and ethics in company operations. The idea was first introduced by Ian Mitroff in his 1983 book "Stakeholders of the Organizational Mind." The organizations' stakeholders are identified in R. Edward Freeman's book "Strategic Management: A Stakeholder Approach." According to stakeholder theory, a company should aim to maximize value for all of its stakeholders (Bhasin, 2020).

The theory highlights the relationships that exist between businesses and the people who are involved in them, including suppliers, consumers, workers, investors, and the community. The company's goal should be to meet the requirements of all parties involved, not just shareholders. The interests of the stakeholders can be best served by Freeman's. Since the 1980s, when stakeholder theory first gained traction, many

theorists have become interested in it since, generally speaking, corporations cannot sustainably aim to increase shareholder value (Bhasin, 2020).

According to stakeholder theory, a corporation is not an isolated entity but rather a component of a wider social body. Other than its owners, the company has obligations to other individuals and organizations. It affects people's life that depend on the company, such as consumers and workers in particular. It also affects institutions like the government, which affects the nation and its people. Big business has a big impact on the economies of many different nations. People who aren't genuinely related to the company in any other manner are impacted by this (Bhasin, 2020).

In relation to the council, the theory aids in the analysis of the relationships between the Community Development Fund Committee (CDFC) members and the Monze Town Council, as well as other CDF stakeholders. It is anticipated that Monze Town Council would cater to the interests of CDF stakeholders. For instance, community members' demands should be taken into consideration while implementing CDF initiatives. To make sure that CDF implementation meets the requirements of community members, this theory aids in understanding if stakeholders actively engage in planning and budgeting, monitoring and evaluation, and procurement.

#### 2.4.2. Priority Based Budgeting Theory

This theory was developed from the work of Kavanagh, Jonson, and Fabian (2011). According to this theory, in order to achieve the goals of the businesses, resources should be distributed in accordance with the corporate events' priorities. This theory, which is a modification of the Zero-Based method, emphasizes clear priorities and allocation in order to improve budgetary growth and savings. The theory is based on through review of services that the budget is intended. Reviewing the services' goals, the various operating thresholds, and the standard that the service must meet are all included in this (Pidgeon, 2010). The information is then sent to the decision-makers of the businesses after the services are classed as significant, vital, or extremely important. According to priority-based theory, firms should prioritize budgeting to ensure

effective budgeting and also let their budgeting process be guided by proper funding, accountability and transparency at all firm levels.

In relation to this study, the theory helps to understand the budgeting process at Monze Town Council. It will also help to understand the effectiveness of the current planning and budgeting process for implementing constituency development fund projects.

#### 2.4.3. Resource-Based Theory (RBT)

Penrose (2009) introduced Resource-Based Theory (RBT), which is a model for managing a firm's resources, diversification strategy, and chances for productivity. In order to address and handle how a corporation might achieve its aims and strategic behavior, Penrose's paper was the first to propose conceiving a firm as a coordinated bundle of resources (Penrose, 2009). In the 1980s, RBT started to take shape. The Theory of the Growth of the Firm served as RBT's predecessor. Later, in the 1990s, Jay Barney's work emerged as the dominant paradigm in strategic management and planning and was crucial to the birth of RBT.

A framework for highlighting and forecasting the foundations of organizational performance and competitive advantage is provided by resource-based theory. In response to previous management interest in the industry structure, or a more macro view, RBT focused on the firm's performance based on meso-perspectives. Unlike externally driven techniques to analyzing the success or failure of leveraging organizational operations, RBT addresses an internally-driven strategy by concentrating on internal organization resources (Kozlenkova, et al., 2014). It seeks to provide further details on business resources that are not easily imitated and may be a source of long-term competitive advantage (Barney, 1991).

The Resource Based Theory is based on two fundamental explanations that explain how firm-based resources produce a sustained competitive advantage and why certain organizations may outperform others over time by becoming more competitive (Helfat & Peteraf, 2003). Firstly, various enterprises possess distinct bundles of resources (Helfat

& Peteraf, 2003). The diversity of resources and competencies among a population of enterprises, which distinguishes the competitive advantage of each firm, is one of the fundamental tenets of RBT. The concept of resource heterogeneity postulates that a company with special resources in a certain circumstance may be better equipped to carry out specific tasks and gain a competitive edge. Second, the intricacies involved in exchanging resources among companies might lead to persistent disparities in resources (the presumption of resource immobility).

The assumption of RBT is that organizational features are not just changed. If the organization wants to prosper and gain a sustained competitive edge, it must adjust its orientation. According to Porter's (1989) perspective, a firm's profit is determined by its internal elements, such as its resources and capabilities. This is the prevailing paradigm for assessing a company's potential for profit. The foundational contribution to resource-based theory (RBT) was Barney's (1991) groundbreaking work on strategic resources, which guided the development of the resource-based view's perspective into a developed theory known as RBT.

According to Barney (1991), resources in RBT relate to the assets, business processes, capacities, firm characteristics, knowledge, information, etc. that a corporation controls in order to understand and carry out plans meant to improve effectiveness and efficiency. Firm resources can originate from a variety of sources, including both inside and outside the company. Kozlenkova et al. (2014) cites internal resources as R&D capabilities, logistics, brand management, and low-cost procedures, whereas Lewis et al. (2010) cites suppliers' roles, consumer demand, and technological progress as examples of external resources (Li & Calantone, 1998).

In addition, physical capital resources, human capital resources, and organizational capital resources are the three categories into which company resources can be divided (Barney, 1991). Physical capital resources encompass a company's physical technology as well as its facility, equipment, and position in relation to raw commodities. Experience, intellect, training, judgment, connections, and insights from staff members,

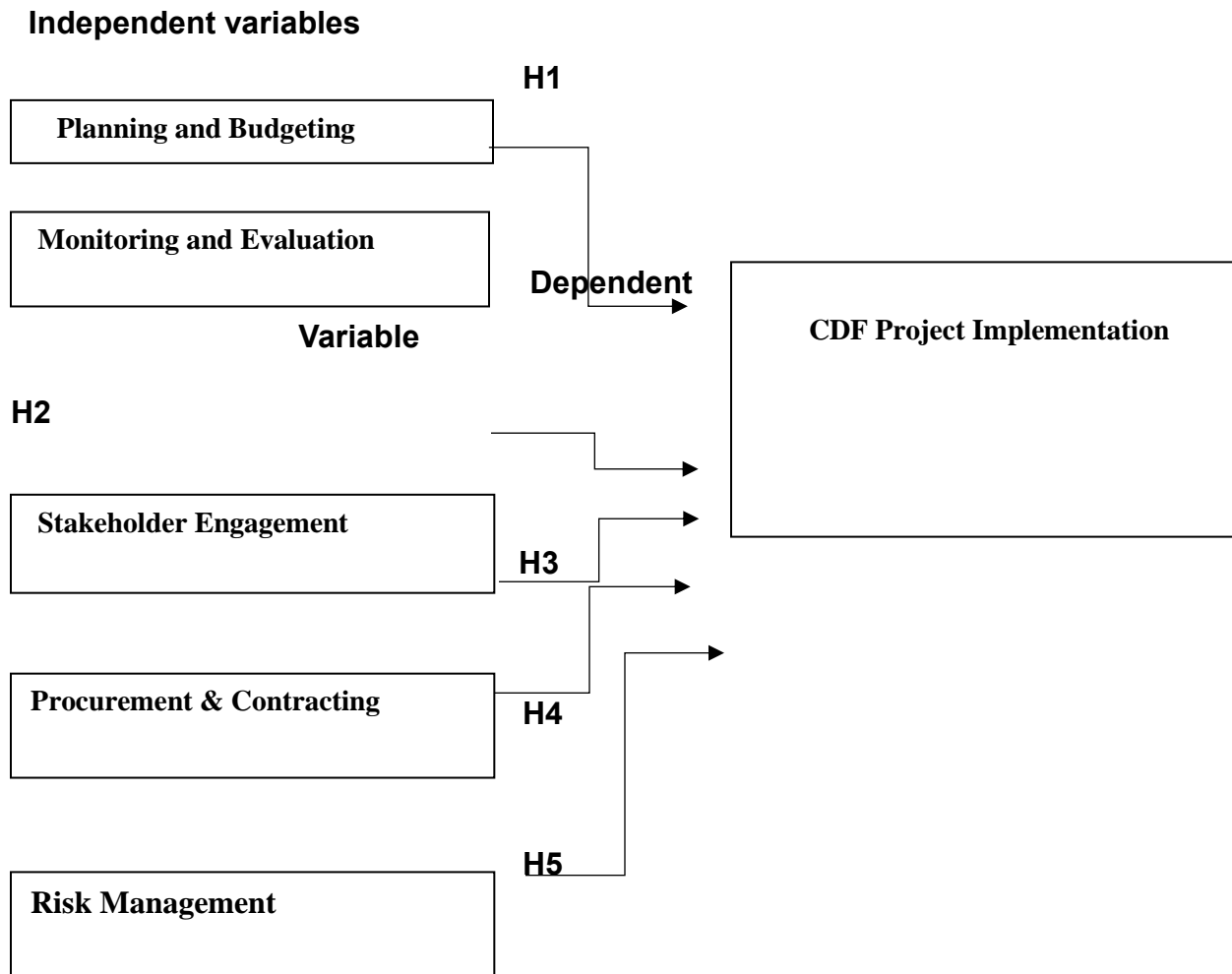
including managers and employees inside a corporation, are all included in human capital resources. Lastly, an organization's formal structure, which includes its formal and informal procedures for controlling, coordinating, and planning, is referred to as its organizational capital resources. Informal links between divisions within an organization and the relationships between an organization and its business environments are also related to organizational resources.

Capabilities, the second key component of RBT, is a subset of the organization's non-transferable, company-specific resources that are intended to increase the efficiency of acquiring more resources (Makadok, 2001). Although capabilities can take many different forms, they often refer to information and procedures, whether physical or intangible, that enable an organization to increase production and efficiency (Kozlenkova et al., 2014).

In the context of this study, the theory aids in understanding how Monze Town Council might regulate certain project management procedures in order to comprehend and put into practice tactics meant to improve efficacy and efficiency. The hypothesis will contribute to our understanding of how well human resources work in project management.

## 2.5 Conceptual Framework

This section provides the conceptual framework which illustrates the possible relationship between the independent variables and dependent variables. Refer to Figure 2.1.



*Figure 2. 1 Conceptual Framework*

**Source: Researcher (2023)**

The above diagram shows the possible relationship that occurs between the independent and dependent variables. In the diagram, the independent variables are project management practices, which include procurement and contracting, monitoring and evaluation, stakeholder involvement, risk management, planning and budgeting. The implementation of the CDF project, on the other hand, is the dependent variable.

### 2.5.1. Research Hypotheses

The following four research hypotheses are drawn from the conceptual framework above.

1. H<sub>1</sub>: There is a significant relationship that exist between project planning and budgeting and implementation of CDF projects.  
H<sub>0</sub>: There is no significant relationship that exist between project planning and budgeting and implementation of CDF projects.
2. H<sub>2</sub>: There is a significant relationship that exist between monitoring and evaluation and implementation of CDF projects.  
H<sub>0</sub>: There is no significant relationship that exist between monitoring and evaluation and implementation of CDF projects.
3. H<sub>3</sub>: There is a significant relationship that exist between community participation and implementation of CDF projects.  
H<sub>0</sub>: There is no significant relationship that exist between community participation and implementation of CDF projects.
4. H<sub>4</sub>: There is a significant relationship that exist between procurement and contract management and implementation of CDF projects.  
H<sub>0</sub>: There is no significant relationship that exist between procurement and contract management and implementation of CDF projects.
5. H<sub>5</sub>: There is a significant relationship that exist between risk management and implementation of CDF projects.  
H<sub>0</sub>: There is no significant relationship that exist between risk management and implementation of CDF projects.

### 2.5.2. Operationalization of Key Variables used in the conceptual framework

#### 2.5.2.1 Independent Variables

##### **Project Planning and Budgeting**

Project planning refers stage in project management where you decide on the precise procedures needed to finish a project. Timelines, budgets, milestones, risk assessments, and the identification and delegation of duties to team members are all

included in this. The second phase of the project management lifecycle is project planning. Initiation, planning, execution, and closure comprise the entire cycle. Project planning is crucial because it forms the foundation for the actions required to carry out a project successfully. In order to keep a project on schedule, planning assists teams in avoiding potential issues and obstacles (Coursera Inc., 2023). A collection of procedures known as project planning are used to decide how to accomplish a specific business or community objective, or a group of linked goals. This goal can be identified in a community plan or strategic plan.

Project plans may also be derived from action plans or community strategies that are created through community meetings, board or tribal council meetings, or other planning procedures. These are some of the advantages of having a solid project plan. A project budget, on the other hand, is the total sum of money allocated for a particular purpose over a certain amount of time. Controlling project expenses within the authorized budget and achieving the anticipated project goals are the two main objectives of budget management ( PM4DEV, 2015).

Early in the planning process, project budgeting is carried out, often in parallel with the creation of the project schedule. The phases involved in budgeting are heavily influenced by the resources allotted to the project as well as the projected durations of the jobs. By comparing and measuring actual expenses versus the budget, budgeting acts as a control mechanism. A project's budget is frequently a fairly fixed component in its implementation. A schedule's tendency to slide has a proportionate impact on expense. The project manager should review the project plan when expenses start to rise in order to assess whether the scope, budget, or timeline need to be adjusted ( PM4DEV, 2015).

### **Monitoring and Evaluation**

Monitoring is a continuous function that employs the systematic collection of data on specified indicators in order to give management and the primary stakeholders in an ongoing development intervention information about the degree of progress and achievement of objectives as well as the advancement in the use of funds allotted



(United Nations, 2015). Evaluation, on the other hand, is the process of assessing the value or importance of a development activity, policy, or program in order to ascertain the significance of the goals, the effectiveness of their conception and execution, the economy of resources, and the sustainability of the outcomes. According to the United Nations (2015), an assessment ought to facilitate the integration of acquired knowledge into the decision-making procedures of both collaborators and sponsors.

Monitoring and Evaluation is a process whose primary goal is to enhance project performance and attain anticipated or scheduled outcomes (Jeremiah, et. al). The objective of monitoring and evaluation is to improve the current and future management of inputs, outputs, outcomes and impact in projects and programs being executed by assessing the progress performance and results of projects and programs or even institutions and organizations whether international or local NGOs, government or individuals program and project design. This means that there should be embedded in every project and program and should not look like it is imposed later on (Jeremiah, et al., 2019)/ Therefore, project monitoring and evaluation has to integrated into the entire project lifecycle, from inception to completion and beyond.

The measuring and assessment of performance in relation to outcomes and outputs, also known as results, is the main goal of evaluation. Monitoring and evaluation have always placed a strong emphasis on the process of implementation and input appraisal. These days, the emphasis is on evaluating how different activities contribute to a certain development result, taking into account variables like outputs, participation, policy, procedures, brokering, or coordination (Jeremiah, et al., 2019).

### **Community/ Stakeholder Engagement**

Community participation is both theory and practice of direct involvement of individuals or citizen action groups who may be impacted by or interested in a decision or action.. A community is conceptualized as involving a social group of any size whose members live in a particular area (sometimes called a community of place) or who share a common history or set of values, such as a shared political affiliation or cultural identity

(commonly called a community of interest). According to Lachapelle and Austin (2014), participation is the act of taking part in and contributing to a group's procedures, activities, and results. Participation in a community refers to an individual's involvement in initiatives aimed at resolving personal issues. It is a variety of procedures through which local communities are involved and play a role in issues which affect them. The extent to which power is shared in decision-making varies according to type of participation.

### **Procurement and Contracting**

Procurement is defined as buying of goods and services that help an organization to operate its supply chains profitably and ethical manner. It is the management of every step involved in securing the supplies and labor required to produce goods and offer clients services (CIPS, 2023). Procurement focuses on sourcing activities, negotiation with suppliers and the strategic selection of goods and services that enable an organization to maximize value from a selected group of key supplier partners. The procurement function plays a critical role in supporting the ongoing functioning of a firm by ensuring a continuous flow of materials, products and services to support the firm's operations while continually seeking opportunities to reduce costs, minimize supply risk and maintain expected quality levels. (CIPS, 2023).

### **Risk Management**

In project management, risk management the practice of identifying, evaluating and preventing or mitigating risks to a project that have the potential to impact the desired outcomes. Generally speaking, project managers are in charge of managing risks during the course of a particular project. Project managers need to be well-aware of their objectives in order to see any obstacles that can hinder their team's capacity to deliver outcomes and manage risk (O'Connor, 2020).

#### **2.5.2.2 Dependent Variables**

### **Implementation of CDF Projects**

The implementation of constituency development fund projects is a phase that involves putting the project plan into practice. In order to accomplish the goals of the project plan, the project manager will coordinate and allocate resources in this phase. As the

project unfolds, it is the project manager's job to direct and manage each activity every step of the way. Here is where the project team actually do the work to produce the deliverables. The word "deliverable" means anything the project delivers. The deliverables for the project include the goods and services the team produces for the client, customer, or sponsor, as well as all the project management papers they compile, are all considered project deliverables (Watt, 2022).

## 2.6 Summary of the Chapter

This chapter has revealed the project management practices that affect implementation of CDF projects which include; planning and budgeting, project leadership, community participation, monitoring and evaluation, procurement and contract management. It has also revealed the relationship that exists between some project management practices and implementation of CDF Projects. Further, the chapter has provided the theories which include stakeholders' theory, Resource-Based Theory (RBT) and priority Based Budgeting Theory. Further, the conceptual framework has been provided showing the independent variables which include monitoring and evaluation, project planning and budgeting, project leadership, procurement and contract management and community participation.

## CHAPTER THREE

### METHODOLOGY

#### 3.0 Introduction

This chapter's main goal is to present the research methodology. The main aim is to analyze the project management practice in implementing constituency development fund projects in the selected constituencies of Monze District. The content of this chapter includes; Research design, research approach, study population, sample size, sampling technique, data collecting techniques, validity and reliability, data analysis, and ethical considerations.

#### 3.1 Research Approach

A mixed-methods research approach was used in this study, combining quantitative and qualitative techniques. The decision to employ a mixed-methods approach was motivated by many factors that sought to improve the overall robustness of the investigation. In order to give a comprehensive picture, quantitative methodologies were used to provide numerical insights into project management practice and implementation of constituency development fund initiatives. Simultaneously, qualitative approaches guaranteed a comprehensive analysis and allowed for a detailed investigation of attitudes, motivations, and underlying reasons.

The goal of triangulation further supported the use of a mixed-methods approach. By combining results from both qualitative and quantitative methods, this methodological approach aims to bring together findings from disparate data sources, enhancing the study's overall validity and dependability (Coy, 2019). The particular goals of the study were identifying linkages using quantitative measures and comprehending impacts and measurements using qualitative methods. They were able to easily conform to the mixed-methods strategy as a result. This made sure that the research questions were thoroughly and comprehensively explored.

The sequential explanatory strategy used in the mixed-methods design started with the gathering and examination of quantitative data. The quantitative results were then expanded upon or explained using the integration of qualitative data. As a result, it promoted comprehension of the research issue. From a practical standpoint, this strategy worked well for tackling the study's applicable issues, namely how contract management techniques affect output. While qualitative data provide insights and help shape actionable suggestions for stakeholders, quantitative statistics reveal statistical correlations.

Moreover, the mixed-methods approach made it easier to provide results that were both statistically significant and pertinent to the creation of policy. The study sought to produce well-informed and useful conclusions and suggestions by combining quantitative measures with qualitative observations. In order to ensure a thorough understanding of the project management practice in implementing constituency development fund projects in the selected constituencies of Monze District, methods were integrated during the interpretation phase, synthesizing quantitative and qualitative findings. This resulted in robust and practical insights.

### 3.2 Research Design

The research design employed was descriptive using the exploratory research technique of descriptive research. Addressing the what, where, when, and how of a population or phenomena, descriptive research helps to summarize its traits and behaviours. Without changing research variables, descriptive research offers a thorough summary without attempting to establish cause-and-effect relationships. The selection of descriptive study was based on its capacity to provide a comprehensive overview, serve as a point of reference for further inquiries, verify sampling techniques, and be both economical and time-efficient.

### 3.3 Study Population

The study was carried out at Monze Town Council. The target population for the study was the Head of Departments (HOD), Section Heads and the rest of the staff of Monze Town Council. At the time of the study, special attention was given to specific

departments responsible for Constituency Development Fund (CDF) activities and these include planning department, Finance, Institutional Management and Works departments. A table below shows a summary of a population study for the departments during the time of study.

*Table 3. 1: Study population*

<b>Departments</b>	<b>Number of Staff</b>
<b>Planning</b>	43
<b>Works</b>	37
<b>Finance</b>	40
<b>Institutional Management</b>	38
<b>Total</b>	<b>158</b>

**Source: Monze Town Council, 2023**

### 3.4 Sampling Technique

The researcher employed simple random sampling and purposive sampling. The selection of simple random sampling was based on its effectiveness as a sampling technique in quantitative research by definition simple random sample is a randomly selected subset of a population. This method is the most straightforward of all the probability sampling methods, since it only involves a single random selection and requires little advance knowledge about the population

In the context of this study, the approach was used because it gives every member of the population an equal chance to be included in the sample. The researcher first defined the population, compiled a list of every member, and then chose a subset of the population to form a sample.

Purposive sampling, on the other hand, was chosen for this study because it is frequently employed in qualitative research and enables the researcher to concentrate on specific areas of interest and gather comprehensive data. It is suitable as it provides a researcher with a precise understanding of the characteristics they are interested in studying

Purposive sampling was employed in the study because it gave the researcher the opportunity to identify the topics that are essential to the investigation and to learn a

great deal about the relationship between project management techniques and the implementation of Constituency Development Fund projects in Monze District from a small sample. This strategy also made it easier for the researcher to concentrate on a certain subgroup, important participants in a process, common cases, or exceptional cases.

Furthermore, senior management staff, Constituency Development Fund Chairpersons (CDFC), Ward Development Committee members and Councillors, were specifically targeted for interviews within the qualitative segment of the study. This decision was guided by the desire to delve deeper into the perspectives of key decision-makers within the organization. By utilizing purposive sampling, the researcher could ensure that interviews were conducted with individuals holding different roles and responsibilities, capturing a diverse range of insights and experiences.

The goal of conducting interviews with senior management staff, councillors, Ward Development Committee members and Constituency Development Fund Chairpersons was to extract information that might not be easily obtained or clearly expressed through a questionnaire format. This qualitative technique allowed for a more profound exploration of concerns and themes raised by the questionnaires, facilitating a richer understanding of the intricacies surrounding contract management practices and their impact on performance.

### 3.5 Sample Size

In determining the sample size for the quantitative aspect of this mixed method of study, statistical rigor was applied using Slovin's formula, which particularly effective in situation where population is finite.

With Monze Town Council population (N) the sample size was 158 and was calculated as follows.

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

Where;

**N = Target population of study**

**K = Constant**

**e = degree of error expected** 0.05 (assuming a 5% margin of error)

**n = sample size**

$$n = \frac{158}{1 + 158(0.05)^2} = 113.26$$

Therefore, the calculated sample size (n) for the quantitative phase is approximately 113. A total of 100 of this represented the number of respondents for the questionnaire distribution in the quantitative aspect of the study. The remaining 13 were interviewed for qualitative data.

### 3.6 Data Collection Methods

Quantitative data was collected through self-administered questionnaires while qualitative was obtained through data focus groups of discussion and interviews. The selection of questionnaires is based on their capacity to gather standardized data, convenience of administration, and affordability. To gather a diversity of perspectives and experiences, focus group of discussion and interviews were used. The efficiency of data collecting was increased by recording the talks.

### 3.7 Reliability and Validity

Content validity was used to evaluate the questionnaire's reliability and validity. To ensure the validity of the instrument, expert opinion is used to assess the representativeness, comprehensiveness, relevance, and clarity of the items.

### 3.8 Data Analysis

Both qualitative and quantitative techniques were applied to the data analysis in this study. Microsoft Excel and the Statistical Package for Social Sciences (SPSS) were used for data entry and analysis in the quantitative approach. The first stage in converting raw data into structured format that was more necessary for analysis was data preparation. During this phase, tasks included data editing, data coding, data entry, frequency distributions, percentages, and descriptive analysis for assessing the staff's determinants. Data collected was correlated and analyzed using a variety of statistical models, including table to illustrate the results. The findings were critically examined to ensure consistency with the research objectives and hypothesis. To test the significance of the results, the standard significance level of 5% was used.



Thematic analysis was employed to analyze qualitative data that was gathered through interviews and focus group of discussion and given in the form of forms.

### 3.9 Ethical Considerations

Ethical approval was obtained from the UNILUS Research Committee. The researcher also sought authorization from the Chief Human Resource Officer to conduct interviews and focus group discussion and administer questionnaires to specific departments responsible in undertaking constituency development funds activities. Before the interviews, appointments with the officers were made. Nonetheless, the researcher acted with the utmost professionalism in protecting the respondents' replies and privacy. All responders were informed of the need for the information and how to use it.

### 3.10 Summary of the Chapter

Descriptive research design was adopted and mixed methods research approach was used. The study targeted specific departments as the study population; adopting a simple random sampling and purposive random techniques with a sample size of 113. Data was collected through self-administered questionnaires and interviews, ensuring validity through content validity. Descriptive statistics was utilized for data analysis, and ethical approval and consent was obtained.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Introduction

This chapter provides interpretation and analysis of the findings from the field collected data. The Statistical Package for Social Sciences was used to analyze the quantitative data that was collected from the respondents. Descriptive statistics, frequency distribution tables and graphs were employed to show the quantitative data. On the other hand, qualitative information obtained from project team interviews and presented as themes was analyzed using form of themes. The content of this chapter includes response rate, data preparation, validity and reliability analysis, demographic data of respondents who participated in the study, presentation of quantitative findings using frequency distribution tables, correlations and regression analysis and presentation of qualitative data.

#### 4.2 Response Rate

The study recorded that out of 113 administered questionnaires, 100 were responded to and returned representing 88% response rate. Non response rate gave a frequency of 05 representing 4.4 % and 08 participants were interviewed representing 7%.

*Table 4. 1: Response Rate*

Activity	Frequency	Percent
<b>Response for questionnaires</b>	100	88
<b>Non-Response</b>	05	4
<b>participants for interviews</b>	08	7
<b>Total</b>	113	100

**Source: Field Data (2024)**

#### 4.3 Data Preparation

The collected raw data was carefully examined to ensure data quality. SPSS was used for the entry, consistency check, and analysis of quantitative data. To characterize the substance of qualitative data, codes were applied to the data. After that, patterns or themes were looked for in the codes from each interview, and finally, the topics were examined, clarified, and given names.

#### 4.4 Reliability Analysis

In this study, the reliability of the questionnaire was measured using the Cronbach Alpha Coefficient. The set Cronbach value in this study was above 0.6a. This implies that all the statements or constructs on the questionnaire that had Cronbach's Alpha Coefficient value above 0.6 were considered reliable. Table 4.2 below shows the Cronbach's alpha values for the four two variables on the questionnaire and appendix 1 shows the reliability analysis results for all the constructs.

Table 4. 1: Reliability Analysis

FACTOR LOADINGS			
	Variables	Project Management Practices	CDF Project Implementation
<b>A</b>	Monitoring and Evaluation	.719a	
<b>B</b>	Project Planning and Budgeting	.719a	
<b>C</b>	Procurement and contracting	.717a	
<b>D</b>	Stakeholder Involvement	.705	
<b>E</b>	Risk Management		
	<b>α = 781</b>		
<b>A</b>	The communities have actively embraced and continued the project's activities		.695
<b>B</b>	There are visible and ongoing positive impact of the CDF project' activities in our community		.707
<b>C</b>	There has been improved and sustainable community infrastructure development		.747
<b>D</b>	There has been improved standard of living among community members.		.735a
<b>E</b>	There has been stakeholder satisfaction		.708a
	<b>α =646</b>		

Source: Field Data (2024)

#### 4.5 Demographic Data

The study's gender breakdown of the respondents who took part in it shows that 54% of respondents were female and 46% of respondents were male. The most of them were obviously female.

According to this study, the responses came from four different departments: the Works Department (24%), Institutional Management (24.0%), Planning (27.0%), and Finance (25%). The majority of research participants, according to the findings, were from the procurement department.

On the experience of respondents, the results showed that 22% (22) of the respondents had 0-5 years of experience, 20% (20) had 5-10 years of experience, 32% (32) had 10-15 years of experience, and 26% (26) had more than 15 years. It is clear that majority of the respondents had 10-15 years of experience which implied that majority of them were experienced in implementing Constituency Development funded projects and were therefore expected to disclosed project management practices affecting implementation of Constituency Development Funds projects.

Table 4. 2: Demographic Factors

Variable	Response	Frequency	Percent
<b>Gender</b>	Male	46	46
	Female	54	54
<b>Department</b>	Works	24	24
	Institutional Management	24	24
	Procurement	27	27
	Finance	25	25
<b>Work Experience</b>	0-5 years	22	22
	5-10 years	20	20
	10-15 years	32	32
	Above 15 years	26	26

Source: Field Data (2024)

#### 4.6 Project management practices affecting implementation of CDF projects

The above research question attempted to determine the project management practices that affect implementation of Constituency Development Funds projects in selected constituencies in Monze. To determine project management practices, employees were asked to show the extent to which they agreed or disagreed on the 1-5 Likert scale questionnaire that was administered to them. The results are presented in graphical forms, frequency distribution tables and descriptive statistics.

To find the answers to this research, employers were requested to indicate how much they agreed or disagreed with the study issue using a 1–5 Likert scale questionnaire in

order to gather data. Descriptive statistics and frequency tables are used to present the findings.

#### 4.6.1 Monitoring and Evaluation

Figure 4.1 shows responses on whether monitoring and evaluation is one of the project management practices that affect implementation of Constituency Development Funds projects.

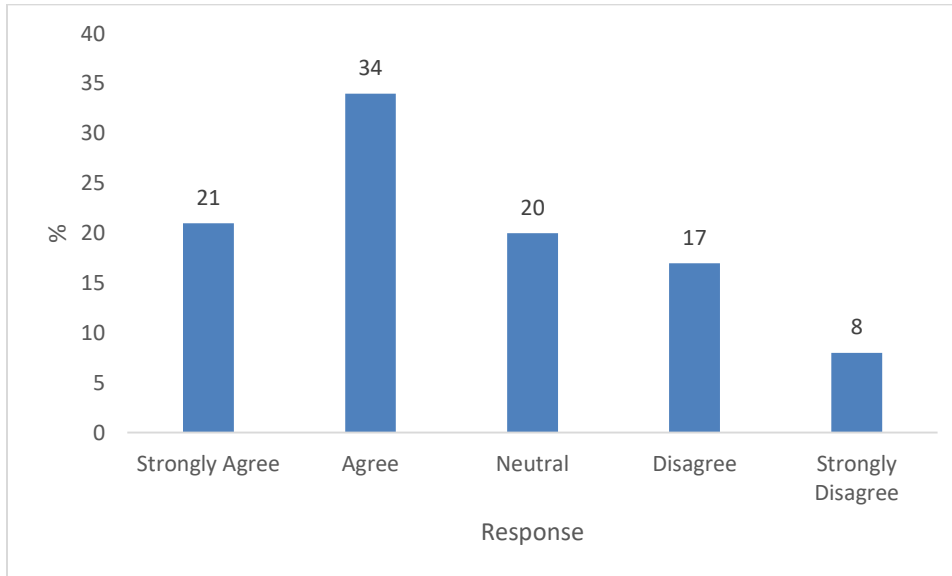


Figure 4. 1: Monitoring and Evaluation in implementing CDF Projects

**Source: Field Data, 2024**

The study reveals that majority of the respondents 34.0% agreed that monitoring and evaluation is one of the project management practices that affect implementation of Constituency Development Funds projects and 21% strongly agreed. While, 7.0% disagreed and 8.0% strongly disagreed. The rest (20.0%) of the respondents were not sure. Therefore, it is clear that majority of the respondents confirmed that monitoring and evaluation is a project management practice that affects Constituency Development Fund project implementation.

#### 4.6.2 Procurement and Contracting

The study as shown in Figure reveals that majority of the respondents 34.0% strongly agreed that procurement is one of the project management practices that affect

implementation of CDF projects and 42% strongly agreed. While, 8.0% disagreed and 3.0% strongly disagreed. The rest (8.0%) of the respondents were not sure. Therefore, it is clear that majority of the respondents confirmed that procurement and contracting is project management practice that affect CDF project implementation.

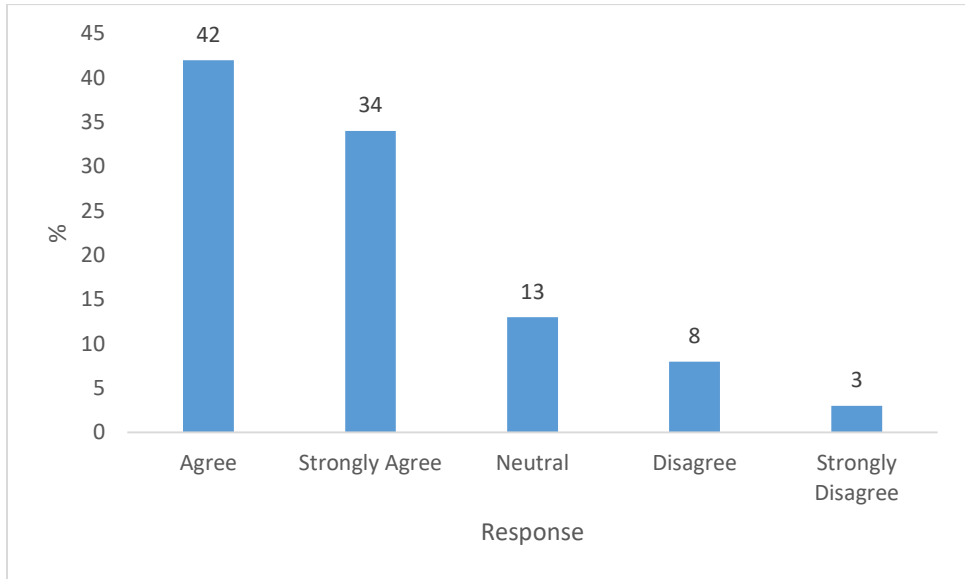


Figure 4. 2: Procurement and contracting in implementing CDF projects

**Source: Field Data (2024)**

#### 4.6.3 Project Planning and Budgeting

The study discloses that a number of the respondents 38.0% agreed that project planning is one of the project management practices that affect implementation of CDF projects and 29% strongly agreed. While, 11.0% disagreed and 4.0% strongly disagreed. The rest (18.0%) of the respondents were not sure. Therefore, it is clear that majority of the respondents confirmed that project planning and budgeting is a project management practice that affects CDF project implementation.

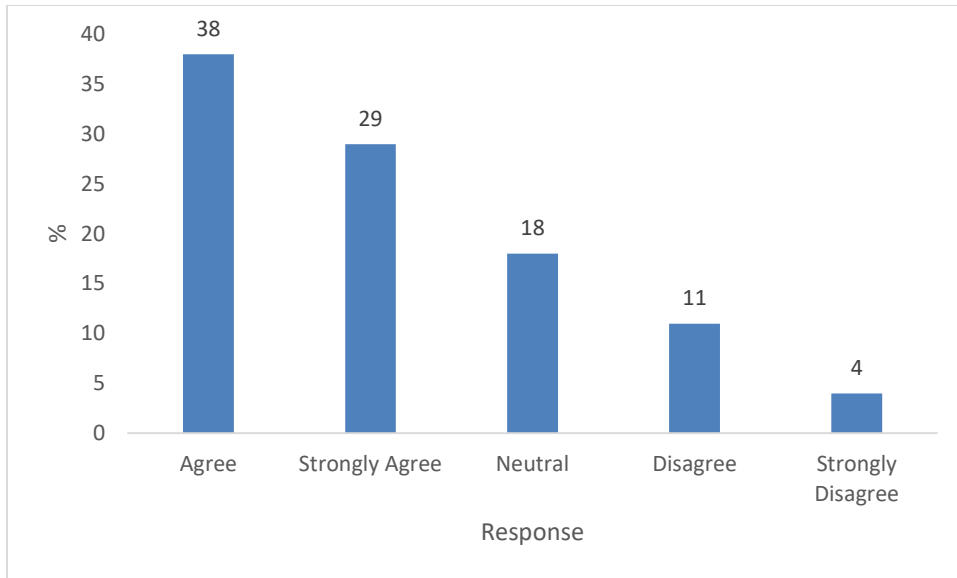


Figure 4. 3: Project Planning and Budgeting in implementing CDF project

Source: Field Data (2024)

#### 4.6.4 Stakeholder Engagement

The study as shown in Table 4.4 exposes that a number of the respondents 43.0% agreed that stakeholder involvement is one of the project management practices that affect implementation of CDF projects and 33% agreed. While, 10.0% disagreed and 1.0% strongly disagreed. The rest (13.0%) of the respondents were not sure. Therefore, it is clear that majority of the respondents confirmed that stakeholder involvement is project management practice that affect CDF project implementation.

Table 4. 3: Stakeholder engagement in implementing CDF projects

Response	Frequency	Percent
Strongly Agree	33	33.0
Agree	43	43.0
Neutral	13	13.0
Disagree	10	10.0
Strongly Disagree	1	1.0

Source: Field Data (2024)

#### 4.6.5 Risk Management

The study shows that 26.0% of the respondents agreed that risk management is one of one of the project management that affect the implementation of CDF projects and 26%

agreed. While 27% of the respondents disagreed and 8.0% respondents strongly disagreed. The rest however, (34.0%) of the respondents were not sure. Therefore, it is clear that a number good number of respondents did not confirm that risk management is a project management practice that affects CDF project implementation. Refer table 4.5

Table 4. 4: Risk Management in implementing CDF projects

Response	Frequency	Percent
Strongly Agree	5	5.0
Agree	26	26.0
Neutral	34	34.0
Disagree	27	27.0
Strongly Disagree	8	8.0
<b>Total</b>	<b>100</b>	<b>100.0</b>

Source: Field Data (2024)

#### 4.7 Multiple Regression Analysis

To comprehend the statistical effect of risk management, procurement and contracting, project planning and budgeting, monitoring and evaluation, and stakeholder participation, a multiple linear analysis was performed. See Table 4.6 for further information.

Table 4. 5: Multiple linear analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.260 <sup>a</sup>	.068	.018	1.85118
a. Predictors: (Constant), Risk Management, Project Planning and Budgeting, Procurement and Contracting, Monitoring and Evaluation, Stakeholder Involvement				

Source: Field Data (2024)



The results showed that  $R^2 = .068$  which explains the variations in implementation of CDF projects in Monze. The value of  $R^2$  indicates that monitoring and evaluation, project planning and budgeting, risk management, stakeholder engagement and procurement and contracting only contribute to about 6.8 % to the total variation of implementation of CDF projects while other project management practices not studied account for 93.2% of the total variation of CDF project implementation.

Table 4. 6: Analysis of Variance

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.140	5	4.628	66.952	.040 <sup>b</sup>
	Residual	318.698	93	3.427		
	Total	341.838	98			
a. Dependent Variable: Implementation of CDF projects						
b. Predictors: (Constant), Risk Management, Project Planning and Budgeting, Procurement and Contracting, Monitoring and Evaluation, Stakeholder Involvement						

Source: Field Data (2024)

The table has shown that the model that was employed in this study was reliable and could be generalized in the area of study as F- statistic value is high and significant (F =66.952; P= 0.040<0.05).

Table 4. 7: Regression Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.218	1.137		14.265	<.001
	Monitoring and Evaluation	.319	.158	.208	2.012	.047
	Project Planning and Budgeting	.107	.176	-.063	-.604	.548
	Procurement and Contracting	.077	.186	.042	.417	.678
	Stakeholder Involvement	.134	.203	.071	.659	.512
	Risk Management	.062	.190	-.034	-.327	.744
a. Dependent Variable: Implementation of CDF projects						

Source: Field Data (2024)

The model (regression equation) of the study is  $Y = \beta_0 + \beta_1ME + \beta_2PB + \beta_3PC + \beta_3SI + \beta_3RM + \epsilon$  where Y is enrolment in the CACP. The model results to;

$$Y = 16.218 + 0.319ME + 0.107PB + 0.077PC + 0.134SI + 0.062R$$

#### 4.8 Relationship between project management practices and implementation of CDF projects

The study shows the relationship between project management practices and implementation of CDF projects using correlation analysis. The association between CDF Project execution and project management techniques was determined by correlation analysis. It also indicates the degree and direction of the relationship between these variables. One of the most often utilized techniques for determining the link between ordinal and scale variables was the application of Pearson's coefficient of correlation in this investigation. Refer to Table 4.9.

		Correlations					
		CDF Project Implementation	Monitoring and Evaluation	Project Planning and	Procurement and contracting	Stakeholder Involvement	Risk Management
CDF Project Implementation	<b>Pearson Correlation</b>	1	.231*	.123	.032	.121	-.054
	<b>Sig. (2-tailed)</b>		.021	.224	.755	.231	.593
	<b>N</b>	100	100	100	100	100	100
Monitoring and Evaluation	<b>Pearson Correlation</b>	.231*	1	-.194	-.074	.154	-.024
	<b>Sig. (2-tailed)</b>	.021		.053	.464	.126	.813
	<b>N</b>	100	100	100	100	100	100
Project	<b>Pearson Correlation</b>	.123	-.194	1	-.123	-.174	-.023

Planning and Budgeting	<b>Correlation</b>						
	<b>Sig. (2-tailed)</b>	.224	.053		.224	.084	.819
	<b>N</b>	100	100	100	100	100	100
Procurement and contracting	<b>Pearson Correlation</b>	.032	-.074	-.123	1	-.051	.083
	<b>Sig. (2-tailed)</b>	.755	.464	.224		.614	.412
	<b>N</b>	100	100	100	100	100	100
Stakeholder Involvement	<b>Pearson Correlation</b>	.121	.154	-.174	-.051	1	-.283**
	<b>Sig. (2-tailed)</b>	.231	.126	.084	.614		.004
	<b>N</b>	100	100	100	100	100	100
Risk Management	<b>Pearson Correlation</b>	-.054	-.024	-.023	.083	-.283**	1
	<b>Sig. (2-tailed)</b>	.593	.813	.819	.412	.004	
	<b>N</b>	100	100	100	100	100	100
*. Correlation is significant at the 0.05 level (2-tailed).							
**. Correlation is significant at the 0.01 level (2-tailed).							

Table 4. 8: Relationship between project management practices and implementation of CDF projects

Source: Field Data (2024)

The study revealed a positive correlation between monitoring and evaluation and implementation of CDF projects ( $r=.231$ ), a positive correlation between project planning

and budgeting and implementation of CDF projects ( $r=123$ ), a positive correlation between procurement and contracting and implementation of CDF projects ( $r=.032$ ), a positive correlation between stakeholder involvement and implementation of CDF projects ( $r=.121$ ), and a negative correlation between risk management and implementation of CDF projects ( $-.054$ ).

#### 4.9 Project Management Challenges Faced In Implementing CDF Projects

In pursuing to find out the project management challenges faced in implementing CDF projects in selected constituencies in Monze, the respondents were requested about the project planning and budgeting challenges, monitoring and evaluation challenges, stakeholder participation challenges and procurement and contracting challenges they faced.

##### 4.9.1 Project Planning and Budgeting Challenges

In order to find out the project planning and budgeting challenges, interviewees were asked about the current challenges they are facing in planning and budgeting for community development fund projects in within the selected constituency in Monze. The results from the interviews indicated that most of the interviewees indicated that the main challenge faced is prioritization of projects that come from the Ward Development Committee of which when they are implemented by council, most of the zones are not satisfied the selection of projects because the Constituency Development Fund Committee (CDFC) reprioritize them before submitting to council for implementation. In addition, most respondents complained that funds are not received in full that would meet their budgeting. Also overwhelming of work and lack of staff are some of the challenges the institution is facing. A Socio-economic planner from planning department disclosed that;

*“For planning, the CDF Project planning start from the ward level, the WDC are the ones in charge of project selection, they select projects and after that CDFC meet and then they will choose the projects that were selected by WDC. So where the problem comes in is prioritization of projects. WDC works in zones and CDFC works in wards, so you*

*will find that in one ward, there are 16 zones. So all those zones they want the projects they planned for to be met and when CDFC meet they will start prioritize the projects' without WDC. WDC will channel to the Council and tell them that these are the projects we want. So when the projects are implemented, the colleagues at WDC are not happy because the some implemented projects are not the ones they selected."*

An environmental planner supported that:

*The CFDC currently fails to cooperate with the WDC in prioritizing community projects that will meet the needs of the people in the zones. This has resulted in implementing projects which are not welcomed by the community members and as a result most projects fail to remain sustainable because they fail to meet the needs of the people.*

Another employee added that;

*"As CDFC, we start prioritizing the projects that are already prioritized by the WDC and this problem results into conflict between WDC and CDFC. Our colleagues from WDC feel that we do not consider the projects they have prioritized for implementation."*

A CDFC member from council also supported that;

*"As CDFC, we do not approve all the prioritized projects by WDC, for example, out of six selected projects, you will find that we have just approved two projects because of the funding that has been received at that particular time and the rest of the projects will be implemented at a later date when the funds are available. This one is a challenge in project planning*

With regards to budgeting challenges, an employee from the finance department disclosed that;

*Currently, we do not receive the money in full; as a result we encounter challenges during budgeting in the sense that money is disbursed quarterly.*

A planning officer also said that;

*We plan for a number of projects that we receive from WDC but our budget does not support some projects because CDF money is disbursed quarterly. This hinders us from developing an effective budget that can cater for various projects.*

Another Accountant added,

*In terms of budgeting, the challenge we face is on reconciliation of projects. Sometimes projects that get approved do not get implemented because of circumstances like emergencies and so the money meant for that will be channelled for other projects making it difficult to reconcile payments because the initial ones were documented, planned and applauded in the system.*

Another officer from Finance Department stated that:

*The department is overwhelmed by work. Monze District has three constituencies and for the officers to update data, payment is a challenge because workload is too much. Accountants do not only deal with CDF only even other council projects need their attention as well.*

A socio-economic planner complained;

*“Sometimes we just receive the CDF money in bits per component like projects and the money is disbursed for the implementation of projects is the time for the Secondary Boarding Schools and Skills and Development are about to resume the study. This brings confusions between the officers and the successful candidates who are ready to reports to schools and colleges where they have been admitted respectively. Thus forcing the students to report and payment will be made at a later date and this makes institutions to be less effective.”*

A District Planning Officer added;

*Officers who are directly involved in CDF are overwhelmed with work because they are not only dealing with CDF but also council work. For instance, a Social Economic Planner who has been appointed by the Minister for CDF work is also supposed to deal with Integrated Development Plan, Strategic Plan for the institutions, provide data on the socio economic lives of the district, attending meetings within the district and outside the district. With this, officers are always working under pressure to beat the deadlines. More staff is needed for the smooth implementation of CDF and also council projects.*

#### 4.9.2 Monitoring and Evaluation Challenges

In pursuing to find out the monitoring and evaluation challenges, interviewees were asked about the current challenges they are facing in monitoring and evaluation for community development fund projects in Monze. The results from the interviews indicated that most of the interviewees disclosed that lack of monitoring and evaluation tools that can help them in data storage and data tracking and lack of monitoring and evaluation specialist. An officer from planning department disclosed that;

*As an institution, we do not have a data server for storage of data hence making it difficult to monitor some projects. CDF data is kept in computers which are prone to viruses and in some cases data gets lost because of viruses.*

A socio-economic planner supported that;

*“We had a laptop that we used to store all our monitoring and evaluation activities which got damaged. Since then we do not have tools that we can use to keep our monitoring and evaluation data. Besides, we do not have monitoring and evaluation plans and frameworks that can help us to track all our monitoring and evaluation activities. We need more capacity building on monitoring and evaluation trainings because we don’t have a monitoring and evaluation specialist.”*

Another employee disclosed that;

*“We face a lot of challenges when we receive consultants and auditors at the institution especially when they ask us about the monitoring and evaluation data because we do not have tools that assist in keeping important monitoring and evaluation activities. We keep information on laptops that belong to other offices because we lost our departmental laptop that was under the care of the socio-economic planner. I can also say overall, we need people trained specifically in monitoring and evaluation who can handle all the monitoring and evaluation activities in a professional manner. Besides, they will help us to develop monitoring and evaluation plans and other monitoring and evaluation tools like managing surveys.”*



#### 4.9.3 Procurement and Contracting Challenges

In following the procurement and contracting challenges, interviewees were undertaken about the current challenges they are facing in procurement and contracting for community development fund projects in Monze. The results from the interviewees indicated that most of the interviewees disclosed that local sourcing or the procuring of works and services from local suppliers has resulted in poor quality of CDF implemented projects. One of the procurement specialist disclosed that;

*We used to buy goods, services and works from different parts of Zambia where we used to adopt competitive and open tendering where all the suppliers across Zambia were participating in the provision of goods and services. But, since we received the directive from the President that let only the local people participate in the provision of works and goods, we are buying things of poor quality from local people and sometimes projects get delayed.*

Another employee from the works department added that;

*“With the directive of contracting local suppliers and contractors, we are receiving low quality projects on the ground because most of the local contractors have less capacity building and entirely depend on CDF money. Some of the contractors are not learned and so execution of certain projects warded to them is a challenge. This is a big challenge because it brings project completion delays and a lot of variations thus spending a lot of money.*

#### 4.9.4 Stakeholder Engagement

In following the stakeholder engagement challenges in implementing CDF projects in Monze, interviews were undertaken and the results indicated as follows;

An officer from planning department disclosed that

*Stakeholder engagement is very cardinal in the implementation of CDF projects in the selected constituencies of Monze District because CDF is meant for the community.*

*One of the challenges being faced is coordination. For a project to be successfully implemented, a project team comprising of officers from different departments have to be formed. However, most officers are not always there for decision making due to their engagement from their respective departments making it a challenge in decision making.*

## CHAPTER FIVE

### DISCUSSION OF RESULTS

#### 5.0 Introduction

This chapter presents a comprehensive analysis of the study's findings on Project Management Practices in Implementing Constituency Development Fund projects. This section provides discussion of findings based on the research objectives.

#### 5.1 Project management practices affecting implementation of CDF projects

According to the study, the majority of respondents agreed that one project management practice that influences the implementation of CDF projects is monitoring and evaluation. This finding supports the results that of Kurgat & Guyo's (2019) study, which found that CDF projects in Elgeyo Marakwet used monitoring and evaluation practices during project implementation, including baseline studies, needs assessments, and determining project sustainability and effectiveness. Furthermore, the study indicates that a significant proportion of participants strongly agreed that contracting and procurement is one of project management practices that affect the implementation of CDF projects. Similarly, the study findings support the study done by Abdi, (2018) which revealed that there is a project monitoring and feedback system in place which is done on a monthly basis and project monitoring feedback for CDF projects was a continuous process and stakeholders are usually involved in monitoring and feedback of the projects.

The majority of respondents to this study also agreed that project planning and budgeting is one of the project management practices that influence the implementation of CDF projects. This is consistent with the research conducted by Kamashara & Ogbe

(2022), which found that appropriate cost estimates were made and allocated to specific individual work items during the CDP planning phase. The plans were made using data from various sources to ascertain the requirements, activities, deliverables, and beneficiary needs. Similarly, the results also support those of a research by Obetta & Oreh (2017), which found that the administration of community development projects employed planning and funding procedures to a modest degree.

According to the study, the majority of respondents (43.0%) agreed that one project management practice that influences the implementation of CDF projects is stakeholder participation. The study's results are in line with those of Abdi (2018), who found that stakeholders are aware of M&E practices, that a monthly project monitoring and feedback system is in place, that project monitoring feedback for CDF projects was a continuous process, and that CDF stakeholders are typically involved in project monitoring and feedback. Abdi (2018) further disclosed that the project was carried out in compliance with the original concept and within budget.

The study reveals that 27.0% of participants disagreed that risk management belongs in the project management practice.

## 5.2 Relationship between project management practices and implementation of CDF projects

The results of the study showed that there was a positive correlation ( $r=.231$ ) between the monitoring and evaluation of CDF projects and their implementation, a positive correlation ( $r=.123$ ) between project planning and budgeting and CDF project implementation, a positive correlation ( $r=.032$ ) between procurement and contracting and CDF project implementation, a positive correlation ( $r=.121$ ) between stakeholder involvement and CDF project implementation, and a negative correlation ( $r=.032$ ) between risk management and CDF project implementation. The results of this study are in line with those of Olala's (2020) study, which discovered that monitoring and evaluation practice had a statistically significant influence on community project performance.

Similarly, The results also support the work of Ramadhani<sup>1</sup>, Yusuf (2019), which discovered a strong, but not highly significant, inverse association between project

planning and project monitoring and project implementation. The study also showed that 40.8% of the variation in implementation could be accounted for by project planning and project monitoring. The results of the study also align with those of Kamashara & Ogbe's (2022) study, which found a moderately positive relationship ( $R=0.522$ ) and a positive and statistically significant relationship ( $r = 0.746$ ,  $p\text{-value} = 0.05$ ) between the performance of CDPs and project cost planning. Likewise, Mungai & Yusuf's (2018) study discovered that project planning has a positive and significant effect on project sustainability  $\beta_2 = 0.303$ ,  $p < 0.001$  and project monitoring and evaluation has positive and significant effect on project sustainability,  $\beta_4 = 0.263$ ,  $p < 0.001$ .

### 5.3 Project management challenges faced in implementing CDF projects

According to the study's findings, the most of the interviewees stated that one of the main challenges is the WDC's poor project prioritization, which results in most zones being dissatisfied with council implementation since the Constituency Development Fund Committee reprioritizes projects before submitting them to the council. The majority of them also expressed dissatisfaction over not receiving all of the funds in time they had budgeted for.

The study also showed that one of the challenges is a shortage of monitoring and evaluation specialists as well as a lack of monitoring and evaluation tool that might aid in data tracking and archiving. The study also showed that low-quality CDF-implemented projects have been the consequence of local sourcing, or the acquisition of goods and services from local contractors. The results of this study align with those of Mwamachi (2014), who discovered inadequate technical support. Issues associated with CDF funds and administration; political interference; and project siting. The results of this study also support those of a study by Yatich and Sakataka (2016), which discovered that insufficient project monitoring and evaluation initiated at community level and poor prioritization of community needs by the management committees were the major challenges facing implementation of the projects.

#### 5.4 Contribution to Knowledge

Due to the existing gap in the available literature concerning project management practices in regards to the implementation of CDF, the research's findings and recommendations will give insights into the challenges the institution is facing in operations. This will enable them to make appropriate policies that will increase efficiency in their performance.

#### 5.5 New Understanding and Insights

The study generates new understanding and insights into the practices that significantly influence the operational efficiency of constituency Development Fund. The nuanced examination of each project management practice, supported by both quantitative and qualitative data, provides a detailed and context-specific understanding of their impact.

The identification of relationship management as the most influential factor in operational efficiency adds a novel dimension to the literature. While monitoring and evaluation, stakeholder engagement, procurement and contracts, risk management and planning and budgeting are recognized as essential, the emphasis on the relational aspect as a critical determinant of performance is a unique contribution to the field.

#### 5.6 Contribution to Knowledge about the study

The study contributes directly to the knowledge about the thesis by providing empirical evidence on the influence of specific project management practices in the implementation of CDF projects in Monze District. The detailed findings, supported by statistical analysis, strengthen the knowledge base on effective project management in the Zambian local government context.

The identified measures being implemented offer practical insights for other local authorities grappling with similar challenges. The themes of transparency, robust oversight, stakeholder engagement, risk mitigation, capacity building, and technology integration contribute to the knowledge about best practices in project management.

The study's findings significantly contribute to knowledge by providing a nuanced understanding of the influence of project management practices in the implementation of Constituency Development Funds in Monze District. The insights gained have practical implications for Monze Town Council and broader applications in the Zambian

public and private sectors. The study enhances the existing literature on project management in local authorities and contributes valuable knowledge for future research and organizational improvements.

## CHAPTER SIX

### CONCLUSION AND RECOMMENDATIONS

#### 6.1 Introduction

This chapter presents the conclusion obtained from the analysis and discussion of the research findings and brings forth recommendations that are intended to resolve the research problem. It further strives to meet the research objectives by interrogating the research questions.

#### 6.2 Conclusion

The study determined that monitoring and evaluation, project planning and budgeting, stakeholder involvement, procurement and contracting are some of the project management practices that affect implementation of CDF projects. The study established a positive correlation between monitoring and evaluation and implementation of CDF projects ( $r=.231$ ), a positive correlation between project planning and budgeting and implementation of CDF projects ( $r=.123$ ), a positive correlation between procurement and contracting and implementation of CDF projects ( $r=.032$ ), a positive correlation between stakeholder involvement and implementation of CDF projects ( $r=.121$ ), and a negative correlation between risk management and implementation of CDF projects. The study found that poor prioritization of projects, partial payment of CDF, lack of monitoring and evaluation, local sourcing or the procuring of works and services from local suppliers has resulted in poor quality of CDF implemented projects.

### 6.3 Recommendations

In view with the research findings, the major recommendation is that CDF must be used as a tool of community development which include stakeholder engagement, planning and budgeting, monitoring and evaluation, procurement and contracting for this will improve the standard of living in the community, good social infrastructure improvement, availability of CDF information and timely completion of CDF projects.

From the findings of the research, the following were the recommendations;

1. Restructuring of Constituency Development Fund Committee (CDFC): The study strongly advocates for the restructuring of the CDFC by the government, facilitated through the Ministry of Local Government and Rural Development. This restructuring should ensure the active participation of all ward development committees, fostering transparent decision-making processes from the initial project selection to the final stages of implementation.
2. Workforce Enhancement at Monze Town Council: It is recommended that the government, in collaboration with the Ministry of Local Government and Rural Development, along with other relevant departments, takes immediate steps to address staffing deficiencies at Monze Town Council. This can be achieved by employing more qualified personnel, thereby mitigating workload challenges and enhancing overall operational efficiency.
3. Implementation of Digital Techniques for CDF Data Management: The study proposes that Monze Town Council adopts modern digital techniques for effective Constituency Development Funds (CDF) data management. This includes the establishment of a robust Monitoring and Evaluation Plan and Framework to ensure comprehensive oversight and evaluation of project outcomes.
4. Appointment of a Monitoring and Evaluation Specialist: To facilitate the smooth implementation of Constituency Development Funds projects, it is recommended that Monze Town Council appoints a dedicated Monitoring and Evaluation Specialist. This role will contribute to rigorous project oversight and assessment, ensuring that objectives are met and lessons learned for future initiatives.

5. Capacity Building for Local Suppliers: The study recommends that the council, in collaboration with the Zambia Public Procurement Authority, invests in capacity building initiatives for local suppliers involved in Constituency Development Funds projects. This will enhance their capabilities, fostering better project implementation and contributing to the overall success of the initiatives.
6. Strengthening Collaboration with Relevant Departments: To ensure seamless implementation of Constituency Development Funds projects, the study recommends that the council intensifies its engagement with relevant departments. This collaborative approach will facilitate coordinated efforts and contribute to the successful realization of project goals.

#### 6.4 Future Research

Based on the findings of this study, the following are the recommendations for areas of further research:

1. Comparative Analysis across Districts or Regions: Exploring Variations in Project Management Practices within Constituency Development Fund (CDF) Projects Across Different Districts or Regions.
2. Stakeholder Engagement and Participation: The Role of Stakeholder Engagement in Constituency Development Fund (CDF) Project Management: A Case Study Approach.
3. Community Empowerment and Participation: Examining Community Empowerment through Active Participation in Constituency Development Fund (CDF) Projects.
4. Financial Management and Accountability: Financial Management and Accountability in Constituency Development Fund (CDF) Projects: Strategies for Preventing Mismanagement.



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## APPENDIX I: STRUCTURED QUESTIONNAIRE



# UNIVERSITY *of* LUSAKA

## QUESTIONNAIRE

Dear respondent,

I am a student at the University of Lusaka pursuing Master of Science in Project Management. I am conducting a study on the effectiveness of project management practices in implementing CDF projects in constituencies in Monze. Please endeavour to answer the questions with utmost sincerity because the quality of your responses will determine the quality of this research. I assure you that, all the information you will provide will be treated with maximum confidentiality. The research is being conducted purely for academic purposes.

Please, do not write your name. Respond by either ticking or writing the response in the space provided.

**SECTION A: Demographic Data**

1. Gender:

a. Female ( )

b. Male ( )

**2. Respondents Department**

a. Planning Department ( )

b. Institutional Management ( )

c. Finance Department ( )

d. Works Department ( )

**3. Respondents work experience.**

a. 0-5 years ( ) b. 5-10 years c. 10-15 years ( ) d. More than 15 years ( )

**Section B: Monitoring and Evaluation**

1. What is your level of agreement with the following statements that relate to the effectiveness of monitoring and evaluation in implementing CDF Projects?

For the following questions use the scale of:

**1= Strongly Disagree 2=Disagree 3= Neutral 4= Agree 5= Strongly Agree**

<b><i>Monitoring and Evaluation</i></b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
Monze Town Council has a monitoring and evaluation plan that outlines how the CDF project team would monitor and evaluate implemented project and how the team intends to use evaluation data for decision-making and project improvement.					
Monze Town Council has a monitoring and evaluation framework that helps to determine how successful a CDF project has been in achieving its desired goals.					
Monze Town Council conducts monitoring and evaluation during project implementation to improve CDF project performance					
Monze Town Council conducts evaluation at the end of CDF project implementation to assess effectiveness and					

impact.					
Monze Town Council conducts evaluations that takes place midway through implementation.					
Communities are able to participate in assessing impact, efficiency, effectiveness, relevance, and sustainability of the CDF projects.					
The project team presents the statistical reports that focuses on reporting achievements in figures and on specified indicators.					
The project team presents the narrative reports that explains the impact, outcomes and sustainability. .					
The project team presents reports which are in the form of activity reports that demonstrate results which shows that work has been done, and the CDF project has utilized funds meant for implementation.					
The project team ensures quality assurance through ensuring data validity and data reliability. .					

**Section C**

1. What is your level of agreement with the following statements that relate to project planning and budgeting in implementing CDF projects?

For the following questions use the scale of:

**1= Strongly Disagree   2=Disagree   3= Neutral   4= Agree   5= Strongly Agree**

<b><i>Project Planning and Budgeting</i></b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
Monze Town Council provides application forms for CDF projects to the WDCs and community and receives all applications on time for their implementation					
Monze Town Council conduct sensitization to the WDCs on project selection					
Monze Town Council provide information on the expenses of CDF projects to the community and interested parties					
Monze Town Council reconcile CDF funds according to the components to promote accountability					
Monze Town Council advice other departments, the community and other interested parties on the utilization					

of CDF funds					
Payments meant for CDF projects are done on time					
The budgeting process involves requiring a cost estimate					

**Section D**

1. What is your level of agreement with the following statements that relate to procurement practices and community participation in implementing CDF Projects?

For the following questions use the scale of:

**1= Strongly Disagree 2=Disagree 3= Neutral 4= Agree 5= Strongly Agree**

Procurement practices and community participation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The community members fully participate in planning and budgeting for CDF projects					
The community members are the ones who identify CDF projects in the constituency.					
The community members fully participate in monitoring and evaluation of CDF projects					
Bids are open to all interested and eligible parties and advertisement is done to create awareness of CDF projects (local contractors inclusive)					
Standardized and objective evaluation procedure is made and applied without bias to promote fairness in the implementation of CDF projects					
Procurement process influences the cost, quality and completion time in implementation of CDF projects at Monze Town Council					
Monze Town Council promotes transparency in the procurement process implementation of CDF projects					

**Section E**

1. What is your level of agreement with the following statements that relate to the implementation of CDF projects in Monze constituencies?

For the following questions use the scale of:

**1= Strongly Disagree 2=Disagree 3= Neutral 4= Agree 5= Strongly Agree**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The communities have actively embraced and continued the project's activities					
There are visible and ongoing positive impact of the CDF project' activities in our community					
There has been improved and sustainable community infrastructure development					
There has been improved standard of living among community members.					
CDF projects completed on time					
There has been stakeholder satisfaction					

**Thank you.**





# UNIVERSITY *of* LUSAKA

## INTERVIEW GUIDE

### **AN ANALYSIS OF PROJECT MANAGEMENT PRACTICES IN IMPLEMENTING CONSTITUENCY DEVELOPMENT FUND (CDF) PROJECTS: A CASE STUDY OF SELECTED CONSTITUENCIES OF MONZE DISTRICT**

You are invited to participate in a research project being conducted by Martha Walubita, a postgraduate student at The University of Lusaka. The aim of this research is to make AN analysis of Project Management Practices in implementing Constituency Development Fund (CDF) Projects: A case study of selected constituencies of Monze District

If you decide to participate, you will be asked to complete this questionnaire. The questionnaire should take no more than 20 minutes.

The questionnaire will not collect any identifiable information and no one will be able to connect your responses to you. Your anonymity will be upheld.

Your participation in this interview is voluntary. You may skip any or all questions you do not want to answer. Despite this interview recording your name, it will not be published in any reports or presentations. The interview shall take an estimated 30 minutes. I will be asking you questions and taking notes of our discussion. The interview shall be recorded to make sure the notes are accurate. Now that I have described the interview process do you have any questions?

1. Are you aware of any existing CDF Projects in the constituency? If yes, please explain.
2. What types of CDF projects have been funded within the constituency?
3. How would you assess the overall performance of CDF projects in terms of achieving their intended objectives?
4. According to the CDF guidelines and CDF Act, community participation is cardinal for all CDF projects. In your own perspective, what is the extent of community participation in CDF projects?
5. Briefly explain to what extent you think the administrative, transparency and accountability mechanisms of CDF project management is in the constituency?
6. How effective is monitoring and evaluation in implementation of CDF projects
7. How does procurement perform in the implantation of CDF
8. How effective is planning and budgeting in the implantation of CDF
9. Is there risk management in the implementation of CDF
10. From your observation, which areas need improvement for successful project management in the selected Constituency?
11. According to your own perspective, what are the challenges that the following project management practices affect the implementation of CDF projects in Monze District;
  - i. Planning and Budget
  - ii. Monitoring and Evaluation
  - iii. Stakeholder engagement
  - iv. Procurement and Contracts
  - v. Risk management



# UNIVERSITY *of* LUSAKA

## FOCUSED GROUP DISCUSSION GUIDE

### **AN ANALYSIS OF PROJECT MANAGEMENT PRACTICES IN IMPLEMENTING CONSTITUENCY DEVELOPMENT FUND (CDF) PROJECTS: A CASE STUDY OF SELECTED CONSTITUENCIES OF MONZE DISTRICT**

You are invited to participate in a research project being conducted by Martha Walubita, a postgraduate student at The University of Lusaka. The aim of this research is to make an **Analysis of Project Management Practices in implementing Constituency Development Fund (CDF) Projects: A Case Study of selected constituencies of Monze District.**

Your participation in this interview is very important because you are a resident of Monze District and understand the existing state Constituency Development Fund implementation. Your insights will help in finding out the project Management Practices that influence the implementation of CDF, the challenges that the project Management Practices face in the implementation of CDF projects in Monze District and make recommendations that will result in making policy recommendations that will enhance the implementations of CDF and simplify the application process and guidelines for project implementation.

Your participation in this interview is voluntary. You may skip any or all questions you do not want to answer. Despite this interview recording your name, it will not be published in any reports or presentations. The interview shall take an estimated 40 minutes. I will be asking you questions and taking notes of our discussion. The interview shall be

recorded to make sure the notes are accurate. Now that I have described the interview process, do you have any questions?

**\*\* [Once questions, if any, have been answered, begin the interview]**

Before we begin, I would like to obtain your consent.

## **SECTION A: PERFORMANCE OF CDF PROJECTS**

1. Can you provide an overview of the CDF projects implemented in Monze District?
2. How would you assess the overall performance of CDF projects in terms of achieving their intended objectives?
3. Can you provide an overview of the CDF projects implemented in Monze District?

## **SECTION B: PROJECT MANAGEMENT PRACTICES IN IMPLEMENTING CDF PROJECTS IN THE SELECTED CONSTITUENCIES OF MONZE DISTRICT**

### **PROJECT PLANNING AND BUDGETING**

In relation to project financing, discuss the following;

1. Timely delivery of projects
2. Quality of projects (proper utilization of funds results to good quality projects and vice versa)
3. Auditing mechanism of CDF project (Transparency, verifiability and accountability)
4. What are the challenges planning and budget face in the implementation of CDF projects

## **SECTION C: STAKEHOLDER PARTICIPATION**

In relation to stakeholder participation, discuss the following;

1. At what level does the community participate in the project management cycle?

2. In your opinion, do you think the level of community participation adequate for the management of CDF projects?
3. What community planning structure exists in your ward and how is their participation in projects.
4. Does the council engage other departments in decision making for CDF projects
5. What challenges there in stakeholder engagement in implementing CDF projects

#### **SECTION D: RISK MANAGEMENT**

In relation to risk management, discuss the following;

1. Is there risk management in the implementation of CDF projects?
2. How effective is risk management in the implementation of CDF of projects?

#### **SECTION E: PROCUREMENT AND CONTRACT**

In relation to procurement and contracts, discuss the following;

1. How effective is procurement in the implementation of CDF
2. What procurement procedures do you employ for CDF projects
3. What challenges is procurement is facing in the implementation of CDF projects?

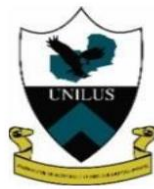
#### **SECTION F: MONITORING AND EVALUATION**

In relation to monitoring and evaluation, discuss the following;

1. How often are projects monitored?
2. Does the council have a monitoring and evaluation tool for monitoring CDF projects?
3. Does the council have a monitoring and evaluation specialist?
4. What challenges does monitoring and evaluation face in the implementation of CDF projects?



## APPENDIX IV: ETHICAL CLEARANCE



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### SCHOOL OF POSTGRADUATE STUDIES

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### UNILUS-RESEARCH ETHICS COMMITTEE

Ref no: FWA00033228-2801/24

Date: 5<sup>th</sup> January 2024

**STUDENT NAME: MARTHA WALUBITA**

#### **AN ANALYSIS OF THE EFFECTIVENESS OF PROJECT MANAGEMENT PROCESS IN IMPLEMENTING CONSTITUENCY DEVELOPMENT FUND PROJECTS: CASE STUDY OF SELECTED CONSTITUENCIES IN MONZE**

The above research was submitted to the research ethics committee for review. The study has no major ethical problems and is approved subject to the following:

1. The study cannot be changed without express permission of the UNILUS research ethics committee.
2. Approval from the necessary authority should be sought.

**Congratulations and the committee wishes you success in your work.**

**Professor Kasonde Bowa**

MSc(Glasgow), M.Med(UNZA), FRCS(Glasgow), FACS, FCS, DPH(LSTMH), MPH(UCL)

Chairman- UNILUS REC

Professor of Urology and Consultant Urologist

Deputy Vice-Chancellor – Research and Innovation

Executive Dean - School of Medicine and Health Sciences

## APPENDIX V: TURNITIN DIGITAL RECEIPT



### Digital Receipt

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Word count: 15,026  
Character count: 89,171  
Submission date: 24-Jan-2024 09:41PM (UTC+0200)  
Submission ID: 2277645368

#### ABSTRACT

This study analyzed the project management practices in the implementation of Constituency Development Fund (CDF) projects in the selected constituencies within Monze District. The primary objective analyses project management practices used in the chosen constituency to implement CDF projects and determine how these practices relate to implementation challenges. The goal of the study was to address the gap existing in the literature by assessing the possible effects of present project management practices on CDF projects in the Monze District, as evidenced by the challenges and delays that locals in the area had described.

The study used a descriptive survey research design, data was collected through a questionnaire and interviews and subsequently analysed using a mixed methods approach. Multiple regression analysis tested the hypotheses' significance, revealing that planning and budget, monitoring and evaluation, stakeholder engagement, procurement and contracting, and risk management significantly influenced CDF project implementation.

The study established that there are existing challenges in project management practices during the implementation of CDF projects, such as poor prioritization of work, local contractors' engagement, a lack of monitoring tools, and work overlap. Among other things, the study recommended strengthening the capacity of local contractors through the Zambia Public Procurement Authority, increasing the number of employees at Monze Town Council through the Ministry of Local Government and Rural Development, and reorganizing the community development committee to incorporate ward development committees. These measures are intended to improve project management capabilities and deal with specific issues that were identified during the implementation of CDF projects.

**KEY WORDS:** Constituency Development Fund, Project Management Practice

1



APPENDIX VI: SUBMISSION OF DISSERTATION FOR EXAMINATION FORM



UNIVERSITY  
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LUSAKA

SCHOOL OF POSTGRADUATE STUDIES

SUBMISSION OF DISSERTATION FOR EXAMINATION

Name of student: MARTHA WALUBITA

Student number: MS CPM 21210571

Programme of study: MASTER OF SCIENCE IN PROJECT MANAGEMENT

Dissertation

title: AN ANALYSIS OF PROJECT MANAGEMENT PRACTICE IN  
IMPLEMENTING CONSTITUENT DEVELOPMENT FUND (CDF): A  
CASE STUDY OF SELECTED CONSTITUENCIES OF  
MONZE DISTRICT

Signature of student: [Signature]

Date: 23<sup>RD</sup> JANUARY 2024

Supervisor's Comments:

I recommend/ ~~do not recommend~~ this dissertation for submission for examination (If you do not recommend, kindly provide a written report and attach hereto).

Name of Supervisor: Dr. Joseph Mwape Chileshe

Signature of Supervisor: [Signature]

Date: 24/01/2024

## APPENDIX VII: SIMILARITY REPORT

### MSCPM 21210571 - GBS800

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#### ORIGINALITY REPORT

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<b>14%</b>	<b>10%</b>	<b>1%</b>	<b>10%</b>
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

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#### PRIMARY SOURCES


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<b>1</b>	<b>Submitted to UNIVERSITY OF LUSAKA</b> Student Paper	<b>5%</b>
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APPENDIX VIII: EXAMINATION CHECKLIST

**SCHOOL OF POSTGRADUATE STUDIES**  
**GBS800 DISSERTATION SUBMISSION**

No	Item	Done
1	Were you registered for GBS800 in the JULY - DECEMBER 2023 semester?	YES
2	Has your FINAL DISSERTATION been signed by the supervisor?	YES
3	Have you attached the Turnitin similarity report to the appendix?	YES
4	Is your Turnitin similarity report below 20 percent? Please append the similarity report to your dissertation.	YES
5	Have you submitted a soft copy version of your dissertation to the UNIVERSITY TURNITIN CLASS called "DISSERTATION FINAL SUBMISSION JAN 2024"? In Microsoft word format. See point (3) on the next page for more details.	YES
6	What is your dissertation's total word count (including references and appendices)?	19,136 WORDS
Candidate Name: MARTHA WALUBITA		
Student Number: MSCPM 21210571		
Signature: 		
Date: 24 <sup>th</sup> January, 2024		

