

**UTILISATION OF CONSTITUENCY DEVELOPMENT FUND (CDF) TO
PUBLIC PROJECTS IN KABWE DISTRICT:
A CASE OF BWACHA AND KABWE CENTRAL CONSTITUENCIES**

By



CLINT MUNANGA SUSIKU



**A dissertation submitted to the University of Zambia in partial fulfillment of
the requirement of the Master of Science in Accounting and Finance Degree in
the Graduate School of Business**



The University of Zambia

LUSAKA

2020



DECLARATION

I, **Clint M.Susiku**, hereby declare that the work contained in this dissertation is wholly mine and that the work of others has been fully acknowledged and further declare that this work has never been previously produced and presented for a degree at any University for similar purposes.

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APPROVAL



This dissertation of CLINT M. SUSIKU has been approved for the partial fulfillment of the requirement for the award of the Degree of Master of Accounting and Finance in the Graduate School of Business by the University of Zambia.

Examiner 1

Signature

Date

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Examiner 2

Signature

Date

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Examiner 3

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Date

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The Chairperson

Board of Examiners:

Signature

Date

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Supervisor

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ABSTRACT

The study title was “Utilisation of Constituency Development Fund (CDF) to Public Projects in Kabwe district: A Case of Bwacha and Kabwe Central Constituencies.” The main objective was to establish the utilisation of CDF to public projects in Kabwe district”. The study examined the following variables that affect the utilisation of CDF to public projects namely: Identification and Planning of projects; allocation of funds to various projects; stakeholders’ involvement and Monitoring and Evaluation with regard to assessment of projects. The study employed the descriptive research design to carry out this research which used both quantitative and qualitative approaches in the collection of data. The target population was 150 CDF stakeholders from which a sample of 110 respondents was selected. Data collection was done using questionnaires and in-depth interviews for both primary and secondary data. Questionnaires were administered to Council Management, Councillors and other stakeholders in the community under study. A pilot study was conducted to ascertain the validity and reliability of the instruments. The researcher used both the primary and secondary data in the analysis. The outcome was used to identify the effectiveness of the independent variables to the dependent variable. Data was analyzed using the descriptive statistics through SPSS version 20 and MS Excel. Generally the findings of the study indicated that using CDF tools such as identification and planning of projects, stakeholders’ involvement, allocation of funds, monitoring and evaluation helped in enhancing utilisation of CDF in public projects. The study recommended that Government should make improvements in the management of the above identified tools for effective project management that will ensure CDF projects are completed on schedule to the benefit of the users.

Key words: *Allocation of funds; Constituency Development Funds; Monitoring and Evaluation; political involvement; Project completion; Project identification; Project implementation; Project Management; Schedule; Stakeholders.*

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My heartfelt gratitude goes to my wife Lungowe and my children, especially Nawa (my youngest son), whose encouragement has lived to reality.

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ABBREVIATIONS AND ACRONYMS

ACC	Anti-Corruption Commission
ADCs	Area Development Committees
BME	Benefit, Monitoring and Evaluation
CBOs	Community Based Organizations
CCM	Chama Cha Mapinduzi
CDC	Constituency Development Committee
CDCF	Constituency Development Catalyst Fund
CDF	Constituency Development Fund
CDFC	Constituency Development Fund Committee
CSDF	Country Side Development Funds
CSO	Civil Society Organisation
DACF	District Assemblies Common Fund
DDCCs	District Development Coordinating Committees
DDP	District Development Plan
DPO	District Planning Officer
GHC	Ghana Cedis Currency
GOK	Government of Kenya
GSB	Graduate School of Business
LA	Local Authority
LGA	Local Government Act
MLGH	Ministry of Local Government and Housing
MMD	Movement for Multiparty Democracy
MP	Member of Parliament
MPLADS	Members of Parliament Local Area Development Scheme
NDC	National Development Congress
NGOs	Non-Governmental Organizations
OAG	Office of the Auditor General

PDAF	Priority Development Assistance Fund
PDC	Provincial Development Committee
PDCC	Provincial Development Coordinating Committee
PES	Primary Education Services
PHC	Primary Health Care
PRS	Policy Research Studies
PSC	Planning Sub Committee
RDCs	Resident Development Committees
REI	Rural Electrification Initiatives
SPSS	Statistical Package for Social Sciences
UDN	Uganda Debt Network
URT	United Republic of Tanzania
UNZA	The University of Zambia
US\$	United States Dollar
VPCs	Village Productive Committees
WCs	Ward Councils
WDCs	Ward Development Committees
WSS	Water Sanitation Services
ZMW	Zambian Kwacha Currency

LIST OF DEFINITION OF KEY TERMS

Constituency Development Fund: A fund established through an Act of Parliament and managed at Constituency level with the aim of promoting grass-root development.

Monitoring and Evaluation (M &E): The ongoing process of obtaining regular feedback on the progress being made towards achieving their goals and objectives

Political Involvement: The active engagement of all Political groupings with interest in a project

Project: A temporary endeavour undertaken to create a unique product or service

Project Completion: The completion of a project within budget, time and intended design and utilization

Project Identification: Documentation of a Project with provision for planning further development

Project Implementation: The process of executing project activities in line with the implementation plan

Project Management: The application of knowledge, skills, tools and techniques to project activities in order to meet the stakeholder needs and expectations

Stakeholder involvement: The active of engagement of all individuals or groups with an active stake in the project

CHAPTER ONE

BACKGROUND

1.1 Introduction

The chapter presents the background to the study of utilisation of constituency development fund (CDF) to public projects in Zambia with a case study of two (2) constituencies-namely: - Bwacha and Kabwe Central constituencies in Kabwe district. The chapter commences with a brief outline on the importance of CDF operations and goes on to provide background information of its origin. Thereafter, it presents the statement of the research problem, aim of the study, research objectives, research questions, the significance of the study, the scope of the study and goes on with the limitations of the study. Lastly, the chapter sets out the outline of the dissertation and gives a summary of what it has been achieved.

1.2 Background of the study

A Constituency Development Funds is a distinctive mechanism that channels a specific portion of the government budget to the constituencies of Members of Parliament (MPs) to finance local small-scale development projects which are primarily selected by MPs. CDF are funding arrangements which *'send funds from the central government to each constituency for expenditure on development projects intended to address particular local needs'* (Hickey, 2010). CDFs are largely nationally or locally designed, funded, and implemented.

The Local Government in Zambia represents the Local Authorities defined as councils in each respective district of the country as prescribed in the Local Government Act CAP 281 of the laws of Zambia. The Local Government Act mandates councils to provide Social Services like housing, recreation facilities, education, water, health, roads and waste disposal.

Local government is a form of political, economic and administrative decentralisation and has become the property of every country in the world. According to Turner and Hulme (1997) local government acts as a vehicle for social, political and economic development process at local level and reduces uneven levels of development between urban and rural areas. However, in local government elections and practice in Africa, ambivalence has gained currency during the post-colonial period. Hulme (1997) further argues that local government enhances national

building and promotes rigorous scrutiny of public policies at local level while others contend that it weakens national building. According to Lolojih (2008) the administration of local councils during the post-independence period has been guided by three major reforms namely, the 1965 Local Government Act, the 1980 Local Administration Act and the 1991 Local Government act. The rationale of all the reforms was to constitute democratically elected councils with a view to promoting sustainable development efforts that require popular participation in the decision making process.

Locally-based development in Zambia can be said to be the domain of Local Government. In this regard therefore, to enhance local government in the country, in 1993 the Public Service Reform Programme (PSRP), Cabinet office was launched which included a component on decentralisation and strengthening of local government, whose main objective was to make the local government in particular and the district government levels in general more efficient, cost effective and responsive to the needs of the local communities in delivery of quality service and development.

The study therefore seeks to review the projects undertaken from the two (2) constituencies of Bwacha and Kabwe Central of Kabwe district of the republic of Zambia so that some research gaps could be addressed in the same direction.

Arising from the above perspective, it is envisaged that either some projects would be found completed or may not be completed. The study was based on the ‘Utilisation of Constituency Development Fund (CDF) to Public Projects in Kabwe district’.

1.3 The Statement of the Problem

Zambia’s local government system covers an ideology of fiscal decentralisation. In addition, the local government Act CAP 281 of the laws of Zambia (Section 45) provides for CDF grants to councils for purposes of the discharge of developmental projects in their areas of jurisdiction. Specific grants on CDF are released on annual basis to cater for capital projects in the following areas of development:

- i. Water and sanitation
- ii. Health Services

- iii.Fire Services
- iv.Road Services
- v.Police Services
- vi.Education Services including Agricultural Services.

However, despite the CDF releases conducted annually to all councils in Zambia, the country has still lagged behind in terms of infrastructure development. Weak financial controls are believed to have led to poor implementation of most projects resulting in fragmentary and stalled infrastructure. The council's governance system in turn has resulted into deficient service delivery, under development localities and poor standards of living of the local people as evidenced in most undertaken developmental projects by council countrywide such as in the areas of Drainage Systems, Road Maintenance, Provision of Education, Healthcare services and to other Infrastructure Community Projects. These and many other barriers in the mainstream of CDF have brought about unequal development in its implementation. The study, therefore, aims to understand and establish on success and failures from the Utilisation of CDF to Public Projects in Kabwe district, a case of Bwacha and Kabwe Central constituencies of Central Province.

1.4 The Aim of the study

The Aim of this study was to understand from the point of view of people living within the constituencies the CDF success and failures in terms of development agenda on Public Projects based on the identified variables for accessing, communicating and reporting of the Local Development Funds.

1.5 Research Objectives

- i.To understand the roles of project identification and planning in the Utilisation of CDF on public projects in Kabwe district.
- ii.To explain the effects of fund allocation on the completion of CDF public projects in Kabwe district.
- iii.To analyse how stakeholders involvement influence the completion of CDF public projects in Kabwe district.
- iv.To establish the influence of monitoring and evaluation on completion of CDF public projects in Kabwe district.

1.6 Research Questions

The research questions for this study will be:

- i. What are the roles of project identification and planning influence the completion of CDF projects in Kabwe district?
- ii. Why is fund allocation important in the completion of CDF programmes in Kabwe district?
- iii. Does stakeholders' involvement influence the completion of CDF projects in Kabwe district?
- iv. To what extent does monitoring and evaluation of projects aid completion of CDF initiatives in Kabwe district?

1.7 The Scope of the study

The study limited itself to the assessment of the effects of completion of CDF projects in Kabwe Central and Bwacha Constituencies of Kabwe district. The target population included civic leaders (Councillors), council management and community members within the area of jurisdiction. The data was collected through questionnaires and interactive interviews with the local communities. The data was collected within a period of two months covering the study period of five years from 2013 to 2017.

1.8 The Significance of the Study

The government of the Republic of Zambia has embarked on the Programme of decentralization through devolution with the aim of transferring public service provision to local development institutions at District and Sub-district levels.

In this regard, the capacity of local institution to implement public programmes such as Primary Health Care (PHC), Water and Sanitation Services (WSS) and Rural Electrification Initiatives (REI) will have to be enhanced through the efficient utilisation of financing strategies such as CDF.

Therefore, it is hoped that the findings of this study would provide insight into the utilisation of resources that would enhance the capacity of local level institutions to efficiently manage CDF projects and thus ensure sustainable local development.

It is further hoped that the findings of this dissertation would lead to the documentation of "best practices" by isolating the variables that are critical to the successful administration of

CDF. The best practices would be replicated elsewhere and effectively assist in eliminating bottlenecks in the CDF implementation, identification and evaluation processes.

1.9 Basic Assumptions of the Study

This study relied on the assumption that higher levels of beneficiary-involvement in the planning, implementation and monitoring of CDF activities, and the quick release of funds would lead to a higher rate of success and utilisation of CDF public projects.

1.10 Dissertation outline

This dissertation has been presented in six chapters as follows:-

Chapter 1: The chapter reviewed the background information of the research topic, the statement of the research problem, aim of the study, research objectives, research questions, and the significance of the study, the scope of the study, the outline of the dissertation, its limitations and a summary of the chapter.

Chapter 2: The chapter covered the introductory part of the literature review, the origins of CDF, legal framework of CDF, operation structure of CDF, project identification, notification of approved projects by the council, project implementation, reporting, monitoring and evaluation procedures, the governance and administrative controls of CDF. It concludes with the utilisation of CDF to public projects asserting both the theoretical and conceptual frameworks.

Chapter 3: The chapter discussed the theoretical and conceptual frameworks and went on to review the relationship between the independent and dependent variables. The chapter further discussed the operationalisation of the variables and concluded with the summary of the chapter.

Chapter 4: The chapter presented the research philosophy, research design, research strategies to be adopted by the study, target population, sample frame, sample size and sampling techniques, data collection instruments, data collection procedure data analysis and ethical procedure. It finally concluded with the reliability and validity and the limitations faced in gathering the evidence.

Chapter 5: The chapter dealt with data presentation, interpretation and discussion of the findings. The chapter therefore, presented a detailed analysis of the research bringing out

salient issues that constituted the conclusion and finally providing the basis for recommendations.

Chapter 6: This chapter addressed the summary of the research findings in relation to the study objectives outlined in chapter one. It further presents the conclusion of the study with recommendations of the researcher based on the findings.

1.11 Conclusion

The chapter presented the background to the study of the utilisation of constituency development fund to public projects in Kabwe; A case of two (2) constituencies-namely Bwacha and Kabwe Central constituencies in Kabwe district. The chapter started with a brief outline on the importance of CDF operations and went on to provide background information of its origin. Thereafter, it presented the statement of the research problem, research objectives, research questions, the significance of the study, the scope of the study incorporating the limitations of the study. Lastly, the chapter set out the outline of the dissertation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The previous chapter had introduced the research topic and gave out the background of the study on the utilisation of constituency development fund to public projects in Kabwe. It also discussed the research objectives, research questions, scope of the study, its limitations, the significance and finally the outline of the dissertation.

The current chapter focused on the review of the relevant literature in the field of CDF and generally in relation to the utilisation of constituency development fund to public projects to the communities. Both the theoretical and research knowledge have been built up into the theoretical and conceptual frameworks which gave a deeper understanding to the literature review. The studies conducted by others have been analyzed to suit and compare my analysis on the CDF policy, procedure and relationships in the management and the execution of capital projects discussed in the study.

The study further evaluated the contributions made by the variables in discussion affecting completion of public projects under discussion with empirical evidence provided by similar research studies. The process also helped the researcher to identify some gaps from the previous studies and largely contributed to relevant knowledge of the study.

The chapter further re-examined past studies and assessed their contribution to the objectives of the study at hand. To enhance broader understanding, the chapter also used secondary data which had been reviewed from books, journals, Acts of Parliament and daily newspaper articles regarding the topic in discussion.

2.2 Concept of CDF and Its Origin

A Constituency Development Fund (CDF) is a government budget allocation mechanism that channels a specific portion of the national budget to the constituencies of MPs to finance local small-scale development projects such as the construction of school facilities, health clinics and water supply systems (International Budget Partnership 2010). A CDF is a distinctive mechanism in that MPs are vested with a degree of authority in the selection of projects. CDF

is means of transferring public funds from central to local governments, but a strategic tool for a redistributive game by politicians in electoral politics; MPs use the funds to respond to the development needs of their constituencies, cultivate their personal votes and enhance their chances of re-election (Baskin 2010 et al).

CDFs have been implemented in different parts of the developing world for years. In Uganda, for instance, a CDF-like mechanism existed in since 1969 (Chambers 1974). Papua New Guinea introduced a CDF in 1984, thereafter; CDFs became a common government budget allocation mechanism mainly in Asia and Africa Parliamentary involvement in grassroots projects and in community development according to Baskin (2010). Since then CDF has been growing in many developing countries including Papua New Guinea, Bhutan, Jamaica, Pakistan, India, Uganda, Tanzania and Kenya including Zambia.

In many countries, there has been unprecedented push for the government to decentralize many services; social, political and financial amongst others. Indeed it has been emphasized that there should be devolution of authority to local units of governance that are accessible and accountable to the local people at the grass root level (Maina, 2005). According to Burki et al. (1991) and World Bank (2000), countries in Caribbean, East Asia and East Europe have embraced decentralisation as a crucial component of the development agenda and have fared better than African countries. This was based on the argument that decentralisation strengthens local governance, democratization and greater efficiency and equity in the use of public resources and service delivery for development (Rbot 2002)

Parliamentary involvement in grass root projects and in community development according to Baskin (2010) has been growing in many countries including Papua New Guinea, Bhutan, Jamaica, Pakistan, India, Uganda, Tanzania and Kenya. It is further asserted that one of the policy tools for this involvement is Constituency Development Fund (CDF), which commit public finance to benefit special political sub divisions through allocations and/spending decisions influenced by their representatives in the National Assembly.

Baskin (2010) notes that CDFs are similar to the venerable United States (US) congressional allocations generally referred to as “pork barrel”, “earmarks” or “member items” in national and state-level policy making. Operations of CDFs are said to have sometimes been controversial since they raise fundamental questions about the efficacy of government service delivery, the extent to which such service delivery can be made accountable, the role of legislators in selecting development priorities, and how public participation in policy making can be made more meaningful. Baskin further notes that a better understanding of this evolving policy tool should be developed alongside formulation of guidelines for the transparent and ethical use of such funds in a manner that is free of corruption. It is not clear whether or not the system of earmarks and pork barrel distribution that is practiced in the US national and state government is of a single type with CDFs. The long history of distributive allocation in US permits a unique opportunity to explore the evolution of systems of politically determined resource allocation for local development. It is further posited that, on the other hand, there may be fundamental difference between US earmarks which are often informed mechanisms that are employed on a case – by – case basis and the institutionalisation of distributive mechanisms that become part of the annual budget process as appears to be the case with CDFs. Zyl (2010) notes that in Philippines members of parliament (MPs) are allocated a substantially huge amounts of finances (US \$ 4,270,001) each to cater for the development in their political jurisdiction. CDFs are viewed by Baskin (2010) as politically-initiated projects. He argues that it appears that they are politically driven development initiatives. He further asserts that the African legislature’s project has produced research that demonstrates the rationale of constituency-based politics in Africa in both the supply and demand for constituency service. Constituency-based initiatives are noted that they can protect communities from the impersonal administration of inflexible and centralized state organizations that often overlook individual communities in the name of administrative rationality.

According to Zyl (2010), there are open questions as to how large a role CDFs should play in development administration. Zyl further stresses that there are fundamental questions entailing the role CDFs are expected to play in development administration or in how the administration of CDFs affects the balance of power among different branches of Government. In Kenya, the CDF was launched in year 2003 under the CDF Act 2003, Kenya Gazette Supplement No.

107 (Act No. 11) with the object of ironing out regional imbalances brought about by patronage politics Nyaguthii and Oyugi, (2013). CDF provides funds to constituencies through the respective members of the National Assembly. Awiti (2008) adds that the aim of the CDF is to combat poverty at the grass root level through implementing community-based projects and to relieve the members of the National Assembly the burden of fundraising for development projects in their respective constituencies.

2.2.1 Critical Reflection

The CDF is the foundation for the new partnership between developed and developing countries to achieve improvements in sustainable growth and poverty reduction that will help countries achieve millennium Development Goals (Harvey, 2003). However, adoption of project approach has led to some misapplication, misappropriation and misuse. The rapid adoption of the project approach has some implications such as implementation of projects that are being conducted outside the organisation's main mission. Others may be projects that are conducted and are completely unrelated to the strategy and goals of the organisation and lastly, there could be many projects with funding level that are excessive related to their expected benefits.

Furthermore, CDF appears to form schemes that violate the separation of powers principle on which democratic constitutional government are built. CDFs put MPs in the position of implementing government programmes, instead of focusing on their legislative and collection procedures, ethical concerns and the techniques of data analysis. On the other hand, building and managing relationship with stakeholders are essential for success. Advising makes a detailed examination of stakeholder relationship management, starting with a discussion of the personal changes that must be made as they move into roles of planning, implementation and evaluation processes.

2.3 Legal Framework of CDF

In 1995 parliament approved the Constituency Development Fund (CDF) to facilitate micro community projects to the community as part of their capital programmes. Each local Council is mandated to include CDF fund for community based projects in their capital budgets. According to Constitution of Zambia Act 2 of 2016 (Article 162), there is an established fund which shall be an appropriation of monies to the Constituency Development Fund and the management, disbursement, utilisation and accountability of the Constituency Development

Fund. The Local Authorities are the custodians of CDF and have the responsibility to account for the utilization of such funds (CDF Guidelines, MLGH, 2006).

The CDF is a targeted community development fund in which the participation of communities in project identification and implementation is very cardinal. Lolojih (2008). The facilitation of micro projects to communities has immensely benefited the nation from huge infrastructure and enhancement of employment opportunities in the national development.

2.4 Review on the Utilisation of CDF on completion of public projects

In this study, the dependent variable is represented by the completion of CDF public projects and the independent variables depicted by the planning and identification process, fund allocation, stakeholders' involvement and monitoring and evaluation tools. Each variable assesses itself on how they have influenced the CDF completion of projects to the community in specific areas as observed below:

2.4.1 Planning and Identification of Projects

According Mwangi (2005), community development project commences with the identification of a need or the realization that there is a need. This is argued by Nyaguthii and Oyugi (2013) to be in tandem with the CDF policy on project identification as it is provided for by the CDF Act 2007 guidelines on project identification. However, as posited by Bagaka (2008), a look at the CDF implementation in the recent past brings to the fore a glaring mismatch between the local nature of capital expenditure decisions and financing for the operations and maintenance of such projects with local benefits. Given the discretionally nature of capital spending and the intrinsic value attached to political symbolism in launching CDF projects, most of the times, new projects are initiated to the detriment of the existing ones which are either left to deteriorate or are insufficiently funded (Nyaguthii and Oyugi, 2013).

2.4.2 Stakeholders' Involvement

Murray (2011) asserts that legislators have a personal interest in the way the CDF money is spent in their respective constituencies. The rationale is to support their reelection prospects. He argues that this not an illegitimate interest given that the legislators' job of representation is to make decisions that serve the interests of their constituents and, therefore, win approval

from likely supporters in order to help secure their re-election. However, when the legislators make decisions on their own on how about how and where to spend public money in their constituencies, there is a conflict of interest. It is opined that the best solution to CDF's problem of accountability and conflicts of interest is to remove MPs entirely from the administration of these programs including the choice of projects (Murray, 2011). Mulwa (2004) defines a community as a group of people living in the same locality who exercise local autonomy. Adesina (2010) asserts that community participation is described as a social process in which groups with shared needs living in a "certain geographical area" actively identify needs, make decisions, and set up mechanisms to achieve solutions and goals. However, heterogeneous groups and individuals can become a community and collectively take action to attain shared and specific goals. To enhance community participation in tendering and supplies, several measures are put in place to facilitate smooth and transparent implementation of projects.

2.4.3 Fund Allocation

According to Bagaka (2008), a number of projects despite being completed remain underutilized or un-operational. He pointed out that new projects are initiated and under taken while the existing and ongoing ones are left to deteriorate due to underfunding. His views provoke the need to evaluate the optimality of the project selection and prioritised methods in place. From this study, the need to understand the variables influencing the success of the CDF projects cannot be overstated. Analyzing the variables will aid in understanding and improving the circumstances under which the CDF projects are identified, selected, prioritised and implemented.

2.4.4 Monitoring and Evaluation

In a study conducted by the Asian Development Bank on the Benefit Monitoring and Evaluation Assistance in the Philippines (ADB, 1995) it argued that a provision in BME should be made such that there is a wide participation of the local government units and community- based organizations in the assessment of the project. A convergence mechanism must be instituted to integrate the local government units and community-based organizations to allow them the benefits derived from the project. In this way, there is sustained capacity building in the efforts of project implementation. Benchmark surveys should be carried out

during the project design stage. This will not only serve BME purposes, but also assist in designing projects to be more suited to beneficiary needs.

Access to relevant, timely and authoritative information pertaining to public expenditure and processes is indispensable in promoting effective citizen participation in development. The inability of beneficiaries in CDF funded projects to access information has at least three detrimental effects. First and most importantly, constituents remain unable to monitor the CDFC and hold them accountable for expenditures. As a result, projects of poor quality and questionable utility continue to be funded. Second, the opacity of CDFCs makes public participation in the early and late stages of project planning and implementation difficult. This can lead to the implementation of projects that are poorly designed and ill-suited to local needs. Lastly, poor record keeping and poor information management is in itself a barrier to accessing information, and opens up the funds to mismanagement, corruption and abuse (CAP. 2008). In a study conducted by Uganda Debt Network (UDN, 2007), It revealed that most of the beneficiary's did not have knowledge of the CDF. They, therefore, neither participated in the selection of projects nor in the utilization of the fund.

2.5 Operational Structure in the CDF

Mwangi (2005) in Ravalion (2005) expressed that a community development project starts with the identification of a need or realization that there is a need. This is in agreement with the CDF, MLGH guidelines of 2006 in Zambia which requires the council to invite project proposals from the communities during the first quarter of every year by way of advertisements, open meetings and fixing of posters in conspicuous locations such as notice boards of schools, clinics and churches including notifications through letters to chiefs and village Headmen. In Kenya, the last five years of its operation, CDF fund have largely been used to fund projects in four key sectors, Education (37%), water (14%), Health (9%) and Roads (8%) (GOK: CDF Allocation summary, 2007).

Initiatives of these types of projects are clearly stipulated under the CDF Act. For instance, part IV section 21 (1) of the Kenyan Act states that, “projects shall be community based in order to ensure that the prospective benefits are available to wide cross section of the inhabitants of a particular area. Although the CDF allocation has been increasing over the

years, the increase can largely be attributed to the growth of the Kenyan economy and the government stringent enforcement of tax collection provisions.

In Zambia the allocation in CDF has risen significantly, for example from 2006/7 – 2014/15 financial years, the CDF has risen from K60, 000.00 – K1, 400,000.00, thus showing the need on how the fund has been appreciated over the years. While these yearly CDF allocation may not appear to be a lot, the impact both physically and socially at the community level has been phenomenal. For instance many schools in Kenya have been built and equipped through the CDF funds. This has aided the government's policy of providing free primary school education. In health sector many hospitals, dispensaries, maternity wings within existing health facilities and clinics have been built in record time. This has helped decongest larger district level hospitals. Additionally, the CDF has helped crime- prone areas to construct police posts which the central government has been quick to bring into operation to reaffirm its commitment to public safety. Given the mosaic of expenditure decisions on a myriad of local projects and because of the relaxed rules on how and where expenditure is to be incurred, the CDF can be construed as a delegated form of fiscal decentralization because the program allows local people to make their own expenditure decisions that reflect their tastes and preference and maximizes their welfare. (GOK, 2003).

In Zambia in the last five years of its operation between 2013-2017, CDF funds has been disbursed and benefited main eligible projects in the areas of:

- i. Water supply and sanitation
- ii. Roads development
- iii. Social amenities
- iv. Educational programmes
- v. Health programmes
- vi. Sports and recreation
- vii. Agricultural projects
- viii. Other economic activities

Similarly, to the Kenyan Act, the CDF and MLGH guidelines No. 9 favours the local contractors in the awarding of contractors in order to ensure that the local community enjoys the benefits from the national resource. (CDF Guidelines 2006, MLGH and OAG reports).

2.6 Projects Identification and Selection

The Local Government Act Cap 281 of the laws of Zambia section 45 (1) which gives authority to the CDF MLGH guidelines of 2006 to identify the selection process at guideline No.7 as follows:

- a. Projects shall be identified and prepared for submission by communities to the Constituency Development Committee (CDC) before receipts of the funds.
- b. That project identified shall be reconciled with those already received by the DDCC to avoid duplication of efforts.
- c. The CDC shall within two (2) weeks make its decision on the approved project proposals.
- d. That in the next two weeks of receipt of these project proposals the PSC of the DDCC shall submit its appraisal report to the DDCC for onward submission to the council for approval and implementation.

Only projects which have been appraised and approved by the Council shall be funded. The council shall inform the CDC of its decision. Implementation of projects shall be completed within one year.

2.7 Notification of Approved Projects by the Council

CDF guideline No.8 identifies the Town Clerk and Council Secretary of City/Municipal Council and District Council to be in charge of giving notices on which projects have been approved by the Council for funding and implementation.

2.8 Project Implementation and Disbursement of Funds

In Kenya the CDF amendment Act 2007, circulars, public procurement and disposal Act 2005 and CDF implementation guidelines 2004 prepared by the National Management committee according to (Gikonyo 2008) provides that the CDF projects are implemented by the respective government departments in which they fall. The members of particular constituencies are expected to be active in the implementation phase to ensure that the objectives of the projects are met using the resources allocated to them within a given periods of time (CDF National Management Committee, 2004).

In Zambia, however, the scenario is different. The implementation of the projects involve community participation in form of labour, both skilled and unskilled, and use locally available

materials (stones, sand, poles and the like) as much as possible. Whereas the specialized works involve Tender Committee at District level by use of flexible tender system in the invitation of tender offers from eligible contractors/supplies. The District Tender Committee evaluates the bids and recommendation to the council for the award of contracts which are then communicated to the success contractor/supplier. Preference in this case shall be given to the local contractors and suppliers.

The chairperson of the community based organization project committee and the Town clerk/Council Secretary shall be signatories to all contract agreement. All contracts shall be in writing and sealed as prescribed by relevant contract Agreement forms. Guideline No.10 further notes that disbursement of CDF funds in Zambia is conducted through the MLGH which disburses the funds either by bank transfer or by cheque to CDF accounts maintained by councils countrywide accompanied by the list of beneficiary constituencies and reflecting the allocation to each constituency in the district.

2.9 CDF Funds to Constituencies

During the period understudy from 2013 to 2017, the funds allocated for CDF projects had increased from K1.3 million to K1.4 million as shown below:

Table 2.1 Allocation of CDF from 2013 to 2017

YEAR	ALLOCATION (K)
2013	1,300,000.00
2014	1,400,000.00
2015	1,400,000.00
2016	1,400,000.00
2017	1,400,000.00

(Source OAG, 2015, Audits & Ministry of Local Government circular 2017)

2.9.1 Constituency Development Fund Project Implementation in Kabwe District

Kabwe district had sixty three (63) CDF projects implemented in both Kabwe Central and Bwacha Constituencies during the study period. Since then fifty three (53) projects have been completed while eight (8) projects all from Kabwe central constituency could not be completed by the end of the financial year ended 31st December, 2018.

The total funding for these projects was estimated at six million eight hundred thousand Kwacha (K6, 800,000.00). The summary for these CDF project transactions is as below:

Table 2.2 Bwacha Constituency, CDF projects

Year	Allocation (K)	No. of Projects Selected	Rejected/Deferred	No. of Approved projects	Completed projects	Uncompleted projects
2013	1,300,000.00	10	-	10	10	0
2014	1,400,000.000	12	1	11	11	0
2015	Nil	-	-	-	-	-
2016	Nil	-	-	-	-	-
2017	700,000.00	5	1	4	4	0
TOTAL	3,400,000.00	27	2	25	25	0

Source: Kabwe Municipal Council Management Report, 2018

Table 2.3 Kabwe Central Constituency, CDF projects

Year	Allocation (K)	No. of Projects Selected	Rejected/Deferred	No. of Approved projects	Completed projects	Uncompleted projects
2013	1,300,000.00	13	0	13	13	0
2014	1,400,000.000	15	0	15	12	3
2015	Nil	-	-	-	-	-
2016	Nil	-	-	-	-	-
2017	700,000.00	8	0	8	3	5
TOTAL	3,400,000.00	36	0	36	28	8

Source: Kabwe Municipal Council Management Report, 2018

Table 2.4 Summary of CDF Projects for the years 2013 to 2017 for Kabwe District

Number of Projects selected		Rejected/Deferred projects		Number of Approved projects		Completed projects	Uncompleted projects
Bwacha	Kabwe Central	Bwacha	Kabwe Central	Bwacha	Kabwe Central	Bwacha	Kabwe Central
27	36	0	2	25	36	25	28
TOTAL	63	TOTAL	2	TOTAL	61	TOTAL	TOTAL
						53	8

-Source: Kabwe Municipal Council Management Report, 2018

Arising from table above, the following statements were observed as follows:

- That out of 63 projects identified by the community, two (2) projects from Kabwe Central constituency were rejected for not having met the criteria and thus only 61 projects had been approved in the two constituencies from the year 2013 to 2017. Bwacha constituency seemed

to have done better in terms of projects completion as compared to Kabwe central constituency.

➤ It was also observed that all the twenty five (25) projects in Bwacha constituency for the period 2013 to 2017 had been completed by the end of the financial year ended 31st December, 2018. As for Kabwe central constituency only twenty eight (28) projects had reached completion level from the total of thirty six (36) projects originally planned. In this case therefore a total of eight (8) projects had not been completed due to various reasons.

2.10 Reporting, Monitoring and Evaluation

In Kenya, the Ministry of Planning and National Development Commissioned work on the design of an appropriate framework for monitoring and evaluation (M and E) in the national Development programmes of 2005. This proposed monitoring and evaluation framework has not been fully operational. Otherwise, there is a strong case that CDF should have participatory monitoring and evaluation components in its management.

This view is supported by Gikonyo (2008) who indicated in her social audit of CDF that monitoring and reporting should be strengthened and deepened in all CDF projects. It is a fact that the CDF Act, 2003 emphasized on the monitoring and evaluation in which the mode of doing it is not specified. Still in Kenya, the Act gives the technical and the CDFC authority to monitor the projects.

The Act further allocates 2% of CDFC fund to be used for monitoring and evaluation exercise, but this money is only spent after the CDFC recommendations through minutes CDF Act (2003 revised 2007). This makes monitoring and evaluation process to be somehow difficult and sometime cosmetic as it is the CDFC to decide which project to be monitored, which one to be evaluated, how much funds to remove and who to do the exercise. In this case CDFC has power to themselves, manage monitoring and evaluation process within the CDFC projects, which is self-regulation and is wrong. It also allows the unfaithful CDFC not institute monitoring and evaluation to some projects they either have interests in or have concealing something.

In Zambia, the position is not different. All development projects and specific to CDF in this case are highlighted in the National Development Plan (SNDP). The National Development Plan replicates this information which gathered from Provincial Development Coordinating

Committee (PDCC). However, the original primary data in terms of information to which the PDCC relies on incomes from the District Development Coordinating Committees (DDCC).

2.11 Reporting and Monitoring Guidelines

CDF guideline No. 16 reviews the following on the reporting and monitoring process:

1. That the Council through the Director of Works/Director of Engineering Services or District Planning officer/Director of Social Economic Planning officers from Government line Departments and the beneficiary Community shall monitor the project implementation monthly or as often as necessary depending on the nature and stage of the project.
2. That the community shall be involved during monitoring. The monitoring team shall prepare progress reports on behalf of the community supported by the accounts for the quarter and which shall be submitted through the Provincial Local Government Officer to the Minister of Local Government and Housing who shall analyze the reports and advise the Government on the progress achieved in the implementation of micro- community projects and programmes in the constituencies.

CDF guideline No 17 gives authority on the administrative costs as follows:

Ten (10%) of the CDF shall be retained in the account for the constituency to meet administrative costs of administering the CDC auditing, monitoring and evaluation by the DDCC. These costs will include transport, stationery, per diem to cover food and accommodation for the technical staff and CDC members.

2.12 Project Evaluation

CDF guidelines No18 give precedence to project evaluation as follows:

The evaluation of the project shall be carried out by the Council's Director of Works/Director of Engineering services, District Planning officer and officers and from the appropriate

Government line Departments. The evaluation exercise shall be done upon completion to the project but before the disbursement of the following years Constituency Development Fund.

The evaluation team shall prepare a report for submission to the community, DDCC to the council for action, if any.

With regards to reporting and monitoring of projects by the Council with community, a lot weakness had been observed on the on the same. Firstly the council has not opened its doors to the community as a result the community is not aware of this function on CDF, in most cases. Secondly, the officers from the council involved in the monitoring process have self interest in the monitoring of the projects. Issues of payments of allowances come first instead of the core business, thus the monitoring process just ends as an academic exercise.

With regards to project evaluation, the most reason for not doing the same has been lack of supervision from the controlling officers. In most cases officers have been paid allowances but end up without submitting reports for work done. This in itself has reduced the process of project evaluation on CDF.

2.13 Central Government Oversight in CDF

In Kenya, according to Okungu (2008) a political analyst, 70% of the constituencies has reported mismanagement, theft fraud and misappropriation and that CDF issues are of political nature. Ongona and Lumallas, (2005) were of the view that CDF has the potential of being used by politicians to build reputation in their constituencies and mobilize political support. The fund has no specific development agenda; hence, it stands out as a political tool (Gikonyo, 2008).

Further in Kenya, according to the electoral commission of Kenya, 60% of the members of parliament who had billions of CDF money unspent in the CDF bank accounts, had incomplete projects and poor projects did not retain their seats, which is a kind of a warning to MPs to manage the fund well, or face the wrath of the electorate in 2012 (Radioli 2008). Wamungo (2007) further points out that the success of the fund is pegged on the character and commitment of the area member of parliament to use the fund for general development in their constituency.

In Zambia, CDF accountability and transparency is sought to be provided by stipulations of various oversight mechanisms that seek to secure adherence to government expenditure and procurement rules and regulations.

For instance the CDF guideline stipulates that:

“In accordance with the Local Government Act Cap 281 of the Laws of Zambia and Local Authorities Financial Regulations (statutory Instrument No.125 of 1992)” - auditing of CDF shall be carried out regularly by the Local Government Auditors of the Ministry of Local Government and Housing. The District Treasurer/ Director of Finance of the council shall maintain separate Books of Accounts for Constituency Development fund in each District. They shall prepare monthly Receipts and Payment Accounts supported by Bank Reconciliation statements for each account to be submitted to the office of the PLGO with copies to the Permanent Secretary, MLGH.

And the penalty prescribed for failure to adhere to the rules and regulations are that:

“Any abuse of the funds under the Constituency Development Fund by the way of misapplication or misappropriation by the council shall result in the suspension of the council forfeiture of the council grants until the reimbursement of the affected CDF is effected. Further any abuse of the CDF by any member of the Constituency Development Committee or community based organization shall result in legal action against the culprit. Any Council official involved in abusing, mismanaging, defrauding or stealing any money from this fund shall be prosecuted.”

Further the Ministry of Local Government and Housing (MLGH) is mandated to “carry out regular audit inspections in accordance with the Local Government Act chapter 281 of the laws of Zambia, the guidelines on the management and utilization of constituency development fund and physical verification of completed projects in all 150 constituencies in Zambia”, to which end the Ministry is required submit its report on the performance of the CDF to cabinet and Parliament. (Caritas Zambia 2011)

2.14 Governance and Administrative Control of CDF

The CDF is aimed at providing Local Authorities with discretionary financing that can be decided upon and utilized at the discretion of the committees under the auspices of the Council

with the representation of the Member of Parliament (MPs) and the councilors within the particular constituency.

It should be pointed out here that some of the changes that have been made to the governance system after the return to multi-party democracy have worked to stifle local democracy and undermine local government. Such changes include the introduction of the Constituency Development Fund (CDF) in 1995. The introduction of the CDF has, instead of boosting local governance worked to undermine the role of local government. Under the CDF arrangement, government allocates development funds on an annual basis to all constituencies under the control of the local MP.

As Mukwena (2001: 46) observed:

“In theory, the CDF was supposed to enhance local development. But in practice, it appears that its introduction was driven more by political concerns than economic considerations. Indeed, since its introduction many MPs have sought to divert the funds to projects that further their political careers to the detriment of other, more useful projects. If central government were concerned with genuinely decentralising local development funding, it would have been desirable if the constituency funds were channeled through local councils. This could have boosted the finances of local councils and enhanced their role in local development”.

In 1995, through Cabinet Circular No.1 of 1995, the government introduced District Development Coordinating Committees (DDCCs) and Provincial Development Coordinating Committees (PDCCs) to coordinate development activities in the districts and provinces. The key function of the DDCCs was to “provide a forum for dialogue and coordination on developmental issues between the local authority, line departments, donors and NGO in the district” (Cabinet Circular No. 1 of 1995), while the PDCC was assigned the responsibility for coordinating development activities and preparing a development plan for the province based on the district plans (Cabinet Circular No. 1 of 1995). The DDCCs were chaired by Town Clerks/Council Secretaries until 1999 when the District Administrators took over the chairmanship. The PDCC are chaired by provincial Permanent Secretaries. The PDCCs and DDCCs have similar structures and functions as the old Provincial Development Committees

(PDCs) and District Development Committees (DDCs) which existed before the enactment of the Local Administration Act 1980.

The new committees (PDCCs and DDCCs) have faced the same problems that the old committees (PDCs and DDCs) faced. The PDCCs and DDCCs continue to lack control over funds as well as executive authority to enable them to effectively coordinate developmental activities in the provinces and districts. The line ministries in the provinces and districts control their own budgets and council budgets are separate from those of line ministries making it difficult for the PDCCs and DDCCs and provincial Permanent Secretaries and District Commissioners to coordinate development activities at the provincial and district levels.

In 1999 the Movement for Multiparty Democracy (MMD) government introduced the position of District Administrator. In actual fact, this should be viewed as a reintroduction of the position of District Commissioner/District Secretary because this is the same position that was titled District Commissioner during the colonial era and District Secretary from September 1964 until January 1981. It should be noted here that, from the end of 1991 until the end of 1999 when District Administrators were appointed, there was no one at the district level that could be referred to as a political appointee representing central government. When President Levy Mwanawasa succeeded President Chiluba in late 2001, he changed the title of District Administrator to District Commissioner, returning the position to its colonial title. Among other duties, the District Administrators took over the chairmanship of the District Development Coordinating Committees (DDCCs) from the Town Clerk or Council Secretary.

The District Administrators were supposedly appointed to coordinate activities at the district level as the most senior civil servants at that level (Mukwena and Lolojih, 2002: 227). However, the activities of the District Administrators/District Commissioners and the fact that they are mostly appointed from party ranks and the majority of them lack the necessary educational and professional qualifications confirmed speculation that these political appointees were merely the ruling party's watchdogs strategically placed for political purposes such as party mobilisation and electoral campaigns. Most of these district administrators/district commissioners have failed to command respect among civil servants and council officers due to their party partisan conduct, low level of education and lack of

administrative experience. As a result, they have not been able to play any meaningful role in coordinating developmental activities of the various agencies operating in the districts.

Like the District Governors under the 1980 Local Administration Act, District Commissioners are appointed by the President and serve at the President's pleasure. This arrangement has induced elements of upward accountability by these officers and undermined local accountability thereby stifling local democracy. In the view of this author, the position of District Commissioner should not be maintained in its current form. If the position is to be maintained, it should be made a Civil Service position with holders of the office having a first degree qualification in a relevant field and their authority backed by an appropriate legal framework. The position of District Commissioner should also be depoliticised. In the event that, as outlined in the current National Decentralisation Policy, most of the central government functions are in reality devolved to the local councils, the office of District Commissioner will in the opinion of this author become redundant. In that event, the position of District Commissioner will have to be abolished and its role assigned to the Town Clerk/Council Secretary.

With regard to the sub-district level, it should be pointed out here that the lack of a legally recognised participatory structure at that level is one of the variables that accounts for the low level of participation by local residents in affairs affecting their lives. The sub-district level is demarcated into wards, under the provisions of the Local Government Act, 1991. The wards are used for purposes of local government elections only. This lack of effective forum for community participation in decision-making on local development has been exacerbated by the weak linkages between the district administration, local authorities and communities (Decentralisation Secretariat, 2009).

The Village Productive Committees (VPCs), ward councils (WCs) and ward development committees (WDCs) that existed during the Second Republic were abandoned in 1991 by the MMD government when they took over the reins of power. In the place of VPCs, WCs and WDCs, the MMD government introduced Area Development Committees (ADCs) and Resident Development Committees (RDCs). The ADCs and RDCs were established to incorporate community participation in the local development process; these committees are formed by residents and councillors sit on the committees as ex-officio members. However,

councillors influence who gets elected to these committees. A group of RDCs fall under an ADC. Thus, the ADC is the apex body. While in most urban areas these committees exist, in most rural areas, these committees are non-existent because village communities generally lack organisational skills. These committees have not been effective because, among other reasons, their operations are not backed by any legislative framework.

The Ministry of Local Government and Housing (MLGH) is responsible for national administration of the Constituency Development Fund (CDF). The fund is appropriated from the national budget. Allocation and disbursement to the 150 constituencies is done equally upon receipt of the funds from the Ministry of Finance and National Planning (MFNP). Indirect disbursement to expending recipients in the constituencies is undertaken by the respective Local Authorities. This is done within the framework of individual Local Authorities being mandated to include CDF funds for community based projects in their capital budgets. To which end, respective Local Authorities administer the disbursements and utilization of the CDF. This is in accordance with section 45(1) of the Local Government Act chapter 281 of the Laws of Zambia.

The monies from the CDF are solely for locally – based development project financing, with a fixed amount of Twenty Thousand Kwacha (K20, 000.00) being costs of administering the CDF process in terms of auditing, monitoring and evaluation. The CDF framework in Zambia dictates that respective Local Authorities constitutes Constituency Development Committees (CDF). The country's CDF guidelines provides that there shall be nine (9) of the CDC.

Noteworthy is that the guidelines stipulates that the Local Authority shall submit the names of the nominees to the Minister of Local Government and Housing for approval within 60 days of submission. It is only after approval that the CDF members can elect their chairperson and vice chairperson. The CDF guidelines stipulate that the constituency members of parliament (MP) and the councilors are not eligible to be chairperson or secretary to the CDC.

Further the guidelines stipulate that the membership of the CDC shall include the respective constituency MP, two (2) Local Authority councilors nominated by all councilors in the respective constituency; a chiefs representative nominated by all chiefs in the constituency; the Director of Works in the case of District council or Director of Engineering services in the

case of a municipal and city council; and four (4) community leaders from civil society and NGOs, Churches, Community Based organizations (CBOs) identified by the MP and councilors in the constituency. The latter provides representative community participation in governance and administrative control of the CDF. (CDF Guidelines, MLG, 2006).

2.15 Variables that affect the Completion of CDF projects

This section reviews literature specifically on the tools or variables that affect the Utilisation of CDF in relationship with Public Projects in Kabwe district Constituencies.

2.15.1 Project Identification

In the context of project management, community participation refers to an active process whereby beneficiaries influence the direction and execution of projects rather than merely receive a share of projects benefits.

In their support, the communities participate in the projects and therefore save the projects resources which can later be channeled to produce more benefits to the project. As noted therefore by Chappel (2005), through their participation the community shares projects costs that is money or labour during the project's implementation or operational stages. This save the project money and can therefore contribute to ensuring performance.

A project is considered success when implementation facilitates community empowerment that is assessed on aspects such: whether communities are participating in decision making, accountability has been enhanced at the community level, operation and maintenance arrangements are in place, communities are accessing information to make informed decisions (Mwakila, 2008). Hence, project staff, the community and other resources are engaged to achieve a successful outcome, (Barron and Barron, 2013).

It is also true that community participation in project implementation influence performance in several ways: it helps keep the project relevant and adapted to a changing situation; it makes use of directly; is geared towards not only measuring and acknowledges and support local capacities and expertise.

People lack proper services because systems fail, often because not enough resources are invested to appropriately build and maintain them, and also because of the stress that the fast growing population places on the existing infrastructure (World Bank, 2010).

Effective management skill by competent project managers plays a number of different roles in project management. According to Mbata (2006) the performance of any project requires a team of highly competent managers owing to many dynamics of the project implementation. The failure of a project is largely blamed on lack of professionalism and management skills of the project implements owing to poor academic background. In order to establish good rapport, leaders, need time, resources and authority to invest in a project. Flexibility is critical in the way leaders interpret their own and others roles and in the activities they and the projects undertake (Carter et al, 1999).

2.15.2 Budgetary/Fund Allocation

This is the financing stage of projects. At this stage, decisions are made whether or not to fund the project. This is the disbursement of funds from the Central government according to budget allocations as appropriated by parliament. The budgetary allocation for CDF was K1,300,000 in 2013 per constituency and has risen to K1,400,000 per constituency from 2014 to 2018 (National Assembly of Zambia 2018).

2.15.3 Political involvement

The Constituency Development Fund has the potential of being used by politicians to build their reputation in their constituencies and mobilize political support. The fund has no specific development agenda; hence, it stands out as a political tool (Gikonyo, 2008). Ongona and Lumallas, (2005) asserts to this fact.

2.15.4 Monitoring and Evaluation

According to Musumba (2013), Project monitoring is an on-going process while evaluation is occasional and aims at addressing relevance, effectiveness and impact of projects. Monitoring involves observing a project frequently, regularly and collecting project information on a timely basis and sharing it with project stakeholders in the project under focus according to (Mulwa et al, 2003). Monitoring is assessing a project from initiation to its implementation geared to specific aims against agreed upon limits, specifications and requirements (Shapiro, 2013). Monitoring considers the costs incurred, duration spent in the project, scope of the project, and quality of outputs. Monitoring and evaluation is described as a process that assists project managers in improving performance and achieving results.

The goal of monitoring and evaluation is to improve current and future management of outputs, outcomes and impact (United Nations Development Programme, 2002). Williams, 2000 asserts that monitoring provides management and the main stakeholders of a development intervention with indications of the extent of progress and achievement of expected results and progress with respect to the use of allocated funds. Evaluation is an organised and objective assessment of an ongoing or concluded policy, program/project, its design, execution and results. The aim is to provide timely assessments of the relevance, efficiency, effectiveness, impact and sustainability of interventions and overall progress against original objectives.

According to Ballard et al. 2010, monitoring and evaluation is a process that helps program implementers make informed decisions regarding program operations, service delivery and program effectiveness, using objective evidence.

Project Monitoring and Evaluation performance can be measured and evaluated using a large number of performance indicators that could be related to various groups such as time, cost, quality, client satisfaction, client changes, business performance, health and safety, Cheung et al. 2004.

2.16 Constituency Development Fund Projects – Global Context

Constituency Development Fund (CDFs) is predominantly a developing World locally – based development policy framework that seeks to meet the immediate social needs of local communities. Despite not much being known about their local development effectiveness, to date CDFs are operational in many countries, globally.

Below are some of the countries where CDFs have been implemented:

2.16.1 Constituency Development Fund Projects in India

The India CDF, the members of parliament Local Area Development Scheme (MPLADS) was established in 1993 in response to the MPs proposal for Allocating government funds for them to recommend development projects in their constituencies because they had frequently been requested by the Constituents to assist small – scale projects in their constituencies (Republic of India 2002).

When the MPLADS was introduced, the Prime Minister Narasimha Rao was heading a minority government and his party, the Indian National Congress (Commonly known as the congress), was losing control of several state Governments through which the party had been delivering goods to voters to Maintain their support in the parliamentary election of 1989, no party won a majority of seats for the first time in the country's history, due to the rise of New Caster, religious – and regularly – based parties. As a result, India politics had been marked by coalition government until 2004 (Rudolph and Rudolph 2008:32-33). Apparently, the MPLADS was a vehicle of the congress to, provide direct funds to its MPs who feared losing access to patronage due to the growing numbers of states controlled by opposition parties (Keefer and Khemani 2009 a: 10; Wilkinson 2007:121). Yet, given the lack of the majority seats in parliament, the MPLADS should have been aimed at gaining support from opposition MPs as well, which was important for Rao and the congress to implement government policies effectively.

The allocation of MPLADS fund to each MP was initially 10 million rupees (Rs) (approximately us \$3118, 800) per year, which increased several time to reach the current level of total funds released for the MPLADS, Rs 15.3 billion (US \$ 343 Million), in FY 2010/11 was only about 0.190 of the central government budget (Republic of India 2012:3,15).

The use of the MPLADS is closely related to electoral politics at local levels, as the unspent MPLADS funds in any one year can be carried forward, MPs use the funds extensively to 'pay off supporters just after elections and then to reward potential voters in the run up to elections (Wilkinson 2007:121), there is a tendency among MPs, particularly right-wing MPs, to accumulate funds by not spending during the first years of their term and spend that accumulated amount during the second half of their term to ensure their re-election (Pal and Das 2010).

With these guidelines, MPs need to get approval from district authorities that can withhold the disbursement of the funds on the ground of non-conformity with the project guidelines. As, only 40% of the project proposed by MPs were sanctioned by the District Commissioners, top public officials at district level, between 1997 and 2000, the MPLADS is characterized by the substantial power held by local bureaucrats (Keefer and Khemani 2009:8) yet, there is no

evidence to support that the decision made by local bureaucrats on each disbursement has been influenced by the central government. Thus, India MPLADS remains an example of the strengthening of the power of the legislature.

Similar to the Philippines and Kenya the constitutionality of MPLADS was challenged by legal experts in India (Sivaramakrishnan 2010). In May 2010, the Supreme Court concluded that:

There were no violation of the concept of separation of powers because the role of an MP in this case is recommendatory and the actual work is carried out by the panchayats (Local Councils) and Municipalities which belong to the executives organ. There are checks and balances in place through the guidelines which have to be adhered to and the fact that each MP is ultimately responsible to the parliament (PRS Legislative Research 9 March 2011)

The judgment is likely to contribute to consolidating the MPLADS in politics in India

2.16.2 Constituency Development Fund Projects in Philippines

In the Philippines, the use of pork barrel funds by politicians dates back to the 1930s during the American Colonial occupation (The Manila Times, 28th August, 2009). A CDF was introduced after the collapse of the Ferdinand Marcos authoritarian rule by the people Power Revolution in 1986 and the inauguration of President Corazon Aquino. In 1989, the Mindanao Development Fund and Visayas Development Fund Were launched to cover Mindanao and Visayas, two out of the three geographical divisions of the country. Under these schemes, each MP was provided authority to identify development projects worth 10 million pesos (Approximately us \$245,000) per district (Kasuya 2009:62, 75)

In 1990, the funds were expanded to the whole country, and renamed the Countrywide Development Fund (CDF). Under the new CDF; 2.3 billion Pesos (approximately us \$56 million) in total were allocated to the Constituencies of the House of Representatives and the senate. Between 1993 and 1997, each house member received 12.5 million pesos (US \$306,000) and a senator 18 million pesos (us \$440,000) per year (Kasuya 2009:62, 75). In 2000, the CDF was transformed into the priority Development Assistance Fund (PDAF) and since then, the amount of Funding has risen over the years (Nogales and Lagman 2008:5). Currently, each house member has been entitled to receive up to 70 million pesos (US \$ 1.6

million) per year and a senator 200 million pesos (US \$ 4.5 million) (International Budget Partnership 2010:44), while the size of the CDF Budget in the Philippines is the largest in absolute terms among the Countries examined so far. For example, the total PDAF budget in 2012 was 24.9 billion pesos and its proportion to the total government Expenditure was only 1.8%. This clearly suggests that, like other case countries, the Philippines CDF is not a primary funding source of local Development, but rather a tool for politician to establish their support base in their constituencies.

An official reason for the introduction of the CDF in the Philippines was to address the unequal allocation of government budgets for local development due to pork barrel politics; prior to the adoption of the CDF, legislators need to reckon with the president for the release of pork funds for the allocation of the appropriations were unequal across the country, through the establishment of the CDF, congressional allocations for development became institutional with equal allocations to all the districts (Nogales and Lagman, 2008:8)

Yet in practice, the CDF has been used for election campaigns of MPs including constituency service and vote buying. It is reported that on average, about 30% of the total project cost goes into MPs pockets (Kasuya 2009:62-63). Moreover, the Philippine CDF is characterized by the president's power over the release of the funds which has made presidents "the most important regulator of legislators" pork in the Philippines' (Kasuya 2009:80). The Presidential control over CDF funds apparently continued until the Arroyo Administration between 2001 and 2010 (Philippine Daily Inquirer 26th November, 2006; the Philippine star 19th May, 2010). One Philippine senator claimed that "legislators must make their periodic pilgrimage to Malacanang (Presidential Palace) to obtain the approval of the release for their country side Development Funds" (PG, October, 1992)' (Kasuya 2009:82). Thus, the Philippine CDF is widely perceived as a tool of patronage politics controlled by presidents.

The CDF has been consolidated in politics through years of the operation in the Philippines. There were two failed attempts to change the CDF structure in the 1990s, which strengthened the legitimacy of the funds and the presidential control over the release of the funds. In 1994, non-governmental organisations (NGOs) petitioned the General Appropriations Act of 1994 (Nogales and Lagman 2008:7). In response the court judged that the CDF is valid and constitutional by asserting that the congress's spending power, or "the power of the purse" as

called by James Madison, includes the power to specify projects to be funded under the appropriation law and it is subject only to the president's veto power under the constitution (Nogales and Lagman 2008:7). In 1997, the congress attempted to take away the power from the presidency to release CDF funds by revising the general appropriations bill, yet President Ramos used his veto power to block it. MPs were silent about the president's veto and no override attempts followed (Kasuya 2009:92). As such, the CDF has remained as part of patronage politics controlled by presidents in the Philippines.

2.17 Constituency Development Fund Project in African Context

Below is a demonstration of the CDF in the African context:

2.17.1 Constituency Development Fund Projects in Ghana

In Ghana, the first CDF was initiated as part of the District Assemblies Common Fund (DACF) a formula – based system of financial transfers from the central government to the District Assemblies which was established in 1994 (Banful 2009:2). A share for MPs was created within the DACF in 1996 after MPs from both ruling and opposition parties insisted in Parliament that they would not approve the allocation formula of the DACF until they were given part of the fund. In other words, the executive was blackmailed into agreeing that a portion of the DACF would be allocated to MPs (The chronicle, 19th December, 2005).

Since then 5% of the national revenue was set aside to the DACF, of which 5% was allocated to 230 MPs who can decide on the projects to be funded in their constituencies. (Public Agenda, 12th December, 2007; Republic of Ghana).

In 2006, 52.3 million Ghana Cedis (GHC) (approximately us \$57 million) was allocated to the MPs' share of the DACF, meaning that each MP was allocated GHC 227,000 (approximately US \$247,000) (international Monetary Fund 2009:160).

The percentage of the allocation to the DACF increased to 7.5% of the national revenue in 2008, and Parliament requested a further increase to 10% in 2013 (Graphic online 4&May 2013; Modern Ghana 31 July, 2007).

The allocation formulas of the DACF, including the MPs share are proposed and submitted by the presidentially appointed DACF Administrator to the president's office every year before they are tabled in parliament, and parliament had been approving them without any

changes (Banful 2009:9). However, there is a report that the DACF allocation formulas had been manipulated by ruling parties. Between 1999 and 2000, the government allocated a 1.1% higher proportion to the DACF funds to the districts where the ruling party had a stronghold, while the newly elected government in 2001 provided a 16.8% higher allocation to the districts where opposition had a stronghold to attract their votes between 2001 and 2005. It was also found that the DACF disbursement increased progressively towards the election year in 2000 (Banful 2009).

In 2009, following the change of government in the 2008 elections, newly elected President John Atta Mills announced the establishment of a new CDF to replace the MPs share of the DACF to reduce the tensions between MPs and DCEs (Ghana Broadcasting Corporation 13th January 2011; Ghana 2009; the Ghana Times 24th August, 2010). This may have been due to a concern but tensions delaying the complementation of projects might cause public dissatisfaction to the government. Mills reaffirmed his intention to establish a CDF in his address to parliament in February, 2012, Five months before his unexpected death (Republic of Ghana 2012:20). Subsequently, his party, the National Democratic congress (NDC), maintained the CDF proposal in its election manifesto in 2012 and thus, it is still on the government agenda (National Democratic congress 2012:92-93). There is, however a view that the authorisation to release the new CDF funds will again be under the district officials, according to the Financial Administration Act 2003; thus, the tensions between MPs and DCEs might remain (Public Agenda 23rd February, 2009)

2.18 Constituency Development Fund Projects in SADC Context

Below is an Example of a CDF Conducted in the Southern Africa Development Community (SADC):

2.18.1 Constituency Development Fund Projects in Tanzania

In Tanzania, A CDF was adopted by the initiative taken by the speaker of parliament to strengthen the power and functions of parliament in 2009.

The fund was named the Constituencies Development Catalyst Fund (CDCF) as it was envisioned as a catalyst for accelerating self-help development efforts at grassroots level. Since then, 10 billion Tanzanian shillings (Tsh) (approximately US\$7 million) has been

allocated to the CDCF Annually, which amounted to approximately 0.2% of the national budget in for the Financial year 2010/11 (United Republic of Tanzania 2009b:69).

The design of the CDCF is similar to that of the Kenyan CDF; the funds are automatically allocated to all the Constituencies of MPs without any requirement to obtain the approval of the central or Local Governments. The projects funded by the CDCF are selected by a committee established in each constituency, chaired by the respective MPs. This model is generally considered to strengthen in the autonomy of individual MPs from the executive by decentralising the allocation of public funds for their constituency service.

Tanzania is characterized by stable dominant party politics led the Chama Cha Mapinduzi (CCM) since the country's independence in 1961. When a CDF was adopted in 2009, a large majority of Parliamentary seats (89%) was represented by CCM MPs (United Republic of Tanzania). Thus, it is less clear than the Indian case why the CCM adopted such a mechanism to give financial autonomy to their MPs while the party had not faced any challenges from the opposition in mainland. There might have been another kind of risk for the CCM to lose support of their MPs which made the party introduce CDF to reconsolidate their support.

2.19 Constituency Development Fund Projects in Zambian Context

In Zambia, the Constituency Development Fund (CDF) was introduced as part of a wider decentralization policy in 1995 (Chileshe 2011). There is no background information publicly available on the Zambian CDF, since its introduction, the funds have often been used for the election campaigns of MPs and its budget has been on the increase (Mukwena 2004 : 14). The latest increase was from K600 million (ZMW) (approximately US\$ 23,000) per constituency to K750 million (US\$ 154,000) in 2011 (Times of Zambia, 18th August, 2011), and the proportion of the CDF budget to the total government expenditure was 0.6 %.

As in the Zambia CDF is characterized by the power struggle between MPs and District Administrators, local bureaucrats who are responsible to the President. As District Administrators are signatories to the CDF accounts and have the authority to release the CDF funds, MPs and District Administrators are often forced to compete over the control of the funds (Cheeseman 2006 : 334-335; the Post 16th October, 2002, Times of Zambia 1st March 2000). There are media reports on the charges of the mismanagement of CDF Funds against not only MPs but also District Administrators which suggest the levels of involvement of

District Administrators with the CDF (The Post 15 November, 2003, The post 25 September, 2003).

During the first few years after the establishment, the position of District Administrators were filled with the ranks of party carders of the ruling party movement of multi-party democracy (MMD) and they were considered the ruling party's watch dogs to increase its chances of winning the 2001 elections. Many District Administrators were involved the Parliamentary and Local Government by – elections in the following years. There are also considered to have propagated President Chiluba's attempt to change the constitution to allow him to run for the third term (Chella and Kabanda 2008: Mukwena 2004: 14-15, Times of Zambia, 28th March, 2003). Such strong connection between the Presidents the District Administrators demonstrate that the control over the CDF funds by District Administrators indirectly increased Presidential power vis - a - vis MPs.

2.20 Emerging Issues

Arising from the literature review, the researcher observed the following below as the most emerging issues:

2.20.1 Control of CDF

Most MPs have taken the CDF as their own funds and have even misled the electorates from their constituencies to mean that the funds are meant for their own development agendas.

2.20.2 The Newly Introduced CDF Act

In Zambia for instance, the monitoring of the CDF was under the control by Ministry of Local Government (Ministerial guidelines on the Management of CDF of 2006). Most politicians did not regard this as law. The guidelines have now been enacted in law thus there Act no.11 of 2018 is now in place.

2.20.3 Delay of CDF Funding Releases

In most cases, the releases for CDF are not done according to the budgets. Funds are not released on time and given according to budgetary figures. Funds are at times released on a piece meal basis instead of full releases.

2.20.4 Patterns of Constituency Development Fund Politics

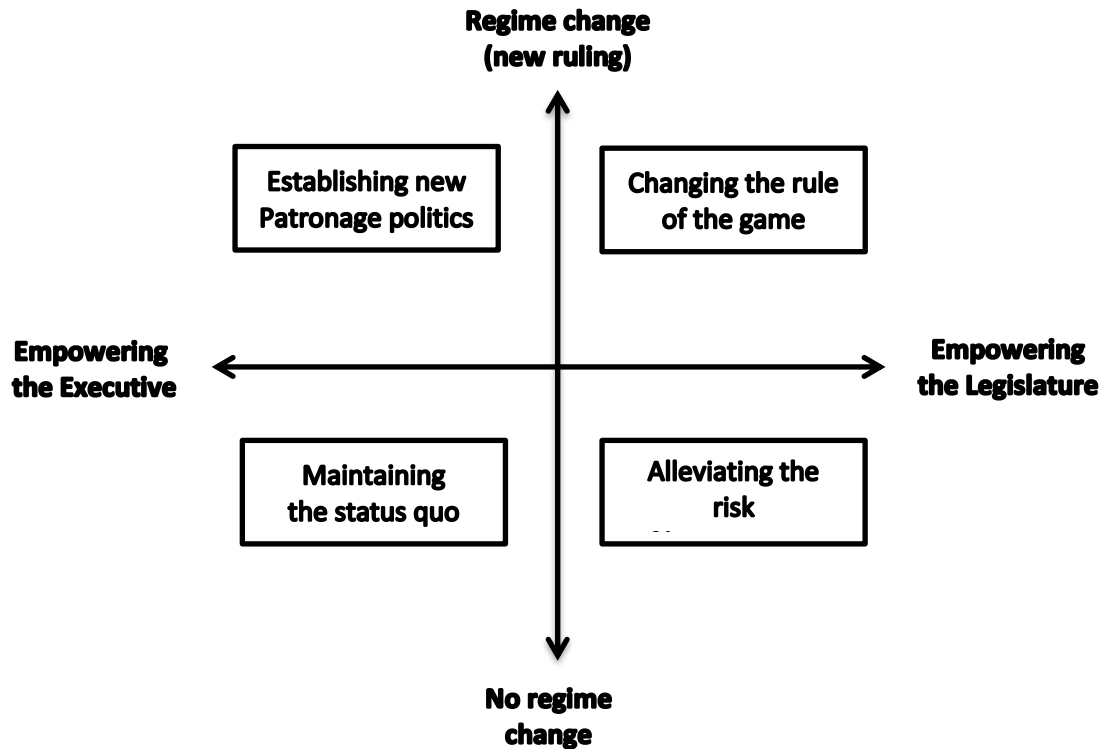


Figure 2.1 Patterns of Constituency Development Fund Politics

Source: Tsubura, 2014

The above figure explains the patterns in the countries where CDFs are introduced following a change of government, but new leaders restrict the power of individual MPs through the use of CDF funds. In such cases, despite sharing the generic objective to enhance MPs' engagement with the development of their constituencies, CDFs are more likely to be aimed at establishing new patronage politics controlled by new leaders in power.

Second, CDFs that are introduced immediately after a regime change and vest MPs with a high degree of control over CDF funds are likely to represent changing the rule of the game in electoral politics. As mentioned above, in such cases, CDFs are introduced with the intention of new leaders to dissolve the patronage politics established by former leaders. This path may be chosen by new leaders particularly if they won the elections by advocating for removing old patronage politics.

Third, when governments introduce CDFs without a regime change while controlling the release of the funds, CDFs demonstrate maintaining the status quo. There are no examples that belong to this pattern when the funds were established among the seven case countries, but some countries shifted toward this pattern during the implementation processes as executives tried to restrict the power of MPs over the funds. This occasionally happens as a response to growing public criticism on the mismanagement of the funds by MPs.

Finally, CDFs that are introduced by governments without a regime change by giving a high degree of authority to MPs in managing CDF funds are likely to be driven by the intentions of the government leaders to alleviate the risk of losing support from MPs to the governments. The use of patronage politics tends to increase when the president is politically vulnerable and in need of parliamentary support (International Budget Partnership 2010: 44), and CDFs can be a strategy of presidents or ruling parties to consolidate support from MPs in preparation for the forthcoming elections.

These patterns are not definite and there are countries that do not neatly fit into one category and some countries shift from one category to another as CDFs evolve over time. There is also a risk of oversimplifying the political contexts of individual cases by pushing them into particular patterns. However, this typology will enable us to compare a variety of CDF politics in developing countries systematically.

To supplement the above typology, there are two aspects that demonstrate how strongly each case falls into one of the patterns identified above. First, the CDF budget and its proportion to the government development budget can be considered as a proxy of the scale of the power created through the establishment of CDFs. There is, however, a caveat that the scale of power cannot simply be compared across countries by using the figures, as the scale of CDF budgets is affected by various reasons including the overall level of fiscal decentralisation in the countries.

Second, the extent to which CDFs are consolidated in politics indicates the sustainability of particular patterns of the CDF politics. This aspect concerns not only the actors in executives and MPs, but also the various stakeholders such as the media, civil society organisations and donors, as they often challenge the principle of CDFs by arguing that they erode the separation of powers between the executive and the legislature as well as criticise the mismanagement of

CDF funds. Consequently, there is a possibility that CDFs may be abolished. One milestone in the consolidation process of CDFs is the ‘constitutionality test’: whether the judiciary endorsed the legality of CDFs by confirming that they do not erode the separation of powers between the executive and the legislature, if it is stipulated in the constitution. The passing of the constitutionality test makes it difficult for the opponents of CDFs to advocate for their abolishment, and it contributes to consolidating CDFs in their countries. To the author’s knowledge, there is no country where a CDF has been judged unconstitutional.

2.20.5 CDF Politics of Seven Countries in Asia and Africa

By examining the political conditions and key events when CDFs were introduced and the subsequent implementation periods, seven countries in Asia and Africa can be categorised into the four patterns of CDF politics as compiled in Figure 2.2 below.

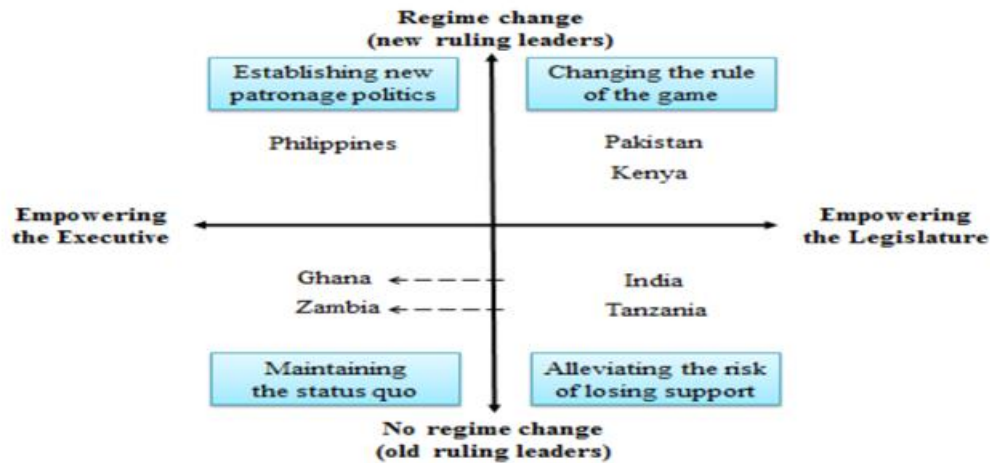


Figure 2.2 Pattern of CDF Politics of selected Countries in Asia and Africa

Source: Tsubura, 2014

In figure 2.2 above, Ghana and Zambia illustrate the cases that shifted from the pattern of alleviating the risk of losing support from MPs to maintaining the status quo, during the implementation process of CDFs. The remainder of the paper examines the relationships between CDFs and politics of the case countries in turn.

2.20.6 Establishing New Patronage Politics by New Leaders

The first pattern of CDF politics, which is establishing new patronage politics by new leaders, can be illustrated by the Philippines. In the Philippines, a CDF was established by a new government that came to power following a people's revolution to end the authoritarian rule. The Philippines and Pakistan, which will be discussed in the next section, are different from other examples because CDFs were introduced as part of the initial democratisation process from authoritarian rule.

2.21 Knowledge Gaps

A range of gaps exist on how CDFs work in practice as shown below:

➤ Weak Regulatory Framework Governing CDFs

Currently, most laws governing the CDFs are weak and cannot scope up with the public scrutiny over their effectiveness. Civil Society Organisations have in most cases expressed concerns about transparency and accountability on how the funds have been expended in past. Further the CSOs need to take into account the fact that grassroots/communities do not want CDFs to go away from them.

➤ Lack of Awareness by the Communities

There is little awareness on the part of the community in terms of ownership of CDFs and its modalities.

➤ Political Involvement by Ruling Government

There is perceived political involvement by most ruling Government to the electorates as part of enticement.

2.22 Literature Review Gaps

This section highlights some of the literature review gaps from some identified scholars who did similar studies on Constituency Development Fund.

Table 2.5 Literature Review Gaps

N o	TITLE OF STUDY	YEA R	AUTHOR S	RESEARCH FINDINGS	GAPS
1	Factors affecting Successful Completion of Constituency Development Funded projects in Kenya: A case of Nyandarua County	2015	George Kamau	Positive relationship between funds allocation and successful completion of CDF projects and negative relationship between political interest and successful completion of CDF projects	Transparency and accountability medium should be put in place and implemented on respect of CDF projects
2	Influence of Community Participation on Successful Implementation of CDF projects in Kenya; A case study of Mwea Constituency. International Journal of Education and Research	2013	Nyaguthii. E Oyugi L. A	Negative outcomes due to fiscal illusion and reduced Local fiscal effort	Failure to monitor the implementation of CDF projects
3	The Constituency Development Fund as a tool for Community Development: A Case study of Katuba Constituency in Zambia.	2013	Chibomba, D.N	Beneficiaries were satisfied with the changes to their lives that were brought about as a result of CDF projects	Low level of understanding on CDF
4	Determinants of Success of Constituency Development Projects in Mbooni Constituency; Makueni County, Kenya.	2010	Muchiri M. Stanley	Major determinants of success of CDF projects	Theoretical future implications on future of CDF projects and national Development in Kenya especially rural areas

5	The Utilisation of Constituency Development Funds (CDFs) in Kabwata: A Participatory Communicative Appraisal.	2009	Malama, K	Residents are ignorant on CDF projects in the Constituency	Low level of Community participation in CDF projects
6	Fiscal Decentralisation in Kenya: The Constituency Development Fund and the Growth of Government	2008	Obuya Bagaka	Fiscal decentralisation promotes allocative efficiency and equity but at a cost of exporting tax burdens	CDF policy reforms to reflect a benefit

2.23 Conclusion

The chapter focused on the review of the relevant literature in the field of CDF and generally in relation to variables affecting completion of capital projects to the communities. The studies conducted by others have been analyzed to suit and compare my analysis on the CDF policy, procedure and relationships in the management and the execution of capital projects discussed in the study.

The chapter further evaluated the contributions made by the variables affecting completion of capital projects under discussion with empirical evidence provided by similar research studies. The process also helped the researcher to identify some gaps from the previous studies and largely contributed to relevant knowledge of the study. The chapter also re-examined past studies and assessed their contribution to the objectives of the study at hand. To enhance broader understanding, the chapter also used secondary data which had been reviewed from books, journals, Acts of Parliament and daily newspaper articles regarding the topic in discussion.

CHAPTER THREE

THEORETICAL AND CONCEPTUAL FRAMEWORK

3.1 Introduction

The chapter discusses the theoretical framework and the conceptual framework. The conceptual framework discusses the relationship between the independent and the dependent variables. It also discusses the operationalisation of the variables. Finally, it gives the summary of the chapter.

3.2 Theoretical Review

This section discusses the two theories that underpin the variables that affect the utilisation of the Constituency Development Fund projects (CDF). The theories are Agency theory, Motivation and Theory of Effective Project Implementation. These theories will help in understanding varying costs of additional external finance.

3.2.1 Agency Theory

The theory explains the relationship between the principal and the agent. The theory deals with two problems. The principal and the agent are in conflict and the two differ in their tolerance to risk.

The major challenge in this theory is to get agents to either set aside self-interest, or work in a way in which they may maximize their personal wealth while still maximizing the wealth of the principal (Eisenhardt, 2009).

3.2.2 Motivation Theory

The Theory according to McClelland (2011), an individual's motivation can result from three dominant needs namely, the need for achievement, the need for affiliation and the need for power on the need for achievement. The CDF committee can perform its duties by management constituency development fund project when provided with right financial management tools such as, planning, programming and budgeting systems.

McClelland (2011) argues that individuals who are high in need for achievement are more likely than those who are in low in it to engage in activities or tasks that have a high degree of

individual responsibility for outcomes, require individual skill and effort, have a moderate degree of risk, and include clear feedback of performance.

3.2.3 Theory of Effective Project Implementation

Implementation as Nutt (2006) puts it is a series of steps taken by responsible organizational agents to plan change process to elicit compliance needed to install changes. Managers use implementation to make planned changes in organizations by creating environments in which changes can survive and be rooted (Nutt, 2006).

Implementation is a procedure directed by a manager to install planned changes in an organization.

3.3 Conceptual Framework

A conceptual framework is a product of qualitative process of theorization which interlinks concept that together provides a comprehensive understanding of a phenomenon or phenomena (Jabareen, 2009). The concepts that constitute a conceptual framework support one another, articulate their respective phenomena, and establish a framework-specific philosophy that defines relationships. The conceptual framework of this study relates to independent variables; Project Identification, Allocation of Funds, Political involvement, Monitoring and Evaluation, and the dependent variable; completion of CDF projects in Kabwe Central constituency of Kabwe district.

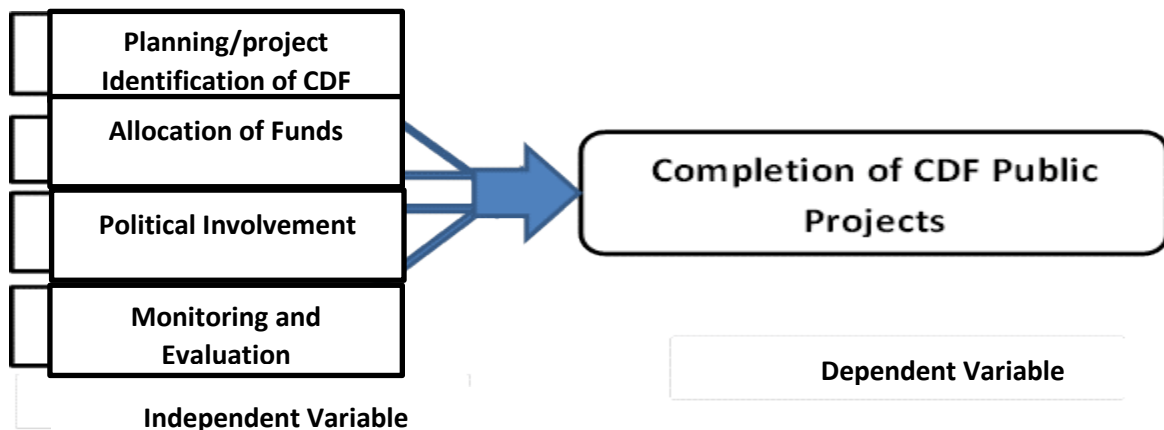


Figure 3.1 Conceptual Framework

3.4 Operationalisation

This is the translation of concepts into tangible indicators of their existence. The operationalisation of concepts ensures clarity of definition. This section defines the concepts of the study.

3.4.1 Project Identification

This is the first of an initiative in which the setting and clarifying of the initiative objectives is done. It is at this stage where the need analysis and baseline surveys are undertaken to ascertain the problems, needs and interests of possible stakeholders. Therefore, project identification requires that all the stakeholders affected by the project are involved at this stage. This allows sharing of the vision through need assessment, followed by group discussion analysis. According to Kerote (2007), this will not only confirm the need for change, but also clarify the scope of the problem at hand and the resource-based available. The research measured project identification and stakeholders' involvement using the number of meetings and plans.

3.4.2 Allocation of Funds

According to the National Assembly of Zambia 2018, in 2013 the allocation of funds was K 1,300, 000.00 and rose to K1, 400,000.00 from 2014 to 2017 financial years. The decisions made at this stage of allocation of funds were measured using the budget amounts disbursed to the constituencies.

3.4.3 Stakeholders' involvement

From the literature review on the CDF, it has been observed that stakeholders' involvement plays a major role in influencing the completion of the projects being implemented. This is asserted to by Ongoya and Lumallas (2005). The Political involvement was measured using the influence politicians have on decisions to select the projects.

3.4.4 Monitoring and Evaluation

This is an endless and regular review and management of the initiatives to ensure that inputs work schedules, deliveries, target outputs and other necessary actions continue consistent with the project. It involves continuous method of gathering information at systematic intervals about ongoing initiatives regarding the type and their performance.

According to Musumba 2013, Project monitoring is an on-going process while evaluation is occasional and aims at addressing relevance, effectiveness and impact of projects. Monitoring involves observing a project frequently, regularly and collecting project information on a timely basis and sharing it with project stakeholders in the project under focus according to (Mulwa et al, 2003). Monitoring is assessing a project from initiation to its implementation geared to specific aims against agreed upon limits, specifications and requirements (Shapiro, 2013). Monitoring considers the costs incurred, duration spent in the project, scope of the project, and quality of outputs. Williams (2000) asserts that monitoring provides management and the main stakeholders of a development intervention with indications of the extent of progress and achievement of expected results and progress with respect to the use of allocated funds.

The monitoring and evaluation of the CDF projects were measured using the number of project reports, number of visits and time of completion.

3.4.5 Completion and Non-completion of Constituency Development Funds Project

The completion of CDF projects; completion in this study refers to a project being handed-over to the community and it is delivering the goods and services it as intended for in the project identification stage. Therefore, project completion in this study was measured using the project completion reports and number of completed projects.

3.5 Conclusion

This chapter discussed the theoretical framework and then the conceptual framework. The conceptual framework discussed the relationship between the independent variables and the dependent. The chapter also operationalised the variables of the research and eventually gave the summary of the chapter. It further introduces the next chapter which discusses the research methodology and design.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 Introduction

The previous chapter discussed the theories underlining the research and the conceptual framework of the research. This chapter presents the research philosophy, research design, research strategies to be adopted by the study, target population, sample frame, sample size and sampling technique, data collection instruments, data collection procedure and data analysis and ethics. It, finally, looks at reliability and validity and the limitations to be faced in gathering the evidence.

4.2 Overview of the study

Kabwe is the provincial capital of Central province. It is situated in the central part of Zambia and lays between latitudes 14° to 27 ° south of the equator and longitudes 28 ° to 27 ° east of the Greenwich meridian (MFNP, 2005) in Mweemba, 2013). The district shares boundaries with four other districts namely; Chibombo, Chisamba and Kapiri Mposhi, Kabwe district is subdivided in two constituencies and twenty seven (27) wards and covers a total areas of 1,572 square kilometres.

Kabwe derives its name from the rock of ore of zinc and lead. The name Kabwe is short for “Kabwe ka Mukuba” meaning the stone of ore or the place of smelting. The town has an estimated population of 202, 360 divided in 98,781 males and 103, 579 females with an estimated growth rate of 0.5 percent per annum and an estimated 28, 397 households (Central Statistics Office, 2010)

4.3 Study Areas

The population of the study consisted of councillors; Council Management and the local community from both Kabwe Central and Bwacha constituencies of Kabwe district, where CDF disbursement of funds for capital projects is done on an annual basis. The two constituencies of Bwacha and Kabwe Central are made of twenty seven wards, twelve wards from Kabwe Central and fifteen for Bwacha constituencies. Questionnaires were administered at all levels of respondents in an inclusive manner. Those respondents who are not residents in the two constituencies had been excluded in the survey.

The population of interest was made up of 30 Councillors, 20 Management staff and 100 members from the community.

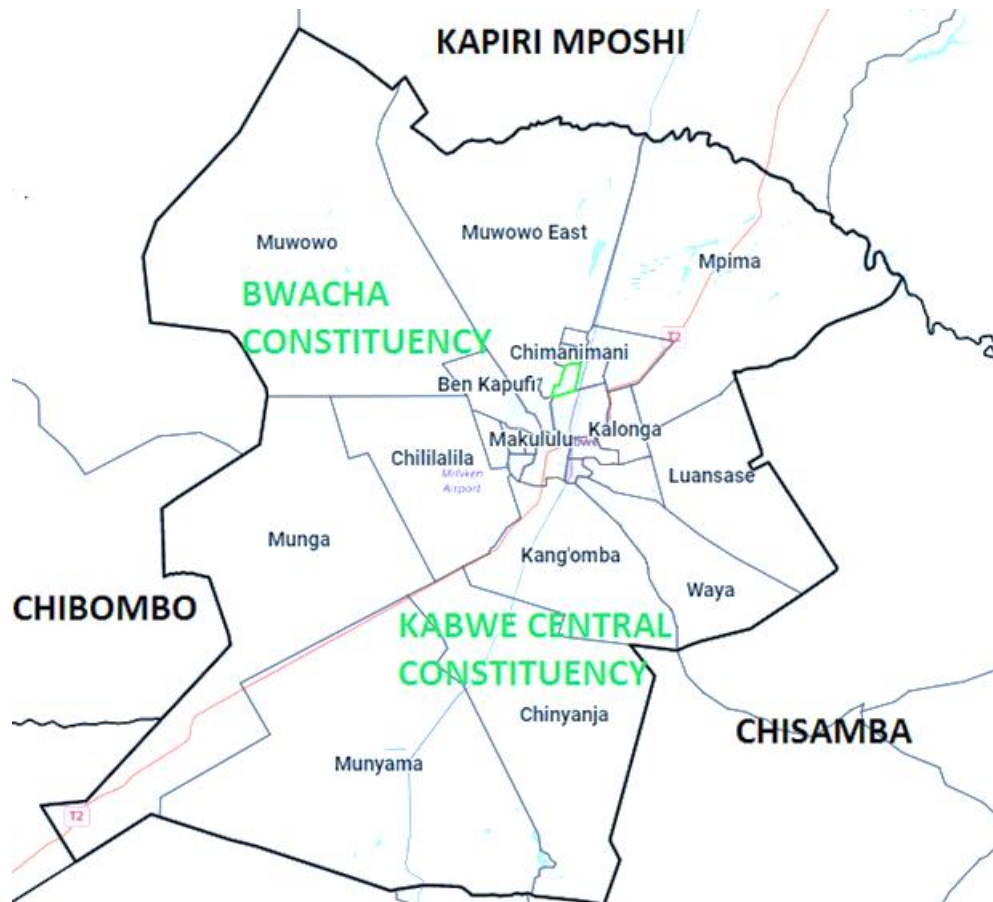


Figure 4.1 Kabwe Map of selected Wards

4.4 Research Design

Purposive sampling techniques also referred to as nonprobability sampling or purposeful sampling is based on a specific purpose rather than randomly (Tashakkori and Teddlie, 2003). Random sampling also known as simple random sampling occurs when each sampling unit in a clearly defined population has an equal chance of being included in the sample. Simple random sampling is a method used to cull a smaller sample size from a larger population and use it to research and make generalizations about the larger group. This research uses both purposive sampling and simple random techniques. The purposive sampling was used in selecting the respondents believed to be knowledgeable on the CDF projects. Therefore, this led to selecting the Council Management and Councillors. The council management through interviews in order to get background information on the operations of CDF, and the elements that affects completion and non-completion of CDF projects. Random sampling was used

because it was easy and gave equal chance for community members who participated in the CDF projects to give their views on the variables affecting the completion of CDF projects. Random sampling was used on community members in order to gain relevant information to the research.

4.5 Population and Sampling

Population in research refers to the group of individuals of interest for the study. There are the units for which the research results were generalized from and defined clearly giving the temporal and geographical characteristics and the units that were studied. The researcher targeted a population of 150 respondents which was comprised of 100 community stakeholders, 30 ward councillors and 20 senior management officials from the civil Centre. This study drew the following as units of analysis:

1. Kabwe Municipal Council documentation containing CDF information on community projects completion and utilization.
2. Stakeholders at ward level who participated in CDF projects.
3. Senior managers who were in decision making and willing to participate in the survey.

Recognising that this was a descriptive survey, sampling was treated separately in terms of the qualitative and quantitative components. All units of analysis required a purposive and simple random sampling due to the levels of expertise and the availability of the participants respectively. The sample size was determined using Yamane Taro (1967: 886) formula once the population or the sampling space was known:

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

Where: n=sample size

N=population

e=Margin of error (5% or 0.05)

1=Constant

$$n = \frac{150}{1 + 150(e)^2} = \underline{\underline{110}}$$

The sample size is taken to be 110 respondents.

Table 4.1 Sample Size of the Study

Category/Strata of Staff	Population in the Strata (N)	Size of Sample (Sn)	Data collection method
Council Management	20	15	Questionnaire
Councillors	30	22	Questionnaire
Community Members	100	73	Questionnaire
Total	150	110	Questionnaire

To find the representative percent for each category of respondents, total sample size is divided by total population for the study. This gave 73 percent as the representative percentage for each category as show below:

$$\frac{n}{N} = y$$

Where:

n = Total sample size

N = Total Population

y = Mean (representative percentage)

$$\text{Mean} = \frac{n=110}{N=150} \\ y=0.73$$

4.5 Data Collection Tools

An interview is a purposeful discussion between two or more people (Kahn and Cannell, 1957). The use of interviews can help to gather valid and reliable data that are relevant to the research question(s) and objective(s). A questionnaire as a general term includes all techniques of data collection in which each person is asked to respond to the same set of questions in a pre-determined order (DeVaus, 2002).

This research used both the semi-structured interviews and questionnaires techniques in collection of data. This is because some participants required the use of the interviews rather than questionnaire. According to North et al., (1983), cited in Healey, (1991) some participants prefer to be interviewed rather than fill in a questionnaire. The primary data source for this

study was gathered through the use of interviews and questionnaires. The questionnaires were distributed to respondents for firsthand information for processing towards answering the research questions. The secondary data was obtained from journals and literature relevant to the subject matter of this research. Newspaper source and official policy documents of Government of Zambia with relevance to the subject were also consulted. The electronic materials were also employed extensively for up-to-date data on the topic. The primary data formed the root of this study because it was afforded the opportunity in obtaining at firsthand, relevant information to answering the research objectives and questions.

4.6 Data Analysis Methods

The terms quantitative and qualitative are used widely in social research to differentiate both data collection techniques and data analysis procedures. One way of distinguishing between the two is the focus on numeric or non-numeric data. Quantitative is predominantly used as a synonym for any data collection technique such as a questionnaire or data analysis procedure such as graphs or statistics that generates or uses numerical data. In contrast, qualitative is used predominantly as a synonym for any data collection technique such as an interview or data analysis procedure such as categorising data that generates or use non-numerical data. Smith (1975), describes Mixed method as a general term for when both quantitative and qualitative data collection techniques and analysis procedures are used in a research design. Mixed methods research uses quantitative and qualitative data collection techniques and analysis procedures either at the same time or one after the other (sequential) but does not combine them. Quantitative and qualitative data collection techniques and analysis procedures each have their own strengths and weaknesses.

The study used both quantitative and qualitative methods for data analysis. The benefits of using both quantitative and qualitative methods are that the information collected was both quantitative and qualitative; therefore, these methods harmonised each other in data analysis. The basis for employing these designs are likewise varied, but they can be generally described as methods to expand the scope or breadth of research to offset the weaknesses of either approach alone (Blake 1989; Greene, Caracelli, and Graham 1989, Rossman and Wilson 1991). Since all different techniques and procedures have different effects, it is for that reason

the researcher decided to use different methods to cancel out the ‘method effect’. That led to greater confidence being placed in the conclusions.

4.7 Data Analysis Instruments

A descriptive statistics was an ideal analysis technique and subsequently used in ascertaining the Utilisation of Constituency Development Fund (CDF) to Public projects in Kabwe district: A case of Bwacha and Kabwe Central Constituencies. Aided by the tabulation of data extracted from a close-ended questions surveyed, it was easier to understand the issues identified by the respondents. The researcher also used Excel software as well as data analysis tools like Statistical Package for Social Science for analysis (SPSS version 20).

4.8 Pilot Testing

Ten (10) questionnaires were administered as a pilot run prior to the study implementation. Pilot testing was an important step in the proposed research process because it helped to reveal vague questions and unclear instructions. It helped the research team to capture important comments and suggestions from the respondents that enabled the researcher to improve efficiency of the instrument. It also helped in enhancing the reliability of the instrument as consistent measures of the concept being studied were determined. The data collected during pilot testing were prepared, analyzed and interpreted. Based on the outcomes, the instrument was reviewed further in readiness for data collection.

4.8.1 Validity of Instruments

Validity is the extent to which the instruments will capture what they purport to measure. It is the accuracy and meaningfulness of inferences which are based on the research results. It is the degree to which results obtained from the analysis of the data actually represent the phenomenon under study (Mugenda and Mugenda, 1999). Validity deals with how accurately the instrument represents the variables of the study. The study tool was subjected to a rigorous process of validation. The first process was joint discussion with the two of the supervisors who scrutinized all the questions in the questionnaire to assess their appropriateness in addressing the critical issues in the study. This was followed by a pre-test in a selected sub location with selected individuals. The major aim of the pilot study was to check for the validity of the questionnaires. After the pilot study, a number of questions were reworded, introduced or deleted all together. The final tool was then reproduced and data collection proceeded well within the stipulated time.

To uphold content validity, the investigator discussed the contents of qualitative data with the supervisors before generalizations and conclusions were made. Further, the researcher noted down and interpreted the circumstances upon which arguments were elicited. This ensured that all sentiments were scrutinized before being accepted as valid findings of the study. Also, completed questionnaires were reviewed at the primary data entry point for completeness and accuracy. This ensured that any discrepancies were clarified prior to the departure of respondents. A second level of data quality checks was done prior to electronic data entry in order to ensure as accurate and complete data was captured. The source documents were then filed for future reference.

4.8.2 Reliability

Joppe (2000:1) defines reliability, “the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable.”

Kirk and Miller (1986) identify three types of reliability referred to in quantitative research, which relate to: (1) the degree to which a measurement, given repeatedly, remains the same (2) the stability of a measurement over time; and (3) the similarity of measurements within a given time period.

Charles (1995) adheres to the notions that consistency with which questionnaire [test] items are answered or individual's scores remain relatively the same can be determined through the test-retest method at two different times. This attribute of the instrument is actually referred to as stability. Joppe, (2000) detects a problem with the test-retest method which can make the instrument, to a certain degree, unreliable. She explains that test-retest method may sensitize the respondent to the subject matter, and hence influence the responses given. We cannot be sure that there was no change in extraneous influences such as an attitude change that has occurred. This could lead to a difference in the responses provided. Similarly, Crocker and Algina (1986) note that when a respondent answer a set of test items, the score obtained represents only a limited sample of behaviour. As a result, the scores may change due to some

characteristic of the respondent, which may lead to errors of measurement. These kinds of errors will reduce the accuracy and consistency of the instrument and the test scores. Hence, it is the researchers' responsibility to assure high consistency and accuracy of the tests and scores. Thus, Crocker and Algina (1986:106) say, "Test developers have a responsibility of demonstrating the reliability of scores from their tests."

Data reliability is a cornerstone of making a successful and meaningful study. In order to collect reliable data, the researcher designed the questionnaires and interviews through an elaborate procedure which involves a series of revision under guidance of the study supervisor to ensure that field work was conducted by use of high quality data collection tools and pre-test data collection tools was done.

4.9 Ethics Consideration

In conducting the study, the researcher ensured that ethical consideration issues were strictly observed so that the respondents are totally protected and that the norms of the research remained maintained without any problems as follows:

This is where you have to respect information acquired as a result of professional and business relationship and as such you may not be able to disclose any information to third parties without proper and specific authority coming from the owners. To ensure that review process shall be accountable and open to scrutiny, the researcher needed to recognise the responsibilities of the respondents and to appropriately locate them with specific tasks that will give transparency to the research operation and procedures to maintain and reviews standards.

The researcher had to consider also issues of autonomy. These describes acknowledgement of the right of the individual to determine their own course of action in accordance with their own wishes and plans. Respect of individuals is expressed by recognising that their autonomy and rights to self-determination underpin their ability to make judgment and decisions for themselves.

The researcher also considered issues of informed consent. Informed consent was important element of the research as it consisted the basics such as: - information, voluntariness and comprehension. When providing information researchers must ensure that respondents are

given sufficient detail about the nature of the research and the procedures involved which should in turn highlight the objectives of the study, potential risks, benefits and alternative treatments to the study must be made clear.

Voluntariness has important implications. Consent must be freely given and may be withdrawn at any time. Undue influence may take the form of inducement, deprivation or the exercise of control or authority over prospective respondents. On the other hand, voluntary participation implies that participants make an informed choice while consent assumes that the information given is accurate. The issues related to veracity are cardinal. Truthfulness is a key to obtaining informed consent since, without veracity, the respondents cannot exert their right to informed consent, justice and fairness.

4.10 Conclusion

This chapter outlined research design, target population, sample frame, sample size and sampling techniques, data collection instruments, data collection procedure, data analysis and ethics. It, finally, looked at reliability and validity and the limitations faced in gathering and analyzing the evidence. The next chapter will look at data presentation, analysis and findings arising from the case study.

CHAPTER FIVE

DATA ANALYSIS, PRESENTATION AND RESULTS

5.1 Introduction

The chapter focused on data presentation, interpretation and discussion of findings. The data was presented statistically using the mean, mode and standard deviation. The findings of the study were presented in form of frequency tables, bar charts and pie charts.

5.2 Response Rate

This study was conducted in Kabwe district with a population of about 234,055, Males 112,647 and Females 121,408; this is in accordance with the CSO 2010 census of population and housing.

Table 5.1 Response Rate of Respondents

Category of Respondent	Questionnaire Issued	Questionnaire Returned	% Returned
Council management	15	15	100
Councilors	22	20	91
Community members	73	70	95.8
TOTAL	110	105	95.45

In attempting to collect quality and relevant data to the study, the researcher distributed one hundred and ten (110) questionnaires which were administered to the respondents from both constituencies Kabwe Central and Bwacha as indicated in table 5.1 above. However, only One hundred and five questionnaires were correctly answered and returned. This gave a response rate of 95.45% returned, and 4.6% were not returned. This response rate is acceptable and representative and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and above is excellent.

5.3 Respondent by Gender

The study shows the respondents according to their gender. The gender issues are considered to be important in any development activity.

Response		Frequency	%	Cumulative %
Valid	Male	50	47.6	47.6
	Female	55	52.4	100.0
	Total	105	100.0	

The result of the study indicated that 52.4% were females and 47.6% were males. The findings indicate that both genders were fairly considered in the study. This was important because in development activities as thirty percent of female representation in the study was adhered to in accordance with the United Nations (2000) declaration on Women representation in all important position.

5.4 Age Group

The study sought to find out the age group of the respondents. The age category of the respondents is important in knowing whether the respondents have knowledge of government policies and CDF projects.

Table 5.3 Age Group

Response		Frequency	%	Cumulative %
Valid	23 - 27 years	12	11.4	11.4
	28 - 32 years	23	21.9	33.3
	33 - 37 years	25	23.8	57.1
	38 - 42 years	20	19.0	76.2
	43 - 52 years	13	12.4	88.6
	Above 53 years	12	11.4	100.0
	Total	105	100.0	

The findings show that the majority of the respondents were in the age group of 33 to 37 years, representing 23.8%, then 28 to 32 years representing 21.9%. The age group of 38 to 42 years was 19.0%, 43 to 52 years 12.4% and 11.4% represented 23 to 27 years and above 53 years as indicated in the table above. The results indicate that all the age groups were represented and the information gathered was representative of the community views.

5.5 Professional Education

The study sought to establish the professional levels of education for the respondents. The results indicate that on average the respondents had the necessary education to understand the issues on CDF projects. This is shown in table 5.4 below:

Table 5.4 Professional Education

Response		Frequency	%	Valid %	Cumulative %
Valid	Certificate	22	21.0	21.0	21.0
	Diploma	59	56.2	56.2	77.1
	Degree	14	13.3	13.3	90.5
	Masters	8	7.6	7.6	98.1
	Any other specify	2	1.9	1.9	100.0
	Total	105	100.0	100.0	

The results of the study indicated that majority at 56.2% of the respondents had diploma, 21% had Certificate, 13.3% had bachelor degree, those with masters had 7.6% while the smallest proportion of 1.9% did not specify the actual professional level of education.

The findings are that the majority of the respondents had the necessary qualifications to offer quality and reliable information to the study area.

5.6 Working Experience

The study tried to find out the respondents' level of work experience, as shown below:

Table 5.5 Working Experience

Response		Frequency	%	Valid %	Cumulative %
Valid	1 month - 11 months	12	11.4	11.4	11.4
	1 - 5 years	28	26.7	26.7	38.1
	6 - 10 years	17	16.2	16.2	54.3
	11 - 15 years	26	24.8	24.8	79.0
	16 - 20 years	6	5.7	5.7	84.8
	Above 21 years	16	15.2	15.2	100.0
	Total	105	100.0	100.0	

The results indicated that the majority of the respondents between 1-5 years of work experience had scored 26.7%, followed by 24.8% for those with 11 to 15 years work experience. The others who had worked for 6 to 10 years obtained 16.2%, those above 21 years had 15.2%, 1 to 11 months had 11.4% while the least came from those with 16 to 20 years who had only 5.7%.

The findings revealed that the respondents had enough work experience to understand the Constituency Development Fund in their communities.

5.7 Know the meaning of CDF

The study wanted to find out if the respondents knew the meaning of Constituency Development Fund, and the results were as indicated in table 5.6 below:

Table 5.6 Know the meaning of CDF

Response		Frequency	%	Valid %	Cumulative %
Valid	Yes	99	94.3	94.3	94.3
	No	6	5.7	5.7	100.0
	Total	105	100.0	100.0	

The findings indicated that 94.3% of the respondents knew what Constituency Development Fund meant while 5.7% respondents failed to know what CDF was.

The findings revealed that the majority of the respondents knew about CDF activities, therefore, the information they gave in this regard could be accurate and reliable for the study.

5.8 Is CDF released used properly?

The study sought to establish the opinion of the respondents on the utilisation of the CDF, as per results shown.

Table 5.7 CDF released properly

Response		Frequency	%	Valid %	Cumulative %
Valid	Yes	28	26.7	26.7	26.7
	No	72	68.5	68.5	95.2
	Do not know	5	4.8	4.8	100.0
	Total	105	100.0	100.0	

The study findings indicated that 68.6% respondents revealed that the Constituency Development Fund was not being used properly while 26.7% indicated the CDF was properly used and 4.8% were not sure on how CDF was used. The responses revealed that the CDF was not used for the intended objectives, thus defeating the purpose it was introduced for.

5.9 Does CDF projects improve the welfare of the Community?

For a project to be considered successfully completed it must improve the welfare of the community members. It is for this reason that the study sought to establish if the CDF projects improved the welfare of the community. The results are indicated in table 5.8 below.

Table 5.8 CDF improve welfare

Response		Frequency	%	Valid %	Cumulative %
Valid	Yes	39	37.1	37.1	37.1
	No	55	52.4	52.4	89.5
	Do not know	11	10.5	10.5	100.0
	Total	105	100.0	100.0	

The findings showed that 52.4% of the respondents indicated that CDF was not improving the welfare of the community. And 37.1% assumed that the CDF had improved the welfare of the community while 10.5% held they did not know whether the CDF improved the welfare of the community.

5.10 Should CDF Continue?

The table assessed as to whether CDF should be continued to be provided to communities or not and respondents had reactions as shown at 5.9 below.

Table 5.9 Should CDF Continue?

Response		Frequency	%	Valid %	Cumulative %
Valid	Yes	85	81.0	81.0	81.0
	No	6	5.7	5.7	86.7
	Do not know	14	13.3	13.3	100.0
	Total	105	100.0	100.0	

From the above study, 81% of the respondents answered in the affirmative that the CDF should be continued while 5.7% disagreed and wanted CDF to be discontinued. The remaining 13.3% of the respondents did not know whether CDF should be continued or not.

The findings showed that the majority of the respondents understood the benefits of the CDF which if well implemented would help the community to have the basic goods and services.

5.11 Is CDF an effective tool for Decentralized Development?

Constituency Development Fund is thought to be an effective engine for local development. The study sought the views of the respondents, and the findings were as indicated in table 5.10 below.

Table 5.10 Is CDF effective tool for Development?

Response		Frequency	%	Valid %	Cumulative %
Valid	Yes	82	75.2	75.2	75.2
	No	21	19.3	19.3	94.5
	Do not know	6	5.5	5.5	100.0
	Total	109	100.0	100.0	

With regard to findings on whether the CDF was an effective tool for decentralized development, 75.2% of the respondents agreed that decentralisation was an effective tool for local development while 19.3% of the population indicated that CDF was not an effective tool for development. The remaining 5.5% of the respondents remained undecided.

The study showed that the majority of the respondents viewed CDF to be an effective tool for local community development.

5.12 Planning and identification affect completion of CDF projects

Planning and Project Identification involved various stakeholders, and it was important for the successful completion of CDF projects. The study sought to establish the involvement of stakeholders in project identification and planning, and the findings obtained were as indicated in figure 5.1 below.

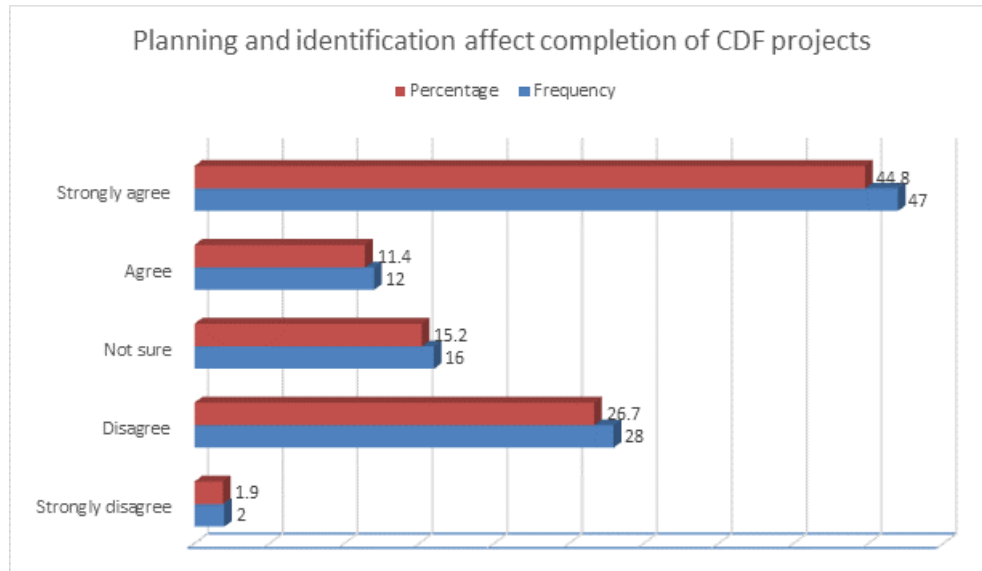


Figure 5.1 Planning and Identification

The figure above indicated that 44.8% of the respondents strongly agreed that planning and identification of projects affected their completion. The others were 26.7% who disagreed, 15.2% were not sure, 11.4% agreed and 1.9% strongly disagreed to the survey. This showed that the majority of the respondents viewed planning and identification of projects to be important. The study presented that when planning and identification of projects is held with all stakeholders completion of projects is usually successfully done. Therefore, the non-involvement of all stakeholders in planning and identification of the CDF projects may affect their completion negatively.

5.13 Allocation of CDF affect completion of projects

The allocation of funds is one of the important elements to the completion of CDF projects. The funds allocated should be adequate and timely disbursed for effective implementation of CDF projects.

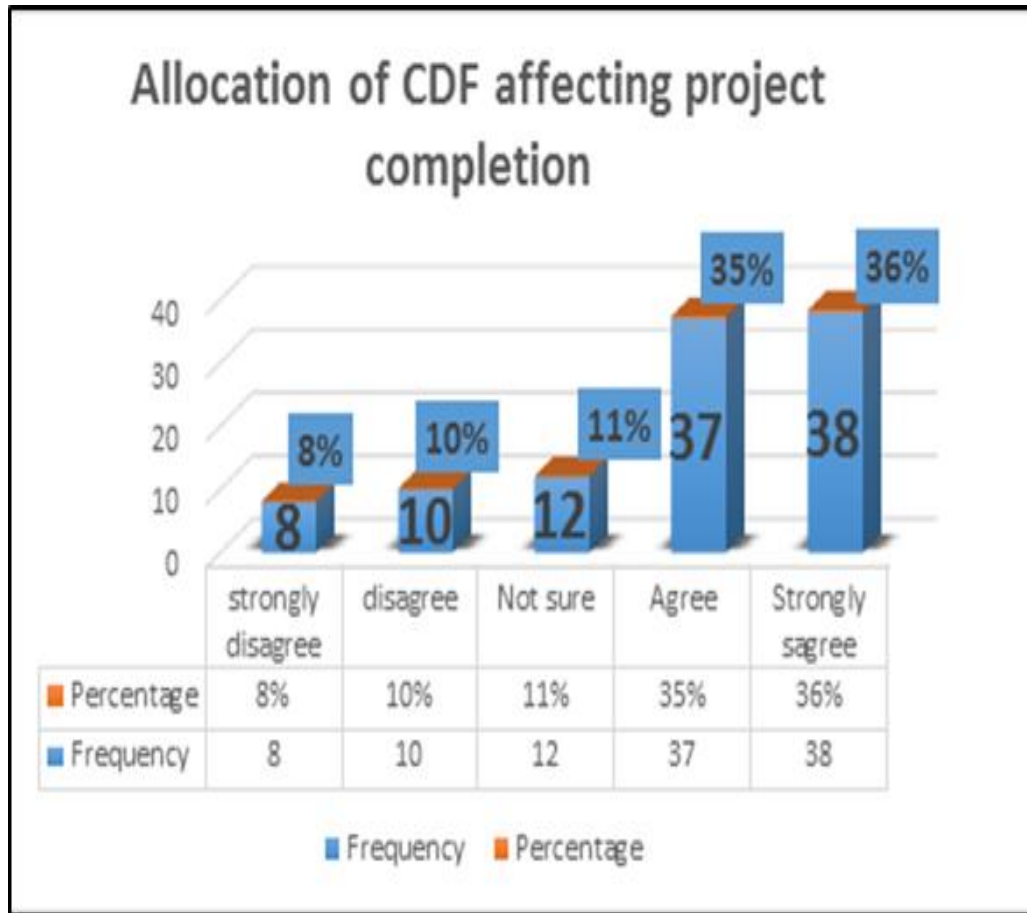


Figure 5.2 Allocation of CDF affects Completion projects

The findings from the study revealed that 36% of the respondents strongly agreed that allocation of CDF affects the completion of projects, and 35% agreed while 11% were not sure, 10% disagreed, 8% strongly disagreed and 12% were not sure. The study disclosed that the frequency and amounts allocated to CDF projects affected their completion.

5.14 Political involvement affects the completion of CDF projects

It was assumed that there was Political involvement in CDF implementation of projects from the Members of Parliament (MPs), the study found out from the respondents. The results are as presented in figure 5.3 below.

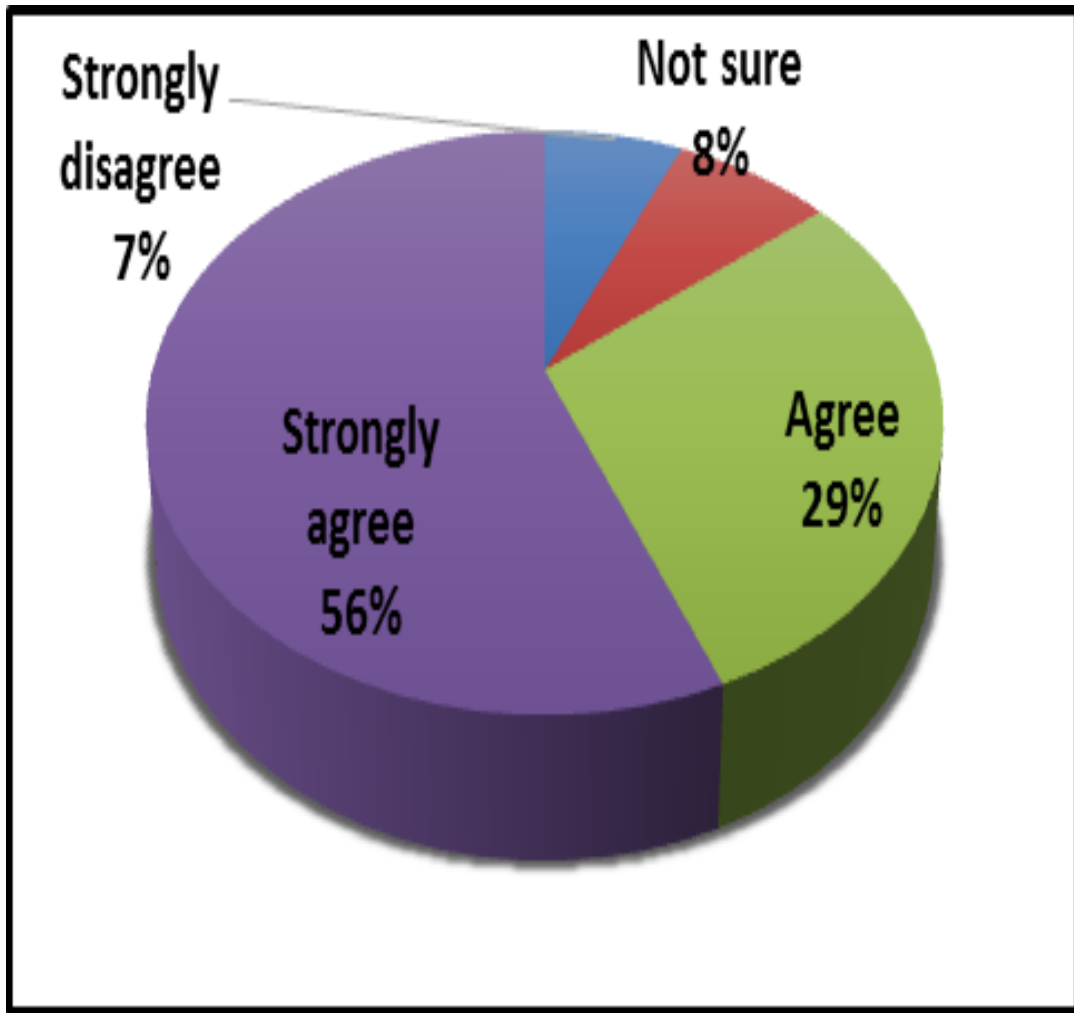


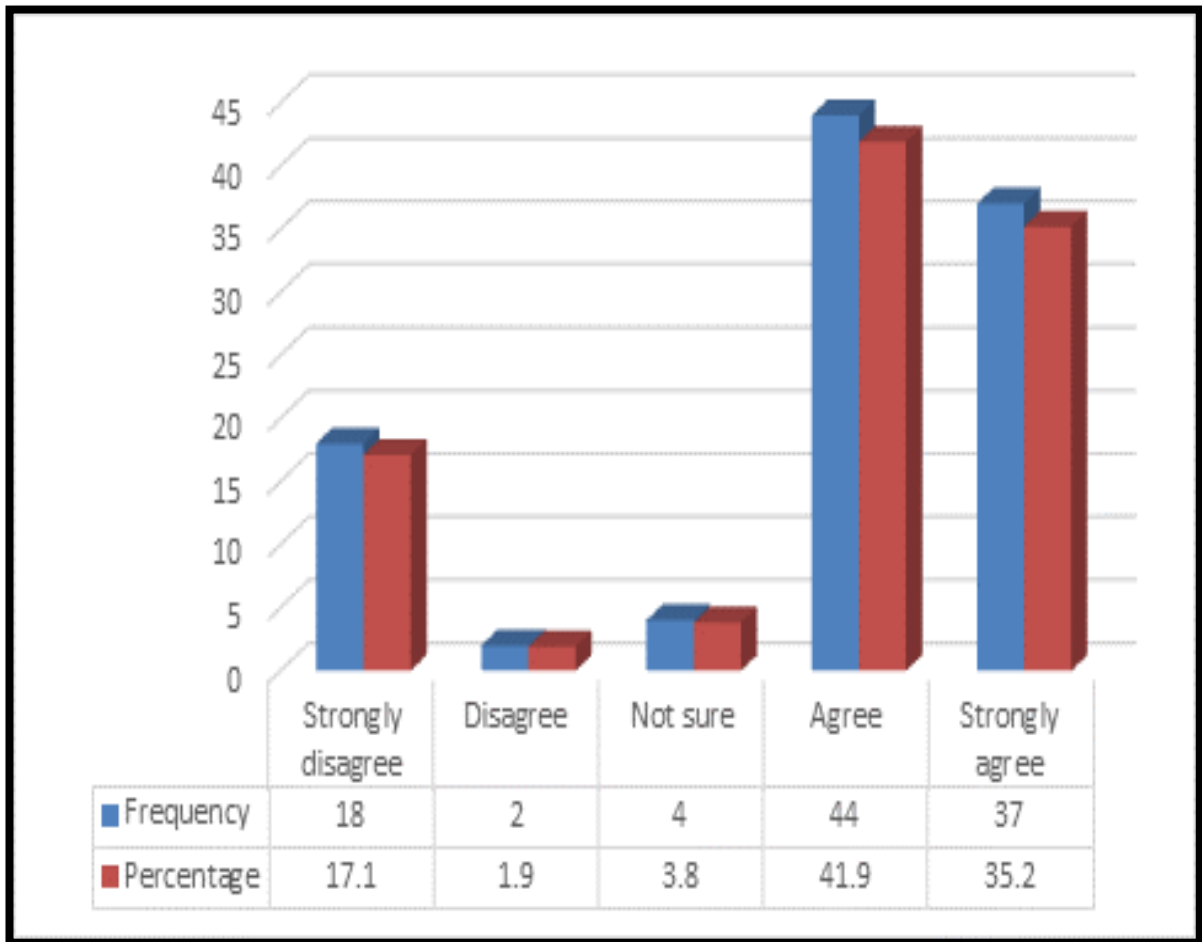
Figure 5.3 Political involvement

The results of the study indicated that 59 respondents representing 56.2% strongly agreed that Political involvement affected the completion of CDF projects followed by 31 respondents representing 29.5% who agreed, 8 of the respondents representing 7.6% were not sure while 7 respondents representing 6.7% strongly disagreed that Political involvement affected the completion of the CDF projects. The study revealed that more than half of the respondents agreed that Political involvement affected the completion of CDF projects.

5.15 Monitoring and Evaluation affect CDF project Completion

Monitoring and evaluation of projects was important for the successful completion of CDF projects. It was, therefore, necessary for projects to be monitored at all stages. The results in the figure below indicated the views of the respondents on monitoring and evaluation.

Figure 5.4 Monitoring and Evaluation affect Completion CDF projects



On monitoring and evaluation of CDF projects, the respondents indicated that 41.9% agreed and 35.2% strongly agreed that monitoring and evaluation affect the completion of the CDF projects. The other respondents indicated 17.1% strongly disagreed, 3.8% were not sure and 1.9% disagreed that monitoring and evaluation affect the completion of the CDF projects. The findings showed that the majority of the respondents viewed monitoring and evaluation of the CDF projects as having an effect on their completion.

5.16 Management on Variables affecting the CDF projects

This section examines the views of management, councilors and the community on the issues affecting the completion and non-completion of the CDF projects.

Table 5.11 Descriptive Statistics

Question	N	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Std. Error
Does Political involvement affect completion	10	1.2000	.42164	1.779	.687
Are CDF adequate to complete CDF projects	10	2.1000	.56765	.091	.687
Valid N (listwise)	10				

From the results obtained, Political involvement affects the completion of the CDF projects with a mean of 1.2 standard deviation of 0.42, skewness of 1.779. On the other hand, Political involvement does not affect the non-completion of the CDF projects as indicated from the descriptive statistics results with a mean of 1.6, standard deviation of 0.51 and skewness of 0.48. On the adequacy of CDF to complete the CDF projects, the results indicated that mean is 2.1, standard deviation of 0.51 and skewness 0.091. This means that the majority of the respondents were of the view that CDF was inadequate to effectively complete the CDF projects.

5.17 Does Political involvement affect Completion of CDF projects?

The study to find out the views of management on how Political involvement affects completion of CDF projects. The results are shown in table 5.12 below.

Table 5.12 Does Political involvement affect completion

Response		Frequency	%	Valid %	Cumulative %
Valid	Yes	8	80.0	80.0	80.0
	No	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

The results indicated that 80 % of respondents yes, to question does Political involvement affect completion of CDF projects and only 20 % indicated no. The results indicate that there

is Political involvement in completion of CDF projects. Therefore, Political involvement affect the completion of CDF projects.

5.18 Are CDF adequate to complete CDF project

On the adequacy of CDF to complete the CDF projects, the results are as indicated in the table 5.13 below.

Table 5.13 Are CDF adequate to complete CDF projects?

Response		Frequency	%	Valid %	Cumulative %
Valid	Yes	1	10.0	10.0	10.0
	No	7	70.0	70.0	80.0
	Do not know	2	20.0	20.0	100.0
	Total	10	100.0	100.0	

The findings of the study indicated that 70 % of the respondents said that CDF was not adequate to complete the CDF projects. The other respondents indicated 20 % were not sure and 10 % represent one respondent said CDF was adequate to complete CDF project. The results show that most of the CDF projects would not be completed due to inadequate CDF.

The section sought the views of the councilors on variables that affect the Completion of CDF projects. The variables were planning and identification, CDF allocation and Political involvement.

5.19 Does involvement in planning and identification of CDF projects affect completion of CDF projects?

The importance of involvement in planning and identification of the CDF projects is indicated in table 5.14 below according to responses from Councilors.

Table 5.14 Planning and Identification of CDF

Response		Frequency	%	Valid %	Cumulative %
Valid	Yes	16	80.0	80.0	80.0
	No	4	20.0	20.0	100.0
	Total	20	100.0	100.0	

The results indicated in the affirmative that 80 % of the respondents said that non- involvement in planning and identification of CDF projects affects their completion. The remaining 20 %

said No to the findings. The results showed that stakeholder involvement in planning and identification was important.

5.20 CDF allocation affect completion

In table 5.15 below, the results indicate the views of the Councilors on the effects of CDF allocation on the Completion of CDF projects.

Table 5.15 Does the fund allocation affect Completion of CDF projects?

Response		Frequency	%	Valid %	Cumulative %
Valid	Yes	17	85.0	85.0	85.0
	No	3	15.0	15.0	100.0
	Total	20	100.0	100.0	

The findings from the research indicated that 85 % of the respondents affirmed that allocation of CDF affect the completion of CDF projects and the remaining 15 % did not assert to the same. The study showed that CDF allocation affected the completion of the CDF projects.

5.21 Does Political involvement affect completion of CDF projects?

The study was to find out the views of Councillors on how Political involvement affected the completion of CDF projects. The results are as shown in table 5.16 below:

Table 5.16 Does Political involvement affect the Completion of CDF projects?

Response		Frequency	%	Valid %	Cumulative %
Valid	Yes	13	65.0	65.0	65.0
	No	7	35.0	35.0	100.0
	Total	20	100.0	100.0	

The research findings indicated that 65 % of the respondents said Yes that Political involvement affect the completion of the CDF while 35 % said No. The results revealed that Political involvement affected the completion of the CDF projects in this study.

5.22 Are you involved planning and identification CDF projects

The study sought to find the out involvement of the stakeholders in planning and identification of constituency Development Fund projects in the district. The results are as indicated in table 5.17 below:

Table 5.17 Are you involved In Planning and Identification CDF projects

Response		Frequency	%	Valid %	Cumulative %
Valid	Yes	7	9.3	9.3	9.3
	No	64	85.3	85.3	94.7
	Do not know	4	5.3	5.3	100.0
	Total	75	100.0	100.0	

The research findings indicated 85.3% of respondents were not involved in planning and identification of the CDF projects. The other respondents representing 9.3 % indicated that they were involved in planning and identification of the CDF projects. The implication is that community participation in CDF projects was not considered in at planning and identification stages of the projects. Therefore, CDF projects will not be wholly accepted by the community.

5.23 Does involvement in planning and identification of CDF projects affect completion of CDF projects?

The study further sought to find the out how involvement of the stakeholders in planning and identification of constituency Development Fund projects in the district affect the completion of projects. The results are as indicated in table 5.18 below:

Table 5.18 Involvement in planning and identification of CDF projects affect Completion

Response		Frequency	%	Valid %	Cumulative %
Valid	Yes	61	81.3	81.3	9.3
	No	7	9.3	9.3	90.7
	Do not know	7	9.3	9.4	100.0
	Total	75	100.0	100.0	

The findings from the community responses indicated that 81.3 % respondents said “Yes”, to the question “does involvement in planning and identification of CDF projects affect completion of CDF projects?” The respondents 9.3 % did not know while the other 9.4 % were in disagreement. This shows that planning and identification of CDF projects affect their completion.

5.24 Is there Political involvement in CDF projects?

The study sought to find out whether there is Political involvement in Constituency Development Fund projects in the district. The results are as indicated in table 5.19 below:

Table 5.19 Is there Political involvement in CDF projects

Response		Frequency	%	Valid %	Cumulative %
Valid	Yes	40	53.3	53.3	53.3
	No	16	21.3	21.3	74.7
	Do not know	19	25.3	25.3	100.0
	Total	75	100.0	100.0	

On Political involvement, 53.3% respondents indicated that there was Political involvement in CDF projects and 21.3 % that there was no Political involvement. The remaining 25.3 % of the respondents did not know whether there Political involvement in the CDF projects. The results reveal that there is some Political involvement on CDF projects decisions made during implementation process.

5.25 Does Political involvement affect completion of CDF projects?

The study sought to find out whether Political involvement in Constituency Development Fund projects in the district affects the completion of the CDF projects. The results are as indicated in table 5.20 below:

Table 5.20 Does Political involvement affect completion of CDF projects?

Response		Frequency	%	Valid %	Cumulative %
Valid	Yes	47	62.7	62.7	62.7
	No	12	16.0	16.0	78.7
	Do not know	16	21.3	21.3	100.0
	Total	75	100.0	100.0	

The results from the research indicate that 62.7 % accepted that Political involvement affect the completion of CDF projects, 21.3 % did not know and 16 % said Political involvement does not affect completion of the CDF projects. The results show that most decisions conducted on CDF projects are political in nature, hence have a bearing on developmental projects.

CHAPTER SIX

CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter addresses the conclusion and recommendation of the study in relation to the objectives outlined in chapter one. It also presents the conclusion of the study together with the recommendations of the researcher based on the findings. Suggestions for further research are also given.

6.2 Conclusion

The study sought to find out the variables that influence the completion of the CDF projects in Kabwe district. The main variables under the study were: - planning and identification of the project, Political involvement, allocation of funds and monitoring and evaluation as independent variable and the dependent variable was completion of the CDF projects in Kabwe. The descriptive statistics was used, and the findings are as summarized below:

6.2.1 Project Identification

The results show that planning and identification of projects with all the stakeholders involved is important in ensuring that the project is completed successfully. Therefore, if there is no involvement of the all stakeholders in planning and identification of the CDF projects their completion maybe affected negatively.

The results from the study indicate that 44.8 % of the respondents strongly agreed that planning and identification projects affects their completion. The others were 26.7 % disagreed, 15.2 % were not sure, 11.4 % agreed and 1.9 % strongly disagreed. This shows that the majority of the respondents were in favour of involving stakeholders in the planning and identification of CDF projects in Kabwe district to be important.

6.2.2 Allocation of Funds

This is the financing stage of projects. At this stage, decisions are made whether or not to fund the project. This is the disbursement of funds from the Central government according to budget allocations as appropriated by parliament.

The results from the research revealed that 36.2 % of the respondents strongly agreed that allocation of CDF affects the completion of projects, and 35.2 agreed while 11.4 % were not sure, 9.5 % disagreed and 7.6 % strongly disagreed.

This shows that the frequency and amounts of CDF allocated to projects affects the completion of the CDF projects.

6.2.3 Political involvement

The results from the study indicated that 59 respondents representing 56.2 % strongly agreed that Political involvement affect the completion of CDF projects followed by 31 respondents representing 29.5 % agreeing, 7.6 % respondents were not sure and 6.7 % respondents strongly disagreed that Political involvement affect the completion of the CDF projects.

This reveals that more than half of the respondents agreed that Political involvement affect the completion of CDF projects. This is asserted by Gikonyo 2008 who says that the Constituency Development Fund has the potential of being used by politicians to build their reputation in their constituencies and mobilize political support.

6.2.4 Monitoring and Evaluation

This is an endless and regular review and management of the initiatives to ensure that inputs work schedules, deliveries, target outputs and other necessary actions continue consistent with the project. It involves continuous method of gathering information at systematic intervals about ongoing initiatives regarding the type and their performance.

The results from the study indicated that 41.9 % agreed and 35.2 % strongly agreed that monitoring and evaluation affect the completion of the CDF projects. The other respondents indicated 17.1% strongly disagreed, 3.8 % were not sure and 1.9 % disagreed that monitoring and evaluation affect the completion of the CDF projects.

The findings show that the majority of the respondents viewed monitoring and evaluation of the CDF projects having an effect on their completion. The CDF projects which are not monitored and evaluated are unlikely to be completed successfully. According to Shapiro

2013, monitoring is assessing a project from initiation to its implementation geared to specific aims against agreed upon limits, specifications and requirements.

Williams (2000) asserts that monitoring provides management and the main stakeholders of a development intervention with indications of the extent of progress and achievement of expected results and progress with respect to the use of allocated funds.

6.2.5 Completion of Constituency Development Funds Project

The study sought to relationship of the utilisation of constituency development fund to public projects in Kabwe in Zambia: The findings from the four independent variables; identification of the project, Political involvement, allocation of funds and monitoring and evaluation indicate that these variables negatively affect the completion of CDF projects in Kabwe district.

6.3 Recommendations

This section gives recommendations for the effective and efficient implementation of CDF projects in connection to the variables under study.

6.3.1 Project planning and Identification

The findings show that planning and identification of projects with all the stakeholders involved is important in ensuring that the project is completed successfully. Therefore, if there is no involvement of the all stakeholders in planning and identification of the CDF projects their completion maybe affected negatively.

The recommendation is that there should be improved involvement of all stakeholders affected by the project and to improve co-ordination as regards planning and identification of projects. Improved co-ordination will provide for alignment of community projects with those of the local council and those intended for implementation by central government. This will ensure that the desired impact on the local community is achieved. It will also avoid skewed development, neglecting of certain essential areas of need and replication of efforts.

6.3.2 Allocation of Funds

This is the financing stage of projects. At this stage, decisions are made whether or not to fund the project. This is the disbursement of funds from the Central government according to budget allocations as appropriated by parliament.

For the allocation of funds, it is recommended that CDF should not use a “one size fits all” formula in allocation of funds. A formula should be established for appropriations of funds as opposed to allocating a uniform amount for all constituencies in the country. The formula should take into account aspects such as size of the constituency in terms of population and physical size; type; levels of poverty, and level of development.

6.3.3 Political involvement

The study reveals that more than half of the respondents agreed that Political involvement affect the completion of CDF projects. It is, therefore, recommended that to avoid too much political involvement in CDF project implementations strict laws and regulations governing the CDF project implementation should be enacted. These CDF laws and legislation once enacted should be clear on selection of CDF projects and the people involved, the quality of projects by specifying minimum quality of materials to be used. It should be clear on the procurement procedures and explicitly stipulate requirements for bills of quantity and on use of expert advice.

6.3.4 Monitoring and Evaluation

This is an endless and regular review and management of the initiatives to ensure that inputs work schedules, deliveries, target outputs and other necessary actions continue consistent with the project. It involves continuous method of gathering information at systematic intervals about ongoing initiatives regarding the type and their performance.

The findings from the study shows that majority of the respondents strongly agreed that monitoring and evaluation negatively affect the completion of the CDF projects.

It is, therefore, recommended that there is need for periodic monitoring and evaluation of CDF projects, which is lacking in the CDF process in Zambia. This will provide a basis for accountability in the use of development resources and strengthen transparency. It will also

help to strengthen project design and implementation so as to ensure project sustainability and achievement of CDF objectives.

6.4 Limitations of the Study

Best and Kahn (1993), describes limitations as those conditions beyond the control of the researcher that may place restrictions on the study and its application to other situations.

In this particular study, the major limitations included:-lack of current literature on the subject matter to support the literature review especially in the Zambian context; time for data collection and analysis; and frequent changes to the legal framework relating to the subject matter have the potential of negatively affecting the accuracy of the findings presented in this study. The other limitation was to do with the extent to which the findings can be generalized beyond the case studied.

6.5 Areas for further Research

This study was limited to the four main variables under the study and their influence on the completion of CDF projects in Kabwe district. More research is required to establish the other key variables which could be vital to the study in influencing the completion of CDF projects.

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APPENDICES

Appendices 1 A Introductory Letter

Appendix 1A



THE UNIVERSITY OF ZAMBIA

Telephone: +260 211 250871
Email: gsb@unza.zm
Tel/Fax: +260 211 290863

Graduate School of Business
P. O. Box 32379
Lusaka, Zambia

13th December, 2018

TO WHOM IT MAY CONCERN

RE: INTRODUCTORY LETTER FOR SUSIKU CLINT (GSB150858)

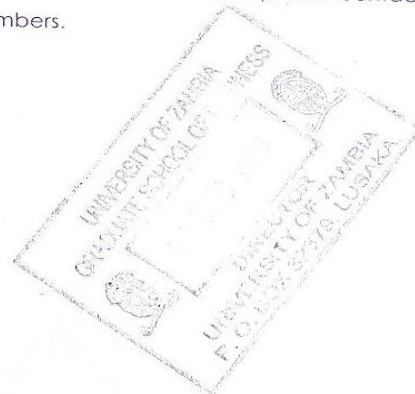
This letter serves to introduce Susiku Clint (GSB150858) a bonafide student in our Master of Science (MSc) in Accounting and Finance programme at the University of Zambia – Graduate School of Business (UNZA–GSB). In partial fulfilment of their Postgraduate studies, each student is required to undertake a dissertation (research) in the final year of study.

May you kindly assist the student in granting permission for him to collect data from your Institution. The research is purely for academic purposes and the student is ethically bound to treat the provided information with strict confidentiality.

Should you have any queries or would like further information about the student, please contact the UNZA–GSB on the above e-mail address or phone numbers.

Dr. Lubinda Haabazoka
DIRECTOR – GRADUATE SCHOOL BUSINESS

cc Assistant Registrar, Graduate School of Business



Introductory Letter

INTRODUCTION

DATE:.....

Dear Respondent,

RE: FILLING OF QUESTIONNAIRE – YOURSELF

I refer to the above subject.

I am a student at The University of Zambia pursuing a **Master of Science in Accounting and Finance (MSc.)**. I am working on a dissertation, which is a requirement in the partial fulfillment for the award of **Master of Science in Accounting and Finance (MSc.)**. I would like you to assist me in filling the attached questionnaire on the topic: **“UTILISATION OF CONSTITUENCY DEVELOPMENT FUND (CDF) TO PUBLIC PROJECTS IN KABWE DISTRICT: A CASE OF BWACHA AND KABWE CENTRAL CONSTITUENCIES.”**

Please take note that the questionnaire is designed to obtain data and information purely for academic purposes and thus it will be treated with strict confidentiality.

Thanking you in advance for your cooperation and understanding in this regard and may the Almighty God bless you.

Yours faithfully



Susiku Clint M.

Appendices 2 Questionnaire

Questionnaire

INSTRUCTIONS

This questionnaire is divided into four (4) components or sections.

Section A and B: Should be answered by all the respondents.

Section C: is for management employees.

Section D: Councillors

Section E: Community Members

- i. Please indicate your answer by ticking (✓) in the appropriate box provided.
- ii. Write your answer in the blank space provided

SECTION A: All Respondents

1. Gender Male ☐ Female ☐
2. Age bracket
 - i. 18 – 22 years ☐
 - ii. 23 – 27 years ☐
 - iii. 28 – 32 years ☐
 - iv. 33 – 37 years ☐
 - v. 38 – 42 years ☐
 - vi. 43 – 52 years ☐
 - vii. Above 53 years ☐
3. Education level: **Secondary**
 - i. Grade Nine (9) ☐
 - ii. Grade Twelve (12) ☐

4. Professional Education level

- i.Certificate ☐
- ii.Diploma ☐
- iii.Degree ☐
- iv.Masters ☐
- v.PHD ☐

vi.If any other, please specify

.....

5. Working experience:

- i.1 month – 11 months ☐
- ii.1 – 5 years ☐
- iii.6 – 10 years ☐
- iv.11 – 15 years ☐
- v.16 – 20 years ☐
- vi.21 years and above ☐

SECTION B: General Information on Constituency Development Fund

6. Do you know what Constituency Development Funds (CDF) means?

- i.Yes ☐
- ii.No ☐
- iii.Do not know ☐

7. Do you think the Constituency Development Fund released is used properly?

- i.Yes ☐
- ii.No ☐
- iii.Do not know ☐

8. If YES to question 7 above, explain your answer.

.....

9. Has the Constituency Development Fund helped improve the welfare of the citizens in your Community?

- i.Yes ☐
- ii.No ☐
- iii.Do not know ☐

10. Do you think Constituency Development Fund should continue?
- i. Yes ☐
- ii. No ☐
- iii. Do not know ☐
11. Is CDF an effective tool for decentralised development?
- i. Yes ☐
- ii. No ☐
- iii. Do not know ☐
12. About how much CDF has been disbursed for developmental projects in your community?
- i. 1,000 – 20,000 ☐
- ii. 20,001 – 40,000 ☐
- iii. 40,001 – 60,000 ☐
- iv. 60,001 – 80,000 ☐
- v. 80,001 – 100,000 ☐
- vi. Above 100,001 ☐
13. Which types of developmental projects have been implemented in your community?
- i. Roads ☐
- ii. Schools ☐
- iii. Clinics ☐
- iv. Bridges ☐
- v. All of the above ☐
- vi. If not any of the above, please specify.....
14. In your opinion, what are some of the common challenges in the implementation of Constituency Development Fund projects?
- i. Late and inadequate disbursement of funds ☐
- ii. Political interference ☐
- iii. Lack of involvement of the community in planning and identification of CDF projects ☐
- iv. Corruption ☐
- v. Lack of monitoring and evaluation of the CDF projects ☐
- vi. All of the above ☐

15. Kindly indicate with a tick (✓) to the extent to which you agree with each of the statement below based on the following brief explanations.

SA - Strongly agree, **A** – Agree, **NS**- Not Sure, **D**- Disagree, **SD** – Strongly disagree

No.	Statement	SA – 5	A - 4	NS – 3	D – 2	SD - 1
1	Planning and identification of CDF projects affects completion					
2	Planning and identification of CDF projects affects non-completion					
3	Allocation of CDF affects completion of Projects					
4	Allocation of CDF affects non-completion of Projects					
5	Political interference affects the completion of CDF projects					
6	Political interference affects the non-completion of CDF projects					
7	Monitoring and evaluation of CDF projects affects completion of CDF projects					
8	Monitoring and evaluation of CDF projects affects non-completion of CDF projects					

SECTION C: Management Employees

16. Does Planning and identification of CDF projects affect completion?

i. Yes ☐

ii. No ☐

iii. Do not know ☐

17. If YES to question 16 above, explain your answer.

.....

18. Does Planning and identification of CDF projects affect non-completion?

i. Yes ☐

ii. No ☐

iii. Do not know ☐

19. If YES to question 18, explain your answer.

.....

20. Are CDF funds disbursed adequate to complete the CDF projects?

i. Yes ☐

ii. No ☐

iii. Do not know ☐

21. If YES to question 20, explain your answer.

.....

22. How does political interference affect completion of CDF projects?

.....

23. How does monitoring and evaluation of CDF projects impact completion of CDF projects?

.....

SECTION D: Councilors

24. Does Planning and identification of CDF projects affects completion?

i. Yes ☐

ii. No ☐

iii. Do not know ☐

25. If YES to question 24 above, explain your answer.

.....

26. Does Planning and identification of CDF projects affects non-completion?

i. Yes ☐

ii. No ☐

iii. Do not know ☐

27. If YES to question 26 above, explain your answer.

.....

28. Does delayed allocation of CDF affect completion of CDF projects?

i. Yes ☐

ii. No ☐

iii. Do not know ☐

29. If YES to question 28 above, explain your answer.

.....

30. Does delayed allocation of CDF affect non-completion of CDF projects?

i. Yes ☐

ii. No ☐

iii. Do not know ☐

31. If YES to question 30 above, explain your answer.

.....

32. Does political interference affect completion of CDF projects?

i. Yes ☐

ii. No ☐

iii. Do not know ☐

33. If YES to question 32 above, explain your answer.

.....

34. Does political interference affect non-completion of CDF projects?

i. Yes ☐

ii. No ☐

iii. Do not know ☐

35. If YES to question 34 above, explain your answer.

.....

SECTION D: Community Members

36. Are you involved in planning and identification of CDF projects?

i. Yes ☐

ii. No ☐

iii. Do not know ☐

37. Does your involvement in planning and identification of CDF projects affect completion and non-completion?

i. Yes ☐

ii. No ☐

iii. Do not know ☐

38. If YES to question 37 above, explain your answer.

.....
.....

39. Is there political interference in identification and implementation of CDF projects?

i. Yes ☐

ii. No ☐

iii. Do not know ☐

40. If YES to question 39 above, explain your answer.

.....
.....

41. Does political interference affect completion and non-completion of CDF projects?

i. Yes ☐

ii. No ☐

iii. Do not know ☐

42. If YES to question 41 above, explain your answer.

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MAY THE ALMIGHTY GOD BLESS YOU