



Republic of Zambia

MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT



CDF COMMUNICATION STRATEGY 2024 - 2026

CONSTITUENCY DEVELOPMENT FUND



EMPOWERING PEOPLE | TRANSFORMING COMMUNITIES



Republic of Zambia

**MINISTRY OF LOCAL GOVERNMENT AND
RURAL DEVELOPMENT**

CDF COMMUNICATION STRATEGY 2024 - 2026



REPUBLIC OF ZAMBIA
MINISTRY OF LOCAL
GOVERNMENT AND
RURAL DEVELOPMENT

CONTENTS

FOREWORD.....	iv
ACKNOWLEDGMENTS	v
ACRONYMS	vi
EXECUTIVE SUMMARY.....	viii
1.0. INTRODUCTION.....	1
2.0. BACKGROUND AND SITUATION ANALYSIS	1
3.0. RATIONALE.....	3
4.0. GUIDING PRINCIPLES	3
5.0. STRATEGY GOAL AND OBJECTIVES.....	4
5.1. GOAL	4
5.2. GENERAL OBJECTIVE.....	4
5.3. SPECIFIC OBJECTIVES & STRATEGIES.....	4
6.0. TARGET AUDIENCES	5
7.0. KEY MESSAGES.....	6
8.0. COMMUNICATION ENGAGEMENT TOOLS, TACTICS AND ACTIVITIES.....	8
9.0. COORDINATION MECHANISM	10
10.0. BRANDING AND MESSAGING GUIDELINES	10
11.0. TIMELINE	12
12.0. BUDGET AND RESOURCES	12
13.0. MONITORING AND EVALUATION	12
14.0. STAKEHOLDER ENGAGEMENT MATRIX.....	12
15.0. COMMUNICATION ENGAGEMENT MATRIX.....	14
16.0. IMPLEMENTATION PLAN.....	19
17.0. MONITORING AND EVALUATION PLAN.....	24
18.0. FREQUENTLY ASKED QUESTIONS ON CDF	33

FOREWORD



The Government of the Republic of Zambia is steadfast in its commitment to implementing decentralisation reforms, with Fiscal Decentralisation as one of the areas of emphasis. This commitment is underscored by the substantial increase in the allocation and expansion in the scope of the Constituency Development Fund (CDF).

From an allocation of 1.6 million Kwacha in 2021, the CDF was increased to 30.6 million Kwacha in 2024. In addition, the scope of the CDF was broadened to encompass Youth, Women and Community Empowerment initiatives, as well as Secondary Boarding Schools and Skills Development Bursaries. This expansion signifies Government's dedication to fostering inclusive growth and development at the grassroots level, thereby stimulating local economic development within each constituency.

In line with this, Government has set an ambitious target to increase the utilisation of the CDF from 56.9% in 2023 to 98% by 2026. This target underscores Government's commitment to ensuring that the funds allocated are effectively utilised for the wellbeing of the communities. To achieve this, the Government is unwavering in its resolve to ensure that citizens are well informed on the CDF programme through effective and strategic communication. Strategic communication ensures that actions are transferable, complimentary and supportive to the successful implementation of CDF. It shapes perceptions and narratives around Government policy initiatives

The Ministry has developed the CDF Communication Strategy to facilitate effective, responsive and inclusive information dissemination and engagement across the CDF value chain. The Strategy enables communication that clearly articulates Government's objectives with regard to the expanded CDF. It will foster transparency, promote accountability and facilitate the exchange of ideas and feedback, thereby enhancing the effectiveness of the CDF.

The Strategy is a significant step towards enhancing the implementation of the CDF and ensuring that all stakeholders, particularly, the communities are provided with the required information. It is my earnest hope that Government institutions and other key stakeholders, will harness the provisions of this Strategy to effectively disseminate information on the CDF. By doing so, we will collectively ensure that the benefits of the CDF are understood, appreciated and realised for the betterment of our communities, leaving no one behind.



Gary Nkombo, MP

MINISTER OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

ACKNOWLEDGMENTS



As a Ministry, we would like to express our deepest appreciation to all stakeholders who contributed to the development of the Constituency Development Fund (CDF) Communication Strategy. The collaborative effort of all stakeholders in shaping this document underpins the Ministry's commitment to working with like-minded stakeholders towards the attainment of mutually shared objectives.

Special gratitude goes to the Technical Working Group which comprised officers from various state and non-state sectors whose contributions and engagement was significant in the development of this Strategy.

We also recognise and appreciate the invaluable support from Cooperating Partners and other non-state actors for their financial and technical support in the development of this document. Their dedication to this work demonstrates their commitment to promoting decentralisation and facilitating citizen effective participation. We do not take the support rendered to the Ministry for granted.

We are optimistic that the development of this Communication Strategy will result in a well-informed citizenry on CDF, effective participation, and increased access and utilisation of the CDF in all the 156 constituencies.



Nicholas Phiri

Permanent Secretary – Technical Services

MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

ACRONYMS

CDF	Constituency Development Fund
CDFC	Constituency Development Fund Committee
CSO	Civil Society Organisation
DDCC	District Development Coordinating Committee
DEBS	District Education Board Secretary
DS	Decentralisation Secretariat
IEC	Information, Education and Communication
IGC	International Growth Centre
ILGAZ	Institute of Local Government Administrators of Zambia
JCTR	Jesuit Centre for Theological Reflection
LAs	Local Authorities
LGA	Local Government Administration
LGPA	Local Government Performance Assessment
LGAZ	Local Government Association of Zambia
MCDSS	Ministry of Community Development and Social Services
MIM	Ministry of Information and Media
MLGRD	Ministry of Local Government and Rural Development
MP	Member of Parliament
MoFNP	Ministry of Finance and National Planning
NDCC	National Development Coordinating Committee
PDCC	Provincial Development Coordinating Committee
PDU	Presidential Delivery Unit
PLGO	Provincial Local Government Officer
PRO	Public Relations Officer



PWDs	Persons with Disabilities
SBC	Social Behavioural Change
SMS	Short Service Message
TEVET	Technical and Vocation Education Training
TWG	Technical Working Group
USAID	United States Agency for International Development
WDC	Ward Development Committee
ZANIS	Zambia News and Information Services
ZAPD	Zambia Agency for Persons with Disabilities
ZIPAR	Zambia Institute for Policy Analysis and Research
ZNBC	Zambia National Broadcasting Corporation
ZNS	Zambia National Service
ZPPA	Zambia Public Procurement Authority

EXECUTIVE SUMMARY

The Ministry of Local Government and Rural Development (MLGRD) has developed the CDF Communication Strategy to enhance information dissemination and engagement on the implementation of the CDF. Over the years, the CDF has become a household name and is recognised as the Government's flagship programme for empowering people and building local communities.

The Fund was created in 1995, by an Act of Parliament, to improve the socio-economic well-being of communities through financing micro-projects. The Fund, which is now administered under the Constituency Development Fund Act No.11 of 2018, increased in scope and allocation over the years to become an integral part of the Government's development agenda. Particularly, the CDF saw a significant increase in 2022 with the coming into office of the United Party for National Development administration under the leadership of His Excellency, the President of the Republic of Zambia, Mr. Hakainde Hichilema. Government recognised the CDF as an appropriate avenue to empower and develop local communities through fiscal decentralisation. In 2022, the CDF allocation was increased from 1.6 million Kwacha to a record 25.7 million Kwacha per constituency. The CDF allocation was further increased in 2023 to 28.3 million Kwacha and 30.6 million Kwacha in 2024 per constituency.

The increased CDF allocation has brought out some implementation challenges. Key among them is limited access to information and feedback mechanisms in the CDF value chain, especially at the grassroots level.

It is envisaged that the Communication Strategy will provide a framework that will allow all stakeholders to communicate effectively on the CDF. Most importantly, the Strategy is expected to enhance access to the CDF and close the information gap in CDF administration and implementation.

1.0. INTRODUCTION

The Ministry of Local Government and Rural Development has a mandate of promoting a decentralised local governance system, facilitating efficient and effective municipal service delivery as well as coordinating Chiefs and customary affairs in the Country, while enabling rural development.

The Ministry contributes to the attainment of human and social development through a number of strategies, including the increment and expansion of the Constituency Development Fund. The Ministry continues to emphasise the need to involve the general citizenry and ensure that they participate in the national development agenda.

The Ministry has developed this Communication Strategy to create awareness, increase knowledge, change negative perceptions, change behaviour and advocate for policy change on matters related to CDF implementation, through internal and external communication.

The strategy was developed to assist Government institutions and stakeholders to understand and appreciate their role in communicating CDF implementation. It also guides effective stakeholder engagement to ensure that benefits trickle down to the communities. The strategy defines the communication goal, sets communication objectives, identifies the target audiences, highlights the core messages and identifies the communication channels. In addition, the strategy provides an evaluation tool to track and monitor its implementation.

2.0. BACKGROUND AND SITUATION ANALYSIS

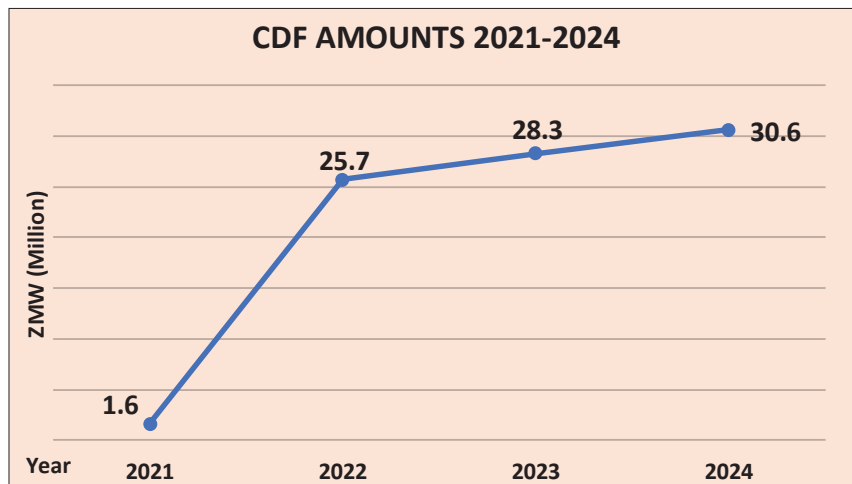
The CDF was initiated to provide resources to bridge the financing gap for community-led initiatives in all the Constituencies across the Country. It was established in 1995 to support micro-community projects as part of the decentralisation and local development Policy. The fundamental objective was to provide resources to bridge the financing gap and foster community-led development at the grassroots.

The initial appropriation and disbursement of the Fund was done in 1995 by Parliament. From 1995 to 2016, the Fund was provided for under Section 45 of the Local Government Act Cap 281 of the Laws of Zambia. In 2016, the Constitution established the Constituency Development Fund. Subsequently, the Constituency Development Fund Act was enacted in 2018 to provide for the Fund's management, disbursement, utilisation, and accountability.

Over time, the fund has expanded in amount and scope with increased emphasis on enhanced community participation in determining local development priorities. In 2021, the Government increased the CDF from K1.6 million per constituency to K25.7 million in 2022, translating to over 1,600% increase. The Fund was enhanced to cover three components: Community Projects, Youth, Women, and Community Empowerment; Secondary Boarding School, and Skills Development Bursaries.

The CDF allocation was further increased by 10% in 2023 from 25.7 million Kwacha per constituency to 28.3 million Kwacha and a further 10% increase in 2024 from 28.3 million Kwacha to 30.6 million Kwacha per constituency. Figure 1 illustrates the increase of the CDF over the period 2021 – 2024.

Figure 1: CDF allocation over the period 2021 – 2024



The enhanced CDF allocation supports the Government’s devolution agenda and has improved people’s livelihoods through loans and grants. It has enhanced access to services such as health through construction of health posts; education through the construction of classroom blocks and provision of desks; and provision of water and sanitation facilities through improved water reticulation systems and drilling of boreholes.

Despite the notable achievements, CDF implementation has had some challenges which include:

- i. inefficiencies in coordinating communication in the CDF value chain;
- ii. limited access to information for citizens;
- iii. inadequate feedback mechanisms;
- iv. inadequate capacity to communicate at the sub-national level i.e. WDC and Zones;
- v. information not tailored for different segments of audiences;
- vi. sporadic updates on CDF implementation at all levels, and
- vii. inadequate monitoring and evaluation of CDF projects.

The International Growth Centre (IGC, 2021), attributed poor local participation to multiple factors, including limited awareness of CDF processes and the opportunities it offers for citizens’ engagement. In addition, the Jesuit Centre for Theological Reflection (JCTR, 2019) highlighted lack of provision of adequate information, such as the calendar of disbursement, financial decisions, priority setting, project selection and responsibilities about the CDF to the local communities, as key challenges. Poor community awareness and participation have also been cited as key factors that negatively affect utilisation, accountability, transparency, and effectiveness of CDF investments.

3.0. RATIONALE

The increase in the allocation and scope of the CDF uncovered some inherent challenges with regard to access to information among communities, leading to poor participation in its implementation. This is compounded by lacking a strategic framework to guide communication for highly segmented audiences. This highlighted the need for a Communication Strategy that identifies key stakeholders and defines their role in communicating information on the CDF to the intended beneficiaries.

The communication strategy will positively contribute to the implementation of the CDF by enhancing access to CDF information for stakeholders across the CDF value chain. The strategy will also empower stakeholders to take ownership, responsibility, accountability and promote coordination of local development. Further, the communication strategy is expected to promote community participation, which will ensure effective utilization of the Fund, thereby contributing to sustainable local development. The strategy will also guide the communication of tangible results and outcomes of the CDF, illustrating the positive impact on community development.

4.0. GUIDING PRINCIPLES

This CDF Communication Strategy is anchored on the following principles:

- 4.1 **Effective Two-Way Communication:** Create feedback mechanisms and participatory channels to ensure a continuous exchange of information and ideas.
- 4.2 **Transparency and Accountability:** Communicate openly and honestly, providing clear information on fund utilisation and project outcomes to build trust and enhance accountability. Encourage members of the general public to report instances of corruption, fraud, or misuse of constituency development funds and assure them of protection under the public interest disclosure in line with the Public Interest Disclosure (protection of whistle-blowers) Act No. 4 of 2010.
- 4.3 **Community-Centric Approach:** Prioritise the needs and aspirations of the community, ensuring communication strategies are inclusive and culturally sensitive.
- 4.4 **Empathy and Understanding:** Addressing unique needs and circumstances of different community members such as persons with disabilities and other vulnerable community members.
- 4.5 **Inclusivity and Diversity:** Strive for representation and inclusion, acknowledging and respecting the cultural, linguistic and social diversity within the community.
- 4.6 **Strategic Information Dissemination:** Tailor communication methods to suit the preferences and capabilities of different community members, utilising both traditional and digital platforms.

- 4.7 **Consistency and Cohesion:** Maintain consistency in messaging, branding and the overall tone of communication materials to reinforce a positive and reliable perception of the CDF.
- 4.8 **Continuous Learning and Adaptation:** Regularly evaluate the effectiveness of communication strategies, learn from experiences and adapt approaches to meet the changing dynamics of the communities.
- 4.9 **Empowerment through Information:** Prioritise education and awareness initiatives, ensuring that community members have access to the necessary tools and information needed to make informed decisions about their development.
- 4.10 **Collaboration and Partnerships:** Actively seek and embrace collaborations, recognising that communication extends beyond the Government to involve a network of stakeholders invested in community development.
- 4.11 **Proactivity and Innovation:** Fostering a culture of promptly seeking information and communicating it to the relevant audiences. Continual development and implementation of new technologies, strategies and platforms to enhance the exchange of information of ideas.

5.0. STRATEGY GOAL AND OBJECTIVES

5.1 GOAL

A well-informed citizenry on CDF and the implementation processes.

5.2 GENERAL OBJECTIVE

To inform, mobilise and engage identified key stakeholders for effective implementation and utilisation of the CDF.

5.3 SPECIFIC OBJECTIVES & STRATEGIES

5.3.1 To Enhance Public Awareness and access to information on CDF

- *Strategy:* Implement targeted awareness campaigns through various media channels to ensure that constituents are well-informed about the CDF, its objectives, and the impact it aims to achieve.
- *Strategy:* Develop tailored information packs for dissemination of necessary information to the general public

5.3.2 To foster community engagement and participation to change negative perceptions about the CDF among stakeholders and promote utilisation and uptake of the CDF

- *Strategy:* Establish community forums, town hall meetings and online platforms for active participation, encouraging constituents to contribute ideas, provide feedback, and actively engage in decision-making processes.

- *Strategy:* Create compelling multimedia content including success stories, testimonials, and visual representations, to effectively communicate the tangible results and positive impact of CDF projects. Showcase positive impact and project outcomes.

5.3.3 To Promote Transparency and Accountability

- *Strategy:* Develop and disseminate regular updates on CDF allocations, project progress, and financial expenditures through accessible channels, ensuring transparent communication to build trust.
- Encourage members of the general public to report instances of corruption, fraud, or misuse of constituency development funds and assure them of protection under the public interest disclosure (protection of whistle blowers Act 4 of 2010).

5.3.4 To strengthen collaboration with stakeholders

- *Strategy:* Establish collaborative partnerships with local government officials, NGOs, community leaders, the media, and other stakeholders to amplify the reach and impact of CDF initiatives through joint communication efforts.

6.0. TARGET AUDIENCES

To achieve the stated objectives, the following are the target audiences of the communication strategy:

- 6.1 **Community Members:** Ensure that residents of the constituency are well-informed about CDF initiatives, projects, and opportunities for participation.
- 6.2 **Civic Leaders:** Foster their understanding and support for CDF and their role in communication interventions.
- 6.3 **Youth Groups:** Ensure involvement and empowerment of young community members, recognising them as key stakeholders and contributors to the development process.
- 6.4 **Persons with Disability:** Adopt inclusive communication strategies that cater to the needs of individuals with disabilities, ensuring their accessibility and participation.
- 6.5 **Women's Groups:** Adopt communication strategies that engage and empower women within the community, recognizing their unique perspectives and fostering gender-inclusive development.
- 6.6 **Traditional and Community Leaders:** Enlist their support and involvement in ensuring effective dissemination of information and community engagement.
- 6.7 **NGOs, CSOs and Local Organizations:** Facilitate collaboration for enhanced community outreach and communication to promote transparency, accountability, and community participation in CDF initiatives.
- 6.8 **Media Outlets (Local and National):** Facilitate the utilisation of local and national media for widespread dissemination of information, project updates and success stories related to the CDF.

- 6.9 **Educational Institutions:** Foster the participation of schools and educational institutions in awareness campaigns, promoting community understanding and encouraging youth participation.
- 6.10 **Development Partners and Donors:** Facilitate updates and engagement of development partners on the progress and impact of CDF projects, ensuring alignment with broader development objectives.
- 6.11 **Local Businesses and Entrepreneurs:** Involve the local business community in understanding the economic benefits of CDF projects and encouraging their active participation.
- 6.12 **Religious Institutions:** Facilitate collaboration with religious leaders and institutions, leveraging their influence to disseminate information and promote community engagement.
- 6.13 **Social Media Influencers:** Leverage digital communication by engaging social media influencers who can amplify CDF messages and reach a broader audience.
- 6.14 **Government Ministries and Departments:** Enable coordination of relevant government bodies, ensuring alignment with national policies and securing support for CDF communication efforts
- 6.15 **Local Government Officials:** Foster their understanding for CDF guidelines and their role in communication.

7.0. KEY MESSAGES

In engaging the target audiences, the following are the key messages:

- 7.1 **Transparency and Accountability:** Emphasize the commitment to transparency by regularly sharing information on Fund allocations, project timelines and financial expenditures. Highlight accountability measures in place to ensure the responsible and ethical use of the Fund.
 - a. *All the 156 constituencies receive equal amounts of CDF;*
 - b. *The disbursement of CDF is done at the same time for all constituencies;*
 - c. *All the applications are subjected to review by the CDFC based on set criteria;*
 - d. *Procuring of contracts is done with the participation of all stakeholders within the standard guidelines and in a transparent manner;*
 - e. *Funds are spent in accordance with CDF guidelines;*
 - f. *Communication of disbursement of funds from central to local authorities;*
 - g. *Communication of disbursement of funds from local authorities to beneficiaries;*
 - h. *Prudent and optimal use of the allocation, and*
 - i. *Point to the laws that are in place to prevent abuse of CDF.*
- 7.2 **Community Empowerment:** Communicate the CDF's dedication to empowering local communities by supporting projects that address their specific needs. Showcase success stories and positive impacts of CDF-funded initiatives on community development.

- a. *The largest share of CDF (60%) is meant for community projects prioritized by communities – follow the bottom up approach;*
- b. *20% is allocated to women, youth and community empowerment;*
- c. *20% allocated for secondary school boarding and skills development bursaries;*
- d. *5% of the community fund is allocated in case of disasters;*
- e. *CDF has benefited people in communities who are available to share their testimonies;*
- f. *CDF has tangible impacts in communities where people live as evidenced by the infrastructure development, skills;*
- g. *Several viable businesses can be supported through CDF, and*
- h. *Communicate the application process to encourage participation.*

7.3 Public Participation: Encourage constituents to actively participate in decision-making processes related to CDF projects. Stress the importance of community input, feedback and collaboration in shaping the development agenda for the constituency.

- a. *Citizens actively participate in determining the kind of projects they want CDF to fund;*
- b. *Citizens should insist on receiving feedback on the status of their CDF applications;*
- c. *Authorities should ensure that timely feedback reaches the citizens;*
- d. *A constituency can collaborate with other constituencies on projects of mutual benefit;*
- e. *Communities can use Community self-help initiatives in utilizing CDF, and*
- f. *Encourage communities to actively participate in decisions making process relating to CDF initiatives.*

7.4 Impact and Results: Communicate tangible results and outcomes of CDF projects, illustrating how they contribute to the overall development and improvement of living standards within the constituency.

- a. *CDF has tangible impacts in communities, e.g., pupils go back to school through secondary school boarding bursaries; skills training bursaries have benefited the youth;*
- b. *Schools are receiving desks to ensure that no learner sits on the floor;*
- c. *Communities are receiving health posts with maternity annexes and ambulances for enhanced access to health services;*
- d. *Communities are receiving clean running water;*
- e. *Construction of Police Posts and purchasing of Police vehicles was done for various constituencies;*
- f. *Employment creation through skills development as well as loan and grant empowerment;*
- g. *Loans and grants fostering entrepreneurship and improving businesses in communities, and*
- h. *Bursaries for skills development have provided life skills for enhanced livelihoods.*

- 7.5 **7.5 Accessibility of Information:** Highlight the accessibility of information about CDF projects and activities. Ensure that constituents know where and how to access updates, reports, and relevant details about ongoing and upcoming initiatives.
- Information about CDF is accessible from different sources and available on different platforms;*
 - Information can be disbursed through council offices, constituency offices, traditional leaders, social media platforms, newsletters, newspaper articles, radio and television, documentaries, and bulk SMS, and*
 - It is every citizen's right to freely and fully access information about CDF.*
- 7.6 **7.6 Collaboration with Stakeholders:** Emphasize collaborative efforts between elected representatives, community leaders, and other stakeholders in driving the success of CDF projects. Showcase partnerships that enhance the effectiveness of development initiatives.
- CDF is for everyone, so collaboration with different stakeholders is cardinal;*
 - The success of CDF is anchored on stakeholder collaboration, and not Government efforts alone, and*
 - Planning and implementation is done in collaboration with stakeholders.*

8.0. COMMUNICATION ENGAGEMENT TOOLS, TACTICS AND ACTIVITIES

To communicate the above key messages the following are the engagement tools, tactics and activities:

- 8.1 Social Media Platforms:** Utilize platforms like Facebook, Tik-tok, Twitter and Instagram to engage with the community. Share updates, success stories and important information regularly.
- 8.2 Email Newsletters:** Send out periodic newsletters to keep constituents informed about fund activities, projects and upcoming events. Encourage them to subscribe for regular updates.
- 8.3 Community Forums:** Create community fora, both offline and online, as discussion platforms where community members can share ideas, provide feedback and ask questions.
- 8.4 Mobile Apps:** Develop a mobile app that provides easy access to information, allows for feedback and even integrates features like push notifications for important announcements.
- 8.5 Interactive Website:** Ensure your website is user-friendly and interactive. Include features like a project tracker, feedback forms and a blog for sharing stories and updates.
- 8.6 Town Hall Meetings:** Organise regular town hall meetings in person or virtually to provide a platform for direct communication between fund representatives and the community.
- 8.7 SMS Alerts:** Implement an SMS alert system to send important updates, reminders or announcements directly to the constituents' phones.
- 8.8 Surveys and Feedback Forms:** Regularly collect feedback from the community through surveys and feedback forms. This helps in understanding their needs and concerns.

- 8.9 **Podcasts:** Start a podcast series discussing fund activities, community projects, and success stories. This adds a personal touch to communication.
- 8.10 **Collaborative Platforms:** Use collaborative tools like Google Workspace or Microsoft Teams for internal communication within the fund team and for organizing virtual meetings.
- 8.11 **Radio and Television:** Use of national and community radios and television to share key messages and success stories.
- 8.12 **Print Media:** Use of Social Behavioural Change and Information, Education and Communication materials.
- 8.13 **Marked Days and Community Engagement:** Use of road shows, setting up information desk and using marked days and national events to share information on CDF.
- 8.14 **Public Speeches:** Incorporate a message on CDF in all public speeches.
- 8.15 **Multi-Channel Approach:** Create a series of short documentaries in English and the seven official Local Languages (Lunda, Luvala, Kaonde, Lozi, Nyanja, Bemba, Tonga) highlighting CDF initiatives, sharing personal stories of beneficiaries and interviewing Government officials and community leaders. Utilize a mix of communication channels such as social media, conventional media (TV, radio, newspapers), community events and online platforms to reach a diverse audience.
- 8.16 **Public Engagement Forums:** Organise town hall meetings, mobile video shows and community popular theatre to facilitate citizens interactions with government officials and stimulate dialogue, share experiences and address concerns related to CDF.
- 8.17 **Collaborative Initiatives:** Partner with local NGOs, community leaders and civil society organizations to ensure the success of the campaign and the effective implementation of CDF funded projects.
- 8.18 **Printed and Digital Materials:** Develop brochures, posters and online resources that provide information on CDF projects and Government's commitment to local development.
- 8.19 **Visual Documentation:** Use infographics, photographs and charts to visually represent the impact of CDF on various sectors, making complex data easily understandable to a broad audience.
- 8.20 **Local Ambassadors:** Collaborate with influential figures within communities to become CDF ambassadors and champions, sharing their positive experiences with CDF and encouraging others to participate in local development initiatives.
- 8.21 **Educational Initiatives:** Hold public lectures and informational sessions to educate the public about the purpose, benefits and proper utilisation of CDF, fostering a deeper understanding and appreciation for its role in local development.
- 8.22 **Interactive Website:** Develop a user-friendly and informative website dedicated to CDF. Include updates, success stories, processes, and relevant information to keep stakeholders informed.
- 8.23 **Press Releases and Media Kits:** Regularly issue press releases to local media outlets highlighting achievements, milestones and upcoming initiatives. Create media kits with essential information for journalists.

- 8.24 **Community Workshops and Meetings:** Organise workshops, town hall meetings and community gatherings to directly engage with constituents, explaining the CDF strategy, addressing concerns, and gathering feedback.

9.0. COORDINATION MECHANISM

The Ministry of Local Government and Rural Development will coordinate the implementation of this strategy in collaboration with identified decision makers, implementers and end users to achieve the set objectives by deploying the engagement tools, tactics and activities outlined in the document. The strategy has outlined a detailed implementation plan and a coordination mechanism.

The Ministry will provide policy guidance to facilitate the implementation of the strategy. The capacity and operations of the public relations unit in the ministry will be strengthened to enhance the coordination of the operations of public relations units in local authorities.

10.0. BRANDING AND MESSAGING GUIDELINES

The Branding and messaging guidelines will follow the CDF overarching theme “**Empowering People, Transforming Communities**” and will be as follows:

10.1 Messaging Guidelines

- 10.1.1 **Community Transformation:** Incorporate storytelling elements to humanise the impact of the CDF strategy. Share success stories and real-world examples. For instance, illustrate how CDF has positively changed communities by funding projects that enhance infrastructure, education, healthcare and other essential services.
- 10.1.2 **Individual Empowerment:** Emphasise the relevance of the CDF Communication Strategy within the local context. Highlight how it addresses specific community needs and contributes to development. Share personal stories of individuals whose lives have been positively affected by CDF-supported initiatives.
- 10.1.3 **Economic Growth:** Highlight the role of CDF in stimulating economic growth at the local level through job creation, entrepreneurship, and the development of small businesses.
- 10.1.4 **Transparency and Accountability:** Highlight the transparent allocation and utilisation of CDF, reinforcing trust in the system and promoting accountability in public funds.
- 10.1.5 **Inclusivity:** Ensure that messages are inclusive and represent all community members. This includes people of all ages, genders, religion, culture, abilities and backgrounds.
- 10.1.6 **Local Impact:** Emphasize the local impact of CDF. This could include specific projects, initiatives or partnerships that have positively impacted the community.

- 10.1.7 **Tone and Style:** Define the appropriate tone and style of communication, considering the nature of the audience and the goals of the strategy.
- 10.1.8 **Target Audience:** Clearly define the target audience for the communication strategy, including communities, policymakers and other stakeholders.
- 10.1.9 **Adaptability:** Ensure that messaging can be adapted for various communication channels and platforms while maintaining coherence.
- 10.1.10 **Call-to-Action (CTA):** Clearly articulate the desired actions or responses from the audience. Whether it's engagement, support, or participation, provide a compelling call-to-action.

10.2 Branding Guidelines

Developing branding guidelines for a CDF communication strategy is crucial for creating consistent and effective communication.

- 10.2.1 **Logo and Visual Identity:** The CDF logo is a distinctive feature for the CDF and is part of its corporate identity. The logo will carry the Zambian Coat of Arms and constitute Zambian colours which are red, green, orange and black. The logo will also outline the CDF theme which reads “**Empowering People, Transforming Communities**”.

The branding manual for the CDF is another distinctive component that will provide guidelines for logo usage, including size, colour variations, and clear space. The branding manual establishes a cohesive visual identity with colours, fonts, and imagery that reflect the diversity and strength of the community.

- 10.2.2 **Tagline:** Develop a concise and memorable tagline that captures the essence of the CDF communication strategy, such as “**Empowering People, Transforming Communities.**”
- 10.2.3 **Consistency Across Platforms:** Ensure consistent branding across all communication platforms, including conventional and new media.
- 10.2.4 **Brand Voice:** Define a consistent brand voice that aligns with the Strategy's objectives and resonates with the target audience.
- 10.2.5 **Guidelines for Partner Organisations:** If there are partner organizations involved, provide guidelines for incorporating their branding elements while maintaining overall consistency.
- 10.2.6 **Typography:** The typography should be clear and easy to read, conveying a sense of reliability and trustworthiness.

11.0. TIMELINE

The implementation of this Communication Strategy will be over a period of three years (2024-2026). It will be undertaken through quarterly communication plans.

12.0. BUDGET AND RESOURCES

The cross-sectoral nature of the CDF Communication Strategy implies that the implementation of the Strategy will need financing from central and local government revenues, bilateral and multi-lateral cooperating partners and the private sector.

13.0. MONITORING AND EVALUATION

MLGRD in consultation with stakeholders will formulate an M&E workplan, which will be used to assess or evaluate and track the activities and interventions proposed in this strategy.

The Ministry, in collaboration with other implementing agencies, will integrate the M&E for the Strategy into Government's existing management systems, be it at local or central levels.

The Ministry will ensure that financing is made available for M&E by adequately budgeting for M&E activities. Further, MLGRD and other stakeholders will facilitate capacity building for M&E activities for the Strategy.

14.0. STAKEHOLDER ENGAGEMENT MATRIX

The following are the identified categories of the stakeholders and their respective roles based on their level of interest and influence on the CDF.

A - High Influence Low Interest

The stakeholders in this category need to be kept satisfied with constant information on CDF to ride on their influence to ensure the success of the program and to cultivate potential future key stakeholders.

B- High Influence High Interest

These are the key players in the management, disbursement, utilisation and accountability of CDF. They are the focus group for the successful implementation and dissemination of CDF guidelines. The Communication Strategy weighs itself highly towards the key stakeholders, riding on their high influence and high interest in the fund to ensure its successful implementation. This is the category where the actual beneficiaries and initiators of CDF projects are placed.

C-Low Influence Low Interest

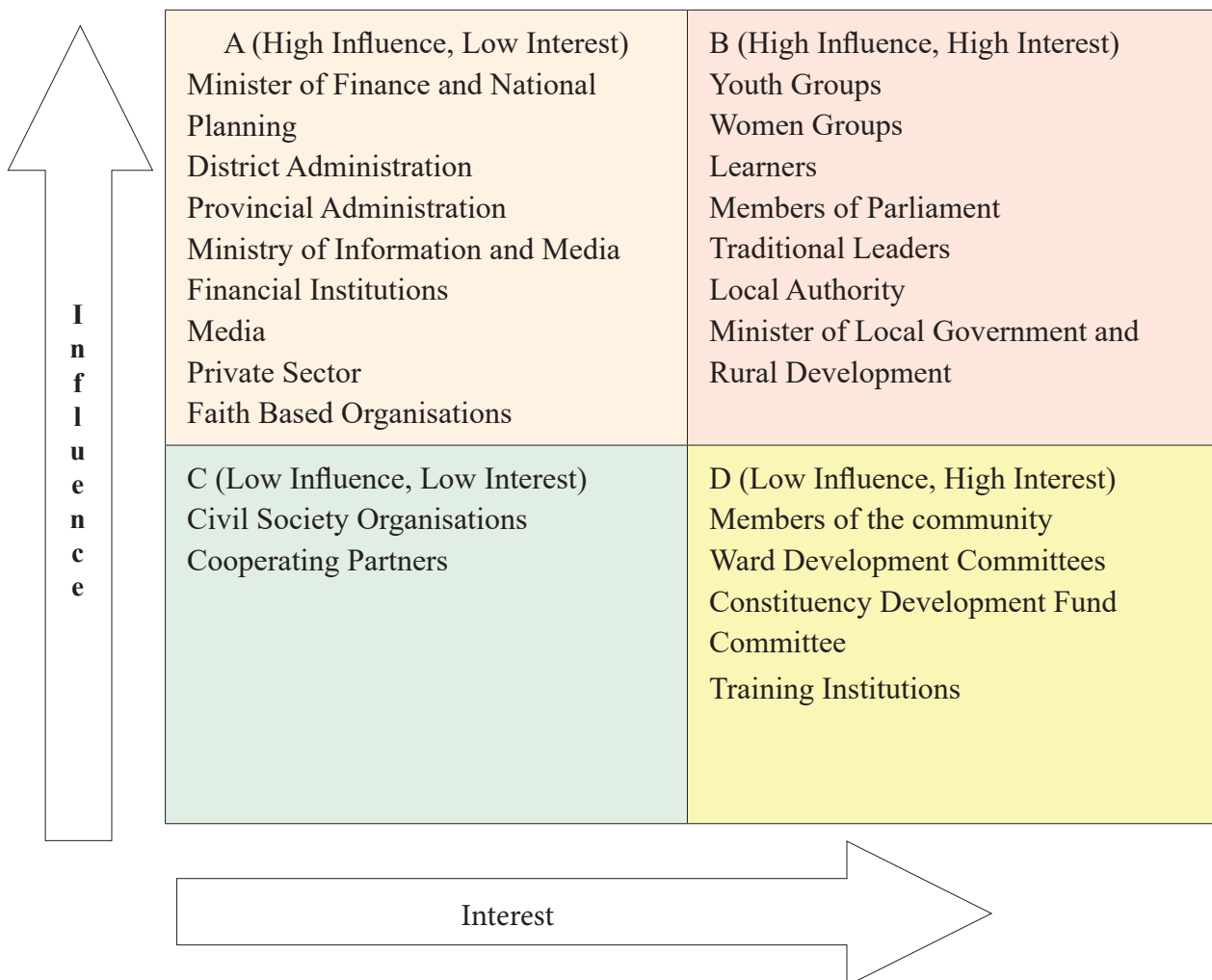
Stakeholders in this category require the least engagement efforts due to their low influence and low interest due to their standing as peripheral support entities in the CDF. The nature of their operations is that of playing a supportive role to Government policy and community development.

D- High Interest Low Influence.

These stakeholders can help point out any areas that could be improved or overlooked. They must be considered at every stage of dissemination of the CDF guidelines to keep them informed and interested especially at the lowest level of CDF project conception.

Figure 2 illustrates the identified stakeholders and their respective roles based on their level of interest and influence on CDF.

Figure 2: Stakeholder Engagement Matrix



15.0. COMMUNICATION ENGAGEMENT MATRIX

DECISION MAKERS					
STAKEHOLDER	MESSAGE / RESPONSIBILITY	MEDIUM	FREQUENCY	RESPONSIBLE INSTITUTION	TARGET AUDIENCE
Cabinet Office	Ensure that line offices adhere to prescribed policy direction on CDF implementation	<ul style="list-style-type: none"> - Cabinet Meetings - Meetings - Memoranda and circulars 	<ul style="list-style-type: none"> - Monthly - Quarterly 	<ul style="list-style-type: none"> - Office of the Secretary to Cabinet 	<ul style="list-style-type: none"> - Decentralisation Secretariat - Permanent Secretaries - District Administrative Officers - Local Authorities
Ministry of Local Government and Rural Development	Promote a decentralized and good local government system that facilitates delivery of quality municipal services through CDF	<ul style="list-style-type: none"> - Briefs - Meetings - Reports 	<ul style="list-style-type: none"> - Weekly briefings - Quarterly meetings - Quarterly Reports - Monthly Media statements - Quarterly Press briefings 	<ul style="list-style-type: none"> - MLGRD - Decentralisation Secretariat - Ministry of Finance and National Planning 	<ul style="list-style-type: none"> - Media - General public - Local Authorities - Provincial Offices - Line Ministries - Non-state actors - Attorney General
Ministry of Finance and National Planning	Provide a schedule of the disbursements of funds and release information on the prudent management of CDF	<ul style="list-style-type: none"> - Meetings - Media Briefs - Utilisation statements 	<ul style="list-style-type: none"> - Quarterly meetings - Quarterly briefing - Monthly/Quarterly 	<ul style="list-style-type: none"> - MLGRD - Ministry of Finance and National Planning 	<ul style="list-style-type: none"> - Media - General Public - Line Ministries - MLGRD - Auditor General - Non-state actors
Ministry of Information and Media	To disseminate information on the disbursement, guidelines, accessibility, and implementation of CDF	<ul style="list-style-type: none"> - Press briefings - Public announcements - Publicity through ZANIS, ZNBC, Zambia Daily Mail, Times of Zambia, NAIS - Ministry social and digital platforms - Mobile video shows 	<ul style="list-style-type: none"> - Weekly - Monthly/When required 	<ul style="list-style-type: none"> - MLGRD - Local Authorities 	<ul style="list-style-type: none"> - General Public - Media - All Government Ministries - General Public (beneficiaries)
Member of Parliament (MP)	Ensure that information on CDF projects is communicated timely, efficiently, effectively.	<ul style="list-style-type: none"> - Project monitoring meetings - Media - Radio programs - Community meetings - Social & digital platforms 	<ul style="list-style-type: none"> - Weekly - Monthly - Quarterly 	<ul style="list-style-type: none"> - National Assembly (Constituency Office) - Local Authorities - MLGRD 	<ul style="list-style-type: none"> - General Public - Beneficiaries - Community members

DECISION MAKERS					
STAKEHOLDER	MESSAGE / RESPONSIBILITY	MEDIUM	FREQUENCY	RESPONSIBLE INSTITUTION	TARGET AUDIENCE
Constituency Development Fund Committees (CDFC)	Make known received number of projects that have been recommended for approval and therefore promote transparency	<ul style="list-style-type: none"> - Community media - Community sensitisation meetings - radio programs 	<ul style="list-style-type: none"> - Monthly - Quarterly 	Local Authorities Member of Parliament	General Public -Beneficiaries -Community members
Ward Development Committees (WDCs)	To spearhead communication of CDF at grassroot level	<ul style="list-style-type: none"> - Community media - Community sensitisation meetings 	<ul style="list-style-type: none"> - Monthly - Quarterly 	MLGRD Local Authorities	Members of the community

IMPLEMENTERS					
STAKEHOLDER	MESSAGE/RESPONSIBILITY	MEDIUM	FREQUENCY	RESPONSIBLE INSTITUTION	TARGET AUDIENCE
Local Authority	<ul style="list-style-type: none"> - Shall conduct CDF engagement meetings with key stakeholders at all levels to share information on accessibility and utilization of CDF - Shall engage various members of the community on viable project types which they can undertake in CDF through community meeting at difference level - Shall provide updates on the disbursement and performance of projects funded under CDF meetings with key stakeholders at district level - Shall communicate new information to lower levels through notices or meetings in the execution of the CDF - Shall Organise financial literacy meetings with different stakeholders for community members to increase knowledge and skills for proper utilization of funds - Shall develop and implement a schedule for media programmes to increase awareness among the community members - Shall compile reports for the DDCC 	<ul style="list-style-type: none"> - Notices - Meetings - Media - Digital and Social platforms - Reports - Daily adverts - Orientation for CDF 	<ul style="list-style-type: none"> - When need arises - Weekly - Monthly - Quarterly 	Councils	Local communities

IMPLEMENTERS					
STAKEHOLDER	MESSAGE/RESPONSIBILITY	MEDIUM	FREQUENCY	RESPONSIBLE INSTITUTION	TARGET AUDIENCE
Government line Ministries at (Provincial Level) and District level)	<ul style="list-style-type: none"> - Shall conduct CDF engagement meetings with key stakeholders at all level to share information on accessibility and utilization of CDF - Shall engage various members of the community on accessibility of CDF - Shall engage various members of the community on viable project types which they can undertake in CDF through community meeting at difference level - Shall conduct update on the disbursement and performance of project funded under CDF meetings with key stakeholders at district level - Shall communicate new information to lower levels through notices or meetings in the execution of the CDF - Shall organise financial literacy meetings with different stakeholders for community members to increase knowledge and skills for proper utilization of funds - Shall develop and implement a schedule for media to increase awareness among the community members - Shall compile quarterly reports for the DDCC and PDCC on the CDF 	<ul style="list-style-type: none"> - Notices - Meetings - Media - Digital and Social Platforms - Reports 	<ul style="list-style-type: none"> - When need arises - Weekly - Monthly - Quarterly 	District and Provincial line Ministry Heads	<ul style="list-style-type: none"> General Public Line Ministry officials
Traditional Leadership	<ul style="list-style-type: none"> - Shall disseminate information on CDF - Shall mobilize communities; and provide counsel based on traditional set-up - Shall participate in scheduled mass media radio and TV programmes in order to increase awareness among the community members 	<ul style="list-style-type: none"> - Community Meetings - Community Media - Provincial Council of Chiefs - Chiefdom meetings 	<ul style="list-style-type: none"> - Monthly - Quarterly 	<ul style="list-style-type: none"> - House of Chiefs (MLRGD) - Local Authorities 	<ul style="list-style-type: none"> Traditional Leadership General Public

IMPLEMENTERS					
STAKEHOLDER	MESSAGE/RESPONSIBILITY	MEDIUM	FREQUENCY	RESPONSIBLE INSTITUTION	TARGET AUDIENCE
Religious Leadership	<ul style="list-style-type: none"> - Shall dissemination information on CDF; - Shall mobilise the community; and - Shall provide counsel based on religious set-up. - Participate in scheduled mass media radio and TV programmes in order to increase awareness among the community members 	<ul style="list-style-type: none"> - Religious and Community gatherings Media programmes 	<ul style="list-style-type: none"> - As and when - Monthly - Quarterly 	Religious Affiliations	General Public Religious Community
END USERS					
STAKEHOLDER	MESSAGE/RESPONSIBILITY	MEDIUM	FREQUENCY	RESPONSIBLE INSTITUTION	TARGET AUDIENCE
Members of the community	CDF is fully owned by the community.	<ul style="list-style-type: none"> - Sensitization and engagement meetings - Documentaries - Discussion programmes - Radio spots and Jingles in English and major local languages' - ZANIS, NAIS - Print Media - Publications - Social Media - Exhibitions - Bulk SMS - Public announcements - Town hall forums - Community Dramas 	<ul style="list-style-type: none"> - Quarterly - monthly - Weekly 	MIM (ZANIS, ZNBC), Local authorities, Government Departments at District level, Civil Society Organisations, Community Radio Stations, Community Based Organisations	General Public

IMPLEMENTERS						
STAKEHOLDER	MESSAGE/RESPONSIBILITY	RADIO AND TELEVISION	MEDIUM	FREQUENCY	RESPONSIBLE INSTITUTION	TARGET AUDIENCE
Youth groups	Understand opportunities available for them under the CDF. Understand the procedure of accessing Understand their responsibility in ensuring accountability	<ul style="list-style-type: none"> - Documentaries - Youth thought leaders (Role models) from among beneficiaries - Youth Discussion Forums Social Media <ul style="list-style-type: none"> - Tweets - Info Graphics - Posters 	<ul style="list-style-type: none"> - Radio and Television - Community Radio Stations - Social media - Public announcements - Sensitisation meetings - Community drama 	<ul style="list-style-type: none"> - weekly - monthly - Quarterly 	MLGRD, MYSAD, Local Authorities, Community Based Organisations	General public Youths
Women Groups		<ul style="list-style-type: none"> - Radio and Television - Community Radio Stations - Social media - Public announcements - Sensitisation meetings - Community drama 	<ul style="list-style-type: none"> - Radio and Television - Community Radio Stations - Social media - Public announcements - Sensitisation meetings - Community drama - Braille - Sign language interpreters 	<ul style="list-style-type: none"> - Weekly - quarterly - monthly 	MIM, (ZANIS, ZNBC), MLGRD, Civil Society Organisations, Community Radio stations, Local Authorities Community-Based Organisations, Gender Division, MCDSS	General public women
Persons with Disabilities		<ul style="list-style-type: none"> - Radio and Television - Community Radio Stations - Social media - Public announcements - Sensitisation meetings - Community drama - Braille - Sign language interpreters 	<ul style="list-style-type: none"> - Radio and Television - Community Radio Stations - Social media - Public announcements - Sensitisation meetings - Community drama - Braille - Sign language interpreters 	<ul style="list-style-type: none"> - Weekly - quarterly - monthly 	Local Authorities ZANIS, ZNBC, Government Departments at District Level, Community Based Organisations, MCDSS (ZAPD)	General public Persons with disabilities
Learners		<ul style="list-style-type: none"> - Discussion programmes - School Debates on CDF - School assemblies - Sports days - Sensitisation meetings in schools and TEVET institutions - School Dramas 	<ul style="list-style-type: none"> - Discussion programmes - School Debates on CDF - School assemblies - Sports days - Sensitisation meetings in schools and TEVET institutions - School Dramas 	<ul style="list-style-type: none"> - Weekly - quarterly - monthly 	DEBS, Local Authorities, Civil Society Organisations, TEVET Institutions	General public Teachers Parents – Teachers Associations Learners

16.0. IMPLEMENTATION PLAN

16.1 Objective 1: To Enhance Public Awareness and access to information on CDF

Strategy 1: Implement targeted awareness campaigns through various media channels to ensure that constituents are well-informed about the CDF, its objectives, and the impact it aims to achieve.

Strategy 2: Develop tailored information packs for dissemination of necessary information to the general public

OBJECTIVE	MEASURE	INDICATOR	FREQUENCY	ANNUAL TARGETS			ESTIMATED COST (K)	RESPONSIBLE INSTITUTION	
				2024	2025	2026			
To Enhance Public Awareness	Enhance targeted awareness campaigns through various media	Radio and TV programmes							
		1. Air recorded radio programmes in English and local languages (Objective 1,6)	Number of recorded radios programmes aired in English and local language	Twice weekly	104	104	104	1,224,000	MLGRD, Local Authorities,
		2. Conduct live radio programmes in English and local languages (Objective 1,2)	Number of live radio programmes conducted in English and local language	weekly	52	52	52	624,000	MLGRD, Local Authorities
		3. TV programs to disseminate information to community (objective 1,2,6)	Number of TV program aired	Once per week	52	52	52	2,332,512	MLGRD, Local Authorities
		4. Production of jingles in English and local language	Number of jingles produced in English and local language	Weekly	52	52	52	312,000	MLGRD, Local Authorities
		5. Airing of English and local language jingles	Number of jingles aired in English and local language	Three daily/nine weekly ¹	468	468	468	133,380	Local Authorities
	6. Production of advertisement (Objective 1,6)	Number of adverts produced	Weekly	52	52	52	312,000	MLGRD, Local Authorities	

¹ MPI estimates for community radio station



OBJECTIVE	MEASURE	INDICATOR	FREQUENCY	ANNUAL TARGETS			ESTIMATED COST (K)	RESPONSIBLE INSTITUTION
				2024	2025	2026		
Develop tailored information packs for dissemination of necessary information to the general public	7. Airing of advertisements (Objective 1,6)	Number of advertisements aired	Weekly	52	52	52	312,000	MLGRD, Local Authorities
	8. Production of documentaries in English and local language (Objective 1,4,5,6)	Number of documentaries produced in English and local language	Quarterly	4	4	4	17,280,000	MLGRD, PIO/Local Authorities
Development of SBC/IEC materials								
Develop tailored information packs for dissemination of necessary information to the general public	9. Development of SBC materials	Number of SBC material development meetings held	Quarterly	4	4	4	540,000	MLGRD, Local Authorities
	10. Printing and distribution of brochures	Number of brochures printed and distribution	60,000 copies	20,000 copies	20,000 copies	20,000 copies	700,000	MLGRD
	11. Printing and distribution of poster	Number of posters printed and distribution	18,000	6,000 copies	6,000 copies	6,000 copies	450,000	MLGRD
	12. Printing and distribution of popup Stand	Number of popups stand printed and distributed	30	10	10	10	120,000	MLGRD, Local Authorities
	13. Printing and distribution of teardrops	Number of teardrops printed and distributed	30	10	10	10	120,000	MLGRD
	14. Printing and distribution of backdrops	Number of backdrops printed and distributed	30	10	10	10	120,000	MLGRD, Local Authorities
	15. Printing and distribution of banners	Number of backdrops printed and distributed	30	10	10	10	120,000	MLGRD, Local Authorities
	16. Printing and distribution of flyers	Number of fliers printed and distributed	60,000 copies	20,000	20,000	20,000	700,000	MLGRD
	17. Produce social media content	Number of posts	2 posts per week	104	104	104	200,000	MLGRD, Local Authorities
		%age growth of people reached per post	2 posts per week	50%	75%	100%	0	MLGRD, Local Authorities

OBJECTIVE	MEASURE	INDICATOR	FREQUENCY	ANNUAL TARGETS			ESTIMATED COST (K)	RESPONSIBLE INSTITUTION
				2024	2025	2026		
	Use Social platforms							
	18. Facebook	Number of messages posted	1 post daily and boosting	183	183	183	195,000	Local Authorities
	19. Website	Number of messages posted	1 post weekly	52	52	52	348,000	Local Authorities
	20. LinkedIn	Number of messages posted	1 post weekly	52	52	52	0	Local Authorities
	21. WhatsApp	Number of messages posted	1 post weekly	52	52	52	0	Local Authorities
		Number of gadgets mobile phones procured	116	116	0	0	232,000	Local Authorities (For PROs)
	Make use of community engagement meetings							
	22. Community meetings (Objective 1,2,6)	Number of physical meetings held	Quarterly (20000)	4	4	4	720,000	Local Authorities and WDC
	23. Popular theatre (drama)	Number of popular (drama) performances conducted	Monthly (2500)	12	12	12	90,000	Local Authorities and WDC
	24. Public announcements	Number of public announcements conducted	2 per week (1000)	156	156	156	468,000	Local Authorities and WDC
	25. Use podcasts	Number of podcasts done (Objective 1,4)	Quarterly	4	4	4	480,000	MLGRD/Local Authorities
	26. Use of online meetings	Number of Google work space meetings held	Quarterly	4	4	4	0	Local Authorities and MLGRD
	27. Send Bulk SMSs	Number of bulk messages sent	Monthly	12	12	12	200,000	MLGRD
TOTAL ESTIMATED COST							28,332,892	

16.2 Objective 2: To foster community engagement and participation to change negative perceptions about the CDF among stakeholders and promote utilisation and uptake of the CDF

Strategy 1: Establish community forums, town hall meetings, and online platforms for active participation, encouraging constituents to contribute ideas, provide feedback, and actively engage in decision-making processes.

Strategy 2: Create compelling multimedia content including success stories, testimonials, and visual representations, to effectively communicate the tangible results and positive impact of CDF projects. Showcase positive impact and project outcomes.

OBJECTIVE	MEASURE	ACTIVITY	INDICATOR	FREO	ANNUAL TARGET			ESTIMATED COST	RESPONSIBLE INSTITUTION
					2024	2025	2026		
To foster community engagement and participation	Establish community forums	Conduct Ward meetings	No. of ward Meetings held	One per quarter per constituency	624	624	624	7,488,000	LAs, WDC, MLGRD, DS, MIM
		Develop a CDF App	App developed	One off	1	0	0	700,000	MLGRD
	Video Testimonials	Produce infographics and Data Visualization on CDF	Number of short videos produced	Monthly	9	12	12	1,080,000	MLGRD, LA, ZANIS
			Number of interviews conducted with local leaders and community representatives	Monthly	24	24	24	14,616,000	MLGRD, LA, ZANIS
	Create compelling multimedia content	Undertake social media engagement	Number of data visualization material produced	Quarterly	3	4	4	36,000	MLGRD, LA
			number of unique users who have seen the content (per post)	Weekly	100,000	100,000	100,000	400,000	MLGRD, LA
			Number of webinars hosted	Monthly	9	12	12	0	MLGRD, LA

OBJECTIVE	MEASURE	ACTIVITY	INDICATOR	FREO	ANNUAL TARGET			ESTIMATED COST	RESPONSIBLE INSTITUTION
					2024	2025	2026		
	Create compelling multimedia content	Public Exhibitions	Number of exhibitions hosted/attended	Quarterly	3	4	4	180,000	MLGRD, LA
		Orientation meetings - development of communication plan (dissemination)	Number of orientations undertaken	Annual	1	1	1	1,078,885	MLGRD, PDU
	To orient local authorities on CDF guidelines and Communication Strategy	Interactive online platforms	Number of online platforms developed	One off	5	0	0	0	MLGRD
		Feedback mechanisms	Feedback mechanism established (rapid assessment)	One off	1	0	0	600,000	MLGRD
TOTAL ESTIMATED COST								26,178,885	

16.3 Objective 3: To Promote Transparency and Accountability

Strategy 1: Develop and disseminate regular updates on CDF allocations, project progress, and financial expenditures through accessible channels, ensuring transparent communication to build trust.

Strategy 2: Encourage members of the general public to report instances of corruption, fraud, or misuse of constituency development funds and assure them of protection under the public interest disclosure (protection of whistle blowers Act 4 of 2010).

OBJECTIVE	MEASURE / STRATEGY	ACTIVITIES	INDICATOR	FREQUENCY	ANNUAL TARGETS			ESTIMATED COST (ZMW)	RESPONSIBLE INSTITUTION
					2024	2025	2026		
To Promote Transparency and Accountability		Newsletter production	Number of newsletters produced	Once per quarter	4	4	4	15,080,000	LAs
		Conduct Surveys with employees and community members	Number of surveys undertaken	Once per year	1	1	1	11,700,000	LAs
TOTAL ESTIMATED COST								26,780,000	

16.4 Objective 4: To strengthen collaboration with stakeholders

Strategy: Establish collaborative partnerships with local government officials, NGOs, community leaders, the media, and other stakeholders to amplify the reach and impact of CDF initiatives through joint communication efforts.

OBJECTIVE	MEASURE	ACTIVITY	INDICATOR	FREQUENCY	ANNUAL TARGETS			ESTIMATED COST (ZMW)	RESPONSIBLE INSTITUTION
					2024	2025	2026		
To showcase positive impact and project outcomes	Create compelling multimedia content	Develop Brochures	Number of brochures produced	4 per month	20,000	20,000	20,000	612,000	LAs, MLGRD
		Develop Newspaper feature articles (Success stories)	Number of Newspaper articles produced. (to be revised)	1 per quarter	36	48	48	Free	LAs, MLGRD
To strengthen collaboration with stakeholders	Establish collaborative partnerships with stakeholders	Conduct Stakeholder engagement meetings	Online alert	1 article per week	52	52	52	No charge	
			Number of stakeholder meetings	1 per quarter	3	4	4	20,000*11= 220,000	LAs, MLGRD
TOTAL ESTIMATED COST								832,000	

17.0. MONITORING AND EVALUATION PLAN

17.1 Goal: To inform, mobilize and engage identified key stakeholders for effective implementation and utilization of the CDF.

IMPACT LEVEL								
Impact	Indicator	Definition (How is it calculated)	Baseline*	Target	Source of data	Frequency	Responsible Institution	Reporting
To have a well-informed citizenry on CDF and implementation processes.	% increase of citizenry that is well informed about CDF	The proportion of people who are aware of the CDF against the total population	TBA	90%	Surveys, Existing data from the Ministry/ Research institutions	Annually	MLGRD, Decentralization Secretariat, PDU	MLGRD

OUTCOME LEVEL

Outcome	Indicator	Definition (How is it calculated)	Baseline*	Target	Source of data	Frequency	Responsible Institution	Reporting
Outcome 1: Enhanced Public Awareness	Percentage of people accessing CDF information.	The proportion of people that can access information that relates to CDF against the total population in the constituency	TBA	80%	Survey interviews, community records	Quarterly	MLGRD, Decentralization Secretariat, PDU, LA	LAs and MLGRD
	Number of people with knowledge about CDF processes	This indicator measures the number of people who understand CDF processes.	TBA	90%				
	Number of applications. (For all components of CDF)	This indicator measures the number of total submissions received	TBA	1				
	Number of quality applications made by the applicants	This indicator measures the proportion of applications for all components of the CDF submitted to LAs Proportion of applications that meet the set criteria approved against the total number of applications received	TBA	90%				

OUTPUT LEVEL									
Output	Indicator	Definition (How is it calculated)	Baseline*	Target	Source of data	Frequency	Responsible Institution	Reporting	
Outcome 2: Perceptions about CDF among stakeholders positively influenced.	Number of people with positive attitudes towards CDF	The indicator depends on the response of the individuals with regard to the importance, relevance, accessibility, and management.	TBA	80%	Survey, Interviews, LAs, (schedules/reports)	Quarterly	MLGRD, Decentralization Secretariat, PDU, LA	LAs and MLGRD	
Outcome 3: Community participation increased	Number of individuals participating in communities	This indicator measures the number of individuals participating in community engagement meetings.	TBA	90%	Local Authority records/CDFC minutes WDCs, records/register, Community leaders	Quarterly	MLGRD, Decentralization Secretariat, PDU, LA	LAs and MLGRD	
1. Communication channels established for publishing CDF Information	Number of CDF communication channels available in the community.	This indicator measures the number of communication channels (TV, Radio, Newsletter, Online Platforms) established to publish CDF information	TBA	90%	Key informants, LA, Ministry of Information, Survey.	Monthly	MLGRD, Decentralization Secretariat, PDU, LAs, MOI	LAs and MLGRD	
2. SBC/IEC materials on CDF developed and distributed	Number of SBC/IEC of materials developed	This indicator measures the number of SBE/ IEC materials on CDF Developed and distributed	TBA		Key informants Survey, Interviews, LAs,(schedules/reports)	Monthly	MLGRD, Decentralization Secretariat, MPDU, LAs	LAs and MLGRD	
3. Social platforms utilized	Number of social media platforms utilized for sharing CDF Information	This indicator measures the number of social media platforms	TBA		LAs, key informants, Survey, Interviews, LAs, (schedules/reports)	Monthly	MLGRD, Decentralization Secretariat, PDU, LAs	LAs and MLGRD	
4. Community engagement meetings undertaken/ conducted	Number of community meetings conducted	Count of communities & people engaged in community meetings.			Survey, Interviews, LAs,(schedules/reports)	Monthly	MLGRD, Decentralization Secretariat, PDU, LAs	LAs and MLGRD	

**Baseline date to be developed via a baseline study.*

17.2 Activity Plan

The Monitoring and Evaluation Plan is informed by activities adopted in the Implementation Plan as out lined in table below:

	ACTIVITY	INDICATOR	FREQUENCY	ANNUAL TARGETS			RESPONSIBLE INSTITUTION
				2024	2025	2026	
OUTPUT 1	Air recorded radio programme in English and local languages	Number of recorded radio programmes aired in English and local language	Twice weekly	104	104	104	MLGRD, Local Authorities
	Conduct live radio programme in English and local languages	Number of live radio programmes conducted in English and local language	Weekly	52	52	52	MLGRD, Local Authorities
	Production of jingles in English and local language	Number of jingles produced in English and local language	Weekly	52	52	52	MLGRD, Local Authorities
	Airing of English and local language jingles	Number of jingles aired in English and local language	Three per day	144	144	144	Local Authorities
	Production of advertisements	Number of adverts produced	Weekly	52	52	52	MLGRD, Local Authorities
	Airing of advertisements	Number of advertisements aired	Weekly	52	52	52	MLGRD, Local Authorities
	Production of documentaries in English and local language	Number of documentaries produced in English and local language	Quarterly	4	4	4	MLGRD, Local Authorities
	Airing of documentaries in English and local language	Number of documentaries aired in English and local language	Quarterly	4	4	4	MLGRD, Local Authorities
	Development of Brochures	Number of brochures developed	Quarterly	4	4	4	MLGRD, Local Authorities
	Printing and distribution of brochures	Number of brochures printed and distribution	60,000 copies	20,000 copies	20,000 copies	20,000 copies	MLGRD
Output 2	Development of posters	Number of posters developed	Quarterly	4	4	4	MLGRD, Local Authorities
	Printing and distribution of poster	Number of posters printed and distribution	18000	6,000 copies	6,000 copies	6,000 copies	MLGRD
	Production of popup Stand	Number of popup stand produced	30	10	10	10	MLGRD
	Printing and distribution of popup Stand	Number of popups stand printed and distributed	30	10	10	10	MLGRD, Local Authorities
	Production of teardrops	Number of teardrops produced	30	10	10	10	MLGRD, Local Authorities



	ACTIVITY	INDICATOR	FREQUENCY	ANNUAL TARGETS			RESPONSIBLE INSTITUTION
				2024	2025	2026	
Output 2	Printing and distribution of teardrops	Number of teardrops printed and distributed	30	10	10	10	MLGRD
	Production of backdrops	Number of backdrops produced	30	10	10	10	MLGRD, Local Authorities
	Printing and distribution of backdrops	Number of backdrops printed and distributed	30	10	10	10	MLGRD, Local Authorities
	Production of banners	Number of backdrops produced	30	10	10	10	MLGRD
	Printing and distribution of banners	Number of backdrops printed and distributed	30	10	10	10	MLGRD, Local Authorities
	Production of Flyer	Number of flyers produced	60,000 copies	20,000	20,000	20,000	MLGRD
Output 3	Printing and distribution of flyers	Number of flyers printed and distributed	60,000 copies	20,000	20,000	20,000	MLGRD
	Facebook	Number of messages posted	3 post a day	24,000	24,000	24,000	Local Authorities
	Website	Number of messages posted	3 post a day	24,000	24,000	24,000	Local Authorities
	LinkedIn	Number of messages posted	3 post a day	24,000	24,000	24,000	Local Authorities
	WhatsApp	Number of messages posted	1 post daily	24,000	24,000	24,000	Local Authorities
	CDF App	Number of Apps developed	1	1	0	0	MLGRD
Output 4	Physical community meetings	Number of physical meetings held	Quarterly	4	4	4	Local Authorities and WDC
	Popular theatre (drama)	Number of popular (drama) performances conducted	Monthly	12	12	12	Local Authorities and WDC
	Public announcements	Number of public announcements conducted	2 per week	156	156	156	Local Authorities and WDC
	Use podcasts	Number of podcasts done	Weekly	24,000	24,000	24,000	Local Authorities and WDC
	Use Google work spaces (zoom)	Number of Google work space meetings held	Quarterly	24,000	24,000	24,000	Local Authorities and WDC
	Microsoft teams, and others)	Number of Microsoft team meetings held	Quarterly	24,000	24,000	24,000	Local Authorities and WDC
Send Bulk SMSs	Number of bulk messages sent	Monthly	24,000	24,000	24,000	Local Authorities and WDC	

17.3 List of selected Indicator data collection templates

National, Provincial level and District templates

1. OUTCOME REPORTING TEMPLATE

RESULT AREA:.....

Outcome Indicator	Baseline Value	Year of Baseline	Target (Reporting Year)	Actual (Reporting Year)	Assessment (Target Met, Not Met, Partially Met)	COMMENT ON PERFORMANCE

2. OUTPUT REPORTING TEMPLATE

RESULT AREA:.....

Output Indicator	Baseline Value	Year of Baseline	Target	Actual	Assessment (Target Met, Not Met, Partially Met)	COMMENT ON PERFORMANCE

17.4 SPOT MONITORING DATA COLLECTION TEMPLATE FOR COMMUNICATION ACTIVITIES

A. BACKGROUND INFORMATION

(This section is for background information gathered prior to field work. The benefit accruing from completing this section is that a lot of information on the project is known before going into the field.)

Name: _____

Budget Allocation/Project/Programme Cost: _____

Source of funding: _____

Releases _____

Expenditure to date: _____

Programme Commencement Date: _____ Programme Completion date: _____

Location: District _____ Province: _____

Responsible Office

1. Kindly provide a brief description of the activity being undertaken (focusing on the description of the targeted outputs).

2. Explain in detail the rationale of the activity and how it fits with the communication strategy and overall Government Development agenda on CDF.

QUESTIONS TO KEY INFORMANTS

1. Do LA PR personnel share key information on CDF? If yes, to what extent have they mobilised? (Review the channels and materials available, Check the availability of material in at the LAs, as well as number).



2. What activities to disseminate information CDF by LAs are undertaken?

3. How has the financing of the activity been in terms of budget allocation, releases and expenditure?

4. What is the progress in terms of dissemination of information and receiving feedback? (Description and in terms of percentage) vis-à-vis the expenditure incurred?

5. Are the activities taking place on course according to the project schedule?

6. Are the activities relevant/well positioned to reach intended community members/ audiences?

7. Did the ICE materials go out on time and to the right people?

8. What challenges, including risks, have been faced at the various project stages of Mobilisation, Implementation and Dissemination. Please explain for each level. *(Make sure you look at all aspects of possible challenges faced in disseminating information).

9. What measures have been taken to address/mitigate the challenges or risks above?

10. What recommendation would you give for resolving outstanding challenges?

11. What are some of the success stories or lessons for the project/programme?

B. QUESTIONS TO KEY COMMUNITY INFORMANTS (COMMUNITY LEADER/MEMBER/CIVIL SOCIETY ETC.)

12. To what extent was the community involved in the conception of the project?

13. From the Communities point of view, what can be done to improve the dissemination information?

C. OBSERVATIONS BY THE MONITORING TEAM:

(Number of ICE material, Extent of Community and local leadership involvement, Description of communication Channels, OR ANY OTHER OBSERVATIONS RELEVANT TO THE SPOT MONITORING ACTIVITY).

18.0. FREQUENTLY ASKED QUESTIONS ON CDF

1. What is the Constituency Development Fund (CDF)?

Answer:

The CDF are financial resources allocated to each constituency to facilitate the delivery of public goods and services identified as priorities by local communities.

2. What is the origin of the CDF?

Answer:

The CDF was established in 1995 to support micro-community projects as part of the wider decentralisation and local development policy. The fundamental objective was to provide resources to bridge the financing gap arising from non-existent sources of funds to finance micro-community-led projects in all Constituencies. However, in 2022, the scope of CDF was expanded beyond financing micro-projects.

3. What is the scope of CDF?

Answer:

The 2024 CDF allocation is K 30.6 million per constituency. It covers three specific areas: Community Projects, Youth, Women and Community Empowerment, and Secondary Boarding School and Skills Development Bursaries.

4. How Does CDF Relate to the Government's Development Goals?

Answer:

The Government's central goal is to reduce poverty, and the CDF's purpose is to achieve a sustainable reduction in poverty. The Fund will enhance local economies through employment and job creation opportunities.

5. Why Is this approach needed?

Answer:

The government has recognised that sustainable development is achievable through devolving resources and decision-making from the Central Government to the local communities. CDF is the Government's flagship programme for fostering community-led development and actualising decentralisation.

6. What is meant by Community Led Development (CLD)?

Answer:

This is a development approach in which local community members work together to identify important goals and develop and implement plans to achieve those goals. CLD is premised on the

following principles: participation and inclusion, voice, community assets, capacity development, sustainability, transformative capacity, collective planning and action, accountability, Community leadership, adaptability, and collaboration.

7. How is the CDF allocated to the components?

Answer:

The total allocation of the CDF per Constituency is distributed among three components: Community Projects, Youth, Women and Community Empowerment, and Secondary Boarding School and Skills Development Bursaries as follows:

- i. 60% is allocated to Community projects, with 5% as a disaster contingency.
- ii. 20% is allocated to Youth, Women, and Community Empowerment, which constitutes grants and empowerment loans.
- iii. 20% is allocated to Secondary Boarding Schools and Skills Development Bursaries.

8. What is the procedure for accessing the CDF for Community Projects?

Answer:

The Constituency Development Fund Committee (CDFC), in conjunction with the Local Authorities (LAs), shall invite project proposals from the Community by the end of February each year for implementation in the following year. Ward Development Committees (WDCs) shall prepare project lists based on identified projects by community members. The identified projects must align with the ward development plan, integrated development plan, and any other local development framework. In the absence of such plans, community priority needs shall inform the criteria for identification of projects.

After identification of the project, the Community shall obtain project application forms from the Local Authority, Parliamentary Constituency Office, or any Public institution in the Constituency.

Application forms shall be typed or filled in clear handwriting and submitted to the CDFC accompanied by the following documents:

- I. Signed minutes of the Zonal Assembly Meeting.
- II. Signed Ward Development Executive Committee (WDEC) meeting minutes.

9. Who qualifies to apply for the Empowerment Grant under CDF?

Answer:

The youth, women, and the community in Cooperatives, Clubs, Associations, and Organised Groups are eligible to apply for the Empowerment Grant upon satisfaction of the following criteria:

- i. Must have a minimum of 10 members.
- ii. Proof of a bank account or mobile wallet registered for the group.
- iii. Proposals for empowerment should provide employment opportunities.

- iv. The proposed project should be undertaken within the Constituency.
- v. Applicants must have been resident in the Constituency for over six (6) months.
- vi. Cooperatives, Clubs, Associations, and Organised groups may qualify for a maximum of K40,000 as a one-off grant.

10. How does one access Empowerment Grants under the CDF?

Answer:

- i. The CDFC, in conjunction with the LAs, invites applications from the Community by the end of February of each year for implementation in the following year.
- ii. Project application forms are to be obtained free of charge from the Local Authority, Parliamentary Constituency Office, and any other public institution.
- iii. Application forms must be typed or filled in clear handwriting and endorsed by the WDC chairperson. The filled and signed forms shall be accompanied by signed minutes of the WDEC meeting.
- iv. Cooperatives, Clubs, Associations, and Organised Groups can apply for grants through the Ward Development Committees (WDCs) to be used as seed money to establish a revolving fund to support their members.
- v. The CDFC shall receive and review applications submitted by the WDC and submit the consolidated list for approval by the minister.

11. Who qualifies for the Empowerment Loans?

Answer:

- i. A legally registered business, organization, company, group, cooperative, enterprise, or club fully owned by Zambian Youth.
- ii. Applicants must present a viable business/project proposal.
- iii. Proof of bank account or mobile wallet.
- iv. Proposals for empowerment should provide employment opportunities.
- v. The proposed project must be undertaken within the constituency.
- vi. Applicants must have been resident in the constituency for 6 months.

Empowerment loans shall not be accessed by anyone in formal employment or living outside the Constituency where the application is being made.

12. How does one access Empowerment Loans under the CDF?

Answer:

- i. The CDFC, working with the Local Authority, invites financial institutions to apply for consideration to manage the CDF revolving fund and disburse loans to qualifying applicants in the constituency.
- ii. Small and medium-scale enterprises, cooperatives, associations, clubs, and individuals apply for loans to approved financial institutions.

- iii. Application for empowerment loans to eligible financial institutions and cooperatives shall be accompanied by a signed recommendation from the WDC chairperson confirming the applicant's residency in the constituency.

Empowerment loans shall not be accessed by anyone in formal employment or living outside the Constituency where the application is being made.

13. What are the amounts and repayment periods for Empowerment Loans?

S/No.	CAPITAL THRESHOLD	REPAYMENT PERIOD
1	K5000 - K10,000	12 Months
2	K10,001 - K25,000 K25,001 - K50,000	8 Months 24 Months
3	K50,001 - K100,000	36 Months
4	K100,001 - K 200,000	48 Months

14. Who is eligible to receive the Secondary School Bursary under CDF?

Answer:

- i. A learner enrolled in a particular public boarding school.
- ii. A learner residing in the Constituency where the Fund sits.
- iii. A learner who has qualified to Grade 8 or is already enrolled in Grade 9 to 122.
- iv. School dropouts who have failed to pay school fees.
- v. Learners who are enrolled in boarding schools but are accommodated in the nearby villages due to failure to pay boarding fees.
- vi. A double orphaned learner where the guardian has no reliable source of income.
- vii. A single orphaned learner where the surviving parent has no reliable source of income.
- viii. A learner with disability.
- ix. Learners whose parents are disabled and have no reliable source of income.
- x. Learners on the school re-entry programme without family support.
- xi. A learner from a poor, vulnerable, and incapacitated household.

15. How does one access the Secondary Boarding School Bursary?

Answer:

- i. The CDFC and the Local Authority invite applications from individuals by the end of February of each year.
- i. Eligible applicants must submit a duly completed application form for bursary to the WDCs with the acceptance letter from a public school.

16. Who is eligible for the Skills Development Bursary under the CDF?

Answer:

- i. A Zambian citizen with a Green National Registration Card resident in the Constituency for more than Six (6) months.
- i. The applicant must be in possession of an admission or acceptance letter from any of the TEVETA-accredited institutions or the Zambia National Service.
- ii. The applicant must be aged between 16 and below 35 years; and
- iii. Entrepreneurs out of school that need up-skilling and re-skilling.

17. How can one access the Skills Development Bursary under the CDF?

Answer:

The applicant will submit a completed application form and an admission or acceptance letter from any TEVETA-accredited institution or the Zambia National Service.

The above shall be accompanied by:

- i. Disability card or letter from the hospital denoting disability.
- ii. Recommendation letters from the Church/Chief/Headman/Head Teacher of the previous school.
- iii. Where applicable, the applicant must be in possession of a full Grade I2 School Certificate or GCE with Five (5) O-levels or equivalent or Grade 9 or 7 certificates.

18. What measures have been put in place to capacitate communities to absorb CDF?

Answer:

The LAs and Government departments at the district level will provide continuous community capacity building. In addition, there is a Technical Appraisal Committee that assesses the viability of projects.

19. Who are the main players in the CDF?

Answer:

Members of the community are the main players of the CDF. LAs and government structures at national, provincial, and district levels will facilitate the implementation of the Fund. Civil Society Organisations, Faith-Based Organisations, Cooperating Partners, and other interest groups will complement Government efforts.

20. What role do Members of Parliament (MPs) play in the administration of CDF?

Answer:

MPs are responsible for nominating candidates to the CDFC in accordance with the provisions of the CDF Act No.11 of 2018 of the Laws of Zambia.

21. What measure has the Government put in place to ensure CDF is not politicized?

Answer:

The CDF Act No. 11 of 2018 provides for, among other things, projects to be community-based to benefit a broad section of the community of a particular area. In this regard, CDF Guidelines have been developed to safeguard the community's interests.

22. How is progress measured on CDF-funded projects?

Answer:

Monitoring and evaluation will be undertaken to measure the progress and impact of CDF-funded projects. This will be undertaken by a multi-sectorial team comprising members of the community, Government departments, and LAs.

23. How are CDF resources accounted for?

Answer:

The CDF is implemented in accordance with the Local Government Act No. 2 of 2019, CDF Act No. 11 of 2018, Public Finance Management Act No. 1 of 2018, ZPPA ACT No. 8 of 2020, CDF Guidelines, and other relevant legislation pieces. Further, the Auditor General's office conducts periodic audits.

19.0. MYTHS AND MISCONCEPTIONS

Myths and Misconceptions	Fact
One has to pay to access the CDF.	The CDF fund and its processes are free and can be accessed through the WDCs and Local Authorities.
CDF can only benefit members of the ruling party	CDF is a government programme for all Zambians, accessible to residents of a particular constituency.
CDF grants are said to be associated with satanism	CDF is a government fund meant to benefit all constituents. There is no spirituality involved in its disbursement.
CDF is a fluke (CDF is inconsistent)	CDF is disbursed annually by the Ministry of Finance and National Planning to the Ministry of Local Government and Rural Development, who in turn disburses to the Local Authorities
The CDF does not benefit community members	CDF projects are initiated and driven by the communities
CDF is highly politicised	It is a government policy initiative meant to spearhead development at the local level with full participation by community members through their WDCs
CDF is messy as there is inertia by implementing agencies (Local Authorities)	The government has streamlined administrative processes to reduce the turnaround time in implementing the CDF.

<p>There is actually no money as it is just on paper</p>	<p>CDF is budgeted for and disbursed regularly to all constituencies</p>
<p>CDF benefits only relatives / political cadres of CDF implementers, MPs, and Mayors</p>	<p>CDF is meant for all eligible Zambian citizens who can access the fund in their respective constituencies</p>
<p>Some people have never heard of CDF.</p>	<p>CDF information is available on various platforms such as all Local Authority offices, Constituencies offices, WDCs, MLGRD and Local Authorities websites and social media platforms. Information is also disseminated through radio/ TV and print media.</p>
<p>CDF belongs to the MPs</p>	<p>CDF is a public fund provided by the government for the development of the community and citizen empowerment under the supervision of the Local Authorities</p>
<p>CDF grants are free money and do not need to be accounted for</p>	<p>CDF is a public fund that needs to be accounted for by all beneficiaries, as stipulated in the CDF Guidelines in line with the Public Finance Management Act</p>

CONSTITUENCY DEVELOPMENT FUND



EMPOWERING PEOPLE | TRANSFORMING COMMUNITIES

Supported by
The Zambia Devolution Support Programme and
The USAID Local Impact Governance Project

PRINTED BY
SHORTHORN PRINTERS LIMITED