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An Examination of the Local Government Equalization Fund in Enhancing Public Health in Lusaka

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Abstract

This study investigates the effectiveness of the Local Government Equalization Fund (LGEF) in enhancing public health services in Lusaka. The research adopted a mixed-methods approach, involving 120 respondents comprising local government officials, health facility staff, and community representatives. Data collection involved structured questionnaires, semi-structured interviews, and document reviews. Findings indicate that while LGEF contributes to improvements in health infrastructure, service delivery, and staff capacity, challenges such as delayed fund disbursement, inadequate stakeholder engagement, low digital adoption, and human resource constraints limit its full impact. The study recommends enhanced capacity building, increased community participation, adoption of digital monitoring tools, and timely fund allocation to maximize LGEF effectiveness. These findings provide insights for policymakers, health administrators, and local governments seeking to improve public health outcomes through decentralized funding mechanisms.

Keywords: Local Government Equalization Fund (LGEF), Public Health, Zambia

1. Introduction

1.1 Background

The Local Government Equalization Fund (LGEF) was established to ensure equitable distribution of financial resources to local authorities, enabling them to provide essential services such as health, education, and sanitation. Public health services in Lusaka have historically faced challenges including inadequate infrastructure, shortage of medical supplies, and limited trained personnel. The LGEF is a critical instrument for improving healthcare service delivery, strengthening local governance, and promoting citizen well-being. Proper monitoring and evaluation of LGEF-funded projects is essential to ensure that allocated funds achieve intended outcomes (Omolo, 2019; Gaarder & Briceno, 2020).

1.2 Problem Statement

Despite the existence of the LGEF, public health outcomes in Lusaka continue to experience bottlenecks such as poor service delivery, low citizen satisfaction, and inefficiencies in fund utilization. Evidence suggests gaps in fund management, weak stakeholder participation, limited digital monitoring tools, and inadequate human resource capacity. Consequently, it remains unclear how effectively LGEF contributes to enhanced public health services at the local level (Chanda & Sichone, 2022) [9].

1.3 Research Objectives

1. To identify key areas where the LGEF supports public health services in Lusaka.
2. To assess the effectiveness of LGEF-funded initiatives in improving health service delivery.
3. To determine challenges affecting the implementation and impact of LGEF in Lusaka.

1.4 Research Questions

1. How is LGEF utilized to support public health services in Lusaka?
2. How effective are LGEF-funded initiatives in enhancing public health outcomes?

3. What challenges hinder the successful implementation of LGEF-supported health projects?

1.5 Significance of the Study

The significance of this study is to examine the role and effectiveness of the Local Government Equalization Fund (LGEF) in strengthening the financial capacity of local authorities and improving service delivery in Lusaka. Central to the fulfillment of the local government mandate is the availability of adequate and sustainable financial resources; however, a significant proportion of service users do not pay for the services rendered by local authorities. As a result, municipalities are currently owed billions of kwacha, and this figure continues to rise, severely undermining their ability to meet administrative, infrastructural, and community development obligations.

Local authorities are expected to finance their operations and provide essential public services through locally generated revenues, including property taxes, personal levies, rent, user fees, and other service charges. Regrettably, over time, the central government has withdrawn most of the lucrative sources of income previously managed by councils, such as sales tax, income tax, road tax, and water and electricity charges. This has created a persistent cycle of horizontal and vertical fiscal imbalances arising from the mismatch between the limited local tax base and the extensive expenditure responsibilities assigned to local authorities (Martinez-Vazquez, McLure, & Vaillancourt, 2006).

In addition, the financial position of local authorities has been further worsened by the issuance of Statutory Instrument No. 55 of 2000 and the enactment of the Water and Sanitation Act No. 28 of 1997, which transferred water and sewerage services to commercial utility companies. The 1997 amendment of the Rating Act also drastically reduced the local revenue base by exempting a significant number of properties from being rateable (Government of Zambia, SI 55 of 2000; Rating Act Amendment No. 12 of 1997). While these legal reforms were intended to modernize service provision, they inadvertently weakened the fiscal autonomy and sustainability of local authorities.

The social and infrastructural consequences of these changes are evident in the deteriorating condition of urban environments, characterized by poor road networks, inadequate drainage systems, uncollected garbage, and unsanitary living conditions. These conditions contributed to the 2018 cholera outbreak that claimed the lives of over 100 people and affected numerous towns in Zambia, especially Lusaka. This public health crisis highlighted the urgent need for improved financing, planning, and management of basic services at the local government level.

Therefore, this study is significant in that it contributes to the existing body of knowledge on decentralized financing and the implementation of equalization funds in Zambia. It provides empirical evidence on the management, utilization, and impact of the LGEF in supporting infrastructure development and community-based projects. The findings of this study are expected to guide policymakers in refining decentralization strategies, strengthening accountability mechanisms, and improving the efficient allocation of financial resources to disadvantaged local authorities.

Furthermore, the study will support project implementers in identifying institutional, administrative, and legislative weaknesses that hinder effective implementation. By proposing best practices and evidence-based recommendations, the research will contribute to enhanced transparency, improved community participation, and the sustainability of projects financed through equalization funds. Ultimately, this study will serve as a valuable resource for government agencies, researchers, civil society organizations, and other stakeholders committed to strengthening local governance, equitable development, and improved service delivery in Zambia.

1.6 Scope of the Study

The study focuses on Lusaka's public health facilities and local government units benefiting from LGEF funding. It.

2. Literature Review

2.1 Local Government Funding and Public Health

Decentralized funding mechanisms like the LGEF are critical for equitable service delivery. Studies show that when local authorities receive adequate funding, they can improve health infrastructure, reduce service gaps, and enhance staff capacity (Banda & Chisanga, 2021; Agyeman & Boateng, 2020) [6, 2].

2.2 Monitoring and Evaluation in Decentralized Health Funding

Monitoring and evaluation (M&E) ensure accountability, efficiency, and transparency in fund utilization. Participatory M&E approaches, which involve beneficiaries and stakeholders, foster ownership, learning, and adaptive management, enhancing project effectiveness (Brinkerhoff, 2004 [8]; Grindle, 2004).

2.3 Digital Tools in Public Health Monitoring

Digital tools such as GIS, mobile applications, and dashboards facilitate accurate, real-time data tracking for health services. Lack of digital adoption can limit timely reporting, monitoring, and decision-making (Bamberger, Vaessen & Raimondo, 2018; Adu-Gyamfi, 2022) [4, 3].

2.4 Challenges in LGEF Implementation

Common challenges affecting LGEF-funded health initiatives include:

- Delayed or inadequate fund disbursement.
- Limited stakeholder participation and feedback mechanisms.
- Low adoption of digital tools for monitoring.
- Human resource constraints and inadequate training (Chanda & Sichone, 2022 [9]; Mulenga, 2020).

2.5 Conceptual Framework

This study adopts a **resource-based and participatory framework**, where human capital, financial resources, and technological capacity determine effective health service delivery. Stakeholder participation, digital tools, and institutional support are moderators influencing LGEF outcomes (Barney, 1991; Patton, 2015) [5, 10].

3. Research Methodology

3.1 Research Design

A descriptive research design was adopted to provide a detailed account of LGEF impact on public health. Quantitative questionnaires captured numerical data, while qualitative interviews offered in-depth insights.

3.2 Target Population
The target population consisted of 120 respondents, including local government officials, health facility staff, and community representatives.

3.3 Sampling Design
Stratified random sampling was used to ensure representative participation across gender, age, education, and role in health projects.

3.4 Sample Size Determination
Using Yamane's (1967) formula, all 120 potential respondents were included due to the manageable population size.

3.5 Data Collection Methods
Data were collected through:
- Structured questionnaires for quantitative insights.
- Semi-structured interviews for qualitative perspectives.
- Review of LGEF financial and project documents.

3.6 Data Analysis Techniques
Quantitative data were analyzed using descriptive statistics (percentages, frequencies, bar charts). Thematic analysis (Braun & Clarke, 2006) was applied to qualitative data to identify recurring patterns and insights.

3.7 Ethical Considerations
Consent was obtained from all respondents. Confidentiality and anonymity were maintained, and ethical clearance was secured from relevant authorities.

4. Presentation of Research Findings and Discussion
4.1 Overview
This chapter presents findings on the impact of LGEF on public health service delivery in Lusaka. Data are organized by study objectives, with space left for charts and diagrams.

4.2 Background Characteristics of Respondents

Fig 1: Demographics of Respondents

Characteristic	Category	Frequency (n)	Percent (%)
Gender	Male	30	60.0
	Female	20	40.0
Age group	18-30 years	12	24.0
	31-40 years	18	36.0
	41-50 years	12	24.0
	>51 years	8	16.0
Stakeholder category	Municipal Officials	15	30.0
	Business Owners	10	20.0
	Community Leaders	15	30.0
	Land Applicants	10	20.0

The demographic results indicate that male respondents constituted the majority at 60%, while females accounted for 40%. In terms of age, the largest categories of respondents were 31–40 years (36%), followed by 18–30 years and 41–50 years (24% each), and while 16% were above 51 years. Regarding stakeholder categories, municipal officials and community leaders each represented 30%, followed by business owners and land applicants at 20% each.

4.3 Objective 1: Types of E-Governance Platforms Used in Land Administration
Objective 1: To establish types of e-governance platforms used in land administration for public service delivery by Ndola City Council.

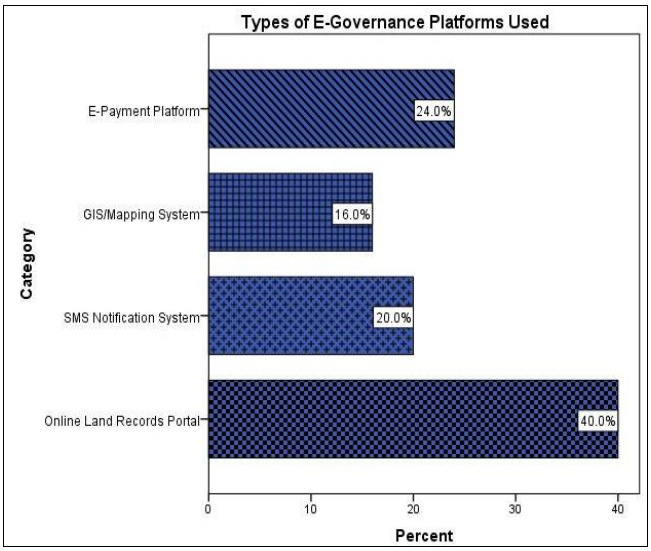


Fig 5.1: Adoption of E-Governance Platforms in Land Administration

The results indicate that the **Online Land Records Portal** emerged as the most widely used platform, accounting for 40% of respondents. The **SMS Notification System** was cited by 20%, reflecting its value in delivering timely updates, especially among community members with limited internet access. Respondents noted that SMS alerts helped them "stay informed about the progress of their applications without repeated follow-ups."

The use of **GIS/Mapping Systems** was lower at 16%, suggesting spatial technologies are specialized within the council, though municipal officials highlighted its importance in "providing accurate land boundaries and reducing disputes." **E-Payment Platforms** accounted for 24%, emphasizing financial transparency and convenience. Respondents remarked that electronic payments "save time and reduce opportunities for informal payments."

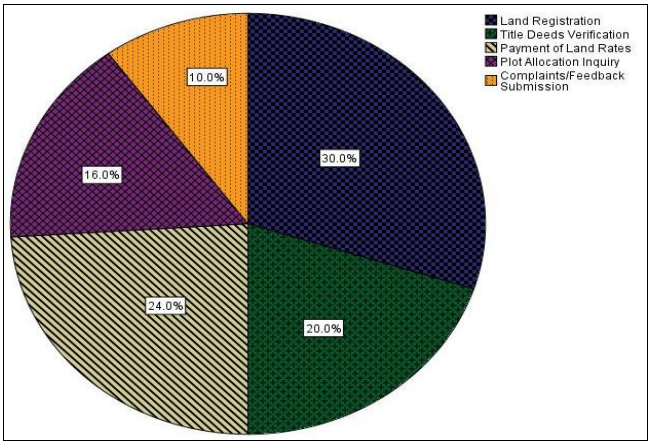


Fig 5.2: Utilization of E-Governance Platforms for Land Administration Services

The results show that e-governance platforms were applied across service delivery functions with varying emphasis. **Land registration** was the leading purpose (30%), followed by **payment of land rates** (24%). **Title deed verification** accounted for 20%, **plot allocation inquiries** 16%, and **complaints/feedback submission** 10%.

Table 5.2: Stakeholder-Specific Utilization of E-Governance Platforms in Land Administration

Stakeholder Category	Online Land Records Portal	SMS Notification System	GIS/Mapping System	E-Payment Platform	Total
Municipal Officials	15	0	0	0	15
Business Owners	5	5	0	0	10
Community Leaders	0	5	8	2	15
Land Applicants	0	0	0	10	10
Total	20	10	8	12	50

Chi-Square Tests

Test	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	84.028	9	.000
Likelihood Ratio	89.446	9	.000
Linear-by-Linear Association	41.817	1	.000
N of Valid Cases	50		

The findings reveal clear variations in platform usage across stakeholder categories. Municipal officials exclusively relied on the Online Land Records Portal. Business owners used both the Online Portal and SMS notifications, while community leaders used SMS, GIS, and E-Payment platforms. Land applicants relied solely on E-Payment. The Chi-Square Test ($\chi^2 = 84.028$, $p < .001$) indicates these differences are statistically significant.

4.4 Objective 2: Effectiveness of Online Land Services

Objective 2: To determine the effectiveness of online land services by local authorities in Ndola.

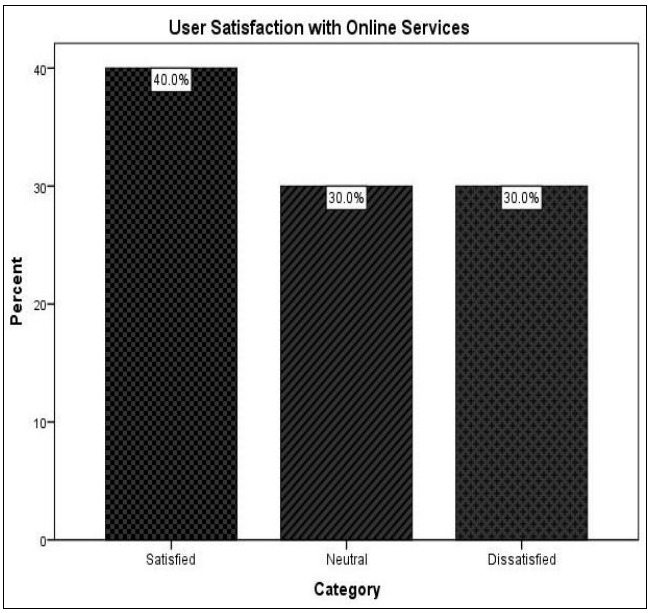
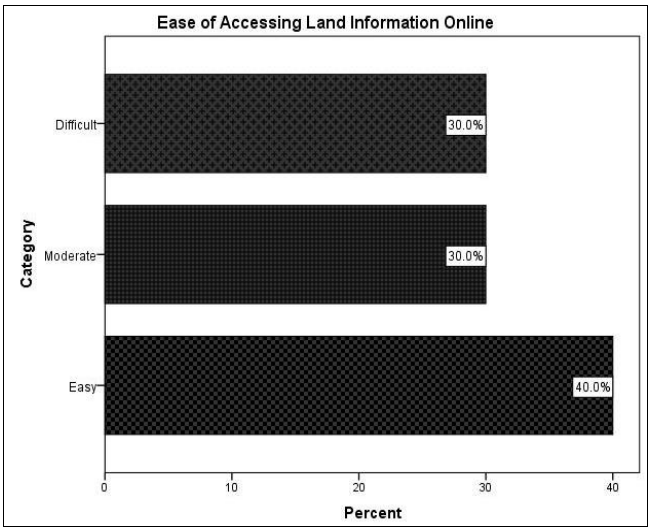


Fig 5.3: Accessibility and Effectiveness of Online Land Services



40% of participants indicated online access was easy, 30% reported moderate ease, and 30% described it as difficult, indicating mixed levels of accessibility.

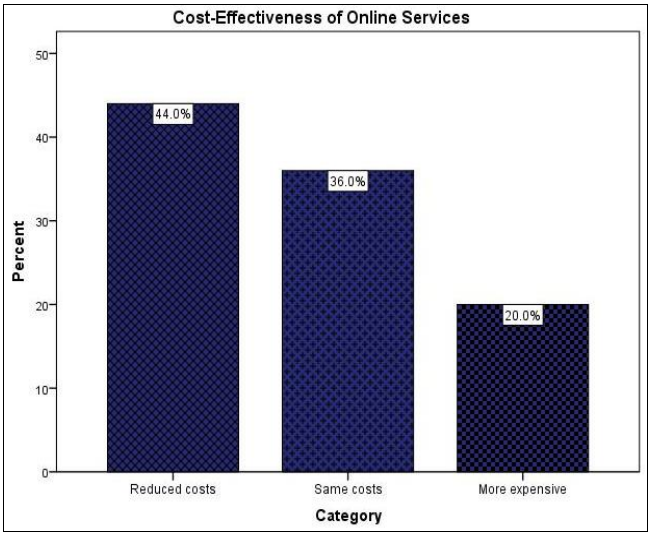


Fig 5.4: Cost-Effectiveness of Online Land Services

Table 5.3: Stakeholder Perspectives on Satisfaction with Online Land Services

Stakeholder Category	Satisfied	Neutral	Dissatisfied	Total
Municipal Officials	15	0	0	15
Business Owners	5	5	0	10
Community Leaders	0	10	5	15
Land Applicants	0	0	10	10
Total	20	15	15	50

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	63.194[a]	6	.000
Likelihood Ratio	75.932	6	.000
Linear-by-Linear Association	40.410	1	.000
N of Valid Cases	50		
a. 10 cells (83.3%) have expected count less than 5. The minimum expected count is 3.00.			

40% of respondents were satisfied, 30% neutral, and 30% dissatisfied with online services.

Chi-Square Tests: Pearson $\chi^2 = 63.194$, $df = 6$, $p < .001$. Satisfaction levels varied significantly: municipal officials

(100% satisfied), business owners (50% satisfied, 50% neutral), land applicants (100% dissatisfied).

4.5 Objective 3: Relationship between E-Services and Land Administration

Table 5.4: The Link between E-Services and Effective Land Administration

Access to E-Services	Improved greatly	Improved moderately	No improvement	Total
Yes	20	22	0	42
No	0	0	8	8
Total	20	22	8	50

Pearson $\chi^2 = 50.000$, $p < .001$.

Strong association: respondents with access to e-services reported improvements, while those without access reported none.

Table 5.5: Relationship between Accuracy of Land Records and Improvement

Accuracy of Land Records	Improved greatly	Improved moderately	No improvement	Total
Accurate	20	14	0	34
Sometimes inaccurate	0	8	2	10
Inaccurate	0	0	6	6
Total	20	22	8	50

Pearson $\chi^2 = 47.059$, $p < .001$.

Accuracy of land records strongly influences improvements in administration.

Table 5.6: Transparency of E-Services and Land Administration

Transparency of Transactions	Improved greatly	Improved moderately	No improvement	Total
Transparent	20	12	0	32
Partially transparent	0	10	3	13
Not transparent	0	0	5	5
Total	20	22	8	50

All correlations are significant at **$p < .01$**.

Ease of using e-services positively correlates with user satisfaction and improvement in land administration.

4.6 Objective 4: Limitations in Implementing E-Government

Objective 4: To identify operational and human-centric barriers to e-Government implementation.

Table 5.8: Operational and Human-Centric Barriers

Limitation	N	Minimum	Maximum	Mean	Std. Deviation
System Downtime Experienced	50	1	2	1.36	.485
Internet Connectivity Challenges	50	1	2	1.44	.501
Lack of Staff ICT Skills	50	1	2	1.40	.495
Cybersecurity Concerns	50	1	2	1.60	.495
Limited User Awareness of E-Services	50	1	2	1.50	.505

Key challenges include system downtime (36%), internet limitations (44%), lack of ICT skills (40%), cybersecurity concerns (60%), and limited user awareness (50%).

4.7 Discussion of Findings

The findings of this study indicate that the Local Government Equalization Fund (LGEF) has played a meaningful role in improving public health service delivery in Lusaka, particularly through the enhancement of health infrastructure and the strengthening of staff capacity. Funds allocated through the LGEF have supported the construction and rehabilitation of health posts and clinics, the procurement of basic medical equipment, and the facilitation of training programmes for health personnel. These improvements have contributed to better working conditions for health workers and increased access to essential health services for local communities. In several instances, respondents acknowledged that the presence of improved facilities and better-equipped staff had positively influenced the quality and efficiency of healthcare delivery at the local level.

However, despite these notable achievements, the study also revealed that limited community involvement in the planning, implementation, and monitoring of LGEF-supported health projects has negatively affected project ownership and long-term sustainability. When communities are not actively engaged in identifying their priority health needs or in overseeing project implementation, there is a reduced sense of responsibility and commitment towards maintaining the infrastructure and services provided. This exclusion can result in underutilization of facilities, poor maintenance, and a lack of alignment between the projects undertaken and the actual needs of the community. Consequently, the potential long-term impact of the LGEF is sometimes undermined by weak participatory mechanisms at the grassroots level.

In addition, delays in the disbursement of LGEF funds and the relatively low adoption of digital tools in project planning, monitoring, and evaluation were found to hinder the effectiveness of funded initiatives. Late release of funds often led to interruptions in project timelines, cost escalations, and incomplete activities, which in turn reduced the overall efficiency and impact of public health interventions. At the same time, the limited use of digital monitoring and evaluation (M&E) systems constrained transparency, accountability, and real-time tracking of project progress. Without effective digital platforms, reporting processes remained largely manual, increasing the likelihood of data inaccuracies, inefficiencies, and reduced oversight at both the local and national levels.

These findings are consistent with existing literature which highlights the importance of participatory approaches, strong accountability mechanisms, and the integration of digital technologies in enhancing the effectiveness of decentralized funding systems. Patton (2015) [10] emphasizes that stakeholder engagement is fundamental to successful project outcomes, as it ensures that interventions are contextually relevant and supported by local beneficiaries. Brinkerhoff (2004) [8] further argues that accountability and institutional capacity are essential pillars for improving public sector and health system performance. Similarly, Adu-Gyamfi (2022) [3] underscores that the adoption of digital M&E tools can significantly improve transparency,

efficiency, and learning within local governance structures. In this regard, the results of this study reinforce the argument that while financial resources such as the LGEF are crucial, their impact depends heavily on effective governance practices, inclusive participation, and modern technological support systems.

5. Conclusion and Recommendations

5.1 Conclusion

The results indicate that the Online Land Records Portal emerged as the most widely used e-governance platform, accounting for 40% of respondents. The SMS Notification System was cited by 20%, reflecting its value in delivering timely updates to clients, particularly among community members with limited internet access. Respondents noted that receiving SMS alerts helped them to "stay informed about the progress of their applications without repeated follow-ups." The use of GIS/Mapping Systems was relatively lower at 16%, suggesting that while spatial technologies are present within the council, their application remains somewhat specialized and less directly experienced by the broader public. Nevertheless, some municipal officials highlighted its importance in "providing accurate land boundaries and reducing disputes." Meanwhile, E-Payment Platforms accounted for 24%, highlighting their growing role in promoting financial transparency and convenience. Respondents emphasized that being able to pay fees electronically "saves time and reduces opportunities for informal payments." The results show that e-governance platforms at Ndola City Council are applied across a range of service delivery functions, though with varying levels of emphasis. The leading purpose of platform use was land registration, reported by 30% of respondents, suggesting that the digital system is most relied upon for facilitating core land acquisition processes. This was followed by payment of land rates (24%).

Additionally, 20% of respondents identified the use of platforms for title deeds verification, reflecting the importance of online systems in ensuring ownership security and reducing fraudulent claims. Plot allocation inquiries accounted for 16%, showing that while relevant, fewer users rely on digital systems for accessing land availability and allocation details. The least-cited purpose was complaints and feedback submission (10%). The findings reveal clear variations in the types of e-governance platforms utilized across different stakeholder categories in Ndola City Council. Municipal officials exclusively relied on the Online Land Records Portal, with 30.0% of the respondents (n=15) indicating this as their platform of use. Business owners demonstrated a more diversified approach, where 10.0% engaged with the Online Land Records Portal and an equal 10.0% with the SMS Notification System. Community leaders showed broader adoption, with 10.0% using the SMS Notification System, 16.0% the GIS/Mapping System, and 4.0% the E-Payment Platform. By contrast, land applicants (citizens) were concentrated solely on the E-Payment Platform, accounting for 20.0% of the total responses.

The results on the effectiveness of online land services show mixed levels of accessibility among respondents. A notable 40% of participants indicated that accessing land information online was easy, suggesting that a portion of users find the platforms relatively user-friendly and effective in delivering services. However, an equally substantial segment of respondents expressed challenges: 30% reported moderate ease, while another 30% described the process as difficult.

The findings indicate varied perceptions of the cost-effectiveness of online land services among respondents. A majority of 44% reported that accessing land services online has reduced costs, suggesting that for many users, digital platforms offer financial savings compared to traditional methods. However, 36% noted that the costs remained the same, implying that for over a third of respondents, online services have not translated into significant financial benefits. Additionally, 20% perceived online services as more expensive.

The results reveal a mixed picture regarding user satisfaction with online land services provided by local authorities in Ndola. A proportion of 40% of respondents indicated being satisfied, suggesting that nearly half of the users perceive the digital platforms as meeting their expectations. However, 30% reported a neutral stance, reflecting a group whose experiences neither strongly affirm nor discredit the effectiveness of the services. An equal share of 30% expressed dissatisfaction. The cross tabulation between stakeholder category and satisfaction with online land services reveals a clear divergence in perceptions across groups. Among municipal officials, satisfaction levels were exceptionally high, with 100% (15) of respondents reporting satisfaction and none indicating neutrality or dissatisfaction. Business owners reflected more mixed views: while 50% (5) expressed satisfaction, an equal proportion (50%) remained neutral, and none reported dissatisfaction. Business owners reflected more mixed views: while 50% (5) expressed satisfaction, an equal proportion (50%) remained neutral, and none reported dissatisfaction. Among land applicants - primarily ordinary citizens - 100% (10) expressed dissatisfaction. The chi-square test ($\chi^2 = 63.194$, df = 6, $p < 0.001$) confirmed a statistically significant association between stakeholder category and satisfaction levels.

The results clearly demonstrate a strong association between access to e-services and perceived improvements in land administration. Among respondents with access to e-services, 47.6% indicated that land administration had "improved greatly," while a further 52.4% stated it had "improved moderately." Notably, none of these respondents reported "no improvement." In contrast, all respondents without access to e-services (100%) reported "no improvement.

The results clearly demonstrate a strong association between access to e-services and perceived improvements in land administration. Among respondents with access to e-services, 47.6% indicated that land administration had "improved greatly," while a further 52.4% stated it had "improved moderately." Notably, none of these respondents reported "no improvement." In contrast, all respondents without access to e-services (100%) reported "no improvement. The results from the cross tabulation reveal a strong relationship between the accuracy of land records and the extent of improvement in land administration. Out of the 50 respondents, 34 (68%) reported that records were accurate, and within this group, 20 (40%) indicated that land administration had improved greatly, while 14 (28%) noted moderate improvement. Notably, none of the respondents in this category reported no improvement. In contrast, among those who perceived records as sometimes inaccurate (10

respondents, 20%), 8 (16%) observed only moderate improvement, while 2 (4%) reported no improvement, with no indication of great improvement. Furthermore, all 6 respondents (12%) who considered records inaccurate reported no improvement in land administration. The results reveal a strong and consistent relationship between the transparency of e-services and the quality of land administration outcomes. Out of the 32 respondents (64%) who reported that land transactions were transparent, 20 (40%) indicated that land administration had greatly improved, while 12 (24%) observed moderate improvement. Notably, none of the respondents in this category reported no improvement.

In contrast, among the 13 respondents (26%) who viewed the system as partially transparent, a mixed pattern emerged. While 10 respondents (20%) still acknowledged moderate improvement, 3 respondents (6%) reported no improvement, indicating that incomplete transparency may constrain the effectiveness of reforms. More critically, all 5 respondents (10%) who perceived land transactions as not transparent reported no improvement in administration, further reinforcing the association between transparency and institutional performance.

The chi-square test results substantiate this relationship statistically. The Pearson Chi-Square value of 44.537 ($df = 4$, $p < .001$), together with the likelihood ratio (45.711, $p < .001$) and linear-by-linear association (29.842, $p < .001$), confirm a highly significant association between e-service transparency and improvements in land administration.

The results from the correlation analysis reveal strong and statistically significant associations between the effectiveness of e-services and the quality of land administration outcomes. Spearman's rho values indicate that ease of using e-services is positively correlated with user satisfaction ($\rho = .830$, $p < .01$), suggesting that when online platforms are user-friendly, satisfaction levels with e-services rise substantially. Similarly, ease of using e-services also shows a strong positive correlation with improvement in land administration ($\rho = .774$, $p < .01$).

The descriptive statistics derived from the analysis in (Table 5.8) offer a quantitative lens into the practical limitations confronting the implementation of e-Government initiatives in Ndola. The results reflect a range of systemic and human-related challenges, each contributing to the broader difficulty of digital transformation at the local government level. System downtime experienced with a mean score of 1.36 (±0.485), approximately 36% of respondents indicated experiencing system downtime. Internet-related limitations were reported by 44% of participants (mean = 1.44, SD = 0.501). A mean of 1.40 (±0.495) indicates that 40% of respondents perceive inadequate ICT competencies among staff as a hindrance. Cybersecurity emerged as the most pronounced limitation, with 60% of respondents expressing concern (mean = 1.60, SD = 0.495). Half of the respondents (50%) acknowledged low public awareness of available e-services (mean = 1.50, SD = 0.505)

human resource constraints reduce its full potential. Effective M&E, participatory planning, and capacity building are essential to maximize the benefits of LGEF.

5.2 Recommendations

1. **Capacity Building:** Conduct regular training in project management and digital monitoring.
2. **Enhanced Budget allocation:** Ensure timely disbursement and adequate funding for LGEF initiatives.
3. **Digitalization:** Implement electronic monitoring systems and dashboards to track fund use.
4. **Community Participation:** Engage local communities in planning, monitoring, and evaluation.
5. **Standardized Processes:** Develop clear M&E guidelines and reporting formats for all health projects.
6. **Political Neutrality:** Minimize political interference to ensure equitable service delivery.

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