

Challenges of Implementing Results-Based Monitoring and Evaluation Systems in the Zimbabwean Public Sector.

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ABSTRACT

This paper addresses the problems of implementing result-based public sector monitoring and evaluation systems. The study used a mixed methods approach. We found out that Zimbabwe's public sector struggles to develop a result-based monitoring and evaluation system. Key issues include inadequate resources, lack of understanding, political will, and incentives, as well as cultural barriers. The study recommends educating lawmakers and policymakers on results-based monitoring and evaluation to ensure its acceptance and integration into key government decision-making processes.

Key Terms: Result-based, Monitoring and Evaluation, Public Sector

INTRODUCTION

Result-based M&E has become a global spectacle as national and international stakeholders in the development process have alarmed increased accountability, transparency, and results from governments and organizations. The government of Zimbabwe has recently launched a result-based monitoring and evaluation system to monitor projects and performance/quality. However, it has faced a myriad of challenges. We examined the challenges of implementing result-based monitoring and evaluation systems in the public sector in this article, with special emphasis on the ministry of local government and public works.

Many nations worldwide have successfully tested and implemented result-based monitoring and assessment systems (6). GOZ policies and programs can benefit from the addition of RBM, a tried-and-true method for improving public and private sector efficacy and efficiency in the provision of services to their clients. Governments must correctly implement result-based monitoring and evaluation systems, which are thought to be effective public management instruments, to exhibit accountability and openness (6).

Observations by (6) revealed that public management tools such as monitoring and evaluation systems are very effective. Governments and non-governmental organizations must correctly use monitoring and evaluation systems to demonstrate accountability and transparency, according to (6). Monitoring and evaluation is an important element in the implementation of government projects and programs, arguably. Monitoring and evaluation systems allow for project activities to be measured and analysed (6). Monitoring and evaluation (M&E) are public management tools that can be used to improve the way governments and organizations achieve results. In the United States, monitoring and evaluation systems have been used as means to improve the use of government resources and to curb corruption.

The Zimbabwean public sector adopted results-based management with the expectation of improving public services (8). RBM calls for new roles, relationships, expectations, and approaches for both management and staff in an organization (11). That is, a whole new perspective to organisational operations envisaging a set of managerial attitudes and culture that focuses on results (11). Implementation of the strategy entails substantial changes in the management style, activities, roles, responsibilities, relationships, and levels of accountability (10) adds that, in the public service, there is again a need for a cultural shift from mere production of services with correct application of government regulations and procedures to making a difference. The emphasis is always on the centrality of the client or customer and accountability for results (12).

According to (3) Zimbabwean government started a multi-year initiative in 2005 with the goal of creating, introducing, and successfully implementing an integrated Results Based Management (RBM) program throughout the government. E-Governance, Results-Based Personnel Performance System (RBPPS), and Results-Based Budgeting (RBB) system make up the RBM initiative. An integrated results-based monitoring and evaluation system (RBME) and a complementary management information system (MIS) cut across all three of them. Additionally, (3) say that the mechanisms are important for helping the government plan, make, and carry out programs in a structured way. This is expected to make government development programs more effective

A few ministries and agencies in Zimbabwe were already effectively implementing early versions of the RBM systems, procedures, and processes, (7). In fact, RBM adoption as a strategy for raising performance across the board was made possible by the Public Service Commission's two decades of work on civil service reform. But to establish an atmosphere that would allow the adoption of RBM to reach its full potential, Zimbabwe must make quick strategic decisions and act in light of the country's current political and economic difficulties (7).

The implementation of RBM in Zimbabwe has been done on a top-down approach (9) The system's tenets on beneficiary participation, largely realized through a bottom-up approach to policy implementation, contradict this approach. The absence of a connection between the top-down and bottom-up approaches results in a situation where individuals at the grassroots level are unable to express their opinions and take ownership of their desires, which can lead to harmful development (9). As a result, the new intervention has been, at least up until now, only a privilege for top officials, who are tipped to steer and roll it. Given its prevailing political-socio-economic crises, Zimbabwe is currently less capable of effectively implementing the RBM and reaping any meaningful benefits from it. In the wake of these unpleasant findings, however, it is not a surprise for the Zimbabwean government to encounter such experiences. The World Bank (2020) argued that we should not underestimate the challenge of designing and building an RBM system in developing countries.

The National Development Strategy 1 (2020) says that the NDS1 is a big change in the way planning is done because it fully adopts the Integrated Result Based Management (IRBM) system and adds Public Sector Reforms (PSR) through the Whole of Government Approach. This approach links national development plans with national budgets, as well as personnel performance. This means that national budgets will only support programs, projects, and interventions that contribute to the achievement of national outcomes and realisation of national priorities as defined in the NDS1. Further, the National Budget framework will adopt a medium-term budgeting approach in line with the 3-year rolling budget standard, which will be consistent with the National Development Strategy outcomes and targets Under the NDS1. Monitoring and evaluation will commence at the outset of the strategy period and will be tracked through an e-enabled information management system. The M&E will focus on tracking progress towards results (goals, desired outcomes and outputs),

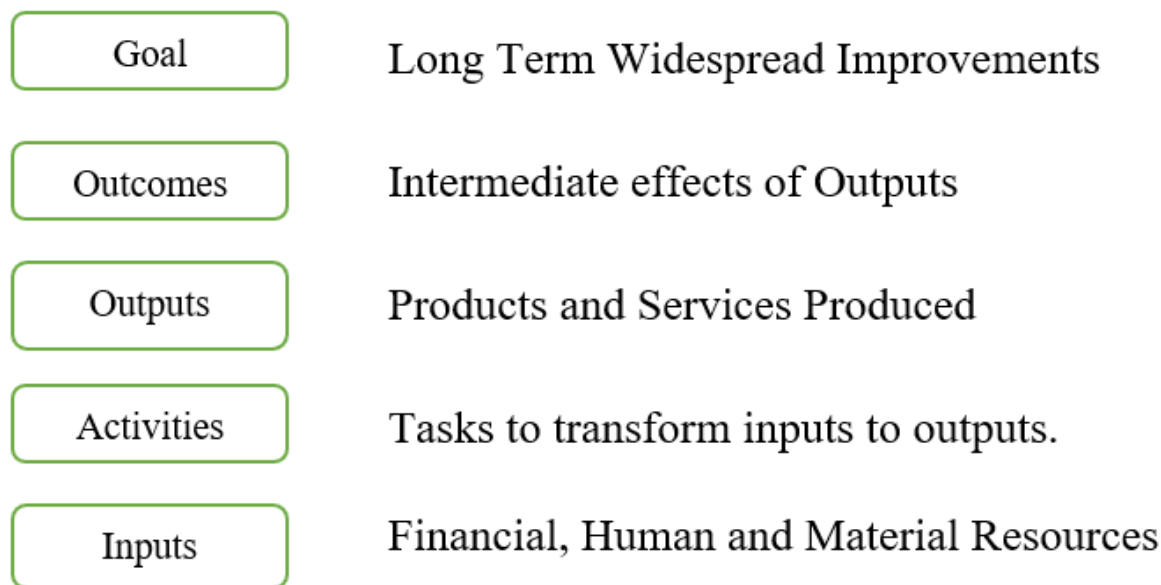
CONCEPTUAL FRAMEWORK RESULT-ORIENTED FRAMEWORK OF MONITORING AND EVALUATION

This article was a linchpin on the result-oriented framework of monitoring and evaluation, as M&E systems are rooted in the result-based management approaches. The emphasis on result-oriented monitoring and evaluation lies in measuring: to what degree the original project objectives and subsequent interventions have been achieved (2). "The Development Assistance Committee (2019) defines this approach as "a management strategy focusing on performance and achievement of outputs, outcomes and impacts". The method is based on assumptions and prospects of causality and linearity: If we do this in the project, then this will be the result and this or that change will take place. " The strength of the result-oriented method lies in strategy and planning. In this context, it is

evident that the monitoring and evaluation concepts heavily reference the Results-Based Management Approach, specifically its emphasis on tangible outcomes, outputs, and the impact of development programs (17). In this tone, it should also be vividly remembered that Monitoring and Evaluation Systems are “management toolkits” assisting decision-making in organizations as well as the public sector and improving development effectiveness through production of tangible results and not a tool to be feared.

Adding on a result-oriented framework of monitoring and evaluation is crucial for addressing the challenges of implementing result-based monitoring and evaluation systems in the Zimbabwean public sector. By focusing on outcomes and impacts, this framework ensures that resources are effectively utilized, programs are efficiently implemented, and desired results are achieved. In the context of Zimbabwe, where there have been challenges in implementing result-based monitoring and evaluation systems in the public sector, adopting a result-oriented framework can help overcome these obstacles.

Figure 2.1 Result Based Monitoring and Evaluation framework



Contextualizing results-based monitoring and valuation systems in Developing Countries

As observed by (12) t developing nations have made headway in implementing M&E. Building M&E systems is hampered by the high turnover of government personnel, which is one of the several issues that emerging nations face. It is challenging to find and maintain champions in ministries due to frequent staff changes. According to (17) another significant obstacle that hampered the adoption of RBM in Zimbabwe prior to its introduction was the lack of innovation and growth as well as the absence of political agreement. As noted by (17) state that the necessity to guarantee the successful adoption of outcome-based and result-based systems to monitor performance is adversely affected by resistance to change.

As stated by (3) Country Programme Evaluation, in Belize, two distinct logical frameworks were developed, which increased confusion and complexity, while in Pakistan, cases of contradictory logical frameworks combined with arbitrary and irrelevant indicators were the main source of challenges for the use of monitoring and evaluations The project appraisal documentation provided little room for systematic baseline and follow-up beneficiary surveys, according to the Ethiopia IFAD Country Program Evaluation. For instance, two to three years after the project's inception, a baseline survey was conducted in Ethiopia. (3).

According to (3), the effectiveness of the result-based monitoring and evaluation system has been impacted by a lack of statistics or data to support its operation. According to (3) assessment, Benin's M&E process depends on the national statistics system for data collection and measurement. Although the staff of the Benin system have received extensive basic training, their numbers are limited, and their knowledge is not updated on a regular basis. Access to information and data is still quite difficult, especially in the case of data that must be acquired as well as data that has already been processed.

Significant progress has been made in Ghana following several years of national M&E system implementation (3). Severe financial limitations, institutional, operational, and technological capability limitations, as well as dispersed and disorganized information, particularly at the sector level, are obstacles. The (3) report makes the case that to solve these issues, the current institutional arrangements must be enhanced with sufficient capacity to support and sustain efficient monitoring and evaluation. Additionally, the mechanisms now in place for M&E must be improved, harmonized, and efficiently coordinated.

A study conducted by (17) in Zimbabwe found out that lack of financial resources has led to an ineffective use of monitoring and evaluation systems in Zimbabwe. Schiavo-Campo (2005), argues that implementation challenges may include poor management, lack of capacity, lack of focus, and lack of financial support. External factors, on the other hand, may include: a weak political system and a lack of sufficient government cooperation and coordination. Keeping in mind the many challenges facing developing countries, High turnover among government officials represents a challenge to building M&E systems. Frequent personnel changes in ministries make it difficult to identify and keep working with champions. According to (17), Zimbabwe did not have any growth or innovation before monitoring and evaluation systems were put in place. There was also a lack of political consensus, which was another major problem that made it hard to put in place monitoring and evaluation systems.

A study conducted in Zimbabwe by (13) found out that lack of qualified inhouse monitoring and evaluation officers is one of the challenges faced in implementing effective monitoring and evaluation systems. Tas observed by (13) handbook on planning, monitoring, and evaluation for development results underscores the crucial role of human resources in effective monitoring and evaluation. It stipulates that staff members must possess the necessary technical expertise in the field to guarantee high-quality monitoring and evaluation. Implementing an effective M&E requires the staff to undergo training and possess skills in research and project management, making capacity building crucial (5). For NGO staff working on projects, we have developed numerous training manuals, handbooks, and toolkits to equip them with practical tools that will enhance result-based management by strengthening awareness in M&E (5).

It has been noted by (6) that one of the challenges in implementing effective monitoring and evaluation systems in Zimbabwe is the lack of incentives. Madhekeni (6) argued that performance improvement in organizations cannot flourish without the incentives directly linked with employee performance. According to (6) financially designated incentives seek to reward employees who perform well, and this is a strategy to improve motivation to attain much higher levels of performance. Organizations and individuals can both receive monetary or non-monetary incentives (16). As attractive as it might sound to link performance of an employee to monetary rewards, there is the aspect of implementation which is deemed difficult and complex. Observations by (16) explains that the vagueness surrounding the issue of financial incentives can lead to the presentation of distorted information, as individuals strive to present information that will secure an incentive. Organizational cultures that put emphasis on teamwork may have an influence on the individuals in an organization.

Organizations in the public sector should alter their culture to fully adopt results-based management. According to (6), to convey to officials that results-based management is intended to improve service delivery, change management measures must still be implemented. The ability of an organization to develop a results-driven management culture is a prerequisite for the successful use of RBM (United States General Accounting Office 1997). According to (6), the culture of the Zimbabwean civil service is "business as usual," meaning that staff members are neither motivated by a feeling of urgency nor open to altering their methods of operation to fit the new framework. A culture like that will undoubtedly impede RBM. Thus, it seems that even if this is a novel idea,

Reforms frequently face opposition since it is challenging for individuals to alter their management style within organizations (9). Managers and employees' aversion to change can be attributed in large part to their growing familiarity with the status quo. Furthermore, they are content with the current situation and lack motivation to raise their game (1). The fact that top management may not be completely familiar with the system and so encounter difficulties in the RBM&E pollination process is another factor contributing to the difficulty of organizational culture transformation in system implementation.

RESEARCH METHODOLOGY

Methodology

The research used a convergent mixed methods research design to provide a holistic understanding of the barriers in the process of implementing RBM&E systems in the Ministry of Local Government and Public Works in Zimbabwe. Combining quantitative and qualitative data increased validity and credibility of the findings through triangulation and at the same time compensated for the weaknesses associated with using single method in the research process. The target population of the study was the ministry officials involved in planning, implementing, monitoring and evaluation. The study used purposive and cluster sampling techniques where purposive sampling technique was used to get experts who had the required knowledge and expertise on the issues of RBM&E and at the same time, cluster sampling was used to ensure that the selected sample was representative of all the departments in the ministry. Overall, 100 questionnaires were administered; 90 were returned which is 90% response rate. Besides, semi-structured interviews were also conducted on the purposefully selected respondents in order to gather rich qualitative information regarding the factors affecting the RBM&E systems' implementation in the ministry. In addition, secondary data was collected through document analysis of relevant government documents, policy documents, strategic plans, monitoring and evaluation reports, journals, books, research papers among others to corroborate the primary data. Quantitative data was coded and analyzed using MS Excel in order to generate descriptive statistics such as frequencies and percentages, and was presented in form of tables, charts and graphs. On the other hand, the qualitative data collected during interviews and document analysis was analyzed using thematic content analysis where responses were coded according to the objectives of the study. Integration of both qualitative and quantitative data was done in the data interpretation process where the qualitative results helped to explain the findings obtained from the quantitative data analysis. Ethical considerations in the study included voluntary participation, informed consent, confidentiality and anonymity of the participants among others.

Ethical Approval

The study was approved by the Lupane State University Committee. The approval was obtained following a comprehensive evaluation of the study's protocol to confirm its compliance with the principles of autonomy, beneficence, non-maleficence, and fairness. The research adhered to the ethical principles and standards of Lupane State University, with all participants providing informed consent prior to their involvement.

PRESENTATION OF FINDINGS

This section will present the findings of the research. The section will also present the study's demographic findings. The study discovered that there are a few problems with the effectiveness of result-based monitoring and evaluation systems in the Zimbabwean public sector. These include not having enough money to back up monitoring and evaluation findings, organizations not knowing how to do monitoring and evaluation, and politicians not wanting to pay for monitoring and evaluation activities. Existing conservative culture and lack of incentives.

Questionnaire Response Rate

Table 1 Questionnaire Response Rate

Table 1 below presents the response rate. The researchers distributed 100 questionnaires to officials within the ministry of public works, local government, and national housing. The researchers returned 90 questionnaires and returned only 10, yielding a satisfactory response rate of 90% for the research process.

	Number of Questionnaires	Percentage of respondents
Distributed Questionnaires	100	100%
Returned Questionnaires	90	90%

Gender Distribution

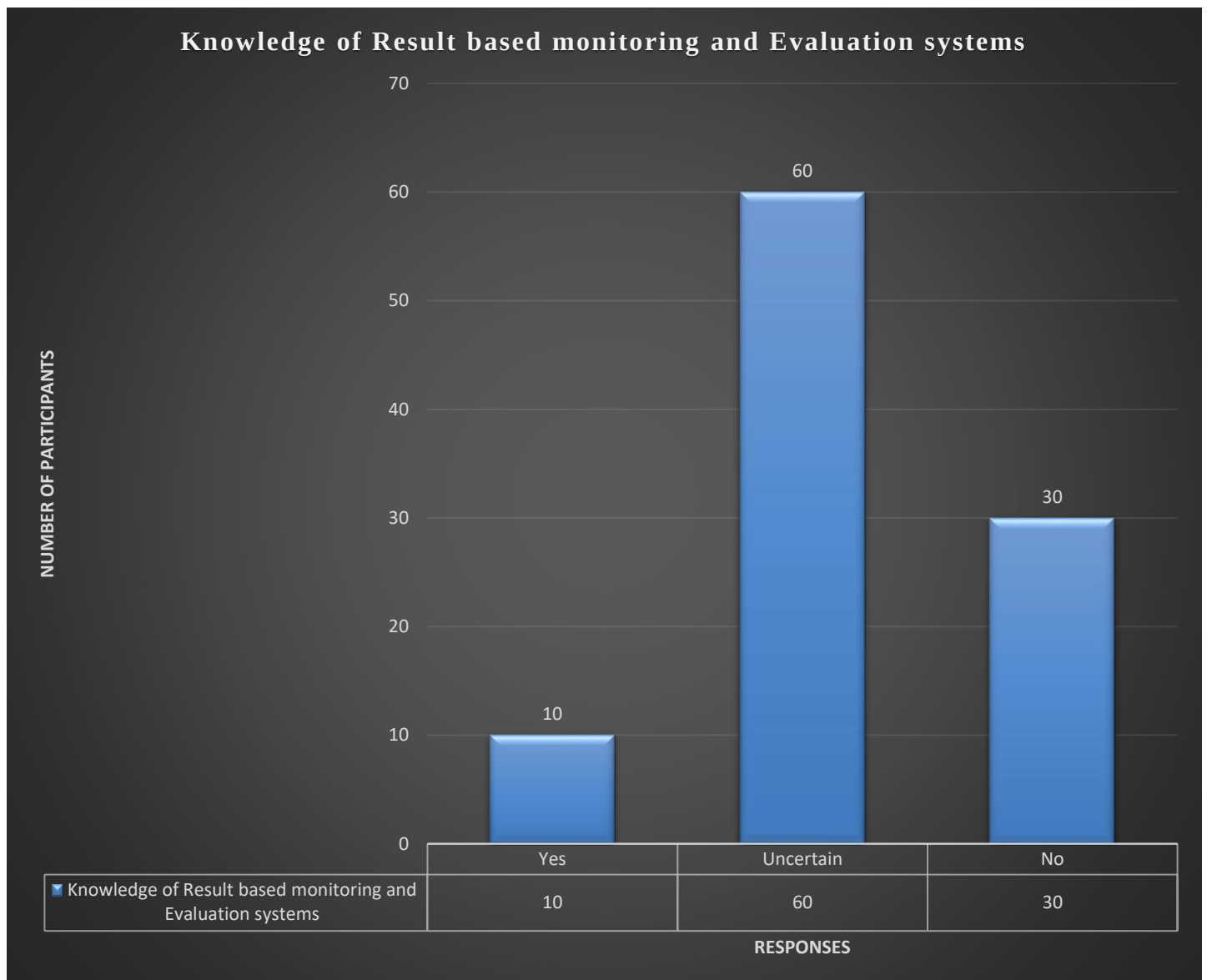
Table 2 Gender Distribution

Males	Females
80	20

Table 2 above presents the study's gender distribution. 80% of the study participants were males, while 20% were females. The organization is largely male-dominated, highlighting the need for gender mainstreaming to balance the genders and give voice to women's views, thereby enhancing organizational efficiency.

Knowledge of result-based monitoring and Evaluation systems

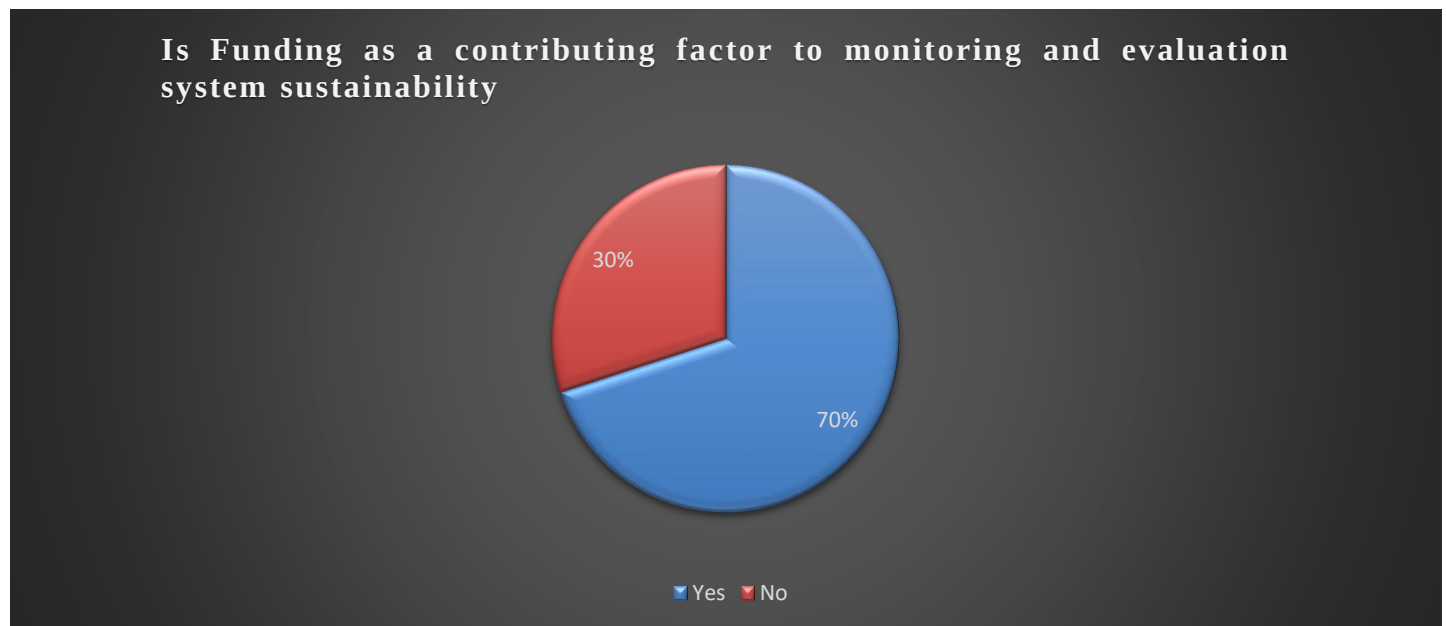
Figure 1: Knowledge of result-based monitoring and Evaluation systems



The study findings above indicated that at least 60 participants were uncertain about the concept of results-based monitoring and evaluation systems, while 30 others had no knowledge about the concept of monitoring and evaluation systems. Only 10 participants highlighted that they had knowledge about the concept of results-based monitoring and evaluation systems.

Challenges affecting implementation of result-based monitoring and evaluation systems Lack funding for supporting monitoring and evaluation findings.

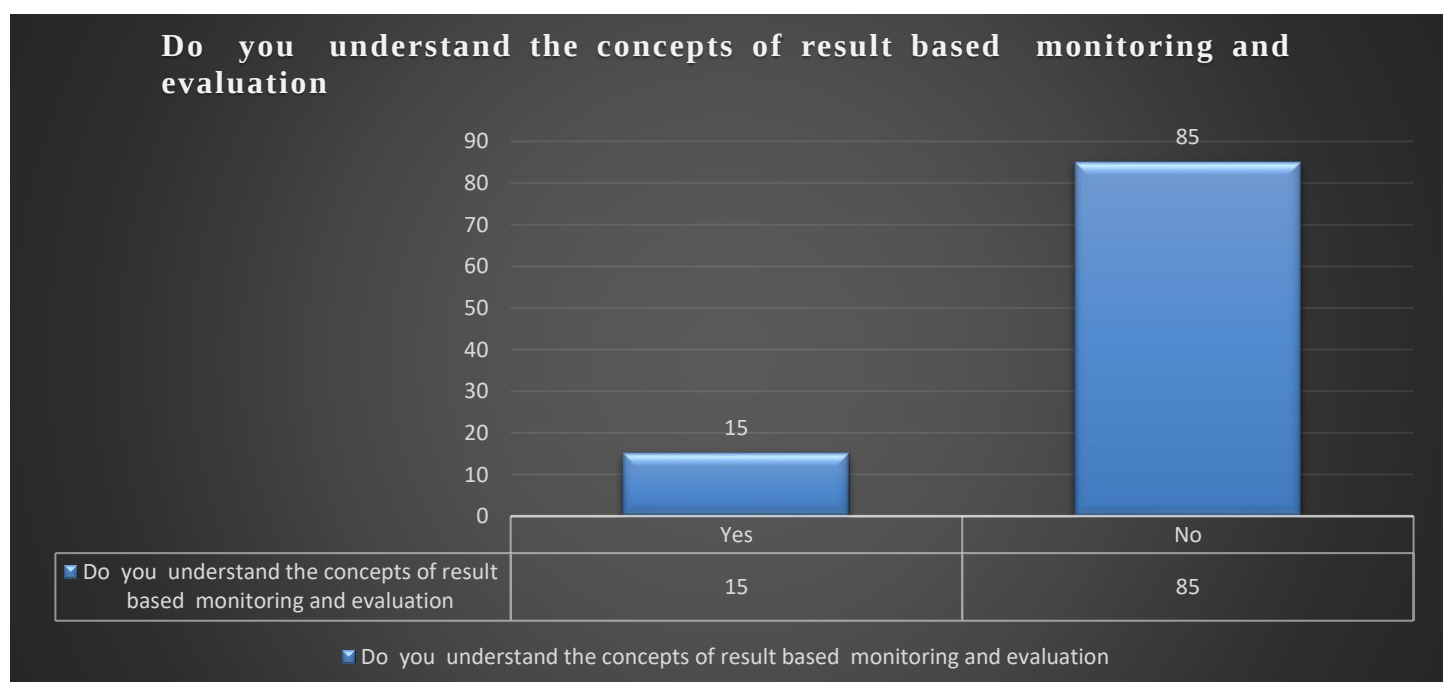
Figure 2: Funding as a contributing factor to monitoring and evaluation system sustainability.



The study found out that one of the challenges for implementing result-based monitoring and evaluation systems is the lack of funding for supporting monitoring and evaluation findings. 70% of the study participants emphasized the importance of findings in ensuring the suitability and sustainability of result-based monitoring and evaluation systems. But 30% of the people who answered the study didn't agree with the given fact that findings are a key part of keeping result-based monitoring and evaluation systems useful and long-lasting. As argued by (17) the lack of funding for monitoring and evaluation systems or activities results in the lack of effectiveness in ensuring effective proper monitoring and evaluation activities In Zimbabwe, the effective implementation of results-based monitoring and evaluation is hindered by a lack of dedicated funding for these activities.

Organizations general lack of understanding of monitoring and evaluation.

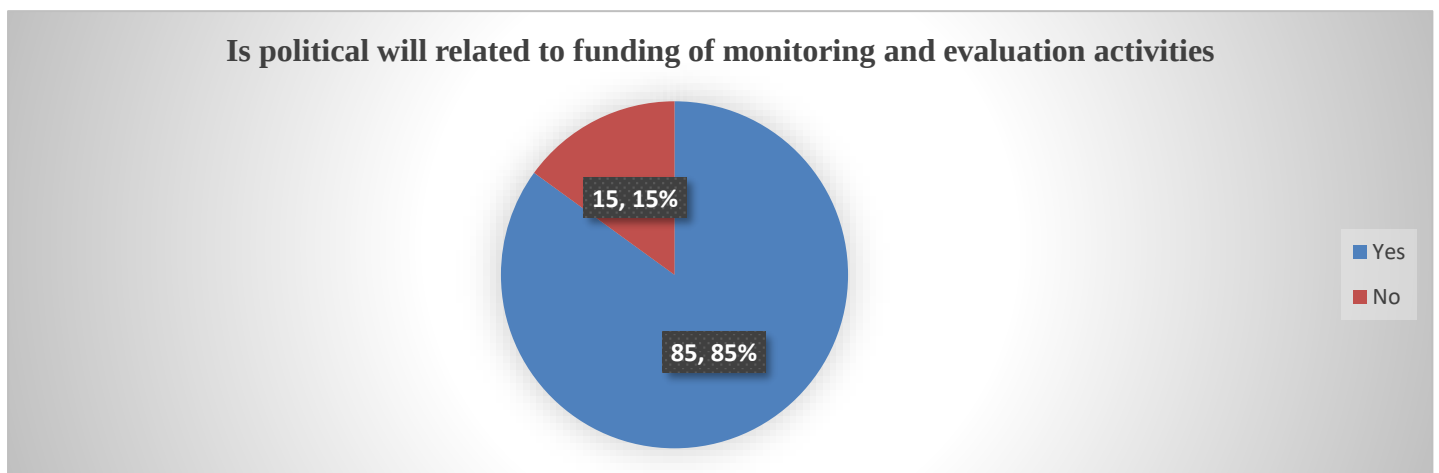
Figure 3: Do you understand the concepts of result-based monitoring and evaluation?



The study revealed that public sector organizations in Zimbabwe lack understanding of the definition of monitoring and evaluation, as well as the necessary steps to ensure their effectiveness. Figure 2 above reveals that at least 85 study participants indicated they were unfamiliar with the concepts of result-based monitoring and evaluation, whereas 15 other participants indicated they were familiar with the system. The results make it clear that people don't understand the idea of result-based monitoring and evaluation. The presenter's office or the ministry should seriously consider investing in teaching their staff about this idea. As argued by (13) argues that when organizations do not understand the basic functions of monitoring and evaluation, it is difficult to implement effective results-based monitoring and evaluation systems. In Zimbabwe, the effectiveness of results-based monitoring and evaluation systems is hindered by a lack of understanding among most organizations, individuals, and institutional heads.

Lack of political will to support the funding of monitoring and evaluation activities.

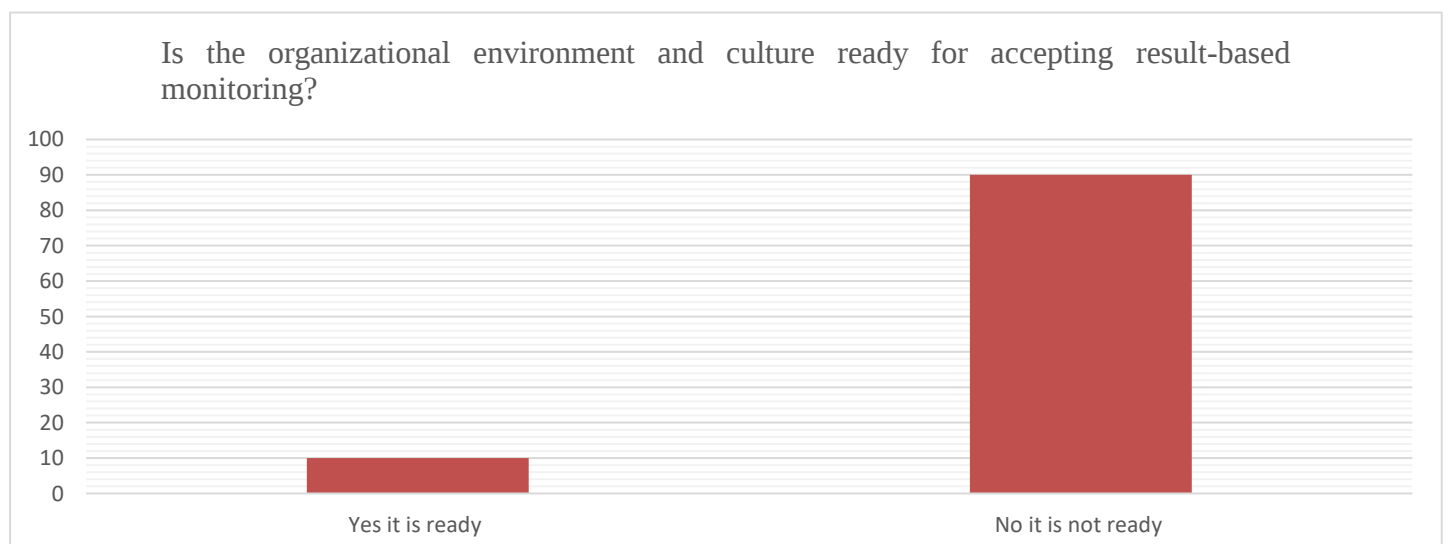
Figure 4 is political will related to funding of monitoring and evaluation activities.



The study also found a lack of political will to support the funding of monitoring and evaluation activities. At least 85% of the study participants highlighted the connection between political will and the funding of monitoring and evaluation activities, and the impact of a lack of political will on these activities. 15% of the study participants asserted that there is no correlation between political will and the funding of monitoring and evaluation activities, nor does a lack of political will impact these activities. As indicated by (9) lack of political will is a major hindrance to the support of national monitoring and evaluation systems. This lack of political will also results in an unwillingness to support funding and unveil budgets for these activities.

Existing culture

Figure 5: Is the organizational environment and culture ready for accepting result-based monitoring?



The study also discovered that in Zimbabwe most organizations, especially public-owned institutions, and senior management are not interested in the diversion of business management, and this leads to a failure in adopting its usefulness. Figure 4 above clearly demonstrates that at least 90 study participants indicated that the organization is not prepared to adopt a result-based monitoring and evaluation system, while 10 participants only indicated that the organization's culture is ready to accept such a system. An effective implementation of results-based monitoring and evaluation systems depends on the ability of the organization to develop a culture of management that has its focus fixed on results. Strategies of diversion of the culture face resistance as it is difficult for individuals to adopt approaches that cause changes and shifts in the organizational behaviour (10). The primary reasons for this inability to adopt change are the organizations' traditional methods of carrying out endeavour's, their satisfaction with the status quo, and consequently, their apathy towards improving performance (Amjad, 2020).

Lack of incentives

A lack of incentive to support monitoring and evaluation activities hinders the implementation of result-based monitoring and evaluation in the Zimbabwean public sector. Performance improvement in organizations has fewer chances to flourish without the incentives directly linked with employee performance. As postulated by (13) financially designated incentives seek to reward employees who perform well, and this is a strategy to improve motivation to attain much higher levels of performance, as corroborated by (14). Monetary or non-monetary categorized incentives can be given at both the organizational and individual levels.

DISCUSSION

This article was a linchpin on the result-oriented framework of monitoring and evaluation, as M&E systems are rooted in the result-based management approaches. "The Development Assistance Committee (2) defines this approach as "a management strategy focusing on performance and achievement of outputs, outcomes and impacts". The method is based on assumptions and prospects of causality and linearity: If we do this in the project, then this will be the result and this or that change will take place. " The strength of the result-oriented method lies in strategy and planning. It is evident that the monitoring and evaluation concepts heavily reference the Results-Based Management Approach, specifically its emphasis on tangible outcomes, outputs, and the impact of development programs (17). In this tone, it should also be vividly remembered that Monitoring and Evaluation Systems are "management toolkits" assisting decision-making in organizations as well as the public sector and improving development effectiveness through production of tangible results and not a tool to be feared.

Adding on a result-oriented framework of monitoring and evaluation is crucial for addressing the challenges of implementing result-based monitoring and evaluation systems in the Zimbabwean public sector. By focusing on outcomes and impacts, this framework ensures that resources are effectively utilized, programs are efficiently implemented, and desired results are achieved. In the context of Zimbabwe, where there have been challenges in implementing result-based monitoring and evaluation systems in the public sector, adopting a result-oriented framework can help overcome these obstacles.

The study has identified obstacles that impact the adoption of result-based monitoring and evaluation systems in the public sector in Zimbabwe. The article has also addressed the implementation of results-based monitoring and evaluation systems in the public sector of Zimbabwe. This was motivated by the necessity to showcase efficiency, effectiveness, transparency, and to secure donor support. Still (17) say that putting results-based monitoring and evaluation into practice is hard because there are many problems, such as not enough political support and not enough government funding for monitoring and evaluation projects and research. Addressing these problems is crucial within the Result-Oriented Framework to enhance the efficacy of result-based monitoring and evaluation systems.

The framework emphasizes the need for prioritizing objectives and impacts, as well as optimizing resource allocation. Hence, it is imperative to obtain political backing and sufficient financial resources for monitoring and evaluation (M&E) endeavours to guarantee the effective execution of these systems in Zimbabwe's public sector. It is therefore through proper and robust monitoring and evaluation mechanisms that a program's goals, objectives, and outcomes can be appropriately measured. This is against the backdrop of the results-based

oriented framework, which subscribes to the view that effective prioritisation of results for proper monitoring and evaluation is to be achieved.

The findings also revealed that public sector organizations are unprepared to implement a result-based monitoring and evaluation system because of a prevailing culture of resistance. However, it is important to note that the successful adoption of Results Based Monitoring and Evaluation Systems relies on the organization's capacity to cultivate a management culture that prioritizes achieving desired outcomes. By focusing on outcomes and impacts and effectively utilizing resources, public sector organizations can cultivate a culture that acknowledges the significance of monitoring and evaluation in advancing progress and attaining desired outcomes. This can be accomplished by implementing change management efforts, fostering leadership development, and employing focused communication tactics that encourage a results-driven mindset. Overcoming cultural opposition is crucial for the effective adoption of result-based monitoring and evaluation (M&E) systems in Zimbabwe's public sector. Establishing a managerial culture that places a high value on achieving outcomes is crucial for firms to embrace and gain advantages from result-oriented monitoring and evaluation procedures. By adhering to the principles of the Result-Oriented Framework, organizations can improve their policymaking, allocation of resources, and overall development outcomes. This will ultimately contribute to the advancement and well-being of the country.

Additionally, the researchers discovered that the Zimbabwean public sector faces a budget shortage for supporting monitoring and evaluation activities for government programs. Consequently, the monitoring and evaluation function has become inefficient. If the government neglects to allocate funds for its monitoring and evaluation results, the objectives of the monitoring and evaluation process will no longer be effectively achieved. Zvoushe and Zhou (17) contended that insufficient funding for monitoring and evaluation systems or activities leads to ineffectiveness in guaranteeing proper and effective monitoring and evaluation. Hence, it is imperative for the government to guarantee adequate funding for all monitoring and evaluation endeavors and allocate a distinct budget specifically for this purpose. Addressing the financial gap is essential within the Result-Oriented Framework to ensure that the Monitoring and Evaluation (M&E) function can effectively contribute to policymaking, resource allocation, and overall development results. Allocating adequate resources to monitoring and evaluation (M&E) operations and establishing a specific budget for this purpose can effectively ensure that the Zimbabwean public sector adheres to the objectives outlined in the framework. This entails prioritizing outputs and consequences while also optimizing resource utilization to propel advancement and attain concrete outcomes.

Moreover, it has been determined that public sector organizations in Zimbabwe lack understanding of the concepts of monitoring and evaluation, as well as the necessary requirements to ensure the effectiveness of monitoring and evaluation processes. The results unequivocally indicate a deficiency in understanding the idea of result-based monitoring and evaluation. There is a pressing need for the presenting office or ministry to allocate resources toward training its personnel and fostering familiarity with the result-based monitoring and assessment framework. The findings are consistent with the perspective of (13), which asserts that organizations face challenges in implementing efficient results-based monitoring and evaluation systems when they lack a fundamental understanding of monitoring and evaluation principles. In Zimbabwe, the ineffectiveness of results-based monitoring and evaluation systems can be attributed to the limited understanding of the idea among organizations, individuals, and institutional leaders. Improving the comprehension of result-based monitoring and evaluation (M&E) within public sector organizations in Zimbabwe will ultimately aid in the effective execution of these systems. Through adhering to the principles of the Result-Oriented Framework, organizations can enhance their policymaking, resource allocation, and overall development results. This will ultimately lead to progress and improved well-being in the country.

Monitoring and evaluation of government projects requires personnel with technical abilities; however, there is still a general lack of technical capabilities amongst monitoring and evaluation officers in government. The findings of the study reveal that one of the challenges faced by public institutions such as the Ministry of Public Works is a lack of officers with technical capabilities. As argued by (13) that when organizations do not understand basic functions of monitoring and evaluation, it is difficult to implement effective results-based monitoring and evaluation systems. In Zimbabwe, the effectiveness of results-based monitoring and evaluation systems is hindered by a lack of understanding among most organizations, individuals, and institution heads. Thus, it can be argued that government ministries need to train their monitoring and evaluation through capacity-

building workshops. In the context of the Result-Oriented Framework, addressing the lack of technical capabilities is essential to ensure the successful implementation of result-based M&E systems. By focusing on outcomes and impacts and using resources efficiently, it is crucial to build the capacity of M&E officers in the public sector. This can be achieved through training programs, workshops, and other capacity-building initiatives that equip officers with the necessary skills and knowledge to conduct M&E activities effectively.

SUGGESTIONS MOVING FORWARD

The Zimbabwean government should actively promote the significance of results-based monitoring and evaluation (M&E) at a policy level. The government should ensure the recognition and integration of M&E into its key decision-making centers to stimulate local interest and demand for M&E. The government can engage in dialogues and consultations with key stakeholders, including policymakers, public sector leaders, civil society organizations, and development partners, to examine the significance of results-based monitoring and evaluation (M&E) in improving public sector performance and development outcomes.

The ministry, under the authority of the office of the president and cabinet, should establish evaluation criteria, procedures, and ethical principles to ensure the high quality of evaluations. Conduct scoping sessions to define the evaluative questions and ensure that the needs of possible users are considered while also ensuring that the timing of the assessment is acceptable. In Canada, scoping sessions are held to elucidate evaluative inquiries and guarantee the inclusion of possible users' requirements. This approach facilitates the synchronization of evaluations with the aims and objectives of the government and its stakeholders.

The government must allocate funds for the purpose of monitoring and assessment. An independent budget dedicated to supporting monitoring and evaluation activities in all government agencies is essential for guaranteeing efficient monitoring and evaluation. In Uganda, the government has implemented distinct budget codes for monitoring and evaluation (M&E) operations. This allows for the precise monitoring of monies given to M&E in each sector. This facilitates enhanced openness and accountability in the allocation of resources for monitoring and evaluation.

The paper emphasizes the need for the public sector's pedagogy to embrace new technologies to implement the experimental phase of social development. This requires the incorporation of Results-Based Management and Evaluation (RBM&E) for successful outcomes. Countries such as South Africa for example has successfully adopted the "Vangasali" Monitoring and Evaluation System as an illustration. Vangasali is an internet-based monitoring and evaluation system created to enhance the government's capacity to monitor progress and assess the effectiveness of its social development initiatives.

CONCLUSION

The paper has discussed and presented the challenges of implementing result-based monitoring and evaluation systems in the public sector. A case study of the ministry of local government and public works in implementing results-based monitoring and evaluation of its projects. The paper has successfully identified several key issues, including insufficient funding to support monitoring and evaluation findings, a general lack of understanding among organizations, a lack of political will to support monitoring and evaluation activities, and a lack of incentives. The study employed secondary data for its analysis. The study also used document analysis as a means of data collection. The study recommended that (1) The government of Zimbabwe should advocate and sensitize at the political and policy level on the importance of results-based M&E and ensure its acceptance and placement in key decision-making centres of the government to create local demand for M&E. The ministry, in collaboration with the office of the president and cabinet, should establish evaluation standards, guidelines, and ethics to guarantee the quality of evaluations. Conduct scoping sessions to clarify the evaluative questions, consider the needs of potential users, and determine the appropriate timing of the evaluation; additionally, the government must allocate funds for monitoring and evaluation. A stand-alone budget to support monitoring and evaluation activities across all government departments is crucial in ensuring effective monitoring and evaluation. Suffice to augment a plethora of contentious debates with regards to the issue of RBM&E. Zimbabwe is striving to indigenize its multi-dimensional development process from the modernization theory, which has not proven to be a better fit for the country. We greatly appreciate the small steps the government is taking to put Zimbabwe

on the right track of development. However, in order to achieve excellent results, it is crucial for Zimbabwe to embrace change at a swifter pace, given the daily evolution of the world. This will ensure the public sector stays up to date, as its efforts have a ripple effect on the people.

Declarations:

Conflict of Interest: None

Informed Consent: All study participants gave informed consent. Before participating, participants understood the study's goal, risks, and benefits and provided their consent.

Funding Information: The study did not receive any funding.

Data availability statement

The datasets created and analysed during this investigation are accessible from the corresponding author upon reasonable request. The data will be disseminated in compliance with the Lupane University data sharing policy and the tenets of transparency, accountability, and reproducibility. All data requests will undergo evaluation to confirm compliance with the informed consent terms and the ethical approval obtained for this study.

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