REPUBLIC OF ZAMBIA

MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

Kalulushi Municipal Council Citizen Engagement Strategy

(With a Focus on Output Based Budgeting and Project Implementation Management)

Zambia Devolution support program

2025

REPUBLIC OF ZAMBIA
OFFICE OF THE TOWN CLERK
KALULUSHI MUNICIPAL COUNCIL
24 FEB 2025
PRESIDENT AVENUE
P.O. BOX 260400,
KALULUSHI

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1. Introduction

1.1 Background

- Citizen engagement is a cornerstone of democratic governance and effective public financial management. For Kalulushi Municipal Council (KMC), engaging citizens in the budget and project cycle processes ensures transparency, accountability, and inclusivity. This strategy fulfils legal and policy obligations under Zambia's decentralization framework and supports the Devolution Support Program.
- The Citizen Engagement Strategy (CES) is designed to empower citizens, improve decision-making, and foster trust between the Council and the public. It systemizes existing practices into a structured plan that promotes people-centered development.

1.2 Current Citizen Engagement Efforts by Kalulushi Municipal Council

Kalulushi Council has previously engaged citizens through:

- Ward Development Committees (WDCs): Consultations on local priorities.
- Town Hall Meetings: Public discussions on budget allocations.
- Community Radio Programs: Dissemination of council updates.
- Project Monitoring Visits: Involving selected stakeholders in oversight.

Strengths: These efforts have improved awareness and accountability.

Gaps: irregular feedback loops, and inadequate use of technology.

The CES will expand participation to diverse groups, strengthen reporting mechanisms, and ensure continuous citizen involvement throughout the budget and project cycle.

2. Vision, Aim and Objectives

2.1 Vision

"To create an inclusive, transparent, and participatory environment that empowers citizens to contribute to development and decision-making processes of Kalulushi Municipal Council by 2028."

During the three (3) year duration of CES, each year will contain an annual implementation plan. Feedback from each year will be incorporated in the following year action plan and a full revision will be submitted at the beginning of the 3rd year of the CES implementation period.

2.2. Aim

The main aim of this Strategy is to is to provide a structured approach for engaging citizens in the budget and project cycle processes to enable transparency, accountability, and inclusivity in public financial management of the council.

2.3 Objectives

- Increase current levels of citizen awareness and understanding of the budget and project cycle processes.
- Enable more inclusion of citizens to participate in budget and project decision-making and prioritization.
- Improve mechanisms for citizen monitoring of budget and project implementation from current practice.

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3. Approaches and Methods of Engagement

The Kalulushi council team will use the below stated initiatives for inclusive engagement taking into consideration that citizens are drawn from varying contexts. Consideration will be taken about how citizens will engage with civic leaders as well, to ensure that the process is not one sided. The citizen engagement process is on-going, hence the Councils intention to use different avenues and mechanisms to communicate with various stakeholders. Engagement methods will therefore include:

A. Citizen Participation in key Decision-Making and keeping citizens informed through the budget cycle:

- The presentation for the budget hearings will be presented ahead of time to stakeholders to obtain feedback including allocations to different programs/sub programs, key outputs, and selected projects;
- The CE in prioritizing projects will be strengthened to provide a good venue for informed consultation with WDCs;

B. Citizen Monitoring of Budget and Project Implementation

- CE in project implementation will be fostered via updated openings to engage citizens and local structures in monitoring project implementation;
- Improve reporting to citizens on the outputs of the budget implementation. This will be achieved using the following examples:
  - Use technology for real-time reporting on project progress;
  - Publish regular updates and reports;
  - Create accessible channels for concerns or feedback.
- Selected stakeholders will form part of the team as the council conducts monitoring visits.

4. Implementation Plan

The implementation plan of the CES will include the following:

1. Assessment of the current status of citizen engagement in the budget process and other relevant subject matters.
2. Identify engagement opportunities and develop a detailed outline of timelines and responsibilities. Example given in Table 1 below.
3. Outline the Stakeholders with reference to the level of and period of engagement with the council.

As displayed in table 2 below, the stakeholders to be engaged by the council may include citizens, Ward Development Committees (WDCs), Neighborhood Health Committees (NHCs), Community Welfare Assistance Committees (CWACs), government agencies at various levels, community organizations, Traditional and Community leaders, businesses, civil society groups, academic institutions, media outlets, and potentially affected groups within the community.

Table 1: Proposed Stakeholder Engagement Plan Summary Table

BUDGET STAGE	KEY FEATURES/ACTIVITIES	STAKEHOLDER CATEGORY INVOLVED	TIMELINE
Preparation for budget formulation	i. LAs provide communities with SEP giving proposed dates for consultation	Citizens, (WDCs), Community Groups, LA,	Q1
	ii. LAs provide WDCs with a list of proposed projects for consideration in this budget cycle as well as a list of ongoing projects and completed projects for the past 2 years.	Citizens, (WDCs), Community Groups, LA,	Q1
	iii. Using the project lists provided, communities may accept or reject project proposals and make their own proposals for development projects and activities for their Wards to be included in the budget based on their priorities	Citizens, (WDCs), Community Groups, LA,	Q1

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	iv.	LAs produce a summarized stakeholder report from all Wards and submit report to MLGRD.	LA	Q2
	v.	Conduct budget hearings & Town Hall meetings.		Q3
	vi.	The Town Clerk shall present the reports to the full council.		Q3
	vii.	Feedback meetings to WDCs on what projects and activities have been included in the budget	WDC	Q3
	viii.	Reports including minutes must be submitted to the PLGOs office for review and consolidation for onward submission to MLGRD.	PLGO, MLGRD	Q4
	ix.	MLGRD will submit the consolidated reports to MoFNP.	MLGRD	
Budget approval (public awareness of budget details)	i.	Review the proposed budget and assess whether input from community, especially vulnerable groups i.e. women, PWDs and children has been incorporated.	LA, MLGRD, MoFNP, WDCs, Vulnerable Groups (women, PWDs, youth, children), Media	Q1 (following year)
	ii.	Feedback to WDCs and other stakeholders of the final approved budget	LA, MLGRD, MoFNP, WDCs, Media	Q1 (following year)
Budget execution and monitoring (for transparency in budget implementation)	i.	Track the effective utilisation of funds in line with planned activities.	Citizens, WDCs, (NHCs), (CWACs), Civil (CSOs)	Throughout
	ii.	Report back on a regular basis to WDCs on implementation of activities and projects		Throughout
Budget evaluation and Review	i.	Evaluate the impact of allocated funds, focusing on agreed upon programmes with a bias towards gender, persons with disabilities, child-related and climate change outcomes.		Throughout

5. Communication Plan

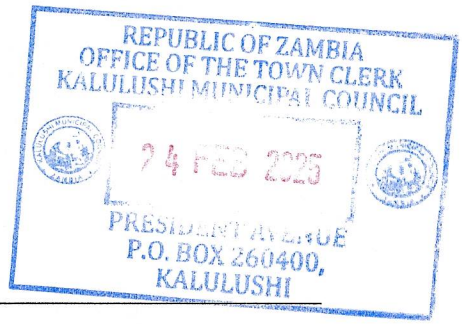
Table 2: Proposed Communication Plan Summary

DELIVERABLE/ ACTIVITY	TARGET STAKEHOLDERS	FREQUENCY	PROPOSED TIMELINE/ DATE	RESPONSIBILITY	COMMUNICATION METHOD	COMMENTS
Budget Hearing Announcements	Citizens, WDCs, Media	Annual	Q1–Q2	PRO	Radio, Social media, Notices	Ensure inclusivity
Project Updates	Citizens, CSOs, Businesses	Quarterly	Continuous	Planning Dept.	Website, Reports, Meetings	Transparency
Grievance Redress Mechanism	All citizens	Continuous	Ongoing	PRO & Planning Dept.	Suggestion boxes, hotline, digital forms	Responsive governance

6. Budget (for the Implementation of the CE Process)

The Council will allocate specific budget lines to support CES activities, including:

- Public consultations and town hall meetings.
- Communication and awareness campaigns.
- Monitoring and evaluation activities.
- Capacity building for WDCs and community leaders.

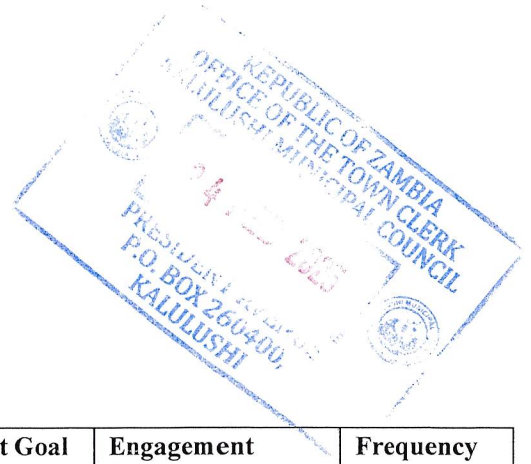


7.Monitoring, Evaluation and Reporting

- **Monitoring:** Regular tracking of citizen participation, inclusivity, and project implementation.
- **Evaluation:** Annual reviews of CES outcomes, focusing on gender, disability, youth, and climate resilience.
- **Reporting:** Quarterly reports published via council website, notice boards, and shared with MLGRD.
- **Feedback:** Integration of citizen concerns through the Grievance Redress Mechanism.

8. Conclusion

The development of this CES demonstrates Kalulushi Municipal Council's commitment to inclusivity, transparency, and accountability in governance. By systematizing citizen engagement, the Council will strengthen trust, improve decision-making, and ensure that public spending delivers people-centered development outcomes.



9. Annex

AnnexI: Stakeholders Engagement Plan

SN	Stakeholder	Classification	Interest / Power	Involvement Decision	Engagement Level	Engagement Strategy	Engagement Goal	Engagement Method	Frequency of Engagement
1.	Member of Parliament	Elected Officials	High Interest / High Power	Collaborate	Consulted	Maintain regular coordination on district priorities	Support municipal priorities and secure national-level resources	Committee meetings, community feedback forums	Quarterly & as needed for national issues
2.	Mayor / Area Councillors	Elected Officials	High Interest / Medium Power	Collaborate	Active Participation	Maintain regular coordination on district priorities	Strengthen ward-level planning and accountability	Committee meetings, community feedback forums	Monthly
3.	District Commissioner	Government Administrator	Medium Interest / High Power	Keep Satisfied	Consulted	Maintain regular coordination on district priorities	Align municipal actions with central government directives	Coordination meetings, shared service reviews	Monthly
4.	ZEMA	Regulatory Authority	Medium Interest / High Power	Collaborate	Strategic Partner	Involve in EIA and development control processes	Ensure environmental sustainability and legal compliance	Impact assessments, regulatory compliance sessions	Per project cycle / compliance review
5.	Ward Development Committees	Community Representatives	High Interest / Medium Power	Collaborate	Active Participation	Co-design local development priorities	Build community ownership of programs and planning decisions	Workshops, town hall meetings	Quarterly

6.	Persons with Disabilities Org.	Vulnerable Group	High Interest / Low Power	Empower	Involved	Inclusive planning and accessibility advocacy	Promote equitable access to infrastructure and services	Focus groups, accessibility audits	Quarterly
7.	Local Business Associations	Economic Stakeholder	High Interest / High Power	Collaborate	Involved	Joint sessions on zoning and investment incentives	Stimulate local business growth and budget planning input	Business roundtables, stakeholder surveys	Quarterly
8.	CBOs	Technical Partners	High Interest / Low Power	Empower	Strategic Partner	Leverage expertise in sustainability and resilience	Integrate technical advice into development planning and programs	MOUs, technical presentations	Quarterly
9.	Ministry of Local Government	Oversight Authority	High Interest / High Power	Keep Satisfied	Active Engagement	Align with national policy priorities	Ensure compliance and secure resource support	Official correspondence, review meetings	Quarterly & policy-driven
10.	Youth and women Groups	Community Representatives	Medium Interest / Low Power	Empower	Active Participation	Youth-driven innovation spaces and forums	Foster youth inclusion in planning and entrepreneurship	Social media engagement, youth incubators	Monthly (digital), Quarterly (forums)

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