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Pemba Town Council Citizen Engagement Strategy

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

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COUNCIL SECRETARY

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Introduction

1.0. Background

Citizen Engagement refers to the meaningful participation of individuals in the decision-making processes, activities, and affairs that shape their lives and communities. It is a cornerstone of democratic governance, focusing on involving the public in policy formulation, service delivery, and community projects to ensure transparency, accountability, and cooperating partnership between governing bodies and the populace. This engagement is built upon five fundamental principles: Participation, Access to Information, Transparency, Accountability, and Collaboration.

When implemented effectively, it cultivates citizen empowerment, a stronger sense of public trust, and enhanced ownership over communal outcomes. This leads to more robust democratic practices, improved quality in public decision-making, and greater social inclusivity. By valuing and incorporating a wide range of perspectives and experiences. Citizen Engagement ensures that public policies and initiatives are responsive to the collective needs and aspirations of society. By so doing the general public will feel a sense that every decision made whether budget implementation or the project cycle was initiated by them.

This document subsequently details the approaches undertaken by the Local Authority to meet its statutory and policy mandates by fostering effective Citizen Engagement across the district.

1.2 Current Citizen Engagement Efforts by Pemba Town Council

The Council has formulated a comprehensive Citizen Engagement Plan. Although its initial development was undertaken for a project funded by the Zambia Devolution Support Programme ie Baampu Eco-Friendly Market, the Council has dedicated significant effort and resources to ensure this plan is all-inclusive. It has been designed to serve as a formal guideline for engaging citizens throughout both the budgeting and project cycle processes.

Below is a table for stakeholder mapping, methods of engagements, objectives and responsibility.

Stakeholder Group	Engagement Objectives	Engagement Methods	Frequency	Responsibility
Community Members (Women, Youths, Business houses and The Differently Abled)	-Consult on project proposals	Community meetings	Once/ as required	Project Management Team and Designated officers
	- Inform about project scope and benefits	- Community meetings	Once / As required	



	- Address concerns about land acquisition and disruption	- Public consultations	Once / As required	depending on issues being addressed
	- Ensure feedback is integrated into the project	- Printed notices and flyers, cohort meetings	Once / As required	
Local Government	- Obtain necessary permits and approvals	- Formal consultations	Before major milestones	Project Legal and Compliance Team
	- Ensure compliance with local laws and regulations	- Written submissions/reports		
Environmental Authorities	- Ensure environmental standards are met	- Site visits and inspections	During preparation and construction phases	Environmental Management Team
	- Monitor mitigation of environmental impacts	- Environmental reports	Quarterly	
Traditional Leaders (Councilors)	- Gain support for the project	- Direct meetings	Regularly	Community Liaison Officers / Public Relations Officer/ cultural Officer
	- Ensure cultural considerations are respected	- Cultural sensitization programs		Project Management Team (Council Management)
Contractors & Suppliers	- Coordinate project implementation Environmental and Social Management Compliance	- Project progress meetings	Weekly	Project Manager
	- Ensure delivery of materials and services	- Phone calls/emails	When needed	Procurement / Project Manager
Civil Organizations and Government Society (CSOs) and Central	participatory meetings	Review meetings	Quarterly/ required as	Social Safeguard Specialist
	- Ensure transparency and accountability	- Reports and documentation	As required	Procurement / Project Manager and Public



				Relations Officer
Funding Agencies	- Ensure project aligns with funding requirements	- Progress reports	Quarterly	Finance and Project Manager
	- Update on project implementation	- Review meetings	Quarterly or As required	Project Manager
Media	Projects updates	- Press releases and media briefings	As required	Public Relations Officer
	- Manage public perception	- Interviews, social media and website updates		

The Local Authority has an expanded stakeholders engagement plan with specific target groups for more inclusive participation in Citizen Engagement activities such as people living with disabilities, women, youths and traditional leaders etc

NOTE : Depending on the concerns raised from the mapped stakeholders, the ADHOC stakeholders will be engaged regularly respectively

2 Vision, Aim and Objectives

2.1 Vision

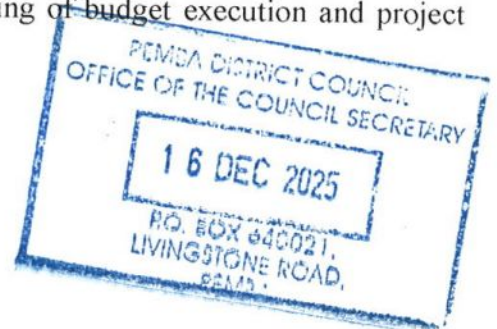
To establish an inclusive, transparent, and participatory environment where decision making is an open dialogue, no margin left behind and public trust fuels development of Pemba District.

2.2 Aim

This Strategy aims to establish a structured framework for citizen engagement throughout the budgetary and project cycles. Its purpose is to foster inclusivity, transparency, accountability, and Participation within the Council's public financial management.

2.3 Objectives

1. To enhance citizen awareness and increased public participation across all demographics in budgetary and project cycle processes.
2. To facilitate greater citizen inclusion and shared ownership whilst building trust in the progression of budgets and projects implementation.
3. To strengthen the mechanisms for citizen-led monitoring of budget execution and project implementation



3 Approaches and Methods of Engagement

The Local Authority will endeavor to ensure inclusive and participatory engagement initiatives, acknowledging the diverse backgrounds of its community members. The engagement mechanisms will carefully consider the nature of interaction among the Local Authority, citizens and the civic leaders to nurture a communal understanding, rather than one-sided process. A citizen engagement is an ongoing activity, the Council intends to utilize a various avenues and mechanisms to communicate with different stakeholders. The engagement approaches will include:

A. Citizen Participation in Key Decision-Making and Information Dissemination:

Circulating budget hearing presentations to stakeholders in advance to solicit feedback on program/sub-program allocations, key outputs, and selected projects.

Strengthening Citizen Engagement in project prioritization to establish an effective forum for informed consultation with Ward Development Committees (WDCs).

B. Citizen Monitoring of Budget and Project Implementation:

Promoting citizen engagement during project implementation by creating consistent opportunities for citizen and Local structures to monitor process.

Enhancing the reporting of the budget implementation outputs to the public through methods such as :

1. Utilizing technology for real time reporting on project progress ie . website , CDF portal
2. Publishing regular updates and performance reports
3. Establishing accessible channels for submitting concerns and feedback
4. Inclusion of selected stakeholders as part of the official teams conducting council monitoring visits.

4. Implementation Plan

The implementation of the citizen engagement strategy will be guided by the following plan:

1. Conduct an assessment of the current state of citizen engagement within the budgetary process and other relevant council matters.
2. Identify specific engagement opportunities and develop a detailed framework outlining associated timelines and responsibilities as exemplified in Table below
3. Map Key Stakeholders specifying their respective levels and required frequency of engagement with the council

The stakeholders identified for engagement encompass a broad spectrum of the community including :

1. Citizens at large
2. Ward development committees



		review and consolidation for onward submission to MLGRD.		
	ix.	MLGRD will submit the consolidated reports to MoFNP.	MLGRD	By 31 st December
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, NGOs, Councilors and Traditional Religious Leaders	By 31 st December
	ii.	Feedback to WDCs and other stakeholders of the final approved budget	LA (Responsible Officer)	31 st January
Budget execution and monitoring (for transparency in budget implementation)	i.	Track the effective utilisation of funds in line with planned activities.	LA (Responsible Officer)	Quarterly
	ii.	Report back on a regular basis to WDCs on implementation of activities and projects	LA (Responsible Officer)	Quarterly
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.	LA, NGOs, Councilors and Traditional Religious Leaders	Quarterly

5. Communication Plan

Table 2: Proposed Communication Plan Summary

DELIVERABLE/ ACTIVITY	TARGET STAKEHOLDERS	FREQUENCY	PROPOSED TIMELINE/ DATE	RESPONSIBILITY	COMMUNICATION METHOD	COMMENTS
Budget consultations	Local Community (business houses, Women, Youth and the Differently Abled)	Once / As required	By	Director Finance	Community meetings	
Presentation of the budget	Local Government	Quarterly	By end of 3 rd Quarter	Principal officer	Written submission s/ reports	

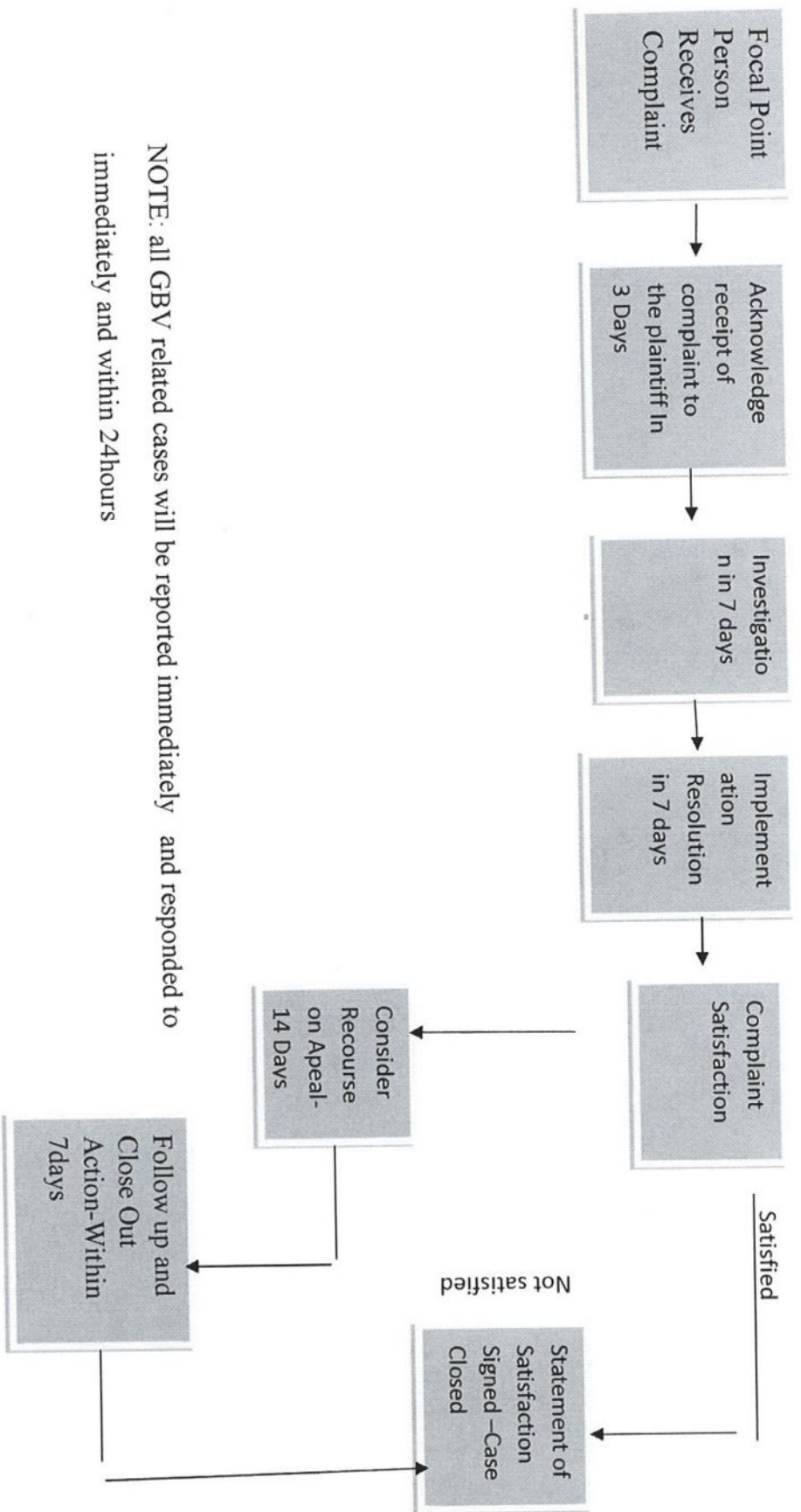


Environmental and social Management risks	Environmental Authorities	Quarterly	As required	Director Planning Director Engineering	Written submission s/ reports	
Budget/project/policies/compliance consultations	Traditional Leaders (Councilors)	Regularly	As required	Public Relations Officer and Cultural Officer	Courtesy calls Notices/ circulars Letters	
Budget/ project/ policies consultations	Civil Society Organizations (CSOs) and Central Government	Quarterly	As required	Director Finance	Written submissions, meetings	
Budget / project/ policies	WDC	Quarterly	As required	Director of Planning	Written submissions, meetings	

GRIEVANCE REDRESS MECHANISM

This Grievance Redress Mechanism is for the construction of all projects within Pemba District. This mechanism will help to address all issues, problems or claims which might arise as a result of implementing this project. In order to ensure stakeholder participation, the grievance redress mechanism will be easily accessible, confidential, transparent and culturally acceptable. A focal point person will be appointed with a responsibility of receiving complaints from clients, individuals and communities. This complaint will be escalated to the right person or department to investigate and handle within the stipulated days as highlighted on the diagram below.





NOTE: all GBV related cases will be reported immediately and responded to immediately and within 24hours

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

Stakeholder Group	Engagement Methods	Budget
Community Members /	- Community meetings	K20,000
	- Public consultations	K20,000
	- Printed notices and flyers, cohort meetings	K1,000
Local Government	- Formal consultations	K6,000
	- Written submissions/reports	K1,000
Environmental Authorities	- Site visits and inspections	K5,000
	- Environmental reports	K1,000
Traditional Leaders (Councilors)	- Direct meetings	K5,000
	- Cultural sensitization programs	K,5000
Contractors & Suppliers	- Project progress meetings	K5,000
	- Phone calls/emails	K500
Civil Society Organizations (CSOs) and Central Government	Review meetings	K5000
	- Reports and documentation	K1,000
Funding Agencies	- Progress reports	K1,000
	- Review meetings	K1,000
Media	- Press releases and media briefings	K5,000
	- Interviews, social media and website updates	K5,000



7. Monitoring, Evaluation and Reporting

Pemba Town Council has institutionalized a systematic process for the routine collection and analysis of data to monitor project progress. The Local Authority's monitoring systems facilitate project and programme implementation by generating accurate, evidence-based reports, thereby fostering organizational learning and knowledge sharing. This is achieved by utilizing an inclusive monitoring approach, conducting joint assessments at regular intervals with key district stakeholders. This collaboration ensures a shared understanding of project goals and establishes a sustainable system from the outset of implementation. A dedicated Monitoring and Evaluation (M&E) plan has been developed to guide the planning, management, reporting, and evaluation of the project. Specific indicators have been established to measure project outputs, outcomes, and impact.

Output Monitoring

Monthly narrative reports, derived from activities conducted during the reporting period, will be submitted. These reports will detail achievements, discrepancies from the previous month, plans for the upcoming month, and any challenges encountered.

Outcome Monitoring

Process evaluation will be conducted through routine data collection to monitor and assess whether community and institution-based activities are being implemented as planned. This kind of monitoring includes specific indicators, data collection methods and criteria that the council will deploy for success to provide evidence for decision making and to learn from the performance. Internal monitoring will be integrated at all levels of project implementation and sustained throughout its duration. Outputs and indicators will be analyzed to measure the extent and fidelity of the implementation.



Monitoring and Reporting Roles

Monitoring Event	Who	Frequency	Methodology	Reporting format
Activity monitoring in the field	Ward Development Committee (WDC)	Monthly	Visits, consultation, reports	Written and photos
Activity monitoring in the field	Technocrats Pemba Town Council (Socio-Economic Planner, Director Planning, Director Finance, Director Engineering, Environmental specialist)	Quarterly	Visits, reflection, consultation, reports	Written and photos
Update of financial records	Director Finance Finance supervisor District Accountant	Monthly	Updates based on expenses and purchases made	Written to the Council Secretary
Progress report to Donor	Council secretary	Monthly Quarterly Bi-annual Annual	Report against project documents based on monitoring and reports from the field as compiled by the Project Coordinator	Written (Financial and narrative)
Evaluation	Donor	End of project	Engage an external consultant to conduct an end of project evaluation	Evaluation report

Outcome Evaluation

The primary method for assessing outcomes will be a comparison of pre- and post-intervention data at both the individual and institutional levels among targeted beneficiaries. Data for measuring these individual and community-level outcomes will be gathered through routine household visits, individual interviews, and case studies.

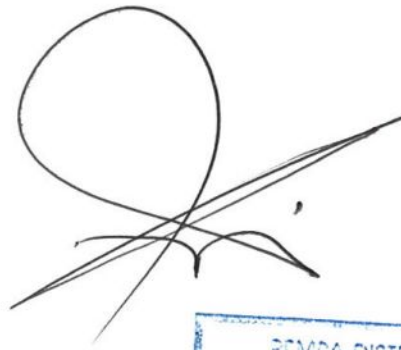
8. Conclusion

The formulation of this Citizen Engagement Strategy (CES) highlights the Council's recognition of the significant role public participation plays in fostering democratic governance and ensuring effective, people-driven development through public expenditure. The Local Authority is explicitly committed to upholding the principles of inclusiveness, transparency, and accountability throughout all phases of the budgeting and implementation cycle. All stakeholders and the general public are hereby encouraged to actively engage with the Council on matters pertaining to project



identification, selection, implementation, monitoring, and evaluation, as well as the entire budget execution process.

The Local authority will implore to provide various services as prescribed by the Local Government Act whilst exhibiting the highest levels of professionalism and constantly engage all stakeholders. Further reference can be made to the Service Charter for Pemba Town Council.

A handwritten signature in black ink, consisting of a large loop at the top and several sweeping lines below.